2018 Report to the Greenville Health Authority
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On the Cover

Clemson University Nursing building opened August 2018 on Greenville Memorial Medical Campus. In the foreground is the building’s distinctive connector to University of South Carolina School of Medicine Greenville. Read more on Page 25.

Photo by Kris Decker/Firewater Photography
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2018 Report to the Greenville Health Authority:

*Highlights from Greenville Health System*

The last year has been a time of extraordinary change for Greenville Health System (GHS) and our more than 15,000 team members who serve the people and communities of Upstate South Carolina every day.

As we become Prisma Health℠, our ability to offer affordable, comprehensive, high-quality care has expanded markedly. We have even greater opportunities to set the standard of care, care for all patients – no matter their case complexity or ability to pay – train the future workforce to serve generations to come, and be responsible trustees of resources for the future of our patients and their families.

In 2018, GHS announced a host of new and expanded services, novel partnerships and distinctive programs. Recent landmark events include the designation of Greenville Memorial Hospital as a Magnet® facility, opening of the Clemson University Nursing building on Greenville Memorial Medical Campus (see front cover) and continued support for the Healthy Greenville initiative. Such innovations demonstrate our commitment to increase access, advance population health, enhance quality and safety, ensure responsible stewardship of resources, remain the employer of choice and transform health care.

I invite you to learn more about our dedication to these efforts, especially those pertaining to Fiscal Year 2018 (Oct. 1, 2017-Sept. 30, 2018), in this report.

Sincerely,

Spence M. Taylor, MD
President, Greenville Health System/Prisma Health–Upstate
Increase Accessible, Affordable Care
(Compliance with Lease Sections 3.11a, 3.11b, 3.11c, 3.11d, 3.11e)

Community Benefit Report

Greenville Health System (GHS) uses guidelines set by the Catholic Health Association (CHA) that allows for equitable comparisons of community benefits among health care institutions. In recognizing the importance of community outreach in ensuring a high quality of life for all residents in the region, GHS offered support in a variety of ways during Fiscal Year 2018 (October 2017-September 2018): For instance, the system was involved in over 250 diverse community events.

To help meet the medical needs of upstate citizens who have no health care coverage and cannot afford to pay for health care services, GHS provided over $100 million in charity and government-sponsored health care (at cost) in Fiscal Year (FY) 2018.

Community benefit programs encompass community health services, education of health professionals, subsidized health services, research, and financial and in-kind contributions. In addition to offering health fairs, screenings and information sessions, GHS works with community groups and educational institutions to train health care workers and to ensure access to basic medical services for everyone.

<table>
<thead>
<tr>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cost of Charity and Medicaid Services</td>
<td>$49.1 million</td>
</tr>
<tr>
<td>Support to the Community and Community Health Partners</td>
<td>$94.9 million</td>
</tr>
<tr>
<td>Benefits Recognized by CHA</td>
<td>$144 million</td>
</tr>
</tbody>
</table>

Medicare shortfall and bad debt (at cost) also are benefits that the health system provides. The Medicare shortfall represents $193 million of unpaid costs when reimbursement falls short of the actual cost of care. Bad debt, which totaled $57.1 million, occurs when patients are unwilling or unable to pay for services and do not seek charity care.

<table>
<thead>
<tr>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare Shortfall</td>
<td>$177.4 million</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>$96.8 million</td>
</tr>
<tr>
<td>Additional Benefits Recognized by American Hospital Association</td>
<td>$274.2 million</td>
</tr>
</tbody>
</table>

**TOTAL QUANTIFIABLE COMMUNITY BENEFIT** $418.2 million $442.8 million

These figures and amounts are reported based on information through September 30, 2018 (as of December 31, 2018), and are subject to change. Updated information or changes may be reflected differently in more current filings such as tax forms and cost reports.

Please refer to Appendix Page 30 for an overview of the system’s regional governance structure.
Medicare and Medicaid Participation

Since its inception, GHS has been committed to providing care for all Greenville County citizens. To fulfill this commitment, the system takes part in Medicare and Medicaid programs.

In FY 2018, GHS provided $331,043,909 in care for Medicaid patients and $751,097,105 in care for Medicare patients at our four Greenville County hospitals: Greenville Memorial, Patewood Memorial, North Greenville and Hillcrest Memorial (see below).

<table>
<thead>
<tr>
<th>Payor Mix by Total Charges</th>
<th>Total Charges</th>
<th>Payor Mix by Total Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private/Managed Care Insurance</td>
<td>$489,983,863</td>
<td>29%</td>
</tr>
<tr>
<td>Medicaid</td>
<td>$331,043,909</td>
<td>20%</td>
</tr>
<tr>
<td>Medicare</td>
<td>$751,097,105</td>
<td>44%</td>
</tr>
<tr>
<td>Self-pay/Charity</td>
<td>$120,863,732</td>
<td>7%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$1,692,988,609</td>
<td>100%</td>
</tr>
</tbody>
</table>

Increasing Access

During FY 2018, the system established or added locations to several practices, increasing patients’ access to primary or specialty care.

New or expanded GHS practices include the following:

- Blue Ridge Orthopaedics
- Center for Family Medicine–Greer
- Center for Family Medicine–Oconee
- Center for Pediatric & Internal Medicine–West
- Gastroenterology
- Lung Center–Greer
- Pain Management
- Palmetto Family Medicine
- Pediatric Abuse & Neglect
- Pediatric Infectious Disease
- Pediatric Urology
- Medical Center Powdersville (in collaboration with Baptist Easley Hospital)
- Simpsonville Family Medicine

Other examples include adding more on-site clinics in upstate businesses, expanding Upstate Pharmacy hours, and acquiring Nutrition Solutions and Nutrition Solutions Culinary.

New Divisions, Centers, Programs and Clinics

Patient access also was enhanced by adding a number of other entities.

- The Division of Pediatric Behavioral Health began
- The Division of Pediatric Pain Medicine was announced
- New centers, programs and clinics include the following:
  - Greenville Voice Center
  - Comprehensive Sickle Cell Disease Program
  - Transitional Care Program
  - Ambulatory Congestive Heart Failure Clinic
New Providers

In addition to expanding practices, centers and clinics, GHS has added new providers to enhance accessibility of care, particularly in high-demand specialties such as neurology. Overall, other significant provider gains occurred in FY18 with pediatric physicians, emergency medicine physicians, hospitalists, family medicine doctors, physician assistants and nurse practitioners. In all, over 70 new specialty physicians were recruited, bringing the total to 815.

<table>
<thead>
<tr>
<th>Specialty Physicians</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialty</td>
</tr>
<tr>
<td>Anesthesia</td>
</tr>
<tr>
<td>Cardiology</td>
</tr>
<tr>
<td>Emergency Medicine</td>
</tr>
<tr>
<td>Hospitalists</td>
</tr>
<tr>
<td>Neurology</td>
</tr>
<tr>
<td>Neurosurgery</td>
</tr>
<tr>
<td>OB/GYN</td>
</tr>
<tr>
<td>Oncology</td>
</tr>
<tr>
<td>Ophthalmology</td>
</tr>
<tr>
<td>Ortho/Sports Medicine</td>
</tr>
<tr>
<td>Other Medicine Specialties</td>
</tr>
<tr>
<td>Otolaryngology</td>
</tr>
<tr>
<td>Pediatrics</td>
</tr>
<tr>
<td>Psychiatry</td>
</tr>
<tr>
<td>Pulmonary</td>
</tr>
<tr>
<td>Radiology</td>
</tr>
<tr>
<td>Surgery</td>
</tr>
<tr>
<td>Urology</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Practice Physicians</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialty</td>
</tr>
<tr>
<td>Anesthesia</td>
</tr>
<tr>
<td>Cardiology</td>
</tr>
<tr>
<td>Emergency Medicine</td>
</tr>
<tr>
<td>Hospitalists</td>
</tr>
<tr>
<td>Neurology</td>
</tr>
<tr>
<td>Neurosurgery</td>
</tr>
<tr>
<td>OB/GYN</td>
</tr>
<tr>
<td>Oncology</td>
</tr>
<tr>
<td>Ophthalmology</td>
</tr>
<tr>
<td>Ortho/Sports Medicine</td>
</tr>
<tr>
<td>Other Medicine Specialties</td>
</tr>
<tr>
<td>Otolaryngology</td>
</tr>
<tr>
<td>Pediatrics</td>
</tr>
<tr>
<td>Psychiatry</td>
</tr>
<tr>
<td>Pulmonary</td>
</tr>
<tr>
<td>Radiology</td>
</tr>
<tr>
<td>Surgery</td>
</tr>
<tr>
<td>Urology</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced Practitioners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type</td>
</tr>
<tr>
<td>Audiolist</td>
</tr>
<tr>
<td>Certified Nurse Midwife</td>
</tr>
<tr>
<td>CRNA</td>
</tr>
<tr>
<td>Doctor of Psychology</td>
</tr>
<tr>
<td>Nurse Practitioner</td>
</tr>
<tr>
<td>Nutritionist</td>
</tr>
<tr>
<td>Occupational Therapist</td>
</tr>
<tr>
<td>Physical Therapist</td>
</tr>
<tr>
<td>Physician Assistant</td>
</tr>
<tr>
<td>Social Worker/Counselor</td>
</tr>
<tr>
<td>Speech Pathologist</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contracted Physicians</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialty</td>
</tr>
<tr>
<td>Neonatal Intensive Care</td>
</tr>
<tr>
<td>Pathology</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contracted Advanced Practitioners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type</td>
</tr>
<tr>
<td>Pathologist Assistant</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

1,176 Total Physicians
2,112 Total Providers

Please refer to Appendix Page 31 for a list of GHS-employed providers, including their geographic locations. Note: This directory does not include the list of Baptist Easley Hospital-related entities, as those entities did not fully join GHS until the start of FY19.

New Offerings

Project CORE Begins

Project CORE (Coordinating Optimal Referral Experiences) aims to improve access to specialty care, enhance the quality of specialty referrals and care coordination, and offer electronic consultation at GHS. GHS is one of six academic health centers implementing the project in a collaborative led nationally by the Association of American Medical Colleges.

Project CORE began with the divisions of Endocrinology and Cardiology in December 2017. Other specialties follow approximately every three months.
TransOral Robotic Surgery (TORS)
GHS Greenville ENT–Head & Neck Surgery now offers the world’s first minimally invasive, robotic-assisted procedure for head and neck cancer surgery. Designed to avoid incisions by removing the tumor through the patient’s mouth, TORS can offer shorter treatment time with minimal scarring, reduced recovery time, and preserved speech and swallowing functions. It also may minimize long-term effects of chemotherapy and radiation.

First-in-State Technology
The Cardiac Electrophysiology Lab at Greenville Memorial Hospital now houses the latest Siemens X-ray equipment paired with the latest 3D mapping systems to treat complex arrhythmias, resulting in enhanced patient care.

Advance Population Health
(Compliance with Lease Sections 3.11a, 3.11b, 3.11d)

Medicare Shared Savings Program
For several years, GHS has worked with the Care Coordination Institute® to better respond to shifts in health care reimbursement. One example is GHS’ participation with MyHealth First Network® in the Medicare Shared Savings Program (MSSP). Through this program, networks take accountability for the health of a population based on certain clinical measures, for instance, chronic disease management.

Networks that improve the population’s health and spend less money in the process can share in those savings. In its third year of taking part in the MSSP in 2018, MyHealth First Network – of which about half of its physician participants are employed by GHS – cut Medicare costs by over $16 million among a population of over 58,000 patients!

In fact, the network achieved a quality score of 98 percent, which puts it among the top percent of MSSP accountable care organizations in the nation in terms of quality. As a result, GHS will share in these savings.
GHS Lauded for Population Health Efforts

America’s Essential Hospitals, with over 325 members nationwide, has honored GHS with the 2018 Gage Award for its population health efforts. GHS developed the Patient-Centered Medical Neighborhoods model to increase health care access in at-risk neighborhoods. The system deployed teams of community paramedics, community health and social workers, and clinicians to conduct home visits and run a mobile health clinic, which also reduced ER use and lowered medical costs.

America’s Essential Hospitals is the leading association and champion for hospitals and health systems dedicated to high-quality care and access for all.

Mobile Health Clinic

GHS is making care more accessible and convenient in communities across Greenville County with a mobile health clinic that is the first of its kind in the Upstate. In February 2016, the GHS Neighborhood Health Partners Mobile Health Clinic began making regular visits to the Belmont, Berea, Gantt and Parker communities, as well as neighborhoods in the city of Greenville. These underserved areas have the highest rates of emergency medical service use.

The mobile clinic, a 40-foot customized RV with three exam rooms, has reduced ER use through patient education as well by diagnosing and treating both acute and chronic illnesses. Spanish-speaking staff members also are on board.

<table>
<thead>
<tr>
<th># of Complete Visits</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,052</td>
<td>1,114</td>
</tr>
</tbody>
</table>

Transitional Care Program Launches

Located at the Medical Center Clinics, this program seeks to reduce hospital readmissions and improve outcomes in newly discharged patients with chronic diseases. It provides care support for 30 days following hospital discharge to ensure patients are stable in their home. During this time, a care team monitors them closely. IV fluid, IV diuretics, breathing treatments and other services are given, if needed.

This voluntary program, which debuted December 2017, does not replace the patient’s primary doctor. Rather, it helps bridge the gap between a patient’s recent hospital stay and the next visit with the primary physician. The program served more than 180 participants in its first full year of operation.
GHS Pillar Goal and Population Health

GHS believes that its most valuable asset is its people: a hard-working team of over 15,900. As a result, the system strives to improve the lives of those enrolled in its health plan through wellness and prevention efforts. Per Member Per Month (PMPM) Spend is one example, which has become a staple item under the system’s annual Finance Pillar. This measure involves medical and pharmacy claims submitted by the approximately 25,000 individuals enrolled in the GHS Health Plan. GHS did not meet the PMPM Spend target for FY18.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17 Per Member Per Month Spend</td>
<td>Average Spend</td>
<td>&lt;$507</td>
<td>$500</td>
</tr>
<tr>
<td>FY18 Per Member Per Month Spend</td>
<td>Average Spend</td>
<td>&lt;$532</td>
<td>$558</td>
</tr>
</tbody>
</table>

Concerted population health efforts began in 2014 at GHS for those in the health plan, with resultant savings appearing in 2015. Thanks in large part to a systemwide focus on wellness and prevention plus cost-saving measures, decreases in actual PMPM Spend were recorded for a few years. Despite these efforts, however, PMPM Spend is again on the rise.

<table>
<thead>
<tr>
<th>Per Member Per Month Spend</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Claims¹</td>
<td>$385</td>
<td>$367</td>
<td>$364</td>
<td>$368</td>
<td>$416</td>
</tr>
<tr>
<td>% Increase/(Decrease)</td>
<td>6.1%</td>
<td>(4.5%)</td>
<td>(1.0%)</td>
<td>1.1%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Pharmacy Claims</td>
<td>$112</td>
<td>$128</td>
<td>$126</td>
<td>$133</td>
<td>$142</td>
</tr>
<tr>
<td>% Increase/(Decrease)</td>
<td>11.9%</td>
<td>14.2%</td>
<td>(1.7%)</td>
<td>5.0%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Total Net Claims</td>
<td>$497</td>
<td>$496</td>
<td>$490</td>
<td>$500</td>
<td>$558</td>
</tr>
<tr>
<td>% Increase/(Decrease)</td>
<td>7.4%</td>
<td>(0.3%)</td>
<td>(1.2%)</td>
<td>2.1%</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

¹Medical Claims are net of stop loss

Note: Pillar outcomes are reported as of the end of the fiscal year and may not consider all final settlements or adjustments. Hence, they may not agree precisely with the amounts above.

Groundwork for New Family Medicine Residency Programs

In August, the GHS Department of Family Medicine opened two Center for Family Medicine practices in Seneca and Greer. They are part of a greater vision to expand graduate medical education across GHS and meet community health needs. The residencies will begin in 2020; the first faculty members have already been hired.

PASOs Grant

PASOs (Perinatal Awareness for Successful Outcomes) and GHS Accountable Communities received $15,000 to provide continued support for PASOs (Spanish for “steps”). It is the only program in the community focusing on the reproductive health needs of Hispanic women and their babies.

During the project period, 387 people in Greenville County will be given information on WIC (Women, Infants and Children nutritional program); 129 participants will be enrolled in the program. The team also will document barriers to service delivery and the enrollment process to better coordinate effective care.
LCMH Endowment Benefits Laurens County Agencies

Each year, GHS presents Laurens County Memorial Hospital with endowment funds to distribute to community organizations at the discretion of the hospital’s board. To be eligible for consideration, agencies must spend funds in programs that improve community and population health in Laurens County.

Seven Laurens County health groups will benefit from this year’s endowment: Bell Federation for the Blind, Bridging the Gap, Good Shepherd Free Medical Clinic, Hospice of Laurens County, Laurens County Cancer Association, Laurens County Home for the Aged and the Laurens County Future Scholarship Program.

Improve Quality and Safety
*(Compliance with Lease Sections 3.11a, 3.11b, 3.11d)*

National Recognitions

**Magnet Milestone**
Greenville Memorial Hospital has been granted Magnet® designation from the American Nurses Credentialing Center. Magnet is the highest level of recognition an organization can receive for high-quality nursing. GMH is the second GHS hospital to achieve this recognition (Greer Memorial Hospital was the first). Just 481 of 6,500 U.S. hospitals have attained Magnet designation.

**Elite Stroke Status**
Greenville Memorial Hospital achieved prestigious Comprehensive Stroke Certification from The Joint Commission. GMH is the first hospital in the Upstate to do so - an accomplishment shared by just 4 percent of hospitals nationwide. In fact, GMH is one of only 200 hospitals in the United States that has or is expected to meet Comprehensive Stroke Certification in the next few years!

**Baby-Friendly Designation**
Greer Memorial Hospital has earned Baby-Friendly Designation. This international designation recognizes hospitals and birthing centers that offer optimal care for infant feeding and mother/baby bonding. Greenville Memorial Hospital and Oconee Memorial Hospital already have attained Baby-Friendly status.

**Quality Star Rankings**
The Centers for Medicare & Medicaid Services (CMS) has released its 2018 Overall Hospital Quality Star Ratings. This initiative uses 62 quality metrics to rate more than 4,000 U.S. hospitals on a 1-5 scale.

When the 2018 rankings were released, South Carolina had nine hospitals receiving the top 5-star rating – two were Patewood Memorial Hospital and Greer Memorial Hospital. Four stars went to Hillcrest Memorial Hospital, 3 stars were given to Greenville Memorial Hospital (putting it in the top decile of major teaching hospitals) and Oconee Memorial Hospital, and two stars were given to Laurens County Memorial Hospital.

**‘A’ for Safety**
Greenville Memorial Hospital, Greer Memorial Hospital, Hillcrest Memorial Hospital and Oconee Memorial Hospital earned “A” rankings from the Leapfrog Group. Leapfrog Hospital Safety Grades are assigned to over 2,600 general acute-care hospitals across the nation twice a year.
Leapfrog Hospital Safety Grade uses national performance measures from the Centers for Medicare & Medicaid Services, Leapfrog Hospital Survey, Agency for Healthcare Research and Quality, Centers for Disease Control and Prevention, and the American Hospital Association’s Annual Survey and Health Information Technology Supplement. Taken together, those measures produce a grade representing a hospital’s overall performance in keeping patients safe from preventable harm and medical errors.

Women’s Choice Winners
The Women’s Choice Award identifies the country’s best health care institutions based on the most recent publicly available information from CMS and accreditation information that consider female patient satisfaction and clinical excellence. Three GHS hospitals received a total of eight awards.

Patewood Memorial Hospital: Best Orthopaedics, Best Patient Safety and Best Breast Center; GMH: Best Patient Safety, Best Heart Care and Best Breast Center; and Greer Memorial Hospital: Best Obstetrics and Best Patient Safety.

Wound Healing
The national Robert A. Warriner III, MD, Center of Excellence award was presented to Upstate Wound Healing and Hyperbaric Medicine Center, part of Laurens County Medical Campus, for achieving high patient satisfaction and healing rates over a two-year span. Only about 100 of 600+ eligible centers earned this honor; the Laurens center has received this award seven times!

In addition, Baptist Easley Wound Care and Hyperbaric Center was recognized for excellent outcomes with a Center of Distinction Award from Healogics, the nation’s largest provider of advanced wound care services. (GHS is part owner of Baptist Easley.)

Strokes to Greer
Greer Memorial Hospital was recognized with the 2017 Stroke Gold Achievement Award and named to the 2017 Gold and Target Stroke Honor Roll.

