


# Southeast Georgia Health System

## Business Plan for the Fiscal Years Ending April 30, 2014 - 2017

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## SOUTHEAST GEORGIA HEALTH SYSTEM

June 25, 2014

Dear Members of the Glynn-Brunswick Memorial Hospital Authority:

We are pleased to present the Southeast Georgia Health System Business Plan for 2014 through 2017.

As we conclude the 2014 fiscal year and prepare to meet the challenges of the new fiscal year, I am compelled to remind us all of the underlying Mission of Southeast Georgia Health System, that is, to “provide safe, quality, accessible, and cost-effective care to meet the health needs of the people and communities which it serves.” This Mission remains at the heart of all that we do, but we also realize the importance of remaining financially sound to be positioned to effectively serve our communities.

Regrettably, the issues that arose throughout the past fiscal year had a significant financial impact on the Health System. The Affordable Care Act and its potential impact on uncompensated care appear to be limited; the arbitrary provisions of the federal budgetary sequestration continue; and, decisions made at the State level relative to health insurance coverage or within the military ranks as to where military beneficiaries can seek care presented different kinds of challenges for our Health System. Be assured, however, the elements of safety, quality and accessibility have remained at the forefront of our actions. To balance each of these aspects of our operation within the financial framework under which we were required to operate required a special level of leadership from all of our Team Members and for that I am deeply grateful.

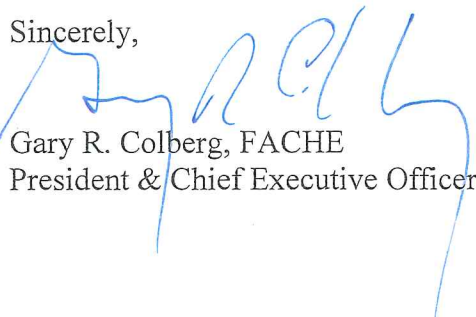
As all of those challenges are expected to continue, we have been required to refine our efforts for the future, still balancing safety, quality and accessibility with the fiscal reality that exists for our Health System. Our entire cost structure including staffing has been carefully reviewed and steps are underway to further improve our cost position. But we do so while remaining cognizant of the need to invest in our future and attentive to the long-term medical staff needs of our community. To this end, we remain committed to actively recruit physicians and other practitioners to our region in areas where the need exists.

We have also initiated exploratory discussions with providers in the Jacksonville and St. Augustine markets to determine if it would be possible to establish an affiliation arrangement that would assure our autonomy while still allowing us to pursue joint efficiencies. We remain encouraged by the possibilities brought to bear through such a relationship.

In closing, it is not possible for us to have achieved the things that we have without the support of the Glynn-Brunswick Memorial Hospital Authority, the Camden Campus Advisory Board, our medical staff, volunteers and most importantly, all of our team members and management team. I remain grateful for the teamwork 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 as we look to the future.

Sincerely,



Gary R. Colberg, FACHE  
President & Chief Executive Officer