

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter Social Security numbers on this form as it may be made public.
▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2022

Open to Public Inspection

A For the **2022** calendar year, or tax year beginning 07/01/2022 and ending 06/30/2023

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization <u>PAULDING MEDICAL CENTER, INC.</u>			D Employer identification number <u>58-2095884</u>
	Doing Business As			E Telephone number <u>(770) 956-7827</u>
	Number and street (or P.O. box if mail is not delivered to street address)		Room/suite	G Gross receipts \$ <u>298,437,395.</u>
	<u>793 SAWYER ROAD</u>			
City or town, state or province, country, and ZIP or foreign postal code <u>MARIETTA, GA 30062-2222</u>			H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
F Name and address of principal officer: <u>CANDICE L. SAUNDERS</u> <u>793 SAWYER ROAD, MARIETTA, GA 30062-2222</u>			H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			H(c) Group exemption number ▶	
J Website: ▶ <u>WWW.WELLSTAR.ORG</u>				
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶			L Year of formation: <u>1993</u>	M State of legal domicile: <u>GA</u>

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>SEE SCHEDULE O</u>	
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
	3 Number of voting members of the governing body (Part VI, line 1a)	3 <u>17</u>
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4 <u>13</u>
	5 Total number of individuals employed in calendar year 2022 (Part V, line 2a)	5 <u>1,808</u>
	6 Total number of volunteers (estimate if necessary)	6 <u>57</u>
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a <u>NONE</u>
b Net unrelated business taxable income from Form 990-T, line 34	7b <u>NONE</u>	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year <u>1,152,158.</u> Current Year <u>NONE</u>
	9 Program service revenue (Part VIII, line 2g)	<u>272,684,767.</u> <u>288,547,400.</u>
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<u>NONE</u> <u>377,951.</u>
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<u>10,658,908.</u> <u>9,512,044.</u>
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<u>284,495,833.</u> <u>298,437,395.</u>
	COPY FOR PUBLIC INSPECTION	
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<u>NONE</u> <u>NONE</u>
	14 Benefits paid to or for members (Part IX, column (A), line 4)	<u>NONE</u> <u>NONE</u>
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<u>140,740,132.</u> <u>154,543,067.</u>
	16a Professional fundraising fees (Part IX, column (A), line 11e)	<u>NONE</u> <u>NONE</u>
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	<u>NONE</u>
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<u>86,811,929.</u> <u>95,853,925.</u>
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<u>227,552,061.</u> <u>250,396,992.</u>	
19 Revenue less expenses. Subtract line 18 from line 12	<u>56,943,772.</u> <u>48,040,403.</u>	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year <u>169,122,097.</u> End of Year <u>181,959,947.</u>
	21 Total liabilities (Part X, line 26)	<u>117,321,431.</u> <u>109,999,606.</u>
	22 Net assets or fund balances. Subtract line 21 from line 20	<u>51,800,666.</u> <u>71,960,341.</u>

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	▶ Signature of officer	<u>05/15/2024</u>			
	<u>JAMES M. SWARTZ</u> Type or print name and title	<u>VP ACCOUNTING</u> Date			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	<u>JOANNE KRUEGER</u>	<u>JOANNE KRUEGER</u>	<u>05/14/2024</u>	<input type="checkbox"/>	<u>P01235586</u>
	Firm's name ▶ <u>PWC US TAX LLP</u>	Firm's EIN ▶ <u>92-0460586</u>	Phone no. <u>267-330-3000</u>		

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2022)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III Yes No

1 Briefly describe the organization's mission:

SEE SCHEDULE O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 207,938,558. including grants of \$ NONE) (Revenue \$ 288,547,400.)