Tops in Safety
Greer Memorial Hospital also garnered 2017 Top 100 Safe Care Hospitals honors.

State Recognitions

Zero Harm Accolades
Six hospitals received Certified Zero Harm Awards by the S.C. Hospital Association in fall 2018: Greenville Memorial, Greer Memorial, Hillcrest Memorial, Laurens County Memorial, Patewood Memorial and Baptist Easley (of which GHS is part owner). The awards, given semiannually, recognize hospitals when no preventable hospital-acquired infections of a specific nature are recorded during the reporting period.

Palmetto Gold
Two nurses from GHS were named among the top 100 nurses in the state in 2018. Nurses are recognized with the Palmetto Gold Award for providing excellent patient care and demonstrating a strong commitment to the nursing profession. Since the program was introduced in 2002, approximately 100 GHS nurses have been tapped as Palmetto Gold recipients.

Maternity Care
Oconee Memorial Hospital, Laurens County Memorial Hospital and Baptist Easley Hospital (of which GHS is part owner) were designated as a Blue Distinction Center for Maternity care from BlueCross BlueShield of South Carolina. This distinction is attained by displaying quality, patient safety/outcomes and treatment expertise.

Greenville Memorial Hospital and Greer Memorial Hospital were named a Blue Distinction Center+ for Maternity care by additionally excelling in cost measures.

**Patient Recognitions/Satisfaction Score Awards**

**Best of the Best**
*Greenville News* readers voted GHS best in these categories: Hiking Trail (GHS Swamp Rabbit Trail), Urgent Care (MD360® Convenient Care), Mental Health & Wellness (GHS Psychiatry–Patewood) and Health Club (GHS Family YMCA). GHS was runner-up for best Primary Care Practice (Internal Medicine Associates of Greenville), Hospital and Dermatology Practice (Carolina Dermatology of Greenville).

Laurens County Memorial Hospital has been voted Best Hospital by readers of the *Clinton Chronicle*. 2018 marks the 13th year in a row that the hospital has amassed this honor from the Readers’ Choice contests sponsored by the local newspaper.

*Greer Citizen* readers voted Greer Memorial Hospital as having the Best Emergency Department and as being Best Hospital. Tapped for Best Pediatrician was GHS’ Greer office of The Children’s Clinic, with the Best Family Practice honors going to Cypress Internal Medicine-Greer.

**Home Health Honor**
For the second year in a row, GHS Home Health was named a 2017 Home Health Patient Satisfaction Award Winner by Strategic Healthcare Programs. This accolade goes to home health and post-acute agencies that achieve a top 20 percent rating for patient satisfaction.

**Excellence Award**
Patewood Memorial Hospital was named a 2017 Guardian of Excellence Award winner in Patient Experience. The award honors performers who consistently remained in the top 5 percent of all Press Ganey clients for one year in Patient Experience.
The Patient Experience

A key measure of service quality is the ability to create a better experience for patients and their families. This experience includes interactions that patients may have with a health system as they seek and receive care, such as communication with care providers and support staff, along with access to facilities and timely appointments.

This commitment to excellence is reflected in the system’s employee pillar goals for patient experience. These goals are aggressive and designed to drive long-term results.

<table>
<thead>
<tr>
<th></th>
<th>FY17 Target</th>
<th>FY17 Actual</th>
<th>FY18 Target</th>
<th>FY18 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Satisfaction</td>
<td>75 %-ile</td>
<td>69 %-ile</td>
<td>75 %-ile</td>
<td>77 %-ile</td>
</tr>
<tr>
<td>Physician Practices</td>
<td>75 %-ile</td>
<td>54 %-ile</td>
<td>75 %-ile</td>
<td>58 %-ile</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>75 %-ile</td>
<td>17 %-ile</td>
<td>75 %-ile</td>
<td>22%-ile</td>
</tr>
</tbody>
</table>

A commitment to excellence has led to an innovative program called iRounds. This program allows GHS to address patient needs and concerns as they occur. Clinicians regularly check in with patients and ask a series of questions. Concerns raised during the conversation are immediately addressed.

Quality Pillar Goals

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAUTIs</td>
<td>20% Reduction</td>
<td>&lt;42</td>
<td>56</td>
</tr>
<tr>
<td>C-diff Cases</td>
<td>15% Reduction</td>
<td>&lt;135</td>
<td>114</td>
</tr>
<tr>
<td>CLABSIs</td>
<td>20% Reduction</td>
<td>&lt;43</td>
<td>35</td>
</tr>
</tbody>
</table>

Blood and Marrow Transplant (BMT) Program Treats 1,000th Patient

In October 2017, GHS Cancer Institute’s BMT program performed a stem cell transplant on its 1,000th patient! Begun in 1992, the program – one of only two statewide – is accredited by the Foundation for the Accreditation of Cellular Therapy. It the only one in the Upstate accredited for both autologous and allogeneic transplants.

The program’s partnership with the National Marrow Donor Program (NMDP) and its NMDP Apheresis Center status make possible stem cell collection services, allowing healthy donors here to give life-saving stem cells to patients around the globe.

Pain Liaison Course Debuts

An important role has been introduced at GHS: Pain Liaison Nurse. Specialized classes using evidence-based practices provide these nurses with additional knowledge and skills to function as a patient advocate, resource to other members of the health care team, and change agent to improve patient care related to safe pain management. Thirty-four nurses attended the inaugural two-day course in March, led by a GHS pharmacist and anesthesiologist/pain management physician.

Car Seat Inspection Site

In April, a 10th car seat inspection station was added in the Upstate as Greenville Memorial Hospital became the site of the first hospital-based car seat inspection in the state. Located in the hospital’s North Parking Garage, the station is made possible thanks to funding from Kohl’s, GHS’ Bradshaw Institute for Community Child Health & Advocacy, and Safe Kids™ Upstate.
EMT Drills
The first in the country to do so, GHS and USC School of Medicine Greenville require first-year medical students to complete an emergency medical technician (EMT) training course. Students spend 12 hours each month serving the community as EMTs, working in an environment that requires skills in communication, focused patient assessment, documentation and patient safety.

In FY 2018, the program added 105 EMTs to serve the people of Greenville County.

Since 2012, GHS and the medical school have hosted an annual community emergency preparedness exercise. This event provides an opportunity for local emergency responders to test their disaster readiness through realistic simulations of life-threatening events. The drills, made possible by a grant from The Fluor Foundation, bring together law enforcement, fire and rescue, emergency medical services, hospital staff and medical students as they work together to assist patients and protect the community.

2018 EMT Drill Stats

<table>
<thead>
<tr>
<th>105 Students</th>
<th>300 Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(from GHS, Greenville Tech, Clemson, USC)</td>
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</tr>
</tbody>
</table>

Response Agencies

<table>
<thead>
<tr>
<th>Greenville County EMS</th>
<th>Greenville City Fire Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenville City Police Department</td>
<td>Greenville County Sheriff’s Office</td>
</tr>
<tr>
<td>Greenville County Emergency Management</td>
<td>GHS Police</td>
</tr>
</tbody>
</table>

Leadership Acknowledgments

Dr. Schmidt Garners Multiple Honors
William Schmidt III, MD, PhD, VP of Development, GHS Health Sciences Center, has received the Order of the Palmetto, South Carolina’s highest civilian honor. Dr. Schmidt’s impact on children’s health in South Carolina spans a 27-year tenure.

He also was recognized with the naming of the Clement’s Kindness Children’s Garden in his honor for his many contributions to the care of children with cancer. The garden is located inside the Cancer Survivors Park.

Additionally, Dr. Schmidt was among 40 community leaders chosen to take part in the Riley Institute at Furman University’s Diversity Leaders Initiative. He also was presented a lifetime achievement award from the S.C. American Academy of Pediatrics.

Dr. Taylor Leads American Board of Surgery
GHS President Spencer Taylor, MD, serves as chair of the American Board of Surgery (ABS) for 2018-2019. ABS is the national certifying body for general surgeons and related specialties.
Dr. McFadden Named a Liberty Fellow
Cedrek McFadden, MD, colorectal surgeon with GHS, has been selected as a Liberty Fellow for the Class of 2019. The Liberty Fellowship program recruits diverse leaders and immerses them in a series of seminars in which they reflect on what makes a just society, thereby deepening knowledge, broadening perspectives and enhancing their ability to tackle issues.

Dr. Buchanan an Education Innovator
April Buchanan, MD, has been selected as the Undergraduate Medication Education Representative and Steering Committee Member for the American Association of Medical Colleges Southern Group on Educational Affairs. Responsibilities include serving on the national Undergraduate Medical Education Steering Committee, promoting educational innovations and research at regional and national meetings, and participating in initiatives related to medical student education.

Epic Recognition
Jim Cochrane, MD, a GHS pulmonary disease specialist, received national recognition for his work to improve the Epic user’s experience. His presentation from the 2017 Epic Users Group Meeting, titled “Comprehensive Health Maintenance,” was chosen for inclusion in Epic Classics. Epic Classics is a project to improve the education of new Epic users. His presentation is available on the Epic UserWeb and on Epic Earth.

Dr. Saul Receives Teaching Accolade
Robert Saul, MD, medical director of General Pediatrics at GHS Children’s Hospital, received the 2018 David W. Smith Award for Excellence in Genetics and Birth Defects Education from the American Academy of Pediatrics. This biennial teaching honor celebrates individuals for their lifetime accomplishments in genetics and birth defects education.

Hypertension Honor
Brent Egan, MD, VP of Research for the Care Coordination Institute, has received the Marvin Moser Clinical Hypertension Award from the American Heart Association. This honor recognizes a clinician whose career has been dedicated to treating and caring for patients with high blood pressure.

GHS Leaders in Becker’s Top 100
Becker’s Healthcare has recognized Spence Taylor, MD, president of GHS, and Mike Riordan, co-CEO of SC Health Company, as two of the top 100 leaders in the Becker’s Hospital Review 2018 100 Great Leaders in Healthcare. Riordan and Dr. Taylor are the only health care leaders from South Carolina on this list.

Furman’s WLI Class of 2018
Congratulations to the following 2018 GHS physician graduates of Furman University’s Women’s Leadership Institute: Kerry Sease, MD, medical director, Bradshaw Institute for Community Child Health & Advocacy; and Angela Sharkey, MD, associate dean, University of South Carolina School of Medicine Greenville. WLI seeks to enhance vital leadership skills and form a collaborative, lasting network of relationships.

Dr. Sease Elected President of SCAAP
Kerry Sease, MD, MPH, was elected president of the South Carolina chapter of the American Academy of Pediatrics at the organization’s annual meeting in July. She will serve a two-year term.
Dr. Porter to Head American Board of Orthopaedic Surgery
Scott Porter, MD, MBA, VP of Organizational Equity, has been named president-elect of the American Board of Orthopaedic Surgery. This national voluntary, nonprofit, independent organization seeks to serve the best interests of the public and the medical profession through establishing and evaluating educational standards for orthopaedic surgeons.

Advancing Equity
Geriatric medicine physician Melissa Bailey-Taylor, DO, MPH, was accepted into the 2018 class of the Disparities Leadership Program at Massachusetts General Hospital and Harvard University. The yearlong program gives emerging health care leaders in-depth knowledge of the field of disparities, quality improvement strategies for identifying and addressing disparities, and the leadership skills to implement strategies and facilitate organizational change toward greater equity.

New Certifications

Lifestyle Medicine
Bobby Masocal, MD, Center for Family Medicine; Beth Morris, MD, Greenville Family Medicine; and Susan Satterfield, MD, Cypress Internal Medicine–Maxwell Pointe, are among the first 204 physicians to receive board certification in Lifestyle Medicine through the American Board of Lifestyle Medicine. Lifestyle medicine is the use of evidence-based lifestyle therapeutic approaches, such as a predominantly whole food and plant-based diet, physical activity, adequate sleep, stress management, tobacco cessation and other non-drug modalities to help prevent, treat and even reverse chronic disease.

Surgical Oncologist Earns New ABS Certification
Rebecca Snyder, MD, MPH, GHS surgical oncologist, recently was board-certified in Complex General Surgical Oncology (CGSO) by the American Board of Surgery. She is the only surgeon in the Upstate to be CGSO board-certified and among just 202 surgeons nationwide to earn this certification.

The CGSO subspecialty certification assesses qualifications to treat complex cases typically seen in cancer centers and specialized institutions. It also recognizes surgeons with specific knowledge in the diagnosis, multidisciplinary treatment and rehabilitation of patients with more rare, unusual or challenging tumors.

Recent Accreditations

Rehabilitation: Roger C. Peace and North Greenville hospitals, along with Peace Rehabilitation Center, earned reaccreditation from the Commission on Accreditation for Rehabilitation Facilities (CARF) in several programs involving stroke, amputation, spinal cord injury and traumatic brain injury.

Continuing Medical Education Program: GHS’ program earned national re-accreditation from the Accreditation Council of Continuing Medical Education, demonstrating the program’s commitment to the highest standards. This achievement allows GHS to expand activities that award AMA PRA Category 1 CME credits to those targeted to nonclinical subjects when those activities benefit the profession, patient care and public health.

Greenville Memorial Medical Campus: GMCC successfully concluded its 2018 reaccreditation survey by The Joint Commission.

Greenville HealthCare Simulation Center: The center earned re-accreditation from the Society for Simulation in Healthcare in three areas: Teaching, Assessment and Systems Integration.
Care Coordination Institute: CCI received Case Management Accreditation from the National Committee for Quality Assurance (NCQA) for its Care Management program. It also garnered a Certification for Disease Management for its Condition Management program. These two programs help drive patient engagement and coordinate care across the continuum, leading to improved health outcomes, positive patient experiences and reduced overall cost of care.

Family Medicine Residency Program: The residency was re-accredited by the Accreditation Council for Graduate Medical Education.

Primary Care Sports Medicine Fellowship: This fellowship was re-accredited by the Accreditation Council for Graduate Medical Education.

Chest Pain Center: GMH was re-accredited as a Chest Pain Center with Primary PCI by the American College of Cardiology.

Center for Pediatric Sleep Disorders: The center was re-accredited by the American Academy of Sleep Medicine, indicating continued maintenance of the highest standards of sleep medicine practice.

Rural Health: Clemson Pediatrics has achieved Rural Health recertification by DHEC.

CT: The CT department at Laurens County Memorial Hospital has received accreditation for Low Dose CT from the American College of Radiology.

Child Life Program: This program was accredited for its clinical internship by the Association of Child Life Professionals.

Be Responsible Stewards of Resources
(Compliance with Lease Sections 1.8 and 3.11d, 3.11e)

Healthy Greenville Grants

In May, the Greenville Health Authority Board of Trustees approved five new Healthy Greenville multi-year grant projects. Projects range from preventing diabetes to using mindfulness therapy to combat opioid misuse. Recipients include Greenville Free Medical Clinic, Clemson University’s Department of Public Health Sciences, Pendleton Place, The Phoenix Center, Communities in Schools and Furman University’s Institute for the Advancement of Community Health.

To date, the Greenville Health Authority has invested $17,759,226 in 15 grant projects as part of its commitment to improve the health of Greenville County residents. This commitment is for the life of the lease and contribution agreement between GHS and GHA (34-year term with unlimited four-year extensions thereafter).

Please refer to Appendix Page 56 for “Primary Data Results” (pages 16-20) of the current 2016 Community Health Needs Assessment.
Insurance Coverage and Licensures

The ability to maintain insurance coverage and the appropriate licenses for our facilities and services highlights our dedication to quality as well as our commitment to protecting and maintaining our resources.

Please refer to Appendix Page 54 for a summary of insurance coverages.

Before FY17, GHS facilities did not have a common license renewal date with the S.C. Department of Health & Environmental Control. However, GHS is now moving all licensure renewals to October 31.

Please refer to Appendix “License Application Processing/Applied for/Renewed” on Page 55 for a list of licensures expiring in the next year.

Sustainability Committee

GHS has a Sustainability Committee that meets quarterly. This multidisciplinary team discusses current projects throughout the system and opportunities to increase energy efficiency and reduce waste, such as those described below.

Greenhouse Gas Emissions: GHS energy reductions are equal to savings of greenhouse gas emissions from 3,003,557 miles driven by an average passenger vehicle or 427 tons of waste recycled.

Kilowatts: GHS energy reductions are equal to savings of CO₂ emissions from 4,281,749 pounds of coal burned or energy use for one year of 423 homes.

Thermal: Likewise, savings reflect 671,847 miles driven by an average passenger vehicle or 9,174 incandescent lamps switched to LEDs.

Resource Recovery
Solid waste has been diverted from landfills through creative measures that encourage reuse, recycling or composting of waste. Proper disposal of waste (waste management) relocates waste to areas where it can be left, incinerated or disposed of safely. Removing waste from public areas helps reduce risks to overall health, decrease exposure to biohazards and lower pest infestation.

GHS Waste Reduction (in pounds):
- Solid waste diverted from landfills ................................................................. 5,815,086
- Paper, plastic, aluminum and electronic waste recycled................................. 4,213,711
- Cardboard recycled ....................................................................................... 484,260
- Compost recycled from the kitchens at GMH ............................................... 147,151

Free Health Screenings

GHS hosts many free or low-cost community events each year, several of which include health screenings. Screenings follow National Comprehensive Cancer Network guidelines and best practices. Anyone with an abnormal result is offered follow-up treatment.
Major GHS-sponsored community events also host screenings. The Minority Health Summit, for example, performed 300 free health screenings and 100 health risk assessments. During Take a Loved One to the Doctor Day, the 200+ attendees could receive health screenings and assessments. Logged were 70 prostate exams, 96 A1c tests for diabetes, 100 blood pressure/BMI checks, 25 oral health screenings and 92 kidney screens with urinalysis. In addition, Business Health provided free screenings for more than 45 businesses during FY18. Also, GHS team members and their covered spouses could undergo free health screenings as part of HealthTrack™.

**Flu Shots**

Each year, GHS administers flu shots for adults at multiple drive-thru and walk-in sites, including Greer, Simpsonville and Greenville. The shots are free to the public and available on a first-come, first-served basis. Business Health provided 4,500 flu vaccines to over 40 businesses as well.

Internally, GHS also dispenses influenza vaccines for free to its team members, volunteers and students as a way to keep the community healthy. During last year’s flu season (October 2017-March 2018), 15,951 vaccines were administered to employed team members alone.

**Pilot Program Expands to Baptist Easley Hospital**

Managing Abstinence in Newborns (MAiN), a treatment model developed and piloted at GHS, now includes Baptist Easley Hospital, of which GHS is part owner. MAiN targets symptoms related to neonatal abstinence syndrome, which newborns experience when exposed to addictive drugs while in utero. The program features three components: treatment for withdrawal in newborns is started right away to reduce pain and complications; mothers room-in with the baby for a week to help provide care and gain parenting skills; and the baby continues to be weaned off opioids at home, avoiding a lengthy hospital stay.

The model has proven to be safe, effective and yields better outcomes than traditional care. Plus, it saves money. Here are three of the program’s outcomes:

- Average length of stay of 8.3 days compared to 15 days for affected newborns in all S.C. hospitals
- Hospital charges for babies using the MAiN model averaged $11,000 compared with $45,000 for traditional care statewide
- Readmission rate within 30 days of discharge was 7%, with no baby having a primary diagnosis of withdrawal

**GHS Capital Spend**

As you can see from the figures below, dollars spent on facilities and equipment decreased in 2018, resulting in an investment of over $79.5 million in the Upstate.

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Spend</td>
<td>$108,036,000</td>
<td>$85,369,000</td>
</tr>
<tr>
<td>Less: Epic</td>
<td>$(16,829,000)</td>
<td>$(5,818,000)</td>
</tr>
<tr>
<td><strong>Capital Spend (excluding Epic)</strong></td>
<td><strong>$91,207,000</strong></td>
<td><strong>$79,551,000</strong></td>
</tr>
</tbody>
</table>
GHS Financial Statements

Please refer to Appendix pages 61 and 64 for FY17 and FY18 financial statements.

Remain the Area’s Employer of Choice
(Compliance with Lease Section 3.11e)

With 15,941 employed team members as of September 30, 2018, GHS ranks as the county’s largest employer. As such, it is an economic driver for the region. Size is not all that matters, however. For many, GHS is considered the employer of choice, as illustrated below.

Employee Opinion Survey

In March 2018, GHS conducted its 12th annual Employee Opinion Survey. The survey allows employees (which includes providers) to share candid input and feedback anonymously online. Each year, the system strives to increase participation. An increase in survey response rate means that team members are engaged and believe providing feedback leads to positive organizational change. Enhancements resulting from feedback suggestions are listed in the system newsletter every winter.

