

# Wellstar Health System

Callie Andrews, SVP & COO



## Our Mission

*(the reason we come to work every day)*

To enhance the health and well-being of every person we serve.

## Our Vision

*(aspirational and bold – drives continued action)*

Deliver world-class healthcare to every person, every time.

## Our Values

*(the qualities we embody at our best)*



We serve with compassion.



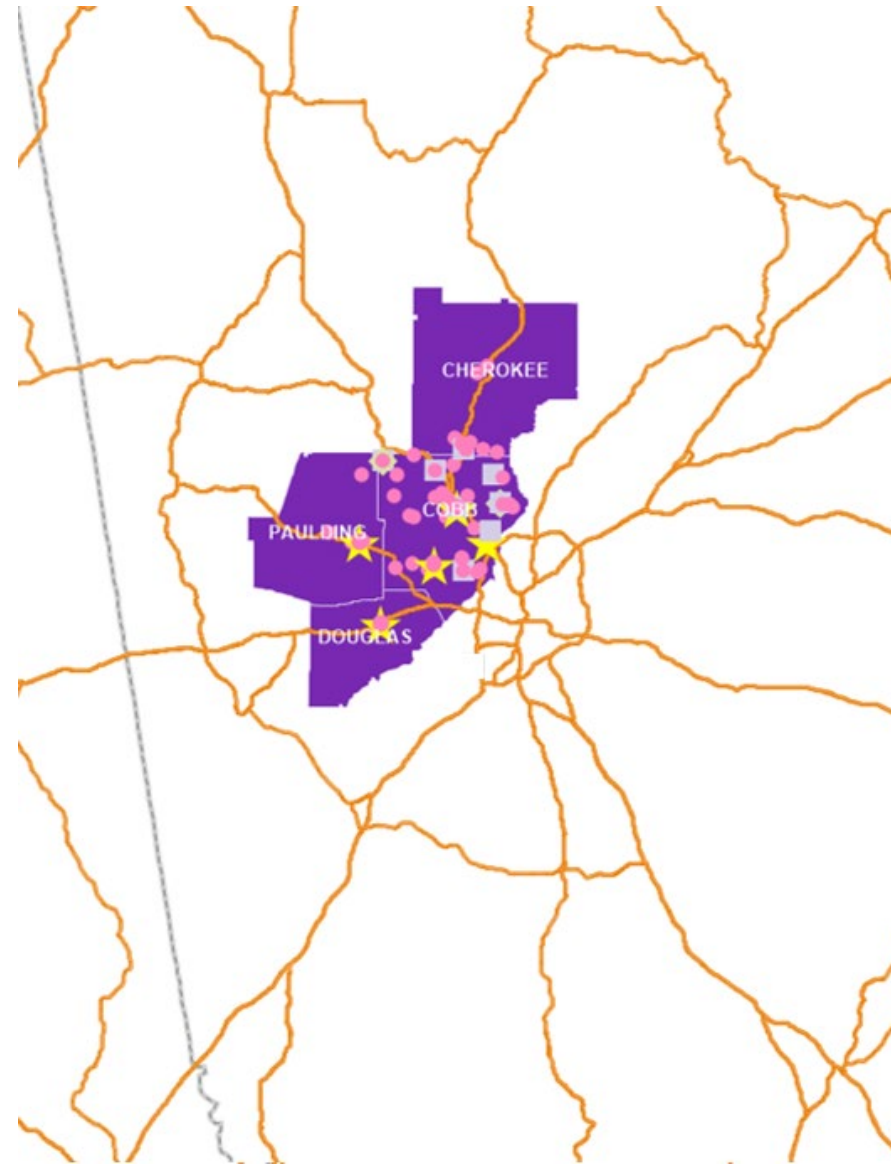
We pursue excellence.



We honor every voice.