SEE SCHEDULE O

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 207,938,558.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and reporting.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question, Yes, No. Rows 22-38 covering various organizational requirements and schedules.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V []

Table with 3 columns: Question, Yes, No. Rows 1a-1c regarding Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. 2a 1,808		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?		X
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12 10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b		
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders 11a		
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b		
c	Enter the amount of reserves on hand 13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year?		X
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		X
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include 1a (17), 1b (13), 2, 3, 4, 5, 6, 7a, 7b, 8a, 8b, 9.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include 10a, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed GA,
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c) (3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records

JAMES M. SWARTZ 793 SAWYER ROAD MARIETTA, GA 30062-2222 770-956-7827

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII X

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) CANDICE SAUNDERS PRESIDENT & CEO	1.00 49.00			X				NONE	4,720,755.	100,914.
(2) ANTHONY J. BUDZINSKI EVP & CFO	1.00 49.00			X				NONE	1,443,498.	104,441.
(3) KEM MULLINS EVP AMBULATORY OPS & BUS DEV	1.00 49.00			X				NONE	1,332,979.	76,074.
(4) LEO REICHERT EVP & GENERAL COUNSEL	1.00 49.00			X				NONE	1,228,867.	113,976.
(5) RICHARD CAPPS EVP CHIEF INFO & DIGITAL OFFCR	1.00 49.00			X				NONE	1,000,018.	100,619.
(6) DAVID JONES EVP CHIEF HUMAN RESOURCE OFFR	1.00 49.00			X				NONE	949,916.	82,871.
(7) ALAN MUSTER SVP SPECIALTY DIVISION WMG	1.00 49.00						X	NONE	894,807.	129,576.
(8) PAUL DOUGLASS, MD TRUSTEE & PHYSICIAN	1.00 49.00	X						NONE	932,264.	86,958.
(9) VALERY AKOPOV SVP HOSPITAL DIVISION WMG	1.00 49.00						X	NONE	870,583.	76,618.
(10) MARY TAVERNARO VP HUMAN RESOURCES OPERATIONS	1.00 49.00						X	NONE	777,941.	89,218.
(11) ARIF AZIZ, MD TRUSTEE & PHYSICIAN	1.00 49.00	X						NONE	777,830.	83,860.
(12) JULIE TEER SVP & WELLSTAR FOUNDATION PRES	1.00 49.00			X				NONE	782,757.	44,404.
(13) JILL CASE-WIRTH SVP NURSING SERVICES CNE	1.00 49.00						X	NONE	742,873.	83,113.
(14) JOSEPH REPERT SVP FINANCE	1.00 49.00						X	NONE	690,454.	95,203.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) DAVID PRESTON VP BRAND AND MARKETING	1.00 49.00						X	NONE	703,118.	70,247.
(16) BETH KOST SVP CHIEF COMPLIANCE OFFICER	1.00 49.00			X				NONE	691,634.	81,349.
(17) BARBARA COREY SVP MANAGED CARE	1.00 49.00						X	NONE	680,289.	86,109.
(18) STEPHEN BADGER VP WMG STRATEGIC SERVICES	1.00 49.00						X	NONE	644,783.	105,925.
(19) MICHAEL MCCULLOUGH SVP SUPPLY CHAIN	1.00 49.00						X	NONE	654,943.	83,801.
(20) SOPHIA MCINTYRE SVP WMG AMBULATORY CARE DIV	1.00 49.00						X	NONE	659,354.	68,619.
(21) PRANAV JAIN VP & CHIEF MEDICAL INFO OFF	1.00 49.00						X	NONE	605,987.	76,233.
(22) JAMES LORIMER SVP HR CONSULTING	1.00 49.00						X	NONE	574,480.	90,327.
(23) LE JOYCE NAYLOR SVP & CHIEF DIVERSITY & INCLUS	1.00 49.00						X	NONE	571,437.	78,912.
(24) PETER R. JUNGBLUT, MD, MBA FORMER SVP & MEDICAL DIRECTOR	1.00 49.00						X	NONE	547,173.	102,121.
(25) GUILLERMO PIERLUISI VP MEDICAL AFFAIRS	50.00 NONE						X	547,626.	NONE	94,782.
1b Sub-total								547,626.	23,478,740.	2,206,270.
c Total from continuation sheets to Part VII, Section A								1,453,296.	18,869,633.	3,526,406.
d Total (add lines 1b and 1c)								2,000,922.	42,348,373.	5,732,676.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶** 257