GHS increased participation in its annual survey by 2% between 2017 and 2018. Additionally, the employee engagement score continues to rise and remains above the national average for health care facilities.

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>12,961</td>
<td>14,249</td>
</tr>
<tr>
<td>Response Rate</td>
<td>89%</td>
<td>91.1%</td>
</tr>
</tbody>
</table>

Press Gainey’s benchmarks draw on a database of over 2,200 health care facilities and over a million respondents.

Several organizational strengths were highlighted through the survey. Here are three that many employees voiced:

- GHS provides quality care and services
- Their work is meaningful
- The person they report to cares about their job satisfaction
Engaging News

In just one year, Baptist Easley Hospital (of which GHS is part owner) boosted both its provider and employee engagement scores as measured through the annual Employee Opinion Survey. Provider engagement rocketed from the 27th %-ile to the 80th %-ile, while employee engagement jumped from the 40th %-ile in FY17 to the 59th %-ile in FY18. Leaders attribute these advances to improved communication and rounding efforts from all levels, which also resulted in increased survey participation from team members.

GHS Transformative Health Institute: Enhancing the Practice of Medicine

Enhancing the practice of medicine has been identified as a top priority for the health system with goals of reducing burdens and barriers to patient care, decreasing burnout, and increasing team member well-being.

Thanks to feedback from within, GHS recognized the need to proactively support the well-being and reduce burnout of our team members. This team-driven approach consists of four committees of over 200 members developing projects in these areas:

- Practice Innovation
- Team Member Well-Being
- Academics and Learners
- Culture and Inclusion

These initiatives represent a large commitment by our leaders to give our teams the support they need to develop solutions and make GHS the best place to work.

UPLIFT-ing News

One way GHS enhances the workplace is through UPLIFT, which stands for Use Portable Lifts in Facilitating Transfers. Since launching in 2008, this initiative to prevent patient handling and lifting injuries has continued to increase patient and employee safety. Plus, the cost to provide and maintain UPLIFT equipment, training and coaching is markedly less than the costs incurred for compensation and missed work related to patient handling injuries.

<table>
<thead>
<tr>
<th></th>
<th>Total Event Rate</th>
<th>Claims Rate</th>
<th>Average Cost/Claim</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>2.55</td>
<td>0.63</td>
<td>$12,701</td>
</tr>
<tr>
<td>2018</td>
<td>1.11</td>
<td>0.47</td>
<td>$7,392</td>
</tr>
</tbody>
</table>

The system rates above are based on 100 employees. In 2018, one out of every 100 team members experienced a patient handling-related event, while one out of every 200 (½ an employee of every 100) experienced a patient handling-related claim. By comparison, the 2018 event rate has dropped by more than 50 percent from 2008!
As for claims, that rate has lowered by 25 percent over the last decade. In addition, the average cost per claim has decreased by an impressive 40 percent.

**Employee Benefits Enhance Workplace Culture**

GHS is committed to being an employer of choice. As such, it seeks to provide a culture that respects all individuals and the role they play in serving the system’s mission, offers competitive salary and benefits, supports work/life balance, and actively listens and responds to team members’ suggestions or concerns.

To help remain an employer of choice, GHS offers a plethora of services and benefits. Some offerings are targeted to GHS Health Plan members, but many are not; likewise, some extend to family members while others are focused on members of the GHS team.

**Here are several ways GHS continued to attract and retain its workforce in 2018:**

- Maintained premiums and employee cost-sharing on all health benefit plans from FY17 to FY18 - with no premium or out-of-pocket increases or reduction in services
- Contributed over $31.5 million to employees’ retirement savings plans
- Provided a health insurance premium discount for employees and their covered spouses who completed a Health Risk Assessment, Wellness Screening, and attested that they do not use nicotine
- Offered GHS Health Plan participants 50% discounts on certain prescription medications if they have one or more of the following chronic conditions: asthma, congestive heart failure, chronic obstructive pulmonary disease, diabetes, or coronary artery disease
- Reimbursed over $1.7 million to employees pursuing advanced education
- Enrolled over 60 frontline and management team members in Emerging Leaders, a 12-month program that prepares a diverse group of high-performing GHS employees for future management and leadership roles
- Expanded leadership and professional development opportunities through internal offerings and through the Upstate AHEC consortium
- Continued to enhance communication venues through which team members could be informed of GHS’ strategic direction and organizational structure
- Expanded workplace flexibility initiatives when feasible to achieve better work/life balance
- Offered on-site Childcare Center
- Offered a discount on monthly dues for GHS Life Center® Health & Conditioning Club members
- Offered a discount for select vision, cosmetic and bariatric services provided within GHS
- Provided low-cost Employee Care Centers on-site to conveniently address common medical conditions
- Provided full coverage for diabetes education and for nutrition counseling
- Afforded prompt, low-cost treatment for neck, back, shoulder, hip and knee pain through the system’s MSK Program
## Fast Facts About GHS (FY18)

### Facilities
- Medical Campuses ........................................................................................................................................................................ 7
- Acute Care Hospitals ........................................................................................................................................................................ 6
- Specialty Hospitals ............................................................................................................................................................................ 2
- Long-term Care Facilities ............................................................................................................................................................... 5
- Wellness Centers (access to 6 additional through PATH Membership) ........................................................................................... 1
- Outpatient Facilities ........................................................................................................................................................................ 9
- Affiliated Practice Sites ................................................................................................................................................................. 167
- Licensed Beds .............................................................................................................................................................................. 1,537
- Licensed Neonatal Intensive Care Bassinets .................................................................................................................................. 80

### Academics & Research
- Medical Students ........................................................................................................................................................................... 418
- Resident Physicians .......................................................................................................................................................................... 227 (15 Fellows)
- Residency Programs ...................................................................................................................................................................... 9
- Fellowship Programs ..................................................................................................................................................................... 10
- Research Publications (includes book chapters and presentations) ............................................................................................ 299
- Research Studies Reviewed by GHS IRB ..................................................................................................................................... 990
- Active Clinical Trials (included in research studies) .................................................................................................................. 382
- Clinical Inventions ......................................................................................................................................................................... 24
- External Research Funding (in millions) ...................................................................................................................................... $19

### The GHS Team
- Employees ...................................................................................................................................................................................... 15,941
- Affiliated and Employed Medical Staff ..................................................................................................................................... 1,527 (187Honorary)
- Employed Physicians (included in affiliated staff) ..................................................................................................................... 1,159
- Registered Nurses ......................................................................................................................................................................... 4,365
- Physician Assistants ..................................................................................................................................................................... 130
- Volunteers .................................................................................................................................................................................... 975

### Procedures & Surgeries
- Inpatient Surgical Procedures (includes CV surgeries) .............................................................................................................. 16,194
- Outpatient Surgical Procedures ..................................................................................................................................................... 35,378

### Clinical Care Numbers
- Hospital Discharges ........................................................................................................................................................................ 48,945
- Average Inpatient Daily Census .................................................................................................................................................. 820
- Outpatient Visits (includes clinic, ER, MD360® and Home Health visits) .................................................................................. 4,520,285
- Emergency Services Visits ............................................................................................................................................................ 263,813 (27,429 pediatric)
- MD360 Visits (convenient care) ..................................................................................................................................................... 80,291
- Home Health Visits ..................................................................................................................................................................... 44,329
- Babies Delivered .......................................................................................................................................................................... 7,314
- Air Transports ................................................................................................................................................................................. 691
GHS and Palmetto Health Are Becoming Prisma Health™

Greenville Health System and Palmetto Health will unite under a new brand, Prisma Health, in early 2019. The goal is to create a private nonprofit, locally governed health company that will shape and lead the future of health care for all South Carolinians.

The new name and logo reflect the diverse, multifaceted nature of the organization and its 30,000 team members, bright future that lies ahead, and intent to look at health and health care in a new way. Both affiliates, Prisma Health–Upstate (formerly Greenville Health System) and Prisma Health–Midlands (formerly Palmetto Health), also have replaced their mission, vision and values statements with a common purpose: Inspire health. Serve with compassion. Be the difference.

In addition, campuses, hospitals and physician practices will retain their core name identities.

Baptist Easley Hospital to Integrate with GHS

In June, an announcement was made that Baptist Easley Hospital will fully integrate with GHS on Oct. 1, 2018. Founded in 1958, the hospital first affiliated with GHS through a joint venture with Palmetto Health 10 years ago. With GHS and Palmetto Health becoming Prisma Health, this integration is a natural next step.

In Academics and Research

<table>
<thead>
<tr>
<th>INNOVATIONS</th>
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<tbody>
<tr>
<td>24 Clinical Opportunities</td>
</tr>
<tr>
<td>12 Departments</td>
</tr>
<tr>
<td>14 Co-Inventions with Clemson University</td>
</tr>
<tr>
<td>2 Co-Inventions with University of South Carolina</td>
</tr>
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<table>
<thead>
<tr>
<th>SPONSORED PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROPOSALS</td>
</tr>
<tr>
<td>125 Submitted</td>
</tr>
<tr>
<td>990 Active Protocols</td>
</tr>
<tr>
<td>AWARDS</td>
</tr>
<tr>
<td>91 Received</td>
</tr>
<tr>
<td>$19M Awarded in FY18</td>
</tr>
<tr>
<td>$11.5M Awarded in FY17</td>
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<table>
<thead>
<tr>
<th>STUDIES REVIEWED BY IRB</th>
</tr>
</thead>
<tbody>
<tr>
<td>625 Studies Submitted</td>
</tr>
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<table>
<thead>
<tr>
<th>PUBLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>299 (Including Book Chapters &amp; Presentations)</td>
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</table>

<table>
<thead>
<tr>
<th>CLINICAL TRIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>382 Trials in FY18</td>
</tr>
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<table>
<thead>
<tr>
<th>GME</th>
</tr>
</thead>
<tbody>
<tr>
<td>227 Residents</td>
</tr>
<tr>
<td>15 Fellows</td>
</tr>
</tbody>
</table>

AAHRPP Human Research Protection Program Reaccreditation
March 2018
Family Medicine Pilots New Teaching Program
The American Board of Family Medicine and the Society of Teachers of Family Medicine have selected GHS’ Family Medicine Residency Program as a pilot sponsor for the Precepting Performance Improvement Pilot Program. This program focuses on improving teaching along with recognizing and incentivizing preceptors.

Nursing Collaboration Fosters Interprofessional Education
The Clemson University Nursing building was unveiled Aug. 21 - just in time for fall semester – as the newest addition to Greenville Memorial Medical Campus. Through the expansion, Clemson’s BSN degree program can grow from 352 students to 800 over the next six years, helping to meet a growing need for nurses while bolstering health innovation and research in the Upstate. The expansion also will increase the number of clinical placements at GHS.

The four-story clinical learning and research building offers a hospital-like environment with virtual reality IV simulators, high-fidelity human patient simulators, and space for academic collaboration and interprofessional training.

This Clemson facility is distinctive in that two of its floors are connected to the University of South Carolina School of Medicine Greenville. (See photo on front cover.)

Clinical and Translational Research Program
GHS and Clemson University’s Department of Public Health Sciences have partnered to offer a Clinical and Translational Research Certificate. The graduate-level program is designed to build research competency among GHS clinicians, research support staff and other health professionals. Recent physician graduates include Dr. Kelly Johnson.

With Organizational Equity

New Multicultural Advisory Council
The Multicultural Advisory Council consists of three subcommittees aligned under Organizational Equity to help ensure the voices of the community and GHS are heard. It provides input and guidance in shaping health care services and engages stakeholders in planning, designing and assigning diversity, equity and inclusion efforts, both internally and externally. This council is the result of a January restructuring merger of the Diversity Advisory Council and Minority Advisory Council.

Model of Diversity
GHS was honored during the S.C. Hispanic Chamber of Commerce ¡Impacto! Excellence in Business Awards ceremony. The system was lauded for its support of the chamber’s mission over the last decade.

Supplier Diversity Program
The Supplier Diversity Program is part of GHS’ commitment to make supplier diversity part of the system’s culture and the way it conducts business. GHS realizes it is important to have suppliers who mirror the diverse workforce and patient base served by the state’s largest nonprofit health care organization.

For FY 2018, GHS focused on advancing supplier diversity and increasing Tier II spending with a goal of $1.5 million. (Suppliers are grouped into tiers: Tier I suppliers are direct minority, veteran or woman-owned businesses; Tier II suppliers are diversity vendors, typically smaller companies subcontracted as part of a larger project). Tier I spend was approximately $33.5 million – nearly a 20 percent increase over FY17. Tier II spend surpassed $1 million but fell short of the $1.5 million goal.
GHS collaborates with the Greenville Chamber Diversity and Inclusion Program as well as the Minority Economic Development Institute to maximize exposure for minority businesses through supplier matchmaking sessions and business expositions. Additionally, GHS participates in the Carolinas-Virginia Minority Supplier Development Council to identify new suppliers, share best practices and create opportunities for minority businesses to take part in the bid process.

**Via Innovation**

**Cancer Institute and KIYATEC Enhance Partnership**
An enhanced partnership with predictive diagnostics company KIYATEC gives GHS cancer patients first access to the latest in diagnostic tests, the first of which can indicate certain ovarian cancer patients’ future response to chemotherapy before undergoing treatment with up to 93 percent accuracy.

Study results will help identify potential treatment successes and reduce the need to undergo stressful, painful treatments with limited knowledge of a patient’s specific response. The overall aim is to the increase effectiveness of cancer treatments.

**CMAs Boost Patient and Physician Satisfaction**
A two-part effort with Greenville Technical College is helping GHS create a larger, better educated pool of certified medical assistants in outpatient clinical practices. One program, which starts fall 2019, targets new CMAs. Another is for existing CMAs, who can take an intensive 13-week online course to become a scribe. The first class of medically trained scribes graduated seven students in May 2018.

This innovative collaboration blends our ability to meet the needs of providers and to train a valuable member of the clinical support team – the scribe, who helps increase provider productivity, patient access and work/life balance for physicians.

A study appearing in *GHS Proceedings*, the system’s peer-reviewed medical journal, indicates that patient satisfaction increases with the use of scribes. Results noted that 85 percent of participating patients were not concerned about loss of privacy during office visits when a scribe was present to type the doctor’s examination notes. Respondents also felt doctors had more time to listen and communicate with them as a result. In fact, 74 percent indicated they would like scribes present during their other outpatient visits.

**Language Services**
GHS is committed to bridging communication and cultures compassionately and innovatively for the patients, families and communities it serves. That’s why Language Services offers interpretation and translation services for free to patients who need them.

The department’s team of qualified medical interpreters provides services in person, over the phone or by video – totaling more than 87,000 encounters this year. These highly trained interpreters serve GHS hospitals, outpatient facilities and physician practices and are stationed on-site at several locations. This year, interpreters ...

- Facilitated 48,585 in-person interpreting encounters
- Were involved in 29,456 phone interpretations
- Participated in over 9,071 video interpretations

GHS is one of the few health systems in the nation with a team of in-house translators. This team translates a variety of GHS documents to ensure that patients with limited or no English proficiency have access to print materials. In FY18, team members translated more than 654,000 words.
The team provides access to more than 200 languages. In addition to Spanish, commonly requested languages include Vietnamese, Arabic, American Sign Language and Chinese.

**Through Time, Talent and Treasure**

In 2018, over $8.8 million was contributed to GHS’ Office of Philanthropy in pledges, cash, and in-kind contributions to enhance local patient care. In comparison, GHS would need to bill an additional $750 million in patient revenue to net the $8.8 million raised by the office. Below are five examples of generous giving by a caring community to the Office of Philanthropy.

**Scholarship Honors Dr. Lominack**

In September, University of South Carolina School of Medicine Greenville announced a $1 million scholarship in honor of Edward Lominack, MD, a retired GHS cardiologist. The gift, presented by Dr. Lominack’s family and the community, honors his nearly 50 years of dedicated practice, academic involvement and community contributions. The Lominack Family Scholarship will assist a medical student in paying tuition beginning in 2020.

**MedEx Scholarship Debuts**

Octavia Frazile, a Greenville native, was the inaugural recipient of the GHS MedEx Academy’s Robyn Zimmerman Scholarship. Frazile is a second-career nursing student prompted to go into the field because of how nurses cared for her dying grandmother. The Zimmerman Scholarship was established in honor of Robyn Zimmerman, longtime GHS Public & Community Relations director, who retired in 2015.

**Walmart & Sam’s Clubs Surpass $11 Million in Giving**

Representatives from regional Walmart & Sam’s Clubs were recognized for their annual fundraising efforts mid-summer 2018. As part of the Children’s Miracle Network, Children’s Hospital has been the recipient of an excess of $11 million in funds raised by CMN partners Walmart and Sam’s Clubs over the past 31 years.

Children’s Hospital provides care for over 400,000 children a year through the region’s largest group of pediatric specialists. Funds raised support child life specialists, specially trained facility dogs, camps for kids with a variety of medical conditions, and research to help young patients heal physically and emotionally.

**Radiothon Results**

The 11th annual Children’s Hospital Radiothon, presented by Entercom Upstate, raised $240,000 for GHS Children’s Hospital. This event helps sustain many programs and services that support children and families during a hospital stay.

The majority of fundraising occurred during a live two-day radio broadcast on seven Entercom Upstate stations: 106.3 WORD, ESPN Upstate, Classic Rock 101.1, 93.3 The Planet, Magic 98.9, B93.7 and 96.3 The Block. Additional funds were raised through online and text-to-give donations in the days following the broadcast. The success of this August event brings the total amount raised by Radiothon to over $3 million since 2007.

**Dragon Boat Upstate Festival**

The 11th Annual Dragon Boat Upstate Festival raised over $350,000 during the day-long event May 5 at Lake Hartwell. To date, the annual festival has raised more than $2.5 million for local oncology research and rehabilitation programs to benefit the GHS Cancer Institute.
Baptist Easley Hospital Foundation
The foundation’s annual gala is one of its main fundraisers. This year’s gala celebrated the 60th anniversary of the hospital and 30th anniversary of the foundation. The event raised a record $85,000 through ticket sales and auction items to help grow the foundation’s endowment fund. (GHS is part owner of Baptist Easley Hospital.)

Oconee Memorial Hospital Foundation
Support for Oconee Memorial Hospital and its many campus services has long been a priority for a generous Upstate, demonstrated by the donations highlighted below for FY18:

- Over $1.8 million was contributed in pledges, cash and in-kind donations to enhance local patient care.
- The Oconee Memorial Hospital Foundation raised $6.70 for every dollar GHS invested in operating the foundation.
- The 15th Christmas Tree Festival, which benefits GHS Hospice of the Foothills, experienced its most successful event ever by raising a net profit over $191,000, ensuring hospice services remain available in perpetuity.
- With contributions from Borg Warner, Lake Keowee Chrysler Jeep Dodge Ram, SC DHHS, Dabo’s All In Foundation, OMH team members and the community, 3D mammography became available to the community in July. In addition, the foundation received a $100,000 gift from Dabo’s All In Team Foundation to further expand breast health technology; this gift will provide seed funds for a clinical navigator to help patients on their cancer journey.
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Regional Governance Model

To better manage population health, strengthen the clinician/patient relationship and eliminate we/they thinking across the system, GHS has adopted a regional organizational model, with each region wielding much autonomy over how services are delivered there. The model supports smaller work units that can promote innovation and collaboration at and across all levels of the system.

GHS has four geographic regions: Central, Eastern, Southern and Western, each led by a physician-administrator dyad. This structure reflects a commitment to becoming a fully integrated, clinician-run organization focused on patient-centered care, as the dyad team is responsible for understanding the unique clinical needs of the region and managing resources efficiently and effectively to meet those needs. A second dyad consists of a close tie between the doctor and a nurse executive; this dyad is responsible for developing interprofessional practice.

### The Regional Model

<table>
<thead>
<tr>
<th>Central</th>
<th>Eastern</th>
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<tbody>
<tr>
<td>Greenville/Greenville Memorial Medical Campus&lt;br&gt;Patewood Medical Campus&lt;br&gt;Simpsonville/Hillcrest Memorial Hospital&lt;br&gt;North Greenville/LTACH</td>
<td>Greer/Greer Medical Campus&lt;br&gt;Spartanburg</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Southern</th>
<th>Western</th>
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<tbody>
<tr>
<td>Laurens/Laurens County Memorial Hospital</td>
<td>Oconee/Oconee Memorial Hospital&lt;br&gt;Easley/Baptist Easley&lt;br&gt;Anderson</td>
</tr>
</tbody>
</table>
The physicians listed here are part of GHS Partners in Health, Inc.* To view an introductory video on any of our physicians, go to ghs.org/providers. * Items in red indicate newly added information.