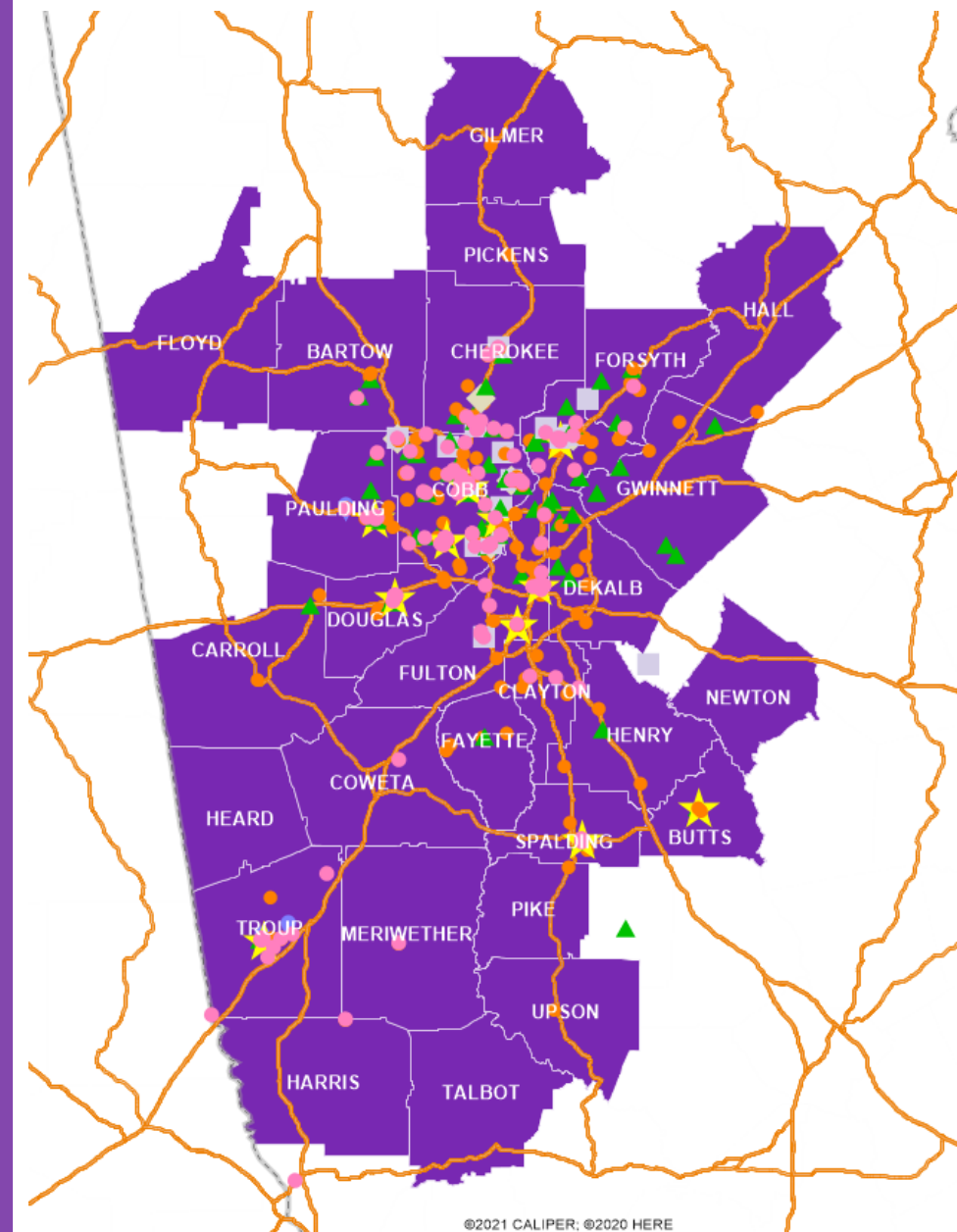
# Wellstar in 2015



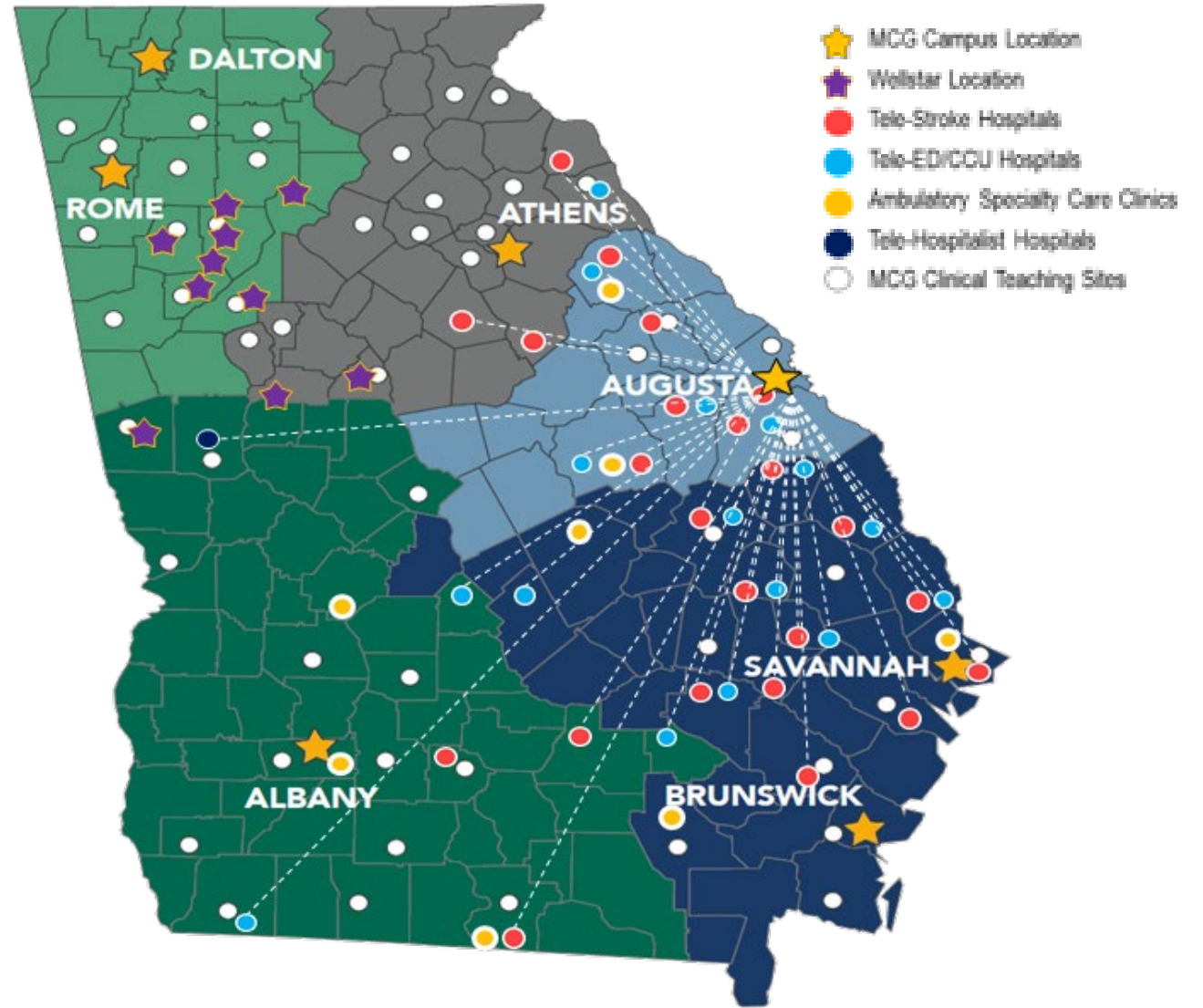
- LEGEND**
- ★ Hospital
  - ◆ Health Park
  - Urgent Care
  - WMG

# Wellstar until August 2023

- Serve a broad geography  
1 in 6 Georgians come to a Wellstar facility for treatment
- Treat Georgians from 148 out of Georgia's 159 Counties
- That was before we partnered with Augusta University Health System and Medical College of Georgia to create Wellstar MCG Health



# Wellstar Today





11

hospitals

- A. Wellstar Cobb Medical Center
- B. Wellstar Douglas Medical Center
- C. Wellstar Kennestone Regional Medical Center
- D. Wellstar MCG Health Medical Center/Children's Hospital of Georgia
- E. Wellstar North Fulton Medical Center
- F. Wellstar Paulding Medical Center
- G. Wellstar Spalding Medical Center
- H. Wellstar Sylvan Grove Medical Center
- I. Wellstar West Georgia Medical Center
- J. Wellstar Windy Hill
- K. Coming in 2026: Wellstar Columbia County



5

health parks

- 1. Wellstar Acworth Health Park
- 2. Wellstar East Cobb Health Park
- 3. Wellstar Vinings Health Park
- 4. Wellstar Cherokee Health Park
- 5. Wellstar Avalon Health Park