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization **▶**

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(26) JASON STEVENS SVP DEPUTY GENERAL COUNSEL	1.00 49.00						X	NONE	544,156.	86,389.
(27) PAUL MURPHREE VP MEDICAL OUTCOMES	1.00 49.00						X	NONE	524,594.	96,084.
(28) SNEHAL DOSHI SVP ANCILLARY AND SUPPORT SVC	1.00 49.00						X	NONE	536,084.	78,276.
(29) ROB SCHREINER EVP CHIEF PHYS EXEC(END 11/22)	1.00 49.00						X	NONE	600,814.	12,100.
(30) MATTHEW TERRY SVP CHIEF STRATEGY OFFICER	1.00 49.00						X	NONE	546,061.	55,233.
(31) LAURA DANNELS VP & CHIEF TALENT OFFICER	1.00 49.00						X	NONE	523,552.	53,977.
(32) JOEL SHU VP WELLSTAR CLINICAL PARTNERS	1.00 49.00						X	NONE	560,173.	11,384.
(33) DANIEL ABAD VP TOTAL REWARDS & CHIEF TM EN	1.00 49.00						X	NONE	499,724.	71,499.
(34) JAMES L. HORNSBY TRUSTEE & PHYSICAN	1.00 49.00	X						NONE	481,277.	87,668.
(35) SUSAN GRANT CHIEF EXPERIENCE OFF & CNE	1.00 49.00			X				NONE	496,268.	60,437.
(36) JENNIFER GIUSTI VP CLINICAL OUTCOMES	1.00 49.00						X	NONE	468,356.	86,513.
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual		
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(37) LINDA HUFFER VP POST ACUTE SERVS (END 2/23)	1.00 49.00						X	NONE	460,218.	77,544.
(38) AVRIL BECKFORD, MD TRUSTEE & SLL PEDIATRIC PHYSIC	1.00 49.00	X						NONE	421,672.	94,438.
(39) ANDREW COX VP CHIEF OF STAFF & LEADERSHIP	1.00 49.00						X	NONE	443,370.	69,062.
(40) JOHN BRENNAN FMR EVP CCIO (END 6/22)	1.00 49.00						X	NONE	449,075.	53,326.
(41) KATHARINE LEONARD VP REAL ESTATE & FACILITY DVLP	1.00 49.00						X	NONE	423,246.	79,022.
(42) ELIZABETH LOUDERMILK VP FINANCIAL PLANNING	1.00 49.00						X	NONE	395,803.	90,664.
(43) WILLIAM BELLANDO SVP CHIEF INFO OFFICER	1.00 49.00						X	NONE	399,812.	79,882.
(44) SANDRA LUCIUS VP HEAD OF CARE PLATFORMS	1.00 49.00						X	NONE	399,593.	72,936.
(45) ANDREW VON ESCHENBACH VP REV. CYCLE MGMT (END 10/22)	1.00 49.00						X	NONE	377,418.	74,706.
(46) DANYALE ZIGLOR VP HUMAN RESOURCE	1.00 49.00						X	NONE	368,119.	83,918.
(47) JOSEPH BRAUD VP INFO SECURITY & CISO	1.00 49.00						X	NONE	387,133.	52,039.
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(48) KIMBERLY TAACA VP WMG OPS SPECIALTY DIV	1.00 49.00						X	NONE	366,154.	72,512.
(49) VARMA RAMESWAR VP PEDIATRIC OPS AND SVC LINE	1.00 49.00						X	NONE	351,266.	83,295.
(50) NICKOLOS YAITSKY VP HEAD OF DIGITAL PLATFORMS	1.00 49.00						X	NONE	371,939.	61,196.
(51) MAXWELL KAGAN VP FINANCE & CFO WMG	1.00 49.00						X	NONE	370,500.	58,554.
(52) THOMAS DRAPER VP CARDIOVASCULAR SERVICE LINE	1.00 49.00						X	NONE	341,702.	72,280.
(53) JAMES SWARTZ VP ACCOUNTING	1.00 49.00						X	NONE	348,791.	62,867.
(54) ELIZABETH PAPETTI FORMER VP WMG OPS HOSP DIV	1.00 49.00						X	NONE	361,729.	49,503.
(55) MARK ROWE VP TALENT ACQUISITION	1.00 49.00						X	NONE	339,924.	70,691.
(56) FRED A LYON VP SYSTEM EMERGENCY SERVICES	1.00 49.00						X	NONE	332,143.	70,492.
(57) SANA BRUNO VP LABORATORY SERVICES SYSTEM	1.00 49.00						X	NONE	333,331.	64,703.