James M. Ellis Jr., MD, is VP of Clinical Affairs and is Clinical Chief of Staff at GHS.

For the latest pdf version of this directory, go to ghs.org/employee (under Downloads). To search this document electronically, press Control + F together and enter your query.

ANESTHESIOLOGY

Anesthesia

Greenville Anesthesiology
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R. Alan Carithers, MD
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Jeffrey L. Childes, MD
A. Brett Cook, MD
Michael G. Danekas, MD (Peds)
Lauren H. Doar, MD (Peds)
Rhett A. Dodge, MD
Paul B. Eclavea, MD
J. Michael Evans, MD
Elizabeth S. Faucher, MD
Jake Freely, MD (Peds)
Wayne M. Gabriel, MD
Jessica Gonzalez, DO (Peds)
David M. Hall, MD
John W. Hall, MD
William R. Hand, MD
C. Wendell James III, MD
J. Carson Johnson, MD
Eugene J. Kim, MD
John P. Kim, MD (Peds)
Richard F. Knox, MD (Peds)
Stephen F. Lane, MD
Lauren H. Leduc, MD (Peds)
Wesley Liao, MD
Lannon E. Lucas, MD
Steven Z. Lysak, MD
Mark D. Mathis, MD
Caroline C. McKillop, MD
William E. McKinney, MD
Vernon E. Merchant, MD
Margaret M. Miller, MD
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Jarod R. Motley, MD
L. Ashley Mullinax, MD
Andrea B. Nisonson, MD
Richard J. Oeser, MD
Keith H. Pernie, MD
Mark C. Pruitt, MD
Steven H. Pusker, MD
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Harry C. Sherman Jr., MD
Alan W. Smith, MD
P. Joshua Smith, MD
Trevor K. Smith, MD
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Kevin B. Walker, MD
Sara L. Walls, MD (Peds)
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Jonathan P. Wright, MD
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522-3700 • F522-3705
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301 Memorial Dr., Seneca, 29672
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Brian B. Chamblee, MD
Michael T. Drake, MD
Gregory L. Enders, MD
John W. Martin, MD
Michael J. Tebalt III, MD
David M. von Clef, MD

Pain Management

GHS Pain Management
GHS Pain Management–Boiling Springs
2400 Boiling Springs Rd.
Boiling Springs, 29316
599-0731 • F599-0791
Referral Scheduling: 797-7032 • F797-7034
Edward S. Delorey, MD

Inpatient Pain Management
701 Grove Rd., 29605
David M. Hall, MD
L. Ashley Mullinax, MD
Keith A. Schiff, MD
Joshua Smith, MD
Kevin B. Walker, MD
Meredith Purgason, APRN, FNP-BC

Interventional Pain Management Associates
21 Brendan Way, 29615
522-5030 • F522-5035
Referral Scheduling: 797-7032 • F797-7034

Oconee Center for Comprehensive Pain Management
102 Omni Dr., Ste. B, Seneca, 29672
885-7971 • F885-7860
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Roger C. Peace Rehabilitation Hospital
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797-7100 • F797-7105
Referral Scheduling: 797-7032 • F797-7034

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Emily Merrell, APRN-BC
Amy Perry, APRN-BC
Anna Pretulak, NP

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101 Richard St., Easley, 29640
455-6900, 1-877-611-9965 • F255-5619
315 Medical Pkwy., Ste. 200, Greer, 29650
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772 N. Townville St., Seneca, 29678
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Joseph H. Henderson, MD
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Dominic A. Johnson, MD
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Manisha S. Patel, MD

Women’s Heart Center
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Madhusudhan Sunkavalli, MD
Rana Abedini, PA-C
John Colton IV, PA-C
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Jay D. Walls, MD
Kim Hont A. Yee, MD
## Radiation Oncology
Michael P. Greenbaum, MD, PhD  
Teresa L. Howes, MD  
Shrinett M. Matthews, MD  
Emory R. McTyre, MD  
John J. O’Connell, MD  
George A. Trivette, MD  
Michael D. Zurenko, MD

Morgan Boatwright, FNP-BC  
Heather Bowers, APRN  
Catherine Brickley, NP  
Ashley Burris, NP  
Pam Clays, ANP-C  
Wimberly Cox, FNP  
Amy Crisp, NP  
Michelle DeRanieri, FNP-C  
Jennifer Fox, MSN, FNP, AOCNP  
Susan Funk, ACNP  
Jennifer Garren, RN, NP-C  
LuAnn Harris, ACNP  
Savannah Hightower, NP  
Lisa Losinski, FNP  
Carrie Marguet, NP  
Julie Martin, DNP, AOCN, NP  
Michelle Reid, NP  
Kari Savage, MSN, FNP  
Melissa Saxon, FNP  
Devon Sharkey, NP

## Adolescent & Young Adult Oncology Program
900 W. Faris Rd., 2nd floor, 29605  
455-8898 • F455-5164 (ATTN Dr. Saha)  
Alan R. Anderson, MD  
Elizabeth H. Cull, MD  
Aniket Saha, MD, MS, MSCI  
Heather Bowers, APRN

131 Lila Doyle Dr., Seneca, 29672  
888-3717 • F672-7852 (ATTN Dr. Saha)  
Aniket Saha, MD, MS, MSCI

120 Dillon Dr., Spartanburg, 29307  
699-5700 • F672-7802  
Aniket Saha, MD, MS, MSCI

## Blood and Marrow Transplant
65 International Dr., 29615  
370-1393 • F370-1396  
Saeeda Chowdhury, MD  
Elizabeth H. Cull, MD  
Suzanne R. Fanning, DO, Medical Director

## Breast Cancer Prevention Clinic
890 W. Faris Rd., Ste. 320, 29605  
455-2279 • F455-5897  
W. Larry Gluck, MD

## Brain Tumor Center (see also Page 5)
890 W. Faris Rd., Ste. 320, 29605  
455-6200 • F455-1209  
W. Jeffery Edenfield, MD

## Cancer Genetics
900 W. Faris Rd., 1st Floor, 29605 (at CIOS)  
455-5836 • F455-5950

120 Dillon Dr., Spartanburg, 29307  
699-5700 • F672-7802

Carla W. Jorgensen, MD, Medical Director  
Kara Bui, MS, CGC  
Lindsay Metcalf, MS, CGC  
Gail Stapleton, MS, CGC

## Center for Integrative Oncology and Survivorship
- ghs.org/CIOS  
900 W. Faris Rd., 29605/455-1346 • F455-5897  
Carla W. Jorgensen, MD  
Jeffrey K. Giguer, MD, Medical Director  
Pam Clays, ANP-C  
Jennifer Fox, MSN, FNP, AOCNP  
Regina Franco, MSN, ANP-C  
LeAnn Perkins, MSN, APRN-C  
Kari Savage, MSN, FNP  
Beth Alexander, PT, DPT, CW5, CLT  
Kathie Peldon, PT, CLT  
Elisa May, PTA, LMT

## Comprehensive Sickle Cell Disease Program
900 W. Faris Rd., 29605/455-5680 • F455-5164  
(adults and children)  
Alan R. Anderson, MD  
Courtney Rieck, PsyD, BCB  
Katie Muschick, BSN, RN, PCNS  
Charlotte Hatton, LMSW

## Genetics Management Clinic
900 W. Faris Rd., 1st Floor, 29605 (at CIOS)  
455-2279 • F455-5897  
LeAnn Perkins, MSN, APRN-C

## Hemostasis and Thrombosis Clinic
3 Butternut Dr., Ste. B, 29605  
298-2807, emergency 987-7000  
F672-7852  
Jay D. Wallis, MD, Medical Director

## Institute for Translational Oncology Research (ITOR) Phase I Clinical Research Unit (CRU)
900 W. Faris Rd., 29605/455-3600 • F455-3618  
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Elizabeth H. Cull, MD  
W. Jeffery Edenfield, MD  
W. Larry Gluck, MD  
Mark A. O’Rourke, MD  
Heather Bowers, APRN  
Julie Martin, DNP, NP, AOCN  
ITOR Biorepository and Rare Tumor Center  
900 W. Faris Rd., 29605/455-3740 • F455-9819  
Ki Young Chung, MD  
W. Jeffery Edenfield, MD  
Julie Martin, NP, AOCN, NP

Endocrine Surgical Oncology  
(see Endocrine Surgery, Page 18)

Gynecologic Surgical Oncology  
(see Gynecologic Oncology, Page 18)

Orthopaedic Surgical Oncology  
(see Oncology and Thoracic Surgery, Page 18)

Surgical Oncology  
(see Oncology and Thoracic Surgery, Page 18)

## Oncology Multidisciplinary Centers
900 W. Faris Rd., 2nd floor, 29605  
455-5300 • F455-5333

Head & Neck MDC  
Robert O. Brown III, MD (ENT oncology)  
Paul L. Davis III, MD (ENT oncology)  
LeeAnne Grumelot, PA-C

11 Park Creek Dr., 29605  
797-7450 • F797-7460

Urology MDC  
J. Erik Busby, MD  
William F. Flanagan, MD  
Kelli M. Maloney, MD  
Charles G. Marguet, MD  
W. Patrick Springhart, MD

890 W. Faris Rd., Ste. 320, 29605  
455-1200 • F455-1209

Breast Multidisciplinary Center (MDC)  
Steven C. Allgood, MD  
Wendy R. Cornett, MD  
Eric S. McGill, MD  
Brian P. McKinley, MD  
John M. Rinkliff, MD  
Thomas O. Young, MD

Gastrointestinal MDC  
Wesley B. Jones, MD  
Brian P. McKinley, MD  
Steven D. Trocha, MD

Melanoma/Sarcoma MDC  
Brian P. McKinley, MD  
Steven D. Trocha, MD

Neurosurgery MDC  
Philip J. Hodge, MD  
Charles C. Kanos, MD  
Michael Lynn, MD

continued
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Medical Center Powdersville--Orthopaedics
11402 Anderson Rd., Ste. C, 29611
522-1225 • F522-1245
Stephen H. Finley, MD (Arthritis, Jt Replcmnt)
Scott T. Watson, MD (Shoulder/Knee/ Hip)
Jonathan Yorke, PA-C

PATHOLOGY
Pathology Associates of Greenville
(exclusively contracted physician group)
455-7735 • F455-8926
Elizabeth M. Bailey, MD
Christina R. Carrick, MD
Haytham H. Dimashkieh, MD
Grace D. Dukes, MD
Robert A. Farrar Jr., MD
Hubert H. Fenton, MD
Meri C. Guerry, MD
Samuel R.W. Horton, MD
Abbie L. Husman, MD
Jennifer B. Knight, MD
Thomas Ksor, MD
Jackson H. McCarter, MD
Lawrence J. Minette, MD
Robert O. Rainer, MD
Raveena Reddy, MD
Luminita Rezeanu, MD
Nancy M. Robinson, MD
David P. Schammel, MD
Christopher M. Simons, MD
Jesse R. Stafford, MD
Kari Valente, MD
Philip C. Van Hole, MD
C. Michael Wolff, MD

PEDIATRICS
• ghschildrens.org

After-hours/Convenient Care
Children's Hospital After-hours Care
890 S. Pleasantburg Dr., 29607
271-3681 • F271-3914
Staffed by current GHS pediatricians and advanced practice providers

Children's Hospital Spartanburg Night Clinic
201 E. Broad St., Ste. 210
Spartanburg, 29306
804-6998 • F596-5164
Staffed by current GHS pediatricians and advanced practice providers

Pediatric Abuse & Neglect
(formerly CHAMP)
2905 White Horse Rd., 29611
335-5288 • F241-9277
1133 Pendleton St., 29601
467-3650 • F241-9277
Mary-Fran R. Crosswell, MD
Nancy A. Henderson, MD
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115 E. Alexander Ave., Greenwood, 29646
227-1623 • F241-9277
Lyle L. Pritchard, MD
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9277
Nancy A. Henderson, MD

Adolescent Medicine
20 Medical Ridge Dr., 29605
220-7270 • F241-9211
Sarah B.G. Hinton, MD (Med-Peds)

Allergy/Immunology
Acadia Allergy & Immunology
• ghs.org/allergy
10 Halton Green Way, 29607
675-5000 • F675-5005
Erin M. Mullaney, MD
John M. Pulcini, MD
Caroline Raymond, PA-C
Ashley Ekmam, FNP-BC

Bradshaw Institute for Community
Child Health & Advocacy
255 Enterprise Blvd., Ste. 100, 29615
454-1100 • F454-1114
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Pediatric & Adolescent Gynecology
1350 Cleveland St., Ste. A, 29607
455-1600 • F522-4455
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Casey Hopkins, PhD, WHNP

Pediatric Behavioral Health
200 Patowder Dr., Ste. A100, 29615
454-5612 • F454-5121
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Pediatric Cardiology
200 Patowder Dr., Ste. A200, 29615
454-5120 • F241-9202 (fax for all sites)
2000 E. Greenville St., Ste. 3500
Anderson, 29621 • 716-6490
102 Katie Ct., Greenwood, 29646
943-4279 • F223-2642
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303 • 573-8732
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Benjamin S. Horner III, MD
Jon F. Lucas, MD
David G. Malpass, MD
R. Austin Raumikar, MD
Angela M. Sharkey, MD

Developmental Pediatrics/ Gardner Center for Developing Minds
200 Patowder Dr., Ste. A200, 29615
454-5115 • F241-9205
29 N. Academy St., 29601
454-5115 • F241-9205
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James H. Beard Jr., MD
Tara A. Cancellaro, MD
Meghan Doyle, MD
Gerald J. Ferlauto, MD
Charles R. Hatcher III, MD
Desmond P. Kelly, MD
Steven H. Ma, MD
Darla H. McCain, MD
Nancy R. Powers, MD
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Frederick R List, PhD
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Ermindo J. Natale, PsyD
Beth Alexander, PNP
Kathy Burnett, NP
Sarah Fraser, NP
Leslie Helms, NP
Katherine Konchalski, NP
Christina Ossner, NP

Pediatric Emergency Medicine
(see Page 2)
Pediatric Endocrinology
200 Patewood Dr., Ste. A320, 29615
454-5100 • F241-9238
2000 E. Greenville St., Ste. 3500
Anderson, 29621/716-6490 • F241-9238
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9238
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Elaine M. Apperson, MD
Melissa D. Garganta, MD
Mary Gwyn Roper, MD
Beth Weir, FNP
Andrew Smith, MSN, CPNP
Lori Wise, CPNP

Ferlauto Center for Complex Pediatric Care
57 Cross Park Ct., 29605
220-8907 • F241-9211
W. Kent Jones, MD
Robert A. Saul, MD
Cady F. Williams, MD

Pediatric Gastroenterology
200 Patewood Dr., Ste. A140, 29615
454-5125 • F241-9201
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9201
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Jonathan E. Markowitz, MD, MSCE
Colston F. McEvoy, MD
Lindsay M. Moye, MD
Benjamin A. Jones, PsyD
Donna Wade, PNP
Janet Williams, Med, RD, LD

Pediatric Hematology/Oncology (Bi-LO® Charities Children’s Cancer Center)
• ghschildrens.org/bi-lo-charities-childrens-cancer-center
900 W. Faris Rd., 2nd floor, 29605
455-8898 • F241-9237
2000 E. Greenville St., Ste. 3500
Anderson, 29621/716-6490 • F716-6492
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Spartanburg, 29303/573-8732 • F241-9237
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Cortney V. Rieck, PsyD
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Adolescent & Young Adult Oncology Program
(see Oncology, Page 11)

Comprehensive Sickle Cell Disease Program
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454-5130 • F241-9202
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Robin N. LaCroix, MD

Inpatient Pediatrics
701 Grove Rd., 29605/455-8401 • F455-3884
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Karen Eastburn, DO, MS
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Matthew P. Grisham, MD
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(at AnMed Women’s & Children’s Hospital)
454-5612 • F455-5121
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Allison B. Ranck, MD
Senthuran Ravindran, MD
Elizabeth A. Shirley, MD
Teresa A.W. Williams, MD (Med-Peds)
Miranda L. Worster, MD
Fanika Lowe, CPNP-AC
Greer Memorial Hospital
830 S. Buncombe Rd., Greer, 29650
455-4411 • F455-4480
Matthew N. Hindman, MD (Med-Peds)

Pediatric Intensive Care
701 Grove Rd., 29605/455-7146 • F455-5388
Michael P. Devane, MD
Sara M. Clark, MD
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Geoffrey S. Goldenberg, MD
M. Whitson Walker, MD, MS

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200 Patewood Dr., Ste. A350, 29615
454-5110 • F241-9206
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9206
Michael A. Babcock, MD
Emily T. Foster, MD
Addie S. Hunnicutt, MD
Augusto Morales, MD
Sunjay R. Runley, MD
William C. Taft, MD, PhD
Jessica Cauble, FNP-C
Amber Walston, NP

Pediatric Neurosurgery
48 Cross Park Ct., 29605
797-7440 • F797-7469
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9206
E. Christopher Troup, MD
Brittany Buchanan, NP
Katie Lichty, NP

New Impact Healthy Lifestyle
(see Weight Management Program, Page 15)
Newborn Services
701 Grove Rd., 29605/455-8401 • F455-3844
Jessica P. Boyd, MD
Jennifer A. Hudson, MD

175 Patewood Dr., 29615
797-1403 • F455-3844
Holly M. Dawson, MD
George C. Hodadu, MD
Carley M. Howard Draddy, MD
Patricia C. Onuegbu, MD
Ann Marie Patterson Ravindran, MD
Rebecca R. Wright, MD

Pediatric Ophthalmology
(see also Ophthalmology, Page 19)
200 Patewood Dr., Ste. A200, 29615
454-5540 • F241-9276
Keith L. McCormick, MD
Janette E. White, MD

Pediatric Orthopaedics
105 Doctors Dr., 29605
797-7060 • F797-7065
Michael L. Beckish, MD (Pediatric Ortho Surg)
Christopher C. Bray, MD (Pediatric Ortho Surg)
David E. Lazarus, MD (Pediatric Ortho Surg)
Scott E. Porter, MD, MBA (Ortho Oncology)

Blue Ridge Orthopaedics–Anderson
100 Healthy Way, Ste. 1200, Anderson, 29621
260-9910 • F260-0209
Michael L. Beckish, MD (Pediatric Ortho Surg)

Blue Ridge Orthopaedics–Seneca
10630 Clemson Blvd., Ste. 100, Seneca, 29678
482-6000 • F482-7000
David E. Lazarus, MD (Pediatric Ortho Surg)

Pediatric Otolaryngology
Greenville Ear, Nose & Throat
• ghs.org/ent
200 Patewood Dr., Ste. B400, 29615
454-4368 • F241-9232
Nathan S. Alexander, MD
Eddie B. Penn Jr., MD
Kelly Hughes, PA-C

Pediatric Pain Medicine
1350 Cleveland St., 29607
522-4888 • F522-4885
R. Blake Windsor, MD
Benjamin A. Jones, PsyD

Plastic/Craniofacial Surgery
• ghsplasticsurgery.com
200 Patewood Dr., Ste. B480, 29615
454-4570 • F454-4575
J. Cart de Brux Jr., MD

Pediatric Pulmonology
200 Patewood Dr., Ste. A300, 29615
454-5530 • F241-9246
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9246
Michael J. Fields, MD, PhD
Sterling W. Simpson, MD
Steven M. Snodgrass, MD
Lisa DuBose, NP
Carmen Quintera, CPNP

Pediatric Psychology
(see also Peds Behavioral Health and Developmental Peds, Page 13; Peds Gastroenterology and Peds Hem/Onc, Page 14; Supportive Care Team and Weight Management Program, Page 15)

Pediatric Rheumatology
200 Patewood Dr., Ste. A300, 29615
454-5004 • F241-9202
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Roni Socher, MD
Claudine Castillo, NP

Supportive Care Team
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Arun L. Singh, MD
Cary E. Stroud, MD
Abigail Rishovd, DNP

Pediatric Surgery
48 Cross Park Ct., 29605
797-7400 • F797-7405
501 Epting Ave., Greenwood, 29646
797-7400 • F797-7405
249 N. Grove Medical Park Dr., Ste. 200
Spartanburg, 29303/573-8732 • F241-9205
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Robert L. Gates, MD
James F. Green Jr., MD
Keith M. Webb, MD

Pediatric Urgent Care
(see also Page 21)
2000 E. Greenville St., Anderson, 29621
(at AnMed Women's & Children's Hospital)
512-6544 • F512-6995
Callie C. Barnwell, MD
Artur A. Charowski, MD
Melissa R. Eldridge, MD
Anna C. Neal, MD
Jonelle M. Oronzo, MD
Melanie H. Wills, MD

