

Southeast Georgia Health System
Business Plan
for the Fiscal Years Ending April 30, 2013 - 2016

Table of Contents



I. Introduction	
II. System Goals & Objectives.....	2
III. Statistics.....	15
IV. Operating Budgets.....	31
V. Capital Budgets.....	44
VI. Balance Sheet/Sources and Uses of Funds.....	55
VII. Profitability Analyses.....	71
VIII. Human Resources Plan.....	81
IX. Marketing Plan.....	102
X. Physician Development Plan.....	112



SOUTHEAST GEORGIA HEALTH SYSTEM

April 26, 2013

Dear Members of the Glynn-Brunswick Memorial Hospital Authority:

We are pleased to present the Southeast Georgia Health System Business Plan for 2013 through 2016.

It is the Mission of Southeast Georgia Health System to “provide *safe*, quality, accessible, and cost-effective care to meet the health needs of the people and communities which it serves.” We have always embraced those elements as our foundation for patient care, but the “safety” aspect of our services has taken on an even greater level of importance. It is with that in mind that we have chosen to emphasize that in our business plan as we are “Putting Patient Safety First.”

All that we invest in – buildings, equipment, staff and supplies – directly affects the safety of our patients. But the importance of safety in our day-to-day activities bears reinforcement. We intend to continue to invest in patient safety regardless of the potential impact that the requirements of the Affordable Care Act, or the arbitrary provisions of the federal budgetary sequestration, may have on our operations and our financial well being. And in spite of those uncertainties, we continue to recognize our role as the sole provider of health services in our community, providing broad access to all patients throughout our eight county primary service area.

As we conclude the 2013 fiscal year, we have come to realize the benefits that focused leadership efforts can bring as certain aspects of our operation have been shored up. But we also have felt the effects of a limited number of unexpected challenges that could just as easily have derailed our progress. All-in-all, we enjoyed a rebound in our financial performance in 2013 as compared to the previous year.

And now we must re-focus on the future, recognizing the importance of patient safety while still remaining fiscally responsible. We need to carefully examine our staffing, but also realize that we must invest in our future. To this end, we are expanding our transitional nursing program through which we orient graduate nurses into the reality of a patient care setting. And we remain attentive to the long-term medical staff needs of our community, actively recruiting physicians and other practitioners to our region. But to be able to afford to do this and to maintain our financial strength, our management must create operating efficiencies and effect further cost reductions.

I would like to thank the members of the Glynn-Brunswick Memorial Hospital Authority, Southeast Georgia Health System Advisory Board, our medical staff, management team, volunteers and all team members for their ongoing contributions to the delivery of quality health care, with a focus on patient safety. I remain grateful for the teamwork that this group has demonstrated and am confident that through their continued diligent efforts, we will further enhance the safety, quality and outcomes for those that we serve.

We thank you for your support and your volunteerism as we look ahead to the future.

Sincerely,


Gary R. Colberg, FACHE
President & Chief Executive Officer