(58) JESSICA KOVALESKY VP CARE COORDINATION & POP HLT	1.00 49.00						X	NONE	365,114.	28,900.
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(59) SUSAN WRIGHT VP PHARMACY SVCS	1.00 49.00						X	NONE	325,927.	65,003.
(60) KRISTEN TRICE VP DIAGNOSTIC OUTREACH	1.00 49.00						X	NONE	313,416.	75,364.
(61) STEVEN HUNT VP HUMAN RESOURCE	1.00 49.00						X	NONE	309,426.	79,195.
(62) DONALD ZARKOU VP OF ONCOLOGY SERVICE LINE	1.00 49.00						X	NONE	306,613.	76,044.
(63) CAROL TODD VP ASST GENERAL COUNSEL	1.00 49.00						X	NONE	302,337.	77,616.
(64) JOE CASTANON VP CONTRACTING & VAL ANALYSIS	1.00 49.00						X	NONE	330,488.	48,737.
(65) STEPHEN VAULT VP STRATEGIC COMMUNITY DEVELOP	1.00 49.00						X	NONE	325,196.	50,279.
(66) JESSICA ROSENBERG VP PHILANTHROPY	1.00 49.00						X	NONE	327,713.	42,986.
(67) ERIC OKANUME COOR PATIENT FLOW EMERGENCY	50.00 NONE						X	261,291.	NONE	104,681.
(68) SHARON ROBINSON VP FOUNDATION STRATEGY & GRWTH	1.00 49.00						X	NONE	313,277.	48,989.
(69) MARCUS CHARLSON VP SURGERY & ORTHOPEDICS SVCS	1.00 49.00						X	NONE	309,869.	42,630.
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(70) CHRISTOPHER GREENE AVP FINANCE & HOSPITAL OPS	50.00 NONE					X		261,622.	NONE	89,745.
(71) ROBERT DECOUX VP CORPORATE MED STAFF SVCS	1.00 49.00						X	NONE	260,599.	85,350.
(72) ELLEN RUSSELL VP HIM CDI & POLICIES	1.00 49.00						X	NONE	278,658.	51,108.
(73) JAMES FISHER DIR PHARMACY	50.00 NONE					X		242,985.	NONE	74,357.
(74) SUSAN THURMAN VP CNO PATIENT CARE SERVICES	50.00 NONE						X	264,157.	NONE	51,394.
(75) CAROL O'CONNELL AVP SUPP SVCS & LONG TERM CARE	50.00 NONE					X		215,474.	NONE	88,249.
(76) MICHAEL GARRARD VP REHAB & SPORTS MED SVCS	1.00 49.00						X	NONE	247,560.	42,700.
(77) JEREMY STEFFENS VP ORGANIZATIONAL COMM.	1.00 49.00						X	NONE	272,436.	10,369.
(78) WILLIAM GONZALEZ MGR PHARMACY	50.00 NONE					X		207,767.	NONE	72,270.
(79) REBECCA RUHL FMR VP COMPL. CPO (END 5/22)	1.00 49.00						X	NONE	196,424.	27,250.
(80) OTIS A. BRUMBY, III TRUSTEE	1.00 11.00	X						NONE	49,272.	NONE
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		
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Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(81) T.FITZ JOHNSON ----- TRUSTEE	1.00 11.00	X						NONE 44,188.	NONE	
(82) CHARLES BROCK ----- TRUSTEE	1.00 11.00	X						NONE 40,288.	NONE	
(83) RANDALL BENTLEY, SR. ----- FORMER DIRECTOR	NONE NONE					X		NONE 39,099.	NONE	
(84) DAVID HAFNER ----- FORMER DIRECTOR	NONE NONE					X		NONE 24,599.	NONE	
(85) MITZI MOORE ----- TRUSTEE	1.00 11.00	X						NONE 10,343.	NONE	
(86) ED RICHARDSON ----- TRUSTEE	1.00 11.00	X						NONE 8,982.	NONE	
(87) FRANK ROS ----- TRUSTEE	1.00 11.00	X						NONE 7,261.	NONE	
(88) JAMES HOLMES ----- TRUSTEE	1.00 11.00	X						NONE 7,111.	NONE	
(89) AMBICA YADAV ----- TRUSTEE	1.00 11.00	X						NONE 6,817.	NONE	
(90) SCOTT SWAYZE, MD ----- TRUSTEE	1.00 11.00	X						NONE 5,199.	NONE	
(91) JAY CUNNINGHAM ----- TRUSTEE	1.00 11.00	X						NONE 4,753.	NONE	
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