Pediatric Urology
200 Patewood Dr., Ste. A115, 29615
454-5135 • F241-9200

Weight Management Program
(NEW Impact Healthy Lifestyle)
ghs.org/newimpact
1350 Cleveland St., 29607
675-FITT (3488) • F627-9131
Laure E. Utecht, MD

Primary Care

Carolina Pediatrics of Greenville
• ghschildrens.org/cpg
200 Patewood Dr., Ste. A120, 29615
454-2670 • F454-2679
Tracey E. Butcher, MD
Emily M. Cole, MD
Bronwen S. Greene, MD
Gretchen W. Mathias, MD
Hae Kyong Nelson, MD
Doreen P. Patterson, MD
Debra L. Schwiers, MD
S. Nancy Song, MD

Center for Pediatric Medicine
• ghschildrens.org/cpm
20 Medical Ridge Dr., 29605
220-7270 • F241-9211
807 N. Main St. (North Greenville Outpatient Center), Travelers Rest, 29690
455-9261 • F455-9264

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Jennifer S. Colburn, MD
Ann Marie H. Edwards, MD
Lizabeth A. McLeod, MD
Annamarie V. Neal, MD
Agil E. Surka, MD
Jenny Thomas, MD
Rebecca Saul, ACNP, PNP

Spartanburg Pediatric Health Center
201 E. Broad St., Ste. 210
Spartanburg, 29306 • 707-2135 • F707-2136

Spartanburg, 29306/707-2135 • F707-2136
Shana F. Egge, MD
Shyla Nuguri, MD, PhD
Michele Byrd, APRN, CPNP
Charlotte Hall, MSN, APRN, CPNP-PC, PMHS

PSYCHIATRY & BEHAVIORAL MEDICINE

GHS Psychiatry & Behavioral Medicine
701 Grove Rd., 29605/522-5550 • F455-8981

10 Patrowd Dr., Ste. 130, Bldg. 6, 29615
522-5550 • F522-5555

Center for Psychiatry
109 Physicians Dr., Ste. C, Greer, 29650
797-9170 • F797-9175

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Debbie R. Davis, MD (Peds)
Louis J. Dolinar, MD
Lance Feldman, BSN, MD, MBA (Peds Hospitalist)
Eve Fields, MD
Benjamin T. Griffith, MD (Hospitalist)
Adam Hart, MD (Hospitalist)
Vina B. Jain, MD
Mark D. Kilgus, MD, PhD
Karen M. Lommel, DO, MHA, MS
Peter L. Longstreet, MD
E. Jo Mason, MD (Peds)
Melanie K. Miller, MD (Hospitalist)
Anusuiya Nagar, MD (Hospitalist)
Edmund C. Parsons, MD (Hospitalist)
Linda L. Thomas, MD, PhD (Perinatal Psych)
Millard C. Trott, MD
Cynetta L. Wade, DO
Calvert G. Warren, MD (Hospitalist)
Megan White Zappitelli, MD (Peds)
Jennifer Clark, DNP, PMHNP-BC (Perinatal Psych)
Helene E. Cook, PhD (Perinatal Psych)
Bonnie L. Kessler, PhD
Heike M. Minnich, PsyD
Lucinda S. Quick, PhD (Oncology)
ileen Aiken, NP
Karen Cooper, NP
Stephanie Dutch, NP (Hospital Medicine)
Brandi Dillon, LPC
Aja Duncan, LPC
Pauline (Poppy) Dyer, LISW-CP
Jim Moran, LISW-CP
Jim Nagi, LISW-CP
Laurie Pinckney, LPC (Peds)
Robbie Joe Shoenleben, LPC

RADIOLOGY

GHS Radiology
• ghs.org/radiology
1210 W. Faris Rd., 29605/522-1800 • F522-1806

L. Chase Allen Jr., MD
T. Claire Allyayne, MD
Bonnie L. Anderson, MD
Michael H. Brannon, MD
Michael F. Brinkley, MD (Peds)
John A. Cooper, MD
A. Ronald Cowley, MD, PhD (Neuroradiology)
Todd M. Danziger, MD (Neuroradiology)
Hamre E. “Rhet” David, MD
William T. Deeter III, MD (Interventional)
A. Michael Devane, MD (Interventional)
Drew Epling, MD (Breast)
Michael B. Evert, MD
S. Eric Farnsworth, MD (Nuclear Medicine)
Penny J. Galbraith, MD (Musculoskeletal)
Barbara A. Garner, MD (Breast)
John W. Gilpin, MD
Lewis B. Cooper, MD
M. Ryan Gossage, MD (Interventional)
Linda M. Gray, MD (Breast)
Jeffrey W. Hanna, MD
Jonathan R. Hinshelwood, MD (Interventional)
Joseph C. Holladay III, MD (Neuroradiology)
Erin M. Horsley, DO (Peds)
Charles G. Hood, MD
Richard B. Lawdahl, MD (Interventional)
Sylvestre Lee, MD
Steven C. Lowe, MD
Ervin L. Lowther, MD (Neuroradiology)
Lee A. Madeline, MD (Neuroradiology)
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Jessica L. Millsap, MD (Musculoskeletal)
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Stephen J. Reinarz, MD (Neuroradiology)
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Amanda L. Scapteauola, MD (Breast)
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D. Mack Thomason, MD
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Jeffrey R. Wienke, MD (Musculoskeletal)
C. David Williams III, MD (Breast)
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Julia Urban, PA-C

SURGERY

• ghsurgery.org

Urgent Surgical Evaluation Center
455-8300

GHS Surgical & Specialty Medicine – Spartanburg
Spartanburg, 29306
587-5768

Bariatric Surgery (adolescent & adult)
• ghsbariatricsolutions.com
2104 Woodruff Rd., 29607
676-1072 • F676-0729
Patricia L. Eichhorn, MD
Edward J. Rapp II, MD
John D. Scott, MD
Christine Powers-Koop, PA-C
Melisa Wiese, NP-C

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Megan Wheeler, PA-C

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227-8932 • F227-8973
Edward J. Rapp II, MD
Megan Wheeler, PA-C

Breast Health Center
• ghs.org/breasthealth
200 Patrowd Dr., Ste. A14, 29615
454-2224 • F454-2765
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Wendy R. Cornett, MD
Eric S. McGill, MD
Brian P. McKinley, MD
John M. Rinkliff, MD
Thomas O. Young, MD
Olivia Sinopoli, PA-C

Cardiothoracic Surgery
• ghs.org/surgery/cardiac
890 W. Faris Rd., Ste. 550, 29605
455-6800 • F455-6825
Gautam Bhata, MD
Barry R. Davis, MD
Scott H. Johnson, MD
Christopher C. Wright, MD
Kati Carter, PA-C
Todd Glass, PA-C
Kevin Knapp, PA-C
Gary Seta, NP

continued
Colon & Rectal Surgery
• ghsurgery.org/colon-rectal-surgery.php

60 Bear Dr., 29605/522-1600 • F522-1618
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Jay A. Crockett, MD
Patrick J. Culumovic, MD
Sarah S. Fox, MD
Cedrek L. McFadden, MD
James C. Rex, MD
Yuliya Y. Yurko, MD

340 Medical Pkwy., Ste. 200, Greer, 29650
797-9400 • F797-9402
George A. Blestel Jr., MD
Cedrek L. McFadden, MD

The Hemorrhoid Center
60 Bear Dr., 29605/522-1600 • F522-1618
George A. Blestel Jr., MD
Jay A. Crockett, MD
Patrick J. Culumovic, MD
Sarah S. Fox, MD
Cedrek L. McFadden, MD
James C. Rex, MD
Yuliya Y. Yurko, MD

Endocrine Surgery
200 Patewood Dr., Ste. B260, 29615
454-2100 • F454-2101
Wendy R. Cornett, MD, MHS
Jonathan S. Lokey, MD

General Surgery
890 W. Faris Rd., Ste. 310, 29605
455-8300 • F455-8310

200 Patewood Dr., Ste. B260, 29615
454-2100 • F454-2101

727 S.E. Main St., Ste. 130
Simpsonville, 29681/454-6560 • F454-6565
Joseph A. Camunas, MD
Wendy R. Cornett, MD
John D. Cull, MD
Brian W. Dach, DO
Benjamin M. Manning, MD
Eric S. McGill, MD
John M. Rinkliff, MD
Ihab M.B. Shenouda, MD
Joshua P. Simpson, MD
Bradley M. Snow, MD
Kristen A. Spoor, MD
Derek S. Watson, MD
Thomas O. Young, MD
Brook Fisher, PA-C
Melissa Grinnell, PA-C
Kristen McCoy, PA-C
Kimberly Yost, PA-C
Sierra Williams, ACNP

Medical Center Powdersville–General Surgery
11402 Anderson Rd., Ste. D, 29611
522-1252 • F522-1265
David C. Jacobs Jr., MD
Colin B. Webb, MD

1012 Medical Ridge Rd., Clinton, 29325
833-3852 • F938-0501
Bruce A. Marshall, MD
Carter J. McCormack, MD

405 Hillcrest Dr., Ste. C, Easley, 29640
(located at Easley General Surgeons in collaboration with Baptist Easley)
855-1644 • F855-6101
David C. Jacobs Jr., MD
Dane E. Smith, MD
Colin B. Webb, MD

501 Eping Ave., Greenwood, 29646
227-8932 • F227-8973
Edward J. Rapp II, MD

340 Medical Pkwy., Ste. 200
Greer, 29650/797-9400 • F797-9402
Timothy L. Dersch, MD
Richard H. Gettys Jr., MD
Stephen J. Mittelstaedt, MD

333 S. Pine St., Spartanburg, 29302
591-1664, 522-4422 • F577-0620
Richard E. Moretz, MD
Katherine F.V. Pellizzeri, MD

Spartanburg, 29306
586-7560 • F586-7555
Richard E. Moretz, MD
Katherine F.V. Pellizzeri, MD

Upstate Surgical Associates
103 Omni Dr., Ste. B, Seneca, 29672
886-9250 • F886-9251
Viet H. Le, MD
Jennifer E. Mihalik, MD
Dane E. Smith, MD
Vicky Gutierrez, PA-C

The Hernia Center
• ghs.org/hernia
2104 Woodruff Rd., 29607
234-7540 • F676-0729
Alfredo M. Carbonell II, DO
William S. Cobb IV, MD
Jeremy A. Warren, MD
Melisa Wiese, NP-C

Minimal Access Surgery
2104 Woodruff Rd., 29607
676-1072 • F676-0729
Alfredo M. Carbonell II, DO
William S. Cobb IV, MD
Jeremy A. Warren, MD
Melisa Wiese, NP-C

Oncology and Thoracic Surgery
890 W. Faris Rd., Ste. 320, 29605
455-1200 • F455-1209
Sharon Ben-Or, MD (Thoracic)
William D. Bolton, MD (Thoracic)
Wesley B. Jones, MD (Hepatobiliary)
Brian P. McKinley, MD (Surgical Oncology)
James E. Stephenson, MD (Thoracic)
Steven D. Trocha, MD (Surgical Oncology)

Ophthalmology
• ghs.org/eye

Eye Institute–Greenville
104 Simpson St., 29605/522-3900 • F522-3909
Catherine F. Baston, MD
Kip W. Dolphin, MD (Oculoplastics)
C. Jane Edens, OD (Optometry)
Alan B. Leachey, MD
Jamie H. Oakman Jr., MD
John D. Siddens, DO (Eye/Octobal Onc Surg)
Julius W. Welborn III, MD (IP & ED consults)

Eye Institute Optical Services–Greenville
104 Simpson St., 29605/522-3931 • F522-3909
David Gosnell, LDO (Senior Optician)
Grant Brown, ABOM

Eye Institute–Easley
109 Fleetwood Dr., Ste. B, Easley 29640
522-3970 • F522-3975
Kip W. Dolphin, MD (Oculoplastics)
Erin B. Lesser, MD (Oculoplastics)
Jamie H. Oakman Jr., MD
A.J. (Buddy) Thompson Jr., MD
Joseph J. Zinkovich, OD

Eye Institute Optical Services–Easley
109 Fleetwood Dr., Ste. B, Easley 29640
522-3978 • F522-3975

Pediatric Ophthalmology (also see Page 14)
200 Patewood Dr., Ste. A200, 29615
522-3900 • F454-5545
Keith L. McCormick, MD
Janette E. White, MD

Orthopaedic Oncology
890 W. Faris Rd., Ste. 510, 29605
455-6030 • F455-6860
Timothy P. McHenry, MD (Ortho Spine Surg)
Scott E. Porter, MD, MBA (Orthopaedic Onc)
Otolaryngology
Greenville Ear, Nose & Throat
• ghs.org/ent

200 Patewood Dr., Ste. B400, 29615
454-4366 • F241-9232
Lisa Barksdale, MM, MCD, CCC-SLP
William D. Frazier, MD
Robert L. Eller, MD
William D. Frazier, MD
Ross M. Germani, MD
Patrick W. McLeer, MD
Eddie B. Penn Jr., MD
John G. Phillips, MD
Andrew M. Rampey, MD
Charles E. Smith, MD, DMD
Natalie Bickley, AuD, CCC-A
Lisa Ramos, AuD
Courtney Russo, AuD
Alexandra Taylor, AuD, CCC-A
Susan Valentii, AuD
Angela Zuendt, AuD
Amber Henderson, PA-C
Kelly Hughes, PA-C
Anne Norris, FNP
Lisa Banksdale, MM, MCD, CCC-SLP
Christa Likes, MSR, CCC-SLP
Emily Manny, MS, CCC-SLP
Andrea Storie, MCD, CCC-SLP
Alissa Yeargin, MSR, CCC-SLP

325 Medical Pkwy., Ste. 250, Greer, 29650
797-9080 • F797-9085
Michael S. Cooter, MD
Robert L. Eller, MD (Laryngology/Voice Disorders)
William D. Frazier, MD
Ross M. Germani, MD
Charles E. Smith, MD, DMD
Natalie Bickley, AuD, CCC-A
Alexandra Taylor, AuD, CCC-A
Sarah Tellier, AuD
Anne Norris, FNP
Emily Manny, MS, CCC-SLP

Greenville ENT–Head & Neck Surgery
900 W. Faris Rd, 2nd floor
455-5300 • F455-5353
Robert O. Brown III, MD (Head/Neck Reconstr Surg)
Paul L. Davis III, MD (Head/Neck Onc Surg)
LeeAnne Grumelot, PA-C
Mary Knight Stuckey, PA-C
Christa Likes, MSR, CCC-SLP
Emily Manny, MS, CCC-SLP
Alissa Yeargin, MSR, CCC-SLP

Greenville Voice Center
200 Patewood Dr., Ste. B400, 29615
454-4366 • F241-9232
Robert L. Eller, MD
William D. Frazier, MD
Lisa Barksdale, MM, MCD, CCC-SLP

Medical Center Powdersville–ENT
11402 Anderson Rd., Ste. D, 29611
631-2799 • F532-1215
Arthur P. Wood, MD
Andrea Storie, MCD, CCC-SLP
Heather Strader, AuD

Mountain Lakes ENT, Allergy & Hearing Center
• ghs.org/mountainlakesent
105 Carter Park Dr., Ste. B, Seneca, 29678
482-3122 • F482-3152
Daniel F. Boxwell, DO
Drew V. Collins, MD
Ronald Gooden, AuD
Andrea Storie, MCD, CCC-SLP

Pediatric Surgery (see Page 15)

Plastic Surgery & Aesthetics
Carolina Plastic Surgery & Aesthetics–Patewood
• ghsplasticsurgery.com

200 Patewood Dr., Ste. B480, 29615
454-4570 • F454-4575
Brian N. Boland, MD
J. Cart de Brux Jr., MD
J. Wesley Culpepper Jr., MD
James L. Fowler III, MD
Nina Kate Jackson, PA-C
Brittaina Davis, PA-C
Renee Cato, LMA, CAC
Maggie Kittredge, LMA, CAC
Noelle Monteleone, LMA, CAC

Carolina Plastic Surgery & Aesthetics–Woodruff Road
920 Woodruff Rd., 29607/233-8088 (no fax)
J. Wesley Culpepper Jr., MD
James L. Fowler III, MD
Renee Cato, LMA, CAC
Maggie Kittredge, LMA, CAC
Noelle Monteleone, LMA, CAC
Melissa Owens, LMA, CAC
Jessica Swanyghame, LMA, CAC

Robotic Surgery
• ghs.org/robotsurgery
To contact a robotic-trained doctor, refer to the home department listed in parentheses.

Otolaryngology
Greenville Ear, Nose & Throat
• ghs.org/ent

200 Patewood Dr., Ste. B400, 29615
454-4366 • F241-9232
Lisa Barksdale, MM, MCD, CCC-SLP
William D. Frazier, MD
Robert L. Eller, MD
Robert L. Eller, MD
William D. Frazier, MD
Lisa Barksdale, MM, MCD, CCC-SLP

Medical Center Powdersville–ENT
11402 Anderson Rd., Ste. D, 29611
631-2799 • F532-1215
Arthur P. Wood, MD
Andrea Storie, MCD, CCC-SLP
Heather Strader, AuD

Mountain Lakes ENT, Allergy & Hearing Center
• ghs.org/mountainlakesent
105 Carter Park Dr., Ste. B, Seneca, 29678
482-3122 • F482-3152
Daniel F. Boxwell, DO
Drew V. Collins, MD
Ronald Gooden, AuD
Andrea Storie, MCD, CCC-SLP

Pediatric Surgery (see Page 15)

Plastic Surgery & Aesthetics
Carolina Plastic Surgery & Aesthetics–Patewood
• ghsplasticsurgery.com

200 Patewood Dr., Ste. B480, 29615
454-4570 • F454-4575
Brian N. Boland, MD
J. Cart de Brux Jr., MD
J. Wesley Culpepper Jr., MD
James L. Fowler III, MD
Nina Kate Jackson, PA-C
Brittaina Davis, PA-C
Renee Cato, LMA, CAC
Maggie Kittredge, LMA, CAC
Noelle Monteleone, LMA, CAC

Carolina Plastic Surgery & Aesthetics–Woodruff Road
920 Woodruff Rd., 29607/233-8088 (no fax)
J. Wesley Culpepper Jr., MD
James L. Fowler III, MD
Renee Cato, LMA, CAC
Maggie Kittredge, LMA, CAC
Noelle Monteleone, LMA, CAC
Melissa Owens, LMA, CAC
Jessica Swanyghame, LMA, CAC

Robotic Surgery
• ghs.org/robotsurgery
To contact a robotic-trained doctor, refer to the home department listed in parentheses.