9

pediatric  
outpatient centers



2

senior assisted  
living facilities



3

inpatient  
hospice facilities  
Austell, Marietta, LaGrange



11

cancer centers



18

urgent care  
facilities



329+

medical office  
locations



37

imaging  
centers



91

rehabilitation  
centers



3,491

licensed  
hospital beds



30,000+

team members  
including 8,000 nurses



59,000

members of Wellstar's Accountable Care  
Organization (ACO), Georgia's largest



10

counties

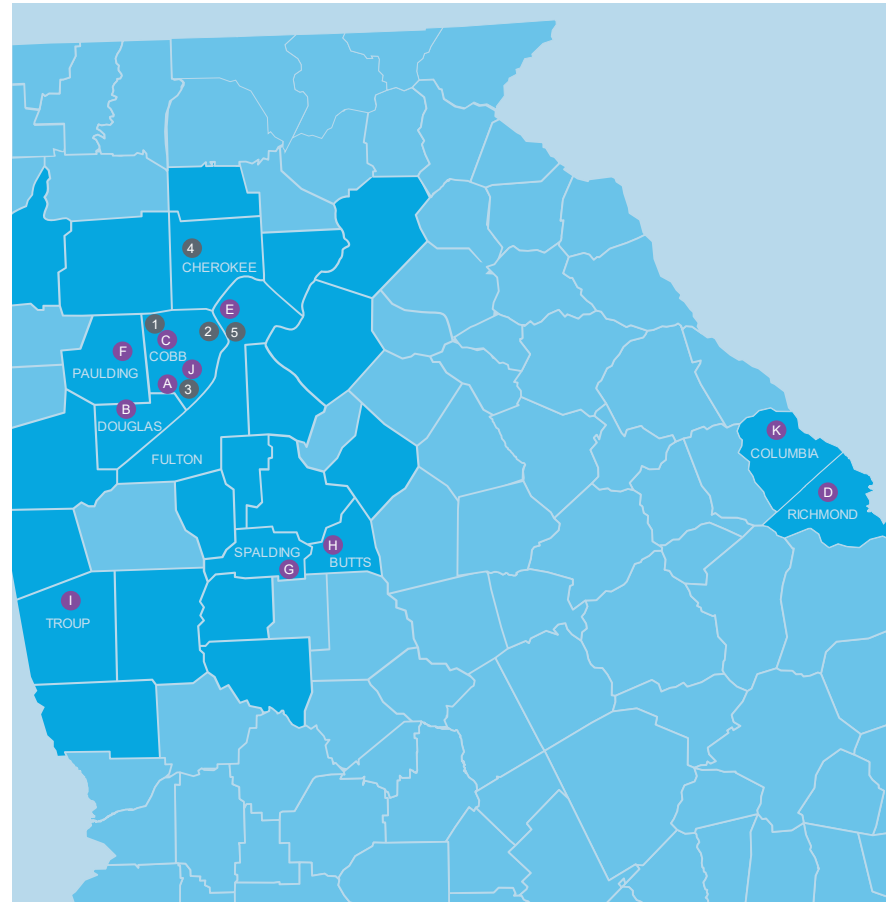
in which we offer Home  
Health Services: Cherokee,  
Cobb, Douglas, Fulton and  
Paulding, Harris, Heard,  
Meriwether, Richmond, and  
Troup



3,900+

medical staff  
members

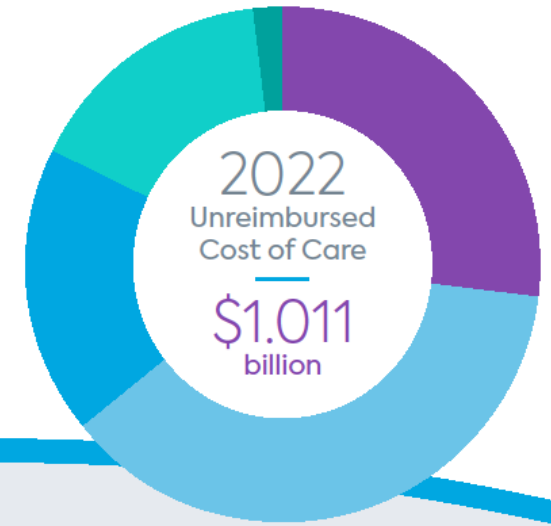
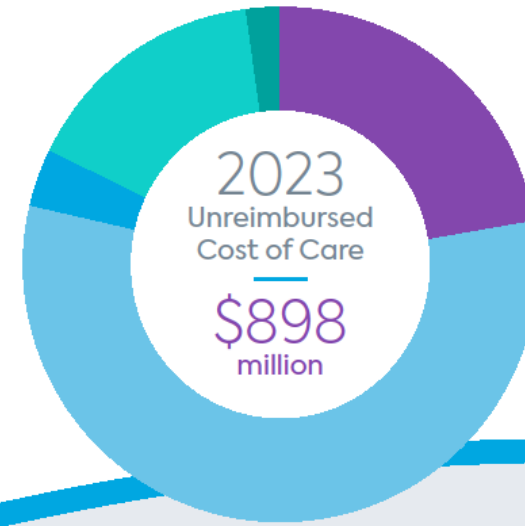
including:  
2,500+ employed  
physicians and advanced  
practitioners in Wellstar  
Medical Group  
1,900+ physicians in  
Wellstar Clinical Partners  
and Wellstar Health  
Network



# Wellstar Today



# PeopleCare When and Where It's Needed...



- Cost of Charity Care
- Cost in Excess of Medicare Reimbursement
- Cost in Excess of Medicaid Reimbursement
- Other Unreimbursed Cost of Healthcare
- Cost of Community Programs

## FY 2023

\$200 million  
\$32 million  
\$506 million  
\$14 million  
\$20 million

## FY 2022

\$272 million  
\$184 million  
\$377 million  
\$159 million  
\$19 million

The above is the cost to provide care to those patients qualifying for Community Financial Aid along with the unreimbursed cost of providing care to Medicare and Medicaid beneficiaries and other patients, excluding Wellstar Atlanta Medical Center (AMC). These costs are determined using a cost-to-charge ratio.