	Yes	No
3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants, and Other Similar Amounts	1a Federated campaigns	1a						
	b Membership dues	1b						
	c Fundraising events	1c						
	d Related organizations	1d						
	e Government grants (contributions) . .	1e						
	f All other contributions, gifts, grants, and similar amounts not included above .	1f	NONE					
	g Noncash contributions included in lines 1a-1f	1g	\$					
	h Total. Add lines 1a-1f			NONE				
Program Service Revenue				Business Code				
	2a HOSPITAL PATIENT REVENUE		622110	288,547,400.	288,547,400.			
	b							
	c							
	d							
	e							
	f All other program service revenue							
g Total. Add lines 2a-2f			288,547,400.					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			377,951.			377,951.	
	4 Income from investment of tax-exempt bond proceeds .			NONE				
	5 Royalties			NONE				
	6a Gross rents	6a	(i) Real	(ii) Personal				
				141,683.				
			b Less: rental expenses	6b				
	c Rental income or (loss)	6c	141,683.	NONE				
	d Net rental income or (loss)				141,683.		141,683.	
	7a Gross amount from sales of assets other than inventory	7a	(i) Securities	(ii) Other				
			b Less: cost or other basis and sales expenses . .	7b				
	c Gain or (loss)	7c						
	d Net gain or (loss)				NONE			
	8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a		NONE				
			b Less: direct expenses	8b	NONE			
c Net income or (loss) from fundraising events					NONE			
9a Gross income from gaming activities. See Part IV, line 19	9a		NONE					
		b Less: direct expenses	9b	NONE				
		c Net income or (loss) from gaming activities			NONE			
10a Gross sales of inventory, less returns and allowances	10a		NONE					
		b Less: cost of goods sold	10b	NONE				
		c Net income or (loss) from sales of inventory			NONE			
Miscellaneous Revenue				Business Code				
	11a PHARMACY REVENUE		446110	6,863,461.			6,863,461.	
	b LAB OUTREACH		621511	461,457.			461,457.	
	c CAFETERIA REVENUE		722514	1,659,351.			1,659,351.	
	d All other revenue		622110	386,092.			386,092.	
e Total. Add lines 11a-11d			9,370,361.					
12 Total revenue. See instructions			298,437,395.	288,547,400.		9,889,995.		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	NONE			
2 Grants and other assistance to domestic individuals. See Part IV, line 22	NONE			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	NONE			
4 Benefits paid to or for members	NONE			
5 Compensation of current officers, directors, trustees, and key employees	1,540,436.	1,232,349.	308,087.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	NONE			
7 Other salaries and wages	120,593,179.	100,838,689.	19,754,490.	NONE
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,666,655.	1,666,655.	NONE	NONE
9 Other employee benefits	23,567,788.	18,235,231.	5,332,557.	NONE
10 Payroll taxes	7,175,009.	7,175,009.	NONE	NONE
11 Fees for services (nonemployees):				
a Management	150,546.	150,546.	NONE	NONE
b Legal	3,881.	3,881.	NONE	NONE
c Accounting	NONE			
d Lobbying	NONE			
e Professional fundraising services. See Part IV, line 17	NONE			
f Investment management fees	NONE			
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	20,832,467.	8,456,665.	12,375,802.	NONE
12 Advertising and promotion	-766.	-766.	NONE	NONE
13 Office expenses	1,054,694.	1,054,694.	NONE	NONE
14 Information technology	NONE			
15 Royalties	NONE			
16 Occupancy	2,675,626.	2,675,572.	54.	NONE
17 Travel	523,052.	151,801.	371,251.	NONE
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	NONE			
19 Conferences, conventions, and meetings	NONE			
20 Interest	3,485,578.	3,334,899.	150,679.	NONE
21 Payments to affiliates	NONE			
22 Depreciation, depletion, and amortization	12,837,420.	9,557,808.	3,279,612.	NONE
23 Insurance	1,953,153.	1,953,153.	NONE	NONE
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a MEDICAL SUPPLIES	43,704,179.	43,605,313.	98,866.	NONE
b NON-MEDICAL SUPPLIES	5,980,911.	5,533,642.	447,269.	NONE
c REPAIRS & MAINTENANCE	1,402,046.	1,402,046.	NONE	NONE
d OTHER OPERATING EXPENSES	1,251,138.	911,371.	339,767.	NONE
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	250,396,992.	207,938,558.	42,458,434.	NONE
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	NONE	1	NONE
	2 Savings and temporary cash investments	19,100.	2	26,913.
	3 Pledges and grants receivable, net	NONE	3	NONE
	4 Accounts receivable, net	35,328,549.	4	39,364,483.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	NONE	5	NONE
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	NONE	6	NONE
	7 Notes and loans receivable, net	NONE	7	NONE
	8 Inventories for sale or use	3,773,948.	8	3,887,912.
	9 Prepaid expenses and deferred charges	453,126.	9	534,037.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 254,704,511.		
	b Less: accumulated depreciation	10b 117,248,951.	128,228,610.	10c 137,455,560.
	11 Investments - publicly traded securities	38,324.	11	38,324.
	12 Investments - other securities. See Part IV, line 11	NONE	12	NONE
	13 Investments - program-related. See Part IV, line 11	NONE	13	NONE
	14 Intangible assets	NONE	14	NONE
	15 Other assets. See Part IV, line 11	1,280,440.	15	652,718.
16 Total assets. Add lines 1 through 15 (must equal line 33)	169,122,097.	16	181,959,947.	
Liabilities	17 Accounts payable and accrued expenses	12,441,934.	17	7,666,545.
	18 Grants payable	NONE	18	NONE
	19 Deferred revenue	NONE	19	NONE
	20 Tax-exempt bond liabilities	NONE	20	NONE
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	NONE	21	NONE
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	NONE	22	NONE
	23 Secured mortgages and notes payable to unrelated third parties	NONE	23	NONE
	24 Unsecured notes and loans payable to unrelated third parties	NONE	24	NONE
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	104,879,497.	25	102,333,061.
	26 Total liabilities. Add lines 17 through 25	117,321,431.	26	109,999,606.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here and complete lines 27, 28, 32, and 33. <input checked="" type="checkbox"/>			
	27 Net assets without donor restrictions	51,800,666.	27	71,960,341.
	28 Net assets with donor restrictions	NONE	28	NONE
	Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33. <input type="checkbox"/>			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	51,800,666.	32	71,960,341.
33 Total liabilities and net assets/fund balances	169,122,097.	33	181,959,947.	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	298,437,395.
2	Total expenses (must equal Part IX, column (A), line 25)	2	250,396,992.
3	Revenue less expenses. Subtract line 2 from line 1	3	48,040,403.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	51,800,666.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	-27,880,728.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	71,960,341.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII.