Sharon Ben-Or, MD (Onc & Thoracic Surg)
George A. Blestel Jr., MD (Colon & Rectal)
William D. Bolton, MD (Onc & Thoracic Surg)
Hema D. Brazell, MD (OB/GYN)
Kimberly L. Burgess, MD (Urology)
J. Erik Busby, MD (Urology)
Alfredo M. Carbonell II, DO (Mini Access Surg)
Regional Urology–Greer
340 Medical Pkwy., Ste. 200, Greer, 29650
797-9400 • F797-9402
R. Douglas DeVore, MD
Elizabeth V. Dray, MD

Regional Urology–Verdae
1025 Verdae Blvd., Ste. C, 29607
286-7570 • F286-7571
Kelly E. Maloney, MD
Charles G. Marguet, MD

Regional Urology–Greer
340 Medical Pkwy., Ste. 200, Greer, 29650
797-9400 • F797-9402
R. Douglas DeVore, MD
Elizabeth V. Dray, MD

Regional Urology–Verdae
1025 Verdae Blvd., Ste. C, 29607
286-7570 • F286-7571
Kelly E. Maloney, MD
Charles G. Marguet, MD

Oconee Urology
135 Professional Park Dr., Seneca, 29678
882-5306 • F482-0026
Robert McAlpine Jr., MD
David M. Stanley, MD
Julie Perrry, FNP-BC
Lisa Purcell, NP

Vascular Health Alliance
• ghs.org/vha

Endovascular Surgery
• ghs.org/endovascular
200 Patwood Dr., Ste. C300, 29615
454-VASC (8272) • F454-2875
Mark P. Androes, MD
Christopher G. Carstens III, MD
David L. Cull, MD, MBA
Brian M. Freeman, MD
Sagar S. Gandhi, MD
Tod M. Hanover, MD
Emilia M. Król, MD
Eugene M. Langan III, MD
Jonathan J. Sexton, MD
Bruce A. Snyder, MD
Blair Wade, PA-C

Vascular Medicine
• ghs.org/venous
200 Patwood Dr., Ste. C300, 29615
454-VASC (8272) • F454-2875
Lisa W. Darby, MD
Sandra S. Spruiell, DO
Marcus D. Stanbro, DO
Jennifer Cox, PA-C

Vascular Surgery
• ghs.org/surgery/vascular
200 Patwood Dr., Ste. C300, 29615
454-VASC (8272) • F454-2875
Mark P. Androes, MD
Joseph-Vincent V. Blas, MD

Wound Healing and HBO Center (below)

WOUND CARE

Baptist Easley Wound Care and Hyperbaric Center
• ghs.org/woundcare
200 Fleetwood Dr., Easley, 29640
442-8229 • F442-8210

Upstate Wound Healing and Hyperbaric Medicine Center
• ghs.org/woundcare
1073 Medical Ridge Rd., Clinton, 29325
833-3557 • F833-7724
Steve C. Cox, MD
Carter J. McCormack, MD
Samuel M. Wilson, MD

Wound Care and Hyperbaric Medicine–Oconee
• ghs.org/woundcare
298 Memorial Dr., Seneca, 29672
482-3230 • F482-3233
Joel K. Kidd, MD

Wound Healing and Hyperbaric Oxygen Center (part of VHA)
• ghs.org/woundcare
200 Patwood Dr., Ste. C300, 29615
454-2852 • F454-2899
Steve C. Cox, MD
Thomas L. Oliver, MD

CONVENIENT/URGENT CARE
See also After-hours/Convenient Care under Pediatrics

MD360® Convenient Care
• ghsmd360.org, md360.org

300 Shadowood Dr.
Spartanburg, 29306/837-0540 • F837-0541

2400 Boiling Springs Rd.
Spartanburg, 29316/837-0540 • F837-0541

Vascular Health Alliance
• ghs.org/vha

Endovascular Surgery
• ghs.org/endovascular
200 Patwood Dr., Ste. C300, 29615
454-VASC (8272) • F454-2875
Mark P. Androes, MD
Christopher G. Carsten III, MD
David L. Cull, MD, MBA
Brian M. Freeman, MD
Sagar S. Gandhi, MD
Tod M. Hanover, MD
Emilia M. Król, MD
Eugene M. Langan III, MD
Jonathan J. Sexton, MD
Bruce A. Snyder, MD
Blair Wade, PA-C

Vascular Medicine
• ghs.org/venous
200 Patwood Dr., Ste. C300, 29615
454-VASC (8272) • F454-2875
Lisa W. Darby, MD
Sandra S. Spruiell, DO
Marcus D. Stanbro, DO
Jennifer Cox, PA-C

Vascular Surgery
• ghs.org/surgery/vascular
200 Patwood Dr., Ste. C300, 29615
454-VASC (8272) • F454-2875
Mark P. Androes, MD
Joseph-Vincent V. Blas, MD

Wound Healing and HBO Center (below)

WOUND CARE

Baptist Easley Wound Care and Hyperbaric Center
• ghs.org/woundcare
200 Fleetwood Dr., Easley, 29640
442-8229 • F442-8210

Upstate Wound Healing and Hyperbaric Medicine Center
• ghs.org/woundcare
1073 Medical Ridge Rd., Clinton, 29325
833-3557 • F833-7724
Steve C. Cox, MD
Carter J. McCormack, MD
Samuel M. Wilson, MD

Wound Care and Hyperbaric Medicine–Oconee
• ghs.org/woundcare
298 Memorial Dr., Seneca, 29672
482-3230 • F482-3233
Joel K. Kidd, MD

Wound Healing and Hyperbaric Oxygen Center (part of VHA)
• ghs.org/woundcare
200 Patwood Dr., Ste. C300, 29615
454-2852 • F454-2899
Steve C. Cox, MD
Thomas L. Oliver, MD

CONVENIENT/URGENT CARE
See also After-hours/Convenient Care under Pediatrics

MD360® Convenient Care
• ghsmd360.org, md360.org

1025 Verdae Blvd., Ste. B, 29607
286-7550 • F286-7551

11402 Anderson Rd., Ste. A, 29611
631-2799 • F631-2795

300 Scuffletown Rd.
Simpsonville, 29681/329-0029 • F329-8125

2400 Boiling Springs Rd.
Spartanburg, 29316/599-0731 • F599-0791

Molly C. Adams, MD
D. Edward Anderson, MD
Elizabeth G. Barrett, MD
Lisa M. Boych, MD
Frank B. Beacham, MD
Christina J. Bertolami, DO
Lopa S. Bhansaly, DO
Brian M. Blank, MD
Cara R. Bostron, MD
Luke L. Burchard, MD
Chelsea M. Burgin, MD
Stephen Carek, MD
Alan R. Clardy, MD
Manuel A. DePina, MD
Brent E. Fisher, MD
James S. Gainey, MD
Allan L. Gilmer, MD
Jennifer A. Gilroy, MD
Rachel B. Hansen, MD
Amie M. Jakubiak, DO
Dorothy E. Jones, MD
Leah M. Loyer, MD
Justine C. Liptak, MD
Laura L. Nall, MD
Kevin L. Norris, MD
Eva J. Padilla Garcia, MD
Vinay J. Patidar, MD
B. Sue Repik, MD
Shahre Soboutipour, MD
Jennifer M. Springhart, MD
Melody A. Swavely, MD
Juan J. Teruel, DO
Candice A. Thornton, MD
Josh E. Welborn, MD
Todd R. Zusmer, DO
Sandra Brewer, PA-C
Andrew Call, PA-C
Mandy Pruitt, PA-C
Virginia Knight, NP
Lizanne Olyarchuk, NP
Amanda Salle, NP

Mountain Lakes Community Care
(convenient care)
• ghs.org/mlcc
100 Omni Dr., Ste. B, Seneca, 29672
885-7425 • F885-7428
Andrew R. Hagenauer, DO
Ruth Anne Etter, FNP-BC
Cindy Floyd, NP
Ben Williamson, DNP

Pediatric Urgent Care
(see also Page 15)
2000 E. Greenville St., Anderson, 29621
(at AnMed Women’s & Children’s Hospital)
512-6544 • F512-6995
Callie C. Barnwell, MD
Artur A. Charowski, MD
Anna C. Neal, MD
Jonelle M. Oronzio, MD
Melanie H. Wills, MD

EMPLOYEE CARE CENTERS
Greer Memorial Hospital, 455-2455
Hillcrest Hospital, 455-2455
Oconee Memorial Hospital, 885-7656
Patewood Center, Ste. 102, 455-2455
Roger C. Peace Hospital, 455-2455

Ronni Ayala, FNP-BC
Patricia Brewster, FNP-BC
Brittney Brown, APRN, FNP-BC
Meg Burton, APRN, FNP-BC
Lai Chaim, DNP, NP-C
Britta Chapman, FNP (Oconee)
Susan Curtis, FNP (Oconee)
Mary Haselden, FNP-BC
Leslie Hellenga, ANP-BC
Valerie Kahler, MSN, FNP-C
Kristine Leo, FNP-BC
Robyn Liao, FNP-C
Ashley Long, MSN, ANP-C
Rachel Montjoy, FNP-BC
Sharon Ross, FNP-BC
Dawn Scholl, MSN, ANP-BC
Stacy Stokes, FNP-BC
Dawn Stoudemayer, FNP-C
Jennifer Thompson, FNP-BC
Jennifer Vaughan, NP-C
Terry Williams, FNP

CENTER FOR HEALTH AND OCCUPATIONAL SERVICES
• ghs.org/occupationalhealth
1020 Grove Rd., 29605
455-2300 • F455-2399
11402 Anderson Rd., 29611
455-2300 • F455-2399
Otis Cosby Jr., MD, MBA, MSPH
Joel A. Smithwick, MD, MPH
Gwen Sechrest, FNP-BC

RESIDENCY PROGRAM SITES
Family Medicine, 877 W. Faris Rd., 29605
455-7800 • F455-9016
Vincent E. Green, MD, Program Director

Rural Family Medicine
11082 N. Radio Station Rd., Seneca, 29672
822-2134 • F882-3677
T. Edwin Evans, MD, Program Director

Internal Medicine, 876 W. Faris Rd., 29605
455-5648 • F455-4331
J. Michael Fuller, MD, Program Director
Meenu Jindal, MD, Medical Director

Medicine-Pediatrics, 701 Grove Rd., 29605
455-7844
Russ C. Kolarik, MD, Program Director

OB/GYN, 890 W. Faris Rd., Ste. 470, 29605
455-7887 • F455-6875
Sharon D. Keiser, MD, Program Director
Jeffrey W. Elder, MD, Associate Program Director
Adam B. Tyson, MD, Academic Generalist

Orthopaedics, 13 Edgewood Dr., 29605
455-7861
Scott E. Porter, MD, Program Director

Pediatrics, 701 Grove Rd., 29605/455-7895
Matthew P. Grisham, MD, Program Director
Jennifer A. Hudson, MD, Assoc. Program Director
Amanda G. O’Kelly, MD, Assoc. Program Director

Surgery/Vascular, 13 Edgewood Dr., 29605
455-7861
Joseph A. Camunas, MD, Program Director

NEIGHBORHOOD HEALTH PARTNERS MOBILE HEALTH CLINIC
Info line: 455-9349
Chuck Arnold, MSN, FNP-BC

GEOGRAPHIC INDEX

ANDERSON
OB/GYN
Female Pelvic Medicine & Reconstructive Surgery
GHS Maternal-Fetal Medicine
Reproductive Endocrinology & Infertility/
Fertility Center of the Carolinas

Orthopaedics
Blue Ridge Orthopaedics
The Hand Center

Pediatrics
Pediatrie Cardiology
Pediatrie Endocrinology
Pediatrie Hematology/Oncology / BI-LO
Charities Children’s Cancer Center
Inpatient Pediatrics
Pediatrie Nephrology & Hypertension
Pediatrie Orthopaedics
Pediatrie Urgent Care
Pediatrie Urology

Surgery
Bariatric Surgery

BOILING SPRINGS
Anesthesiology
GHS Pain Management–Boiling Springs

Medicine
GHS Gastroenterology–Boiling Springs

Primary Care–Family Medicine
GHS Family & Internal Medicine–Boiling Springs

Primary Care–Internal Medicine
GHS Family & Internal Medicine–Boiling Springs

CLEMSON
Medicine
Cardiac Electrophysiology–Carolina
Cardiology Consultants
Cardiology–Carolina Cardiology Consultants

Primary Care–Internal Medicine
Clemson Primary Care

Primary Care–Pediatrics
Clemson-Seneca Pediatrics
Clemson Primary Care

continued
CLINTON

**Medicine**
Endocrinology (at GHS Internal Medicine–Laurens)
Hospitalist Services

**Oncology & Hematology**
Cancer Institute

**Primary Care–Family Medicine**
Advanced Family Medicine

**Primary Care–Internal Medicine**
GHS Internal Medicine–Laurens

**Primary Care–OB/GYN**
Carolina Women’s Center

**Surgery**
General Surgery

**Wound Care**
Upstate Wound Healing and Hyperbaric Medicine Center

GRAY COURT

**Primary Care–Family Medicine**
Laurens Family Medicine

GREENVILLE

**(See main directory)**

GREENWOOD

**OB/GYN**
GHS Maternal-Fetal Medicine

**Pediatrics**
Pediatric Abuse & Neglect (formerly CHAMP)
Pediatric Cardiology
Pediatric Surgery

**Surgery**
Bariatric Surgery
General Surgery
Pediatric Surgery

GREER

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Cardiology–Carolina Cardiology Consultants
Gastroenterology–Gastroenterology Consultants of Internal Medicine
Hospitalist Services
Lung Center

**Oncology & Hematology**
Cancer Institute

**Orthopaedics**
Steadman Hawkins Clinic of the Carolinas

**Primary Care–Family Medicine**
Laurens Family Medicine

**Primary Care–OB/GYN**
Premier Women’s Care

**Primary Care–Pediatrics**
The Children’s Clinic
Pediatric Associates–Greer

**Psychiatry**
Center for Psychiatry

**Surgery**
Colon & Rectal Surgery
General Surgery
Otolaryngology–Greenville ENT
Urology–Regional Urology–Greer
Vascular Surgery

LAURENS

**Medicine**
Endocrinology–Endocrinology Specialists and Thyroid Center

**Primary Care–Family Medicine**
Laurens Family Medicine

PIEDMONT/POWDERSVILLE

**Center for Health and Occupational Services**
Medical Center Powdersville

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Medical Center Powdersville–Orthopaedics

**Pediatrics**
Medical Center Powdersville–Orthopaedics

**Primary Care–Internal Medicine**
Heritage Pediatrics & Internal Medicine–Wren

**Primary Care–OB/GYN**
Premier Women’s Care

**Primary Care–Pediatrics**
Pediatic Associates–Powdersville
Heritage Pediatrics & Internal Medicine–Wren

**Surgery**
Medical Center Powdersville–ENT
Medical Center Powdersville–General Surgery

SENeca

**Anesthesiology**
Oconee Anesthesiology
Pain Management–Oconee Center for Comprehensive Pain Management

**Convenient Care**
Mountain Lakes Community Care

**Medicine**
Cardiology–Carolina Cardiology Consultants
SC Cardiology Consultants
Geriatric Medicine–Oconee Geriatric Medicine
Hospitalist Services
Palliative Care–Oconee Palliative Medicine
Rheumatology–Rheumatology Consultants

Oncology & Hematology
Cancer Institute

Orthopaedics
Blue Ridge Orthopaedics
The Hand Center

Pediatrics
Pediatric Orthopaedics

Primary Care–Family Medicine
Center for Family Medicine–Oconee
Mountain Lakes Family Medicine
Dr. Timothy Sanders Family Medicine
Seneca Medical Associates
Upstate Family Medicine

Primary Care–OB/GYN
Blue Ridge Women's Center

Primary Care–Pediatrics
Clemson-Seneca Pediatrics

Surgery
ENT–Mountain Lakes ENT, Allergy & Hearing Center
General Surgery–Upstate Surgical Associates
Vascular Surgery–Vascular Health Alliance
(owned by GHS Surgical Specialists–Seneca)

Urology
Oconee Urology

Wound Care
Wound Care and Hyperbaric Medicine–Oconee

SIMPSONVILLE

Convenient Care
MD360*

Medicine
Cardiology–Carolina Cardiology Consultants
Hospitalist Services
Lung Center–Simpsonville

Orthopaedics
Steadman Hawkins Clinic of the Carolinas

Primary Care–Family Medicine
Hillcrest Family Practice (Bldg. A and B)
Keystone Family Medicine
Simpsonville Family Medicine

Primary Care–Internal Medicine
GHS Internal Medicine–Simpsonville
Heritage Pediatrics & Internal Medicine–Simpsonville

Primary Care–OB/GYN
Greenville Ob Gyn Associates

Primary Care–Pediatrics
Heritage Pediatrics & Internal Medicine–Simpsonville
Pediatric Associates–Simpsonville

Surgery
General Surgery

SPARTANBURG

Convenient Care
MD360*

Medicine
GHS Gastroenterology

OB/GYN
Female Pelvic Medicine & Reconstructive Surgery
Reproductive Endocrinology & Infertility/
Fertility Center of the Carolinas

Oncology & Hematology
Cancer Institute

Orthopaedics
The Hand Center
Steadman Hawkins Clinic of the Carolinas

Pediatrics
After-hours/Convenient Care
(Children's Hospital Spartanburg Night Clinic)
Pediatric Abuse & Neglect (formerly CHAMP)
Pediatric Cardiology
Pediatric Endocrinology
Pediatric Gastroenterology
Pediatric Hematology/Oncology / BI-LO Charities Children's Cancer Center
Pediatric Nephrology & Hypertension
Pediatric Neurology
Pediatric Neurosurgery
Pediatric Pulmonology
Pediatric Sleep Medicine/Center for Pediatric Sleep Disorders
Pediatric Surgery
Pediatric Urology

Primary Care–Family Medicine
Skylyn Medical Associates

Primary Care–Pediatrics
Pediatric Associates–Spartanburg
Spartanburg Pediatric Health Center

Surgery
General Surgery

TAYLORS

Primary Care–Family Medicine
Palmetto Family Medicine

TRAVELERS REST

Medicine
Hospitalist Services

Primary Care–Family Medicine
Travelers Rest Family Medicine

Primary Care–Pediatrics
Center for Pediatric Medicine
The Children's Clinic–Duncan Chapel

WALHALLA

Primary Care–Family Medicine
GHS Family Medicine–Walhalla

GHEALTH SYSTEM
### General Summary of Insurance Coverages

<table>
<thead>
<tr>
<th>LINE OF COVERAGE</th>
<th>LIMITS</th>
<th>DEDUCTIBLE / SIR</th>
<th>EFFECTIVE</th>
<th>PREMIUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Umbrella -</td>
<td>$25,000,000</td>
<td></td>
<td>10/01/17 - 18</td>
<td>$466,685.00</td>
</tr>
<tr>
<td>Hospital Professional Liability</td>
<td>$12,000,000</td>
<td>Per Occurrence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comprehensive General Liability</td>
<td></td>
<td>Aggregate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comprehensive Property, All Risk -</td>
<td>$1,500,000,000</td>
<td>$50,000.00, Per Occ, Non-Hospital Building</td>
<td>10/01/17 - 18</td>
<td>$226,187.00</td>
</tr>
<tr>
<td>Real &amp; Personal Property</td>
<td>$100,000.00</td>
<td>Hospital Buildings</td>
<td>01/01/18 - 10/01/18</td>
<td>$841,500.00</td>
</tr>
<tr>
<td>Business Interruption</td>
<td>$250,000.00</td>
<td>Computer Systems – Non PD</td>
<td></td>
<td></td>
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<tr>
<td>Boiler &amp; Machinery</td>
<td>$250,000.00</td>
<td>Data Programs/Software</td>
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<tr>
<td></td>
<td>$500,000.00</td>
<td>Flood &amp; Earthquake</td>
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</tr>
<tr>
<td>Directors &amp; Officers Liability</td>
<td>$5,000,000</td>
<td>$25,000.00 D&amp;O SIR</td>
<td>10/01/17 - 18</td>
<td>$13,105.98</td>
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<tr>
<td>including Employment Practices Liability</td>
<td>$5,000,000</td>
<td>$50,000.00 EPL SIR</td>
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<td></td>
</tr>
<tr>
<td>Policy Aggregate</td>
<td>$5,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directors &amp; Officers Liability</td>
<td>$5,000,000</td>
<td></td>
<td>12/30/16 - 19</td>
<td>$254,400.00</td>
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<tr>
<td>including Employment Practices Liability</td>
<td></td>
<td>Insuring Agreement A (Each Loss)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Run Off)</td>
<td>$250,000.00</td>
<td>Insuring Agreement B (Each Loss)</td>
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<td></td>
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<tr>
<td></td>
<td>$250,000.00</td>
<td>Insuring Agreement C (Each Loss)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$250,000.00</td>
<td>Employment Practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police Professional Liability</td>
<td>Each LEO Occurrence</td>
<td>$1,000,000</td>
<td>10/01/17 - 18</td>
<td>$33,819.30</td>
</tr>
<tr>
<td></td>
<td>Policy Aggregate</td>
<td>N/A</td>
<td></td>
<td></td>
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<tr>
<td>Workers Compensation</td>
<td>Employers Liability</td>
<td>$5,750,000</td>
<td>01/01/18 - 12/31/18</td>
<td>$13,249.92</td>
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<tr>
<td></td>
<td>Statutory</td>
<td>$750,000.00 Per Claim</td>
<td></td>
<td></td>
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<tr>
<td>Pollution Legal Liability</td>
<td>Each Incident</td>
<td>$10,000,000</td>
<td>10/01/14 - 19</td>
<td>$164,937.06</td>
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<tr>
<td></td>
<td>Policy Aggregate</td>
<td>$10,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Automobile (Umbrella policy above provides excess coverage)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Liability for Owned and Non-Owned Autos</td>
<td>Bodily Injury and/or Property Damage, Per Accident</td>
<td>$1,000,000</td>
<td>10/01/17 - 18</td>
<td>$27,226.00</td>
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<tr>
<td></td>
<td>Medical Payments, Per Person</td>
<td>$10,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>UIM/UIM, Per Accident</td>
<td>$1,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Automobile Physical Damage Vehicles</td>
<td>Comprehensive &amp; Collision on all Owned</td>
<td>Actual Cash Value</td>
<td>$500</td>
<td>10/01/17 - 18</td>
</tr>
<tr>
<td></td>
<td>Hired Autos Limit, Per Auto</td>
<td>$50,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Physical Damage for Autos in Custody of Hospital</td>
<td>Comprehensive &amp; Collision</td>
<td>$50,000</td>
<td></td>
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</table>