In addition, the Wellstar AMC cost to provide care to those patients qualifying for Community Financial Aid along with the unreimbursed cost of providing care to Medicare and Medicaid beneficiaries and other patients totaled approximately \$95.2 million for the four months it operated in fiscal 2023 and \$178.4 million during fiscal 2022.

# Modern Healthcare Charity Care Rankings

- Wellstar Ranked Second in Charity Care Nationally
- Largest charity care provider among large health systems in Georgia
- Wellstar devoted 6.11% of its operating expenses to charity care in fiscal 2022



Published Nov 27, 2023: <https://www.modernhealthcare.com/providers/nonprofit-hospital-charity-care-spending-2020-2022>



# Focus On Our People



2 YEARS IN A ROW



2022 ATLANTA BUSINESS CHRONICLE  
**HEALTHIEST EMPLOYERS®**

- Named to Fortune 100 Best Companies to Work for 5 times in last 8 years
- Fortune Best Workplaces in Health Care 4 years in a row
- Seramount 100 Best Company for Working Mothers 15 years in a row
- Seramount Top Company for Executive Women
- Best Company for Dads 3 years in a row
- 100 Best Adoption Friendly Workplaces 9 years in a row
- Atlanta Business Chronicle Healthiest Employer 2022
- Fortune America's Most Innovative Companies 2023
- Newsweek America's Greatest Workplaces for Diversity
- Newsweek America's Greatest Workplaces for Women
- DiversityInc's Top 50 Companies for Diversity
- Becker's Hospital Review Top Places to Work

# Wellstar Kennestone





Wellstar  
Kennestone  
Regional  
Medical Center



**116,840**  
ER visits



**346,867**  
outpatient  
visits



**22,630**  
surgeries



**5,884**  
births



**1**  
senior assisted  
living facility



**633**  
licensed hospital  
beds



**1**  
cancer center



**2,757**  
trauma volumes



**2**  
health parks



**20**  
IRU beds



**5,585+**  
team members



**37,322**  
admissions



**1531**  
medical staff  
physicians

**195**  
GME residents

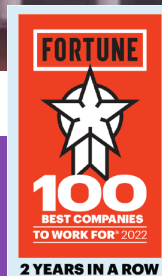
 **Wellstar**  
More than healthcare.  
**PEOPLECARE**



# Wellstar Kennestone Hospital

*Founded: 1950*

*Licensed Beds: 633*



## Distinctions

- One of Metro Atlanta's largest hospitals
- Ranks among U.S. News & World Report's Top Hospitals in Georgia; ranked first in adult specialties
- Level I Emergency Cardiac Care Center
- C4 Joint Commission Designated Cardiac Program; the only one in Georgia and Level 1 Cardiac Emergency Center
- Named a U.S. News Best Regional Hospital
- CyberKnife Program is #1 Nationally and #3 Globally
- Ranked 32<sup>nd</sup> in the nation for Inpatient Rehabilitation Services. CARF Accredited.
- Comprehensive Stroke Center, awarded American Heart Association's highest award in 2022, the Gold Plus Target Stroke Elite Quality Achievement Award.
- Cancer Center featuring resource center, Specialty Teams and Treatments (STAT) Clinic
- Level III NICU; first in Georgia to offer NicView, cutting-edge technology allowing parents and family members to view their newborn around the clock from anywhere in the world.
- Bariatric Surgery Center of Excellence
- Top Nursing Awards: AACN Beacon Awards for Excellence, Gold-level (2) & Silver-level (5) and AMSN Prism Award (3)



# LEAPSAHEAD INSAFETY

We did it again!



Because of your commitment to caring for our patients and communities, Wellstar Kennestone has earned highest marks for patient safety with **"A" Hospital Safety Grade from Leapfrog.**

*Thank you for leaping into action and providing safe, world-class care!*



# Community Impact



# For Our Community's First Responders

**REGISTRATION IS OPEN**

April 30, 2024 | Truist Park  
755 Battery Ave SE, Atlanta, GA 30339

Register online! [WTN2024.eventbrite.com](https://WTN2024.eventbrite.com)



**Trauma Symposium 2024**

Call to register and receive the Spring Training Discount  
770-956-STAR (7827)  
Early bird rates end February 1st!

