

Southeast Georgia Health System
Business Plan
for the Fiscal Years Ending April 30, 2015 - 2018
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SOUTHEAST GEORGIA HEALTH SYSTEM

May 6, 2015

Dear Members of the

Glynn-Brunswick Memorial Hospital Authority and Southeast Georgia Health System, Inc.:

We are pleased to present the Southeast Georgia Health System Business Plan for 2015 through 2018.

When we entered the 2015 fiscal year, we were faced with a number of challenges and introduced several initiatives intended to help overcome those challenges. I am pleased to report that through cost savings efforts as well as revenue enhancements, the Health System was able to meet and exceed its financial goals for our 2015 fiscal year. Our financial stability allows us to fulfill the Mission of Southeast Georgia Health System which is to “provide safe, quality, accessible, and cost-effective care to meet the health needs of the people and communities which it serves”, which is at the heart of all that we do.

While the arbitrary provisions of the federal budgetary sequestration continue, the Health System has experienced a decrease in the level of uncompensated care it provides. Since the Affordable Care Act (ACA) is still in its early stages, and participation data is limited on a county-by-county basis, the Health System is unable to determine the exact extent to which the reduction in uncompensated care can be directly attributed to the ACA. It is, however, likely that a portion of the reduction in uncompensated care is a result of the ACA program. But it is also important to be reminded that the State of Georgia has opted not to expand Medicaid coverage, and as such, there remains a portion of the residents within our community that do not qualify to receive any subsidy of their insurance premiums. As a result, those individuals remain uninsured which has, and will continue to, place added pressure in the form of higher bad debts.

In spite of the pressures on revenues, the elements of safety, quality and accessibility remain at the forefront of our service commitment. A special level of leadership is required from all of our Team Members to enable us to meet the expectations that our patients and our Leadership Team have relative to these aspects of our operation, and for that I am deeply grateful.

As almost all of those challenges are expected to continue, we remain committed to doing more with less, all the while balancing safety, quality and accessibility. The Health System is carefully monitoring its cost structure, with particular emphasis on staffing within the hospital and Senior Care Center operations. But the long-term medical staff needs of our community are equally as important, and to this end, we remain committed to actively recruit physicians and other practitioners to our region in areas where the need exists.

The proposed affiliation with the Baptist Health System in Jacksonville and the Flagler Health System in St. Augustine is being actively pursued, and it remains our goal to establish an arrangement that will assure our autonomy while still allowing us to pursue joint efficiencies.

In closing, it is not possible for us to have achieved the things that we have without the support of the Hospital Authority, the Camden Campus Advisory Board, our medical staff, volunteers and most importantly, all of our Team Members. 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