Premium associated with Greenville Health Authority
<table>
<thead>
<tr>
<th>FACILITY/PROGRAM</th>
<th># Beds</th>
<th>License Number</th>
<th>Expiration Date</th>
<th>EVAC Plan Required</th>
<th>Bed Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenville Memorial Hospital</td>
<td>748</td>
<td>HTL-0936</td>
<td>10/31/19</td>
<td></td>
<td>General 30 OR's; 3 Heart Surgery Suites</td>
</tr>
<tr>
<td>NICU (not included in the 846 count)</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
<td>Level II Perinatal, DHEC Regional Perinatal Center</td>
</tr>
<tr>
<td>Roger C. Peace Rehabilitation Hospital</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
<td>Rehabilitation</td>
</tr>
<tr>
<td>Marshall I. Pickens Hospital</td>
<td>65</td>
<td></td>
<td></td>
<td></td>
<td>Psychiatric -19 add'l beds 11.2017</td>
</tr>
<tr>
<td>GHS Cross Creek Ambulatory Surgery</td>
<td>4 OR'S</td>
<td>ASF-0132</td>
<td>10/31/19</td>
<td></td>
<td>Ambulatory Surgical Facility 4 OR's</td>
</tr>
<tr>
<td>Greenville Memorial Hospital - Subacute</td>
<td>15</td>
<td>NCF-0989</td>
<td>10/31/19</td>
<td></td>
<td>Nursing Home</td>
</tr>
<tr>
<td>GHS Marshall I. Pickens Children’s Program</td>
<td>22</td>
<td>RTF-0031</td>
<td>10/31/19</td>
<td></td>
<td>Residential Treatment for Children &amp; Adolescents</td>
</tr>
<tr>
<td>GHS Senior Care</td>
<td>140 Participants</td>
<td>ADC-0431</td>
<td>8/31/19</td>
<td></td>
<td>Adult Day Care Program</td>
</tr>
<tr>
<td>GHS Surgery Center - Spartanburg</td>
<td>2 OR'S</td>
<td>ASF-0134</td>
<td>10/31/19</td>
<td></td>
<td>Ambulatory Surgical Facility 2 OR's</td>
</tr>
<tr>
<td>GHS Patewood Outpatient Surgery Center</td>
<td>6 Gen OR's / 2 GI Rms</td>
<td>ASF-0133</td>
<td>10/31/19</td>
<td></td>
<td>Ambulatory Surgical Facility 6 OR's; 2 Endo's</td>
</tr>
<tr>
<td>General Hospital</td>
<td>72</td>
<td>HTL-0933</td>
<td>10/31/19</td>
<td></td>
<td>General 8 OR's Level I Perinatal (Eff. 8/25/17)</td>
</tr>
<tr>
<td>GHS Patewood Memorial Hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GHS Marshall I. Pickens Children's Program</td>
<td>14</td>
<td>NCF-0991</td>
<td>10/31/19</td>
<td></td>
<td>Nursing Home</td>
</tr>
<tr>
<td>GHS Laurens County Memorial Hospital - Subacute Unit</td>
<td>16</td>
<td>NCF-0991</td>
<td>10/31/19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Hospital</td>
<td>76</td>
<td>HTL-0932</td>
<td>10/31/19</td>
<td></td>
<td>General 4 OR's</td>
</tr>
<tr>
<td>GHS Greenville Birth Center</td>
<td>3 Rooms</td>
<td>BC-0012</td>
<td>9/30/19</td>
<td></td>
<td>Birth Center</td>
</tr>
<tr>
<td>GHS Greer Memorial Hospital</td>
<td>82</td>
<td>HTL-0934</td>
<td>10/31/19</td>
<td></td>
<td>General 4 OR's Level I Perinatal</td>
</tr>
<tr>
<td>GHS North Greenville Long Term Acute Care Hospital</td>
<td>45</td>
<td>HTL-0935</td>
<td>10/31/19</td>
<td></td>
<td>Long Term Acute Care</td>
</tr>
<tr>
<td>GHS Hillcrest Memorial Hospital</td>
<td>43</td>
<td>HTL-0931</td>
<td>10/31/19</td>
<td></td>
<td>General 4 OR's</td>
</tr>
<tr>
<td>GHS Cottingham House</td>
<td>15</td>
<td>HPF-0030</td>
<td>10/31/19</td>
<td></td>
<td>Inpatient Hospice Facility</td>
</tr>
<tr>
<td>GHS Hospice of the Foothills</td>
<td></td>
<td>HPC-0212</td>
<td>10/31/19</td>
<td></td>
<td>In-home Hospice Care (Oconee, Pickens, Anderson)</td>
</tr>
<tr>
<td>GHS Oconee Memorial Hospital</td>
<td>169</td>
<td>HTL-0937</td>
<td>10/31/19</td>
<td></td>
<td>General 6 OR's Level I Perinatal</td>
</tr>
<tr>
<td>GHS Lila Doyle</td>
<td>120</td>
<td>NCF-0990</td>
<td>10/31/19</td>
<td></td>
<td>Nursing Home</td>
</tr>
<tr>
<td>GHS Baptist Easley Hospital</td>
<td>109</td>
<td>HTL-0945</td>
<td>10/31/19</td>
<td></td>
<td>Change of Ownership 10/1/2018</td>
</tr>
<tr>
<td>GHS Total Licensed Beds FY2019</td>
<td>1646</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2016 Community Health Needs Assessment

Primary Data Results

Greenville County Survey Primary Findings:

- Access to health care appears to be good for most in the county. For example, 92% have health insurance, 85% have had a physical in the past two years, and 74% said they could always go to a doctor when they need to.
- However, almost a quarter (24%) said they could visit a doctor only sometimes. Lack of insurance or the ability to pay is the primary reason why. Further, 32% say they know of someone who has had trouble getting health care for financial reasons.
- Latinos appear to have less access to basic health screenings like hypertension, vision, and dental. Among Latinos, 47% reported having a dental cleaning, compared to 59% of Blacks and 69% of Whites.
- Obesity is the leading health concern identified in the study with 22% of respondents saying they had been told by a health professional that they are obese or overweight.
- Alcohol abuse was picked as one of the top five community concerns. Among men, 17% said they drink more than two alcoholic beverages per day, and 20% said they have consumed more than five on a single occasion in the past 30 days.
- 21% reported there are days when they are feeling so sad or worried they cannot go about their normal business. Those under 35 and those earning less than $25,000 are most likely to feel this way.
- Only 31% of Greenville children eat at least five servings of fresh fruits and vegetables daily, compared to 48% of children across the region. Most parents (55%) believe their children need to know more about nutrition.

Greenville County Focus Group’s Primary Findings:

Three focus groups were held in Greenville County, organized and hosted by BSSFHS and Greenville Health System. Two of the groups consisted of representatives of social service and allied health organizations that provide community services, particularly to low-income, uninsured, homeless and other at-risk citizens. The third group was a larger gathering of neighborhood leaders and community advocates representing inner city Greenville.

Similar to the findings of the quantitative research, the primary concerns of those in the focus groups focused more on social and cultural issues, rather than disease or health system performance.

Based on facilitated discussion and prioritization from all the three groups, the five priority issues for Greenville County are:

1. Mental health care
2. Affordable housing
3. Obesity, including increased awareness and access to healthier foods
4. Access to health care
5. Transportation
List of Organizations Attending the Greenville County Focus Groups:

- Greer Relief
- New Horizon Family Health Services
- Greenville Literacy Association
- Sullivan Center
- Foothills Family Resources
- Shriners Hospital for Children
- South Carolina Department of Health & Environmental Control (DHEC)
- Center for Developmental Services
- American Cancer Society
- Loaves and Fishes
- Meals on Wheels
- SC Institute of Medicine and Public Health
- LiveWell Greenville
- American Diabetes Association
- Greenville Free Medical Clinic

Laurens County Survey Primary Findings:

- Most of those in the research reported high access to health services. 91% have health insurance and 81% can always go to a doctor when they need to. 82% reported a physical in the last two years.
- However, 30% said they know of someone who has had trouble getting health care for financial or insurance reasons, and 18% said they could only go to the doctor sometimes.
- 35% reported their health is either very good or excellent. This was far lower than the regional measure of 44%.
- After cancer, obesity is the largest community health concern. Among respondents, 22% said they had been told by a health professional that they are obese or overweight. Further, 20% never exercise and 32% said they eat only one serving of fruits or vegetables daily.
- The rates of exercise for children are higher than regional averages, with 72% of parents saying their children get 60 minutes of exercise five days a week or more.
- 33% of men said they drink more than two alcoholic beverages per day and 28% said they have consumed more than five drinks on a single occasion in the past 30 days. Both of these measures were far higher than regional averages.
Laurens County Focus Group’s Primary Findings:

The top priorities from both research methods overlap in several areas:

<table>
<thead>
<tr>
<th>Ranked Priorities From Consumer Interviews*</th>
<th>Ranked Priorities From Focus Group Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cancer (32%)</td>
<td>1. Obesity</td>
</tr>
<tr>
<td>2. Obesity (24%)</td>
<td>2. Family Violence/Dysfunction</td>
</tr>
<tr>
<td>3. Drug Abuse (20%)</td>
<td>3. Access to Health Care</td>
</tr>
<tr>
<td>4. Alcohol Abuse (20%)</td>
<td>4. Mental Health Issues</td>
</tr>
<tr>
<td>5. Diabetes (19%)</td>
<td>5. Tobacco Use</td>
</tr>
<tr>
<td>6. Alzheimer’s/Dementia (18%)</td>
<td>6. Teen Pregnancy</td>
</tr>
<tr>
<td>7. Heart disease and stroke (15%)</td>
<td>7. Diabetes</td>
</tr>
<tr>
<td>8. Arthritis (13%)</td>
<td>8. Drug &amp; Alcohol Abuse</td>
</tr>
<tr>
<td>9. Domestic/Family Violence (10%)</td>
<td>9. Transportation</td>
</tr>
<tr>
<td>10. Tobacco use (9%)</td>
<td></td>
</tr>
</tbody>
</table>

* (%) Shows percentage of those interviewed who picked each issue.

The issues of greatest importance as identified by both sources in approximate rank order are:
1. **Obesity**, among adults and children.
2. **Family violence and dysfunction**, which links to a number of related issues, such as teen pregnancy and substance abuse.
3. **Access to health care**, including issues of insurance and physician access.
4. **Diabetes**, which relates to obesity as well.
5. **Alcohol and drug abuse**, which is connected to mental health issues, as well as dysfunctional families.
6. **Tobacco** use.

List of Organizations Attending the Laurens County Focus Groups:

- Laurens County Economic Development Board
- Beckman Center on Mental Health
- Laurens County Vocational Rehabilitation
- School District #56
- Laurens County Special Needs & Disabilities
- Safe Home
- School of Pharmacy
- School District #55
- United Way
- Laurens YMCA
- Clinton YMCA
- LC4, Carolina Health Centers
- South Carolina Department of Health & Environmental Control (DHEC)
- Good Shepherd Free Medical Clinic

GHS COMMUNITY HEALTH NEEDS ASSESSMENT 18
Oconee County Survey Primary Findings:

- Access to health care is good for most in the county. 83% have had a physical in the past two years. 83% said they could always go to a doctor when they need to. Even lower-income families can obtain basic health services most of the time, though not always in the most appropriate setting.
- 86% report having health insurance, but one-third (33%) report that either they or someone they know has faced trouble accessing health care due to insurance or financial barriers.
- Self-reported rates of obesity (28%) and diabetes (18%) are higher than other counties in the region. Rates of those who never exercise (28%) are also far higher.
- Self-reported rates for women getting mammograms (31%) and Pap smears (41%) are significantly lower than the regional sample.
- Drug and alcohol abuse are among the top health concerns among research participants.

Oconee County Focus Group’s Primary Findings:

Community leaders and those polled by telephone identify similar lists of community health concerns. The top priorities from both research methods overlap in several areas:

<table>
<thead>
<tr>
<th>Ranked Priorities From Consumer Interviews*</th>
<th>Ranked Priorities From Focus Group Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cancer (31%)</td>
<td>1. Obesity</td>
</tr>
<tr>
<td>2. Drug Abuse (29%)</td>
<td>2. Access to mental health care</td>
</tr>
<tr>
<td>3. Alcohol Abuse (28%)</td>
<td>3. Transportation from rural areas</td>
</tr>
<tr>
<td>3. Obesity (26%)</td>
<td>3. Diabetes</td>
</tr>
<tr>
<td>5. Heart disease and stroke (18%)</td>
<td>4. Heart disease and stroke</td>
</tr>
<tr>
<td>6. Diabetes (12%)</td>
<td>5. Access to health care</td>
</tr>
<tr>
<td>7. Alzheimer’s/Dementia (12%)</td>
<td>6. Drug Abuse</td>
</tr>
<tr>
<td>8. Arthritis (13%)</td>
<td>7. Access to dental care for low income</td>
</tr>
<tr>
<td>9. Domestic/Family Violence (12%)</td>
<td></td>
</tr>
<tr>
<td>10. Tobacco use (9%)</td>
<td></td>
</tr>
</tbody>
</table>

*(%) Shows percentage of those interviewed who picked each issue.

The priority issues in rank order as informed by the research and then discussed and prioritized by community leaders are:

1. **Obesity**, especially disengaged parents who contribute to obesity in children.
2. **Drug abuse**, including abuse of prescription medicines.
3. **Heart disease and stroke**.
4. **Diabetes**, especially increasing awareness of nutrition in preventing it.
5. **Mental health**, especially the lack of counselors and psychiatrists who treat Medicaid patients.
6. **Transportation**
7. **Access to health care**, including dental care.
List of Organizations Attending the Oconee County Focus Groups:

- South Carolina Vocational Rehab
- Ripple of One
- Mountain Lakes AccessHealth
- Oconee Department of Social Services
- Golden Corner Food Pantry
- Collins Children’s Home
- Birthright of Clemson
- SC Department of Health & Environmental Control
- Oconee County School District
- Oconee Disabilities & Special Needs
- Our Daily Rest
- Family Friends
- Department of Social Services
- United Way
- Oconee Mental Health
- Seneca Health and Rehabilitation
- Rosa Clark Free Medical Center
# Fiscal Year 2017 Financial Statements

**STRATEGIC COORDINATING ORGANIZATION AND SUBSIDIARIES**

**CONSOLIDATED BALANCE SHEET**
As of September 30, 2017
(in thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$103,039</td>
</tr>
<tr>
<td>Net patient accounts receivable</td>
<td>278,485</td>
</tr>
<tr>
<td>Inventories of drugs and supplies</td>
<td>34,980</td>
</tr>
<tr>
<td>Other current assets</td>
<td>71,188</td>
</tr>
<tr>
<td>Estimated third-party payor settlements</td>
<td>23,127</td>
</tr>
<tr>
<td>Current portion of assets with limited use</td>
<td>2,902</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>513,721</strong></td>
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<tr>
<td><strong>ASSETS WITH LIMITED USE:</strong></td>
<td></td>
</tr>
<tr>
<td>Internally designated</td>
<td>257,508</td>
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<tr>
<td>Held by trustee for debt service</td>
<td>236</td>
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<td>Donor restricted</td>
<td>17,864</td>
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<tr>
<td>Less current portion (2,902)</td>
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</tr>
<tr>
<td><strong>Assets with limited use - less current portion</strong></td>
<td><strong>272,706</strong></td>
</tr>
<tr>
<td><strong>PROPERTY, PLANT AND EQUIPMENT - Net</strong></td>
<td>866,815</td>
</tr>
<tr>
<td><strong>INVESTMENTS IN JOINT VENTURES</strong></td>
<td>58,303</td>
</tr>
<tr>
<td><strong>INVESTMENTS</strong></td>
<td>589,504</td>
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<tr>
<td><strong>OTHER ASSETS</strong></td>
<td>22,265</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$2,323,314</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES:</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$43,450</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>253,660</td>
</tr>
<tr>
<td>Current portion of obligations under capital leases</td>
<td>497</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>18,159</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>315,766</td>
</tr>
<tr>
<td><strong>LONG-TERM DEBT - Less current portion</strong></td>
<td>594,558</td>
</tr>
<tr>
<td><strong>OBLIGATIONS UNDER CAPITAL LEASES - Less current portion</strong></td>
<td>2,512</td>
</tr>
<tr>
<td><strong>OTHER LONG-TERM LIABILITIES</strong></td>
<td>406,588</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>1,319,424</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS:</strong></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>967,188</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>36,702</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>1,003,890</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL LIABILITIES AND NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$2,323,314</strong></td>
<td></td>
</tr>
</tbody>
</table>
**STRATEGIC COORDINATING ORGANIZATION AND SUBSIDIARIES**

**CONSOLIDATED STATEMENT OF OPERATIONS**

For the year ended September 30, 2017
(In thousands)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient service revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Inpatient</td>
<td>$2,070,088</td>
</tr>
<tr>
<td>Outpatient</td>
<td>3,992,885</td>
</tr>
<tr>
<td><strong>Total patient service revenues</strong></td>
<td>6,062,973</td>
</tr>
<tr>
<td><strong>Adjustments to revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Bad debt</td>
<td>291,719</td>
</tr>
<tr>
<td>Charity</td>
<td>296,503</td>
</tr>
<tr>
<td>Contractual allowances</td>
<td>3,361,750</td>
</tr>
<tr>
<td><strong>Total adjustments to revenues</strong></td>
<td>3,949,972</td>
</tr>
<tr>
<td><strong>Net patient services revenues</strong></td>
<td>2,113,001</td>
</tr>
<tr>
<td><strong>Other operating revenues</strong></td>
<td>187,024</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions used for operations</strong></td>
<td>4,838</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>2,304,863</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and contracted labor</td>
<td>1,145,264</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>232,039</td>
</tr>
<tr>
<td>Supplies</td>
<td>413,288</td>
</tr>
<tr>
<td>Other expenses</td>
<td>358,439</td>
</tr>
<tr>
<td>Depreciation</td>
<td>110,462</td>
</tr>
<tr>
<td>Interest and amortization</td>
<td>16,113</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>2,275,605</td>
</tr>
<tr>
<td><strong>Income from operations</strong></td>
<td>29,258</td>
</tr>
<tr>
<td><strong>Non-operating activities</strong></td>
<td></td>
</tr>
<tr>
<td>Investment income-net</td>
<td>62,708</td>
</tr>
<tr>
<td>Change in fair value of interest rate swap instruments</td>
<td>5,614</td>
</tr>
<tr>
<td>Loss on Care Coordination Institute joint venture</td>
<td>(1,710)</td>
</tr>
<tr>
<td>Contributions</td>
<td>(60,837)</td>
</tr>
<tr>
<td>Other expense</td>
<td>(5,716)</td>
</tr>
<tr>
<td><strong>Total non-operating activities</strong></td>
<td>259</td>
</tr>
<tr>
<td><strong>EXCESS OF REVENUES OVER EXPENSES</strong></td>
<td>$29,517</td>
</tr>
</tbody>
</table>
### STRATEGIC COORDINATING ORGANIZATION AND SUBSIDIARIES
### CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Year Ended September 30, 2017  
(in thousands)

**UNRESTRICTED NET ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess of revenues over expenses</td>
<td>$29,517</td>
</tr>
<tr>
<td>Net assets transferred from Greenville Health Authority</td>
<td>332,511</td>
</tr>
<tr>
<td>Conversion from GASB to FASB</td>
<td>(174,372)</td>
</tr>
<tr>
<td>Net adjustment for defined benefit plan</td>
<td>(951)</td>
</tr>
<tr>
<td>Net assets released from restrictions used for purchase of property, plant and equipment</td>
<td>2,663</td>
</tr>
<tr>
<td>Other</td>
<td>(1,803)</td>
</tr>
<tr>
<td><strong>Increase in unrestricted net assets</strong></td>
<td>187,565</td>
</tr>
</tbody>
</table>

**TEMPORARILY RESTRICTED NET ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets transferred from Greenville Health Authority</td>
<td>38,619</td>
</tr>
<tr>
<td>Investment income - net</td>
<td>806</td>
</tr>
<tr>
<td>Contributions - net</td>
<td>3,098</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>2,663</td>
</tr>
<tr>
<td>Transfers to related organizations</td>
<td>(2,682)</td>
</tr>
<tr>
<td>Other</td>
<td>(867)</td>
</tr>
<tr>
<td>Net assets released from restrictions used for purchase of property, plant and equipment</td>
<td>2,663</td>
</tr>
<tr>
<td>Net assets released from restrictions used for operations</td>
<td>(4,838)</td>
</tr>
<tr>
<td><strong>Increase in temporarily restricted net assets</strong></td>
<td>34,136</td>
</tr>
</tbody>
</table>