CME - CNE - CE credits will be provided

Wellstar Trauma Network







# Community Health Needs Assessment



# Community Health Needs Assessment

Wellstar partnered with **Georgia Health Policy Center** to complete a **comprehensive Community Health Needs Assessment**, which included:



Secondary data specific to the populations in seven geographic areas served\*



National literature review on the impact of COVID-19 on community health, which included more than 80 publications



A survey of more than 200 stakeholders' perceptions of the impact of COVID-19 on the health of the communities they serve



More than 100 individual key informant interviews with community leaders



Eight focus groups with residents

# Priority areas for Wellstar Center for Health Equity programs and partnerships



Access to  
Healthcare



Behavioral  
Health



Food Access  
and Chronic  
Disease  
Management



Housing



Pediatric  
(Infant and  
Child Health)



Women's  
Health  
(Maternal  
Health)





# Strategic Domains and Programs



# Access to Healthcare

57 active congregations in Congregational Health Network

- Colorectal screening kits
  - 200+ colorectal screening kits distributed in Cobb County since 2022
- Passport to Health
  - Health fairs featuring contacts for access to care and social services







# Access to Healthcare

Program/Tactic	Purpose
<b>Community Clinic Network</b>	Support care linkages for community residents with limited health care access by maintaining and creating formalized relationships with community safety-net clinics
<b>Community Transformation Program</b>	Increase access to healthcare / social support through technology by partnering with community partners that have innovation needs.
<b>COVID-19 Vaccinations</b>	Increase vaccine access in underserved communities through several models including drive/walk-up, in-home and in-clinic.
<b>Colorectal Cancer Screening</b>	Increase access to colorectal cancer screening for men who may be at high risk for colorectal cancer morbidity and mortality through a partnership with BLKHLTH (Black Health) and Cottonelle.
<b>Primary Care Access</b>	Increase access to healthcare through the diversification of access models.
<b>Mammogram Voucher Distribution</b>	Increase access to mammogram screenings for women who may be at high risk for breast cancer morbidity and mortality.
<b>Social Determinants of Health Screening Program</b>	Screen high-risk patients for health-related social needs like housing, food, and transportation, using validated screening questions.

Awarded \$150,000 to CareLink of Northwest Georgia

Expanded from five to seven awardees of Community Transformation Program funding

Completed a partnership with the Morehouse School of Medicine National COVID-19 Resiliency Network that reached over 1,000,000 people nationwide

Distributed over 1,300 screening kits; 58% of recipients indicated not being screened previously.

Initiated a partnership with "findhelp" to identify social determinants of health in patients and community residents.

Initiated a new partnership between Community Health, Lab Outreach, and Wellstar Urology to conduct community-based prostate cancer screenings

# Partners





# Behavioral Health

## Soul Support through Congregational Health Network

- Education and resources to help facilitate conversations about suicide
  - Suicide rates rising in youth and white males
  - Partnering with Cobb County Sheriff's Office, Commissioner Cupid, Cobb Collaborative and behavioral health providers in Cobb





# Behavioral Health

Program/Tactic	Purpose
<b>Congregational Health Network “Soul Support” Program</b>	Increase access to behavioral health education, trainings and resources at congregations across the Wellstar service area.
<b>Social Work Student Rotation</b>	Increase access to social support in the community and for patients through a social work student rotation program that focuses on the influence of social determinants of health on health outcomes.
<b>Opioid Steering Committee</b>	Address the opioid epidemic by leading and collaborating with Wellstar providers, patients, and the communities we serve to help reduce opioid misuse, abuse and addiction
<b>Zero Suicide Initiative</b>	Lead system-wide, organizational commitment to safer suicide care to set aggressive but achievable goals to eliminate suicide attempts and deaths and organizing service delivery and support accordingly.

Awarded \$25,000 from MolinaCares to add telehealth behavioral health services to "Soul Support"

Clark Atlanta University Social Work Student completed 504 hours and served 15 Graduate Medical Education (GME) clinic patients



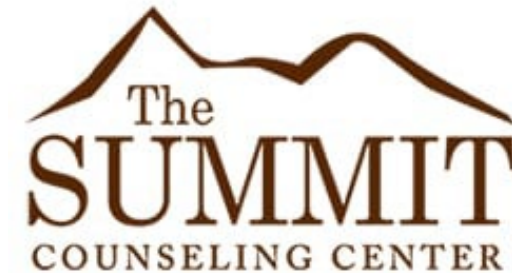
# Partners



Atlanta Regional Commission



Building Stronger Communities...One Life at a Time







# Food Access and Chronic Disease Management





# Mobile Markets

## March-June + October

- Goodr provides a week of fresh, nutritious groceries.
- Wellstar provides health education & resources.
- Wholesome Wave Georgia connects community members with resources, such as public benefits, to ensure they have sustained support.
- In Cobb: 1,800 households/6,000 people served





# Surplus Food Recovery

- 1 in 7 Georgians are food insecure
- Surplus food is donated to those in need each week
- ~400 pounds donated per month from Kennestone
- ~20,000 pounds of food diverted from landfills collected at Wellstar locations
  - Translates to 17,000+ meals





# Food Access and Chronic Disease Management

Program/Tactic	Purpose
<b>Food Rescue Initiative</b>	Reduce Wellstar's food waste footprint and ensure safe food redistribution to community residents in need.
<b>Food Resource Train the Trainer</b>	Train team members and partners on methods for enrolling community residents in sustainable food assistance programs for complete care after an encounter with a Wellstar Mobile Market or Population Health Team.
<b>Wellstar Mobile Market</b>	Increase access to healthy food and wellness programs through a partnership with Goodr and neighborhood-based nonprofits. Partnering with Wholesome Wave to provide bilingual support to assist the community in navigating available resources.
<b>Wellstar Day of Service</b>	Create opportunities for team members to support our local community-based organizations and partners through community service addressing identified priority health needs in our community.

Since 2021, Wellstar has diverted over 25,000 pounds of food (over 11 tons!) from landfills.

In 2023, Wellstar facilitated over 3,200 distributions to families throughout the System's footprint.

Since 2022, the "Wholesome Wave Georgia" Benefits Specialist has reached 6,497 Mobile Market participants and dedicated 777 hours to serving GME patients.



# Partners



**FOOD WELL**  
ALLIANCE



Master Gardener  
Volunteers of Cobb County  
GROWING GARDENERS



**SECOND**  
HELPINGS  
ATLANTA



**OPEN** **HAND**





# Pediatrics & Housing

Focus on Housing & Behavioral Health in 2024





# Pediatrics

Program/Tactic	Purpose	Key Performance Indicators <i>(not an exhaustive list)</i>
<b>Child Health Screening</b>	Provide comprehensive screening of pediatric patients to gain valuable insight into the child's family life, safety, education and social capital, and opportunities for physical activity.	<ul style="list-style-type: none"><li>Wellstar Pediatric service line to track the programs benefiting the pediatric community</li></ul>
<b>Medical Home Access</b>	Guarantee that every newborn born at a Wellstar facility has a Pediatric Medical Home, is seen within 24-48 hours, and receives timely completion of 0-30 months well visits.	<ul style="list-style-type: none"><li>Ensure and track attendance of every WellCheck and Immunization 0-30 months</li><li>100% access to newborns delivered in WHS hospitals</li></ul>
<b>Childhood Lipid Screening</b>	Increase childhood lipid screening to prevent early childhood heart disease and enhance the education towards healthy lifestyle modifications.	<ul style="list-style-type: none"><li>Perform lipid screening during well visits once 9-11 years and once 17-21 and at other visits for at risk patients</li><li>Appropriate referral to subspecialty follow-up care</li></ul>
<b>Depression Screening in Adolescents</b>	Increase depression screening to identify early symptoms of clinical depression and identify need for referral.	<ul style="list-style-type: none"><li>Complete depression screening tool 12 years and older yearly</li><li>Increase access to behavioral care</li></ul>
<b>Small TALK</b>	Improve understanding of the ongoing importance of early language nutrition for health brain development and engage in meaningful, quality interactions that expand vocabulary, literacy skills and cognitive development	<ul style="list-style-type: none"><li>Number of physicians integrating Small TALK into patient appointments</li><li>Number of families reached</li></ul>





# Housing

Program/Tactic	Purpose	Key Performance Indicators <i>(not an exhaustive list)</i>
<b>Housing Learning Community</b>	Engage in collaborative professional learning to strengthen the working knowledge of the housing crisis in Georgia.	<ul style="list-style-type: none"><li>• Identify team members that serve on the Housing Learning Community to identify shared health equity goals of the system</li></ul>
<b>Wellstar Day of Service</b>	Create opportunities for team members to support our local community-based organizations and partners through community service addressing identified priority health needs in our community.	<ul style="list-style-type: none"><li>• Number of participating team members</li><li>• Number of service hours</li><li>• Number/Type of participating community-based organizations</li></ul>

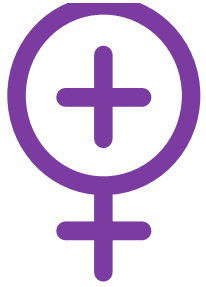


Partners



usher's new look





# Women's Health

- Kennestone pilot for Doula program
- 60+ patients have been served





# Women's Health

Program/Tactic	Purpose	Key Performance Indicators <i>(not an exhaustive list)</i>
<b>Wellstar's Women's Alliance for Healthier Outcomes (WAHOO)</b>	Improve outcomes related to key focus areas each year utilizing a process improvement cycle-based framework.	<ul style="list-style-type: none"><li>• Clinical outcomes as it relates to each focus area</li></ul>
<b>Perinatal Education</b>	Increase skills, knowledge, and abilities through patient education.	<ul style="list-style-type: none"><li>• Number of patients and families served</li><li>• Number of education materials distributed</li></ul>
<b>Doula Program</b>	To increase community doula programs and services available	<ul style="list-style-type: none"><li>• Number of doula training hours contributed</li><li>• Number of doula referrals</li><li>• Profile and number of community partners engaged Sociodemographic profile of participants and high-risk zip codes served</li><li>• Clinical outcomes of doula clients: Pre-term birth, low birth weight, NICU admission, unplanned/ planned cesarean and breastfeeding initiation at six months</li></ul>