**INCREASE IN NET ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase in net assets</strong></td>
<td>221,701</td>
</tr>
<tr>
<td><strong>NET ASSETS - Beginning of year</strong></td>
<td>782,189</td>
</tr>
<tr>
<td><strong>NET ASSETS - End of year</strong></td>
<td>$1,003,890</td>
</tr>
</tbody>
</table>
### Fiscal Year 2018 Financial Statements

**UPSTATE AFFILIATE ORGANIZATION AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEET**  
As of September 30, 2018  
**UNAUDITED**  
(in thousands)

#### ASSETS

**CURRENT ASSETS:**
- Cash and cash equivalents $84,848
- Net patient accounts receivable 281,192
- Inventories of drugs and supplies 41,138
- Other current assets 78,029
- Estimated third-party payor settlements 65,161

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current assets</td>
<td>550,368</td>
</tr>
</tbody>
</table>

**ASSETS WITH LIMITED USE:**
- Held by trustee for debt service 162
- Donor restricted 20,726

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets with limited use</td>
<td>20,888</td>
</tr>
</tbody>
</table>

**PROPERTY, PLANT AND EQUIPMENT - Net** 865,722

**INVESTMENTS IN JOINT VENTURES** 56,940

**INVESTMENTS** 835,313

**OTHER ASSETS** 26,444

**TOTAL ASSETS** $2,355,675

#### LIABILITIES AND NET ASSETS

**CURRENT LIABILITIES:**
- Accounts payable $46,165
- Accrued liabilities 249,509
- Current portion of obligations under capital leases 269
- Current portion of long-term debt 19,119

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current liabilities</td>
<td>315,062</td>
</tr>
</tbody>
</table>

**LONG-TERM DEBT - Less current portion** 574,444

**OBLIGATIONS UNDER CAPITAL LEASES - Less current portion** 33,859

**OTHER LONG-TERM LIABILITIES**
- Total Liabilities 389,418

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities</td>
<td>1,312,783</td>
</tr>
</tbody>
</table>

**NET ASSETS:**
- Unrestricted 997,340
- Temporarily Restricted 45,552

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Assets</td>
<td>1,042,892</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS** $2,355,675
### Upstate Affiliate Organization and Subsidiaries

#### Consolidated Statement of Operations

For the year ended September 30, 2018

**UNAUDITED**

(In thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient Service Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Inpatient</td>
<td>$2,034,329</td>
</tr>
<tr>
<td>Outpatient</td>
<td>4,342,752</td>
</tr>
<tr>
<td><strong>Total Patient Service Revenues</strong></td>
<td>6,377,081</td>
</tr>
<tr>
<td><strong>Adjustments to Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Bad Debt</td>
<td>168,943</td>
</tr>
<tr>
<td>Charity</td>
<td>351,150</td>
</tr>
<tr>
<td>Contractual Allowances</td>
<td>3,602,906</td>
</tr>
<tr>
<td><strong>Total Adjustments to Revenues</strong></td>
<td>4,122,999</td>
</tr>
<tr>
<td><strong>Net Patient Services Revenues</strong></td>
<td>2,254,082</td>
</tr>
<tr>
<td><strong>Other Operating Revenue</strong></td>
<td>191,098</td>
</tr>
<tr>
<td><strong>Net Assets Released from Restrictions Used for Operations</strong></td>
<td>5,340</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>2,450,520</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries, Wages and Contracted Labor</td>
<td>1,232,102</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>259,736</td>
</tr>
<tr>
<td>Supplies</td>
<td>441,388</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>362,984</td>
</tr>
<tr>
<td>Depreciation</td>
<td>112,655</td>
</tr>
<tr>
<td>Interest and Amortization</td>
<td>19,581</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>2,428,446</td>
</tr>
<tr>
<td><strong>Income from Operations</strong></td>
<td>22,074</td>
</tr>
<tr>
<td><strong>Non-operating Activities</strong></td>
<td></td>
</tr>
<tr>
<td>Investment Income-Net</td>
<td>62,371</td>
</tr>
<tr>
<td>Net Change in Unrealized Gain on Derivative Financial Instruments</td>
<td>4,168</td>
</tr>
<tr>
<td>Loss on Care Coordination Institute Joint Venture</td>
<td>(1,875)</td>
</tr>
<tr>
<td>Contributions Awarded and Received, Net</td>
<td>(6,022)</td>
</tr>
<tr>
<td>Contribution to GHA, Healthy Greenville</td>
<td>(57,257)</td>
</tr>
<tr>
<td>Other Expense</td>
<td>(6,623)</td>
</tr>
<tr>
<td><strong>Total Non-operating Activities</strong></td>
<td>(5,238)</td>
</tr>
<tr>
<td><strong>Excess of Revenues Over Expenses</strong></td>
<td>$16,836</td>
</tr>
</tbody>
</table>
# CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

For the Year Ended September 30, 2018

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNRESTRICTED NET ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Excess of revenues over expenses</td>
<td>$16,836</td>
</tr>
<tr>
<td>Net adjustment for defined benefit plan</td>
<td>32,666</td>
</tr>
<tr>
<td>Net assets released from restrictions used for purchase of property, plant and equipment</td>
<td>526</td>
</tr>
<tr>
<td>Transfer to Prisma Health</td>
<td>(20,000)</td>
</tr>
<tr>
<td>Other</td>
<td>124</td>
</tr>
<tr>
<td><strong>Increase in unrestricted net assets</strong></td>
<td>30,152</td>
</tr>
<tr>
<td><strong>TEMPORARILY RESTRICTED NET ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Investment income - net</td>
<td>770</td>
</tr>
<tr>
<td>Contributions - net</td>
<td>7,676</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>526</td>
</tr>
<tr>
<td>Other</td>
<td>5,744</td>
</tr>
<tr>
<td>Net assets released from restrictions used for purchase of property, plant and equipment</td>
<td>(526)</td>
</tr>
<tr>
<td>Net assets released from restrictions used for operations</td>
<td>(5,340)</td>
</tr>
<tr>
<td><strong>Increase in temporarily restricted net assets</strong></td>
<td>8,850</td>
</tr>
<tr>
<td><strong>INCREASE IN NET ASSETS</strong></td>
<td>39,002</td>
</tr>
<tr>
<td><strong>NET ASSETS - Beginning of year</strong></td>
<td>1,003,890</td>
</tr>
<tr>
<td><strong>NET ASSETS - End of year</strong></td>
<td>$1,042,892</td>
</tr>
</tbody>
</table>
Fiscal Year 2017 Pillar Report Card

Our fiscal year goals and measures are tied to six pillars of excellence: people, experience, quality, engagement, finance and academics. Below is a scorecard of our performance in FY 2017. Green indicates the target was met, while red signifies an opportunity for improvement.

People
We work to transform health care.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Employee Opinion Survey</td>
<td>% Participation</td>
<td>87%</td>
<td>89.0%</td>
</tr>
<tr>
<td>Wellness Measure: A1c</td>
<td>% Reduction</td>
<td>3%</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

Experience
We make patients and families the focus of everything we do.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Satisfaction</td>
<td>Average %-ile Rank of 8 HCAHPS Domains</td>
<td>75th %-ile</td>
<td>69th %-ile</td>
</tr>
<tr>
<td>Physician Practices</td>
<td>Average %-ile Rank of UMG Physician Practice Scores</td>
<td>75th %-ile</td>
<td>54th %-ile</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>Average %-ile Rank of ES Scores</td>
<td>75th %-ile</td>
<td>17nd %-ile</td>
</tr>
</tbody>
</table>

Quality
We provide the right care at the right time in the right place.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAUTIs</td>
<td>20% Reduction</td>
<td>&lt;52</td>
<td>47</td>
</tr>
<tr>
<td>C-diff Cases</td>
<td>15% Reduction</td>
<td>&lt;205</td>
<td>169</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Magnet Journey®</td>
<td>Annual Measure</td>
<td>Magnet Status Achieved at Greer &amp; Greenville Memorial Hospitals</td>
</tr>
</tbody>
</table>

Engagement
We partner with many communities to improve health.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>MyChart Use</td>
<td>% Account Activation</td>
<td>25%</td>
<td>28%</td>
</tr>
</tbody>
</table>
Finance
We responsibly direct our resources to support our mission.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Margin*</td>
<td>Operating Margin*</td>
<td>1.0%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Per Member Per Month Spend</td>
<td>Average Spend</td>
<td>&lt; $507</td>
<td>$496</td>
</tr>
</tbody>
</table>

*Operating margin represents operating income divided by total revenue. Total revenue includes Net Patient Service Revenue and other revenue such as philanthropic contributions. Operating income includes total revenue less all expenses incurred to operate a hospital. A healthy operating margin is necessary for a hospital to invest in capital and technology and further position it to meet the needs of its constituents.

Academics
We educate to transform health care.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer-reviewed Journal Articles with GHS Attribution/Identification</td>
<td>Number of Scholarly Articles Published</td>
<td>250</td>
<td>299</td>
</tr>
<tr>
<td>Concious Professionalism Survey</td>
<td>19% Increase from 2016 Survey Participation</td>
<td>5,645</td>
<td>19,051</td>
</tr>
</tbody>
</table>
Fiscal Year 2018 Pillar Report Card

Our fiscal year goals and measures are tied to six pillars of excellence: people, experience, quality, engagement, finance and academics. Below is a scorecard of our performance in FY 2018. Green indicates the target was met, while red signifies an opportunity for improvement.

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We work to transform health care.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Employee Opinion Survey</td>
<td>% Participation</td>
<td>89%</td>
<td>91.1%</td>
</tr>
</tbody>
</table>

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We make patients and families the focus of everything we do.

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<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
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<tr>
<td>Inpatient Satisfaction</td>
<td>Average %-ile Rank of 8 HCAHPS Domains</td>
<td>75th %-ile</td>
<td>69th %-ile</td>
</tr>
<tr>
<td>Physician Practices</td>
<td>Average %-ile Rank of UMG Physician Practice Scores</td>
<td>75th %-ile</td>
<td>58th %-ile</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>Average %-ile Rank of ES Scores</td>
<td>75th %-ile</td>
<td>22nd %-ile</td>
</tr>
</tbody>
</table>

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We provide the right care at the right time in the right place.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAUTIs</td>
<td>20% Reduction</td>
<td>&lt;42</td>
<td>56</td>
</tr>
<tr>
<td>C-diff Cases</td>
<td>20% Reduction</td>
<td>&lt;135</td>
<td>114</td>
</tr>
<tr>
<td>CLABSI Cases</td>
<td>20% Reduction</td>
<td>&lt;43</td>
<td>35</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
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<td>Magnet Journey®</td>
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<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>MyChart Use</td>
<td>% Account Activation</td>
<td>30%</td>
<td>36%</td>
</tr>
</tbody>
</table>
Finance
We responsibly direct our resources to support our mission.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Margin*</td>
<td>Operating Margin*</td>
<td>1.5%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Per Member Per Month Spend</td>
<td>Average Spend</td>
<td>&lt; $532</td>
<td>$558</td>
</tr>
</tbody>
</table>

*Operating margin represents operating income divided by total revenue. Total revenue includes Net Patient Service Revenue and other revenue such as philanthropic contributions. Operating income includes total revenue less all expenses incurred to operate a hospital. A healthy operating margin is necessary for a hospital to invest in capital and technology and further position it to meet the needs of its constituents.

Academics
We educate to transform health care.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Metric</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer-reviewed Journal Articles with GHS Attribution/Identification</td>
<td>Number of Scholarly Articles Published</td>
<td>250</td>
<td>299</td>
</tr>
</tbody>
</table>
Memorandum of Lease

STATE OF SOUTH CAROLINA )   MEMORANDUM OF AMENDED AND
COUNTY OF GREERNEVILLE  )   RESTATED LEASE AND
                             CONTRIBUTION AGREEMENT

THIS MEMORANDUM OF AMENDED AND RESTATED LEASE AND
CONTRIBUTION AGREEMENT ("Memorandum") is made and entered into as of the 1st day
of October, 2018, by and between Greenville Health Authority ("Lessor"), a political subdivision of the state of South Carolina ("Lessor"), and Upstate Affiliate Organization, a South Carolina nonprofit corporation ("Lessee").

RECITALS:

A. Greenville Health System (n/k/a Greenville Health Authority) and Lessee entered into the Lease and Contribution Agreement dated March 9, 2016 (as amended by the First Amendment to Lease and Contribution Agreement dated September 27, 2016, the Second Amendment to Lease and Contribution Agreement dated July 1, 2017, and the Third Amendment to Lease and Contribution Agreement dated April 1, 2018) (the "Predecessor Lease").

B. Greenville Health System (n/k/a Greenville Health Authority) and Lessee recorded in a Memorandum of Lease and Contribution Agreement in the Office of the Register of Deeds, Greenville County, South Carolina on February 27, 2017 in Book 2507 at Pages 1383-1387.

C. Lessor and Lessee have entered into that certain Amended and Restated Lease and Contribution Agreement dated October 1, 2018 (the "Agreement") whereby Lessor has leased to Lessee, and Lessee has leased from Lessor, certain assets, including the real estate and any improvements now or hereafter located thereon situated in Greenville County and Spartanburg County, South Carolina, more particularly described in Exhibit A (the "Leased Facilities").

D. It is the intent of the parties that the Agreement replace the Predecessor Lease in its entirety.

E. The parties desire to place this Memorandum of record to provide notice to third parties of the existence of the Agreement.

NOW, THEREFORE, the parties hereby agree and state as follows:

1. In consideration of the rent and upon the terms and conditions set forth in the Agreement, Lessor hereby leases to Lessee and Lessee hereby leases from Lessor the Leased Facilities.

TO HAVE AND TO HOLD, the Leased Facilities subject to the terms, conditions, and covenants expressed and declared in the Agreement unto Lessee, its successor and assigns.
for a term of thirty-four (34) years commencing at 12:01 a.m. on October 1, 2018 and ending at the close of business in September 30, 2052.

2. Reference is made to the Agreement for a complete statement of the rights and obligations of Lessor and Lessee thereunder.

IN WITNESS WHEREOF, Lessor and Lessee have executed this Memorandum as of the day, month, and year first above written.

WITNESSES:

LESSOR:

Greenville Health Authority f/k/a Greenville Health System, a political subdivision of the state of South Carolina

By:  
Name: Michael Hildebrand  
Title: President

STATE OF SOUTH CAROLINA  
COUNTY OF GREENVILLE

ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 9th day of October, 2018 by Michael Hildebrand, the President of Greenville Health Authority, a political subdivision of the State of South Carolina, on behalf of Greenville Health Authority.

Mary Lynne Buckett  
Notary Public, State of South Carolina  
Name: Mary Lynne Buckett  
My Commission Expires: 12/10/2016
IN WITNESS WHEREOF, Lessor and Lessee have executed this Memorandum as of the day, month, and year first above written.

WITNESSES:

Heather N. Donahue  
Name: Heather N. Donahue

Anne Ellefson  
Name: Anne Ellefson

WITNESSES:

Anne Ellefson  
Name: Anne Ellefson

Mary Clare Ponder  
Name: Mary Clare Ponder

LESSEE:

Upstate Affiliate Organization, a South Carolina nonprofit corporation

By: Spence M. Taylor, Jr.  
Name: Spence M. Taylor, Jr.  
Title: President

LESSEE:

Upstate Affiliate Organization, a South Carolina nonprofit corporation

By: Joseph J. Drake, Jr.  
Name: Joseph J. Drake, Jr.  
Title: Secretary
STATE OF SOUTH CAROLINA  )
COUNTY OF GREENVILLE    )

ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 9th day of October, 2018 by 
Sperere M. Taylor MD, the President of Upstate Affiliate Organization, a South Carolina non-profit corporation, on behalf of Upstate Affiliate Organization.

Anne W. Lewis
Notary Public, State of South Carolina
Name: Anne W. Lewis
My Commission Expires: 6-30-2025

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STATE OF SOUTH CAROLINA  )
COUNTY OF GREENVILLE    )

ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 16th day of October, 2018 by Joseph J. Blake, Jr., the Secretary of Upstate Affiliate Organization, a South Carolina non-profit corporation, on behalf of Upstate Affiliate Organization.

Mary Lynn Tuckett
Notary Public, State of South Carolina
Name: Mary Lynn Tuckett
My Commission Expires: 12/10/2025
EXHIBIT A

All those parcels of land, with improvements thereon, owned in fee simple by Lessor and situate in the County of Greenville and County of Spartanburg, State of South Carolina, including, but not limited to, those described generally by location set forth below, together with all easements, rights, appurtenances and privileges and all strips, gores, alleys, or ways which may be related to or associated with the land. It is the intention of the parties that this lease cover and include all land and improvements owned by Lessor on the date hereof whether or not specifically listed below. Should it be determined that any parcel or tract has been inadvertently omitted from this list such parcel shall nevertheless be deemed to have been a part of this lease from its inception.

OWNED LOCATIONS:

- Greenville Memorial Medical Campus, 701 Grove Road (Grove Road & West Faris Road addresses), Greenville, SC 29605
  - Greenville Memorial Hospital
  - Roger C. Peace Hospital – Rehabilitation
  - Marshall I. Pickens Hospital – Behavioral Health
  - Employee Services Center
  - Health Sciences Education Building I USC School of Medicine Greenville
  - Central Energy Plant
  - Medical Center Clinics
  - Facilities Development and Campus Planning Building
  - Child Care Center, 872 West Faris Road
  - Institute for Translational Oncology Research (ITOR), 900-B West Faris Road
  - 515 Grove Road (Vacant-previously The Blood Connection)
  - School of Nursing, 605 Grove Road
  - Greenville Memorial Campus Parking Decks
  - Land Associated with Greenville Memorial Campus
- Greer Medical Campus, South Buncombe Road, Greer, SC 29650
  - Greer Memorial Hospital, 830 South Buncombe Road
  - Central Energy Plant, 298 Village Green Circle
  - Greer Medical Office Building-330 Medical Parkway
  - Greer Cancer Centers Building (Linear Accelerator)-340 Medical Parkway
  - Land Associated with Greer Medical Campus
- North Greenville Medical Campus, 807 N. Main Street, Hwy 276, Travelers Rest, SC 29690
  - North Greenville Hospital – Long Term Acute Care
  - EMS Building (Note: Occupied by GHS)
  - Land Associated with North Greenville Medical Campus
- Patwood Medical Campus, Patwood Drive and Enterprise Blvd., Greenville, SC 29615
  - Patwood Outpatient Center, 200 Patwood Drive
  - Patwood Memorial Hospital, 175 Patwood Drive
  - Patwood Central Energy Plant
- Patewood Campus Parking Garage
  - Land Associated with Patewood Medical Campus
- Simpsonville Medical Campus, 729, 727, 733 & 741 SE Main Street, Simpsonville, SC 29681
  - Hillcrest Memorial Hospital, 729 SE Main Street
  - Hillcrest Medical Office Building, 727 SE Main Street
  - Hillcrest Central Energy Plant
  - EMS Building
  - Hillcrest Sleep Lab, 741 SE Main Street
  - Land Associated with Simpsonville Medical Campus
- Greenville OB/GYN Associates, 2 Memorial Medical Drive, Greenville, SC 29605
- Cancer Institute of GHS, 131 Lila Doyle Drive, Seneca, SC 29672
- Eye Clinic, Spartanburg-Eastside, 735 E. Main Street, Spartanburg, SC 29302 (Currently Vacant)
- 70 Lightning Bug Trail, Glencoe, NC 28736
- Vacant land – 2.995 acres on International Drive, Greenville, SC 29615
- Stoney Point Land, (18.9 acres) Grove Road
- GHS Various Offices – 712 Grove Road, Greenville, SC 29605

**Off-Campus Ground-Leased Land to Landlords (GHS as Ground Lessor):**
- Center for Family Medicine Land, 877 W. Faris Road, Greenville, SC 29605
- Children’s Center Duncan Chapel Land 415 Duncan Chapel Road, Greenville, SC 29617
- Children’s Hospital Outpatient Ctr. Land, 249 N Grove Medical Park Dr., Spartanburg, SC 29303
- Eye Institute Land, 104 Simpson Street, Greenville, SC 29605
- Life Center Land, 875 W. Faris Road, Greenville, SC 29605
- Maxwell Pointe Land, 3907-3917 S. Hwy. 14, Greenville, SC 29615
- MD 360 Greer Land, 1305 South Suber Road, Greer, SC 29650
- GHS Senior Care (PACE Center) Land, 32 Centennial Drive, Greenville, SC 29605
- GHS Medical Center – Boiling Springs Land, 2400 Boiling Springs Road, Boiling Springs, SC 29316