# Women's Health *(continued)*

Program/Tactic	Purpose
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## Operation MIST

Promote maternal vitality by reducing maternal mortality with a mission to monitor physiological changes in conceiving, pregnant and postpartum birth givers.

Forty (40) birth givers from Spalding and Butts counties will be supported by Operation MIST.

## Perinatal Kit Program

Distribute perinatal care packages monthly during the prenatal and postpartum period as an early intervention to maternal mortality and the effects of perinatal mood and anxiety disorders and other key drivers of maternal morbidity.

Over 2,800 perinatal care packages distributed in partnership with Healthy Mothers, Healthy Babies Coalition of Georgia





# Partners



**HEALTHY MOTHERS,  
HEALTHY BABIES**  
*Coalition of Georgia*



Pickles &  
Ice Cream™



**MolinaCares**

Building Stronger Communities...One Life at a Time



**COBB & DOUGLAS  
PUBLIC HEALTH**

# Growing to Serve Our Community

# Growing with Our Community

## *Kennestone Tower Project, Spring 2026*



## STATE-OF-THE-ART BED TOWER

Tower will offer expanded service lines and amenities allowing for even greater patient care and patient/visitor experiences, including:

- 159 private patient beds
- Nine stories
- Additional 303,062 square feet of world-class healthcare space
- Expanded high-acuity service line areas including neonatal, cardiology, neurology and surgery
- Patient amenities including a new hospital-wide kitchen and dining area with green space
- Flexibility to meet ever-evolving patient care needs



# Kennestone PICU

Opening April 2024





# PICU Renderings



# Today's Areas of Focus: Emergency/Trauma, Surgery & Cardiovascular

Steve Cermak

# Emergency Department

*Opened in 2020 and designed to reduce wait times, expedite discharges and enhance safety and the patient experience*

- One of busiest EDs in Georgia; 2<sup>nd</sup> Largest ER Footprint in U.S., only Level II Trauma Center in NW Atlanta
- 260,000 sq. ft. – can serve up to 600 patients daily
- Separate entrances/wings for pediatric and adult patients
- Private exam rooms
- Flexible spaces equipped to treat high- and low-acuity cases
- Planned spaces and processes for de-escalation, isolation and decontamination for patients who present with infectious disease, behavioral health or chemical contamination issues
- Second floor dedicated to behavioral health with 12 beds for specialized behavioral health and crisis intervention services
- Direct access to the high-acuity/trauma care area from the rooftop helipad
- Imaging rooms directly adjacent to trauma rooms
- Additional critical care equipment, technology and more







# Wellstar

## Center for Cardiovascular Care

### Cardiovascular Care by the Numbers



**6**

ACCREDITED  
EMERGENCY CARDIAC  
CENTERS



**96**

CARDIOLOGISTS &  
CARDIAC SURGEONS



**1**

CERTIFIED  
COMPREHENSIVE  
CARDIAC CENTER



**87**

CARDIAC ADVANCED  
PRACTICE PROVIDERS



**8**

CARDIAC REHABILITATION  
CENTERS



**11**

VASCULAR SURGEONS



**7**

STEMI CARE LOCATIONS



**3,000+**

PCI INTERVENTIONS  
EACH YEAR



**31,000+**

NEW PATIENTS SEEN IN CV  
CLINICS EACH YEAR



**54,000+**

CARDIAC DIAGNOSTIC  
TESTS PERFORMED EACH  
YEAR



**500+**

STRUCTURAL HEART  
PROCEDURES EACH YEAR



**1,200+**

CARDIAC SURGERIES  
EACH YEAR



**3,200+**

EP PROCEDURES EACH  
YEAR



**20+**

VENTRICULAR ASSIST  
DEVICES EACH YEAR



**3,500+**

VASCULAR SURGERIES  
& INTERVENTIONS

\*\*Does not include recent (8/30/23) Acquisition of Augusta University Health/ Medical College of Georgia





# Congratulations Kennestone!

You earned the distinguished **three-star rating** from **The Society of Thoracic Surgeons**, placing us in the top 20% for cardiac bypass surgery in the US and Canada. Thanks to the many teams whose contributions made this great honor possible!

# Next Steps for Today

Steve Cermak

# Thank you!