- 1 Accounting method used to prepare the Form 990: Cash Accrual Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a	X	
3b	X	

Form 990 (2022)

**SCHEDULE A
(Form 990)**

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Name of the organization

PAULDING MEDICAL CENTER, INC.

Employer identification number

58-2095884

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 An organization that normally receives (1) more than 33 1/3 % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3 % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990) 2022

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Table with 7 columns: Calendar year (or fiscal year beginning in), (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 The value of services or facilities furnished by a governmental unit; 4 Total. Add lines 1 through 3; 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f); 6 Public support. Subtract line 5 from line 4.

Section B. Total Support

Table with 7 columns: Calendar year (or fiscal year beginning in), (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 9 Net income from unrelated business activities, whether or not the business is regularly carried on; 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.); 11 Total support. Add lines 7 through 10; 12 Gross receipts from related activities, etc. (see instructions); 13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here.

Section C. Computation of Public Support Percentage

Table with 3 columns: Line number, Description, and Percentage. Rows include: 14 Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f)); 15 Public support percentage from 2021 Schedule A, Part II, line 14; 16a 33 1/3% support test - 2022. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization; b 33 1/3% support test - 2021. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization; 17a 10%-facts-and-circumstances test - 2022. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization; b 10%-facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization; 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions.

Part III Support Schedule for Organizations Described in Section 509(a)(2)
 (Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
 If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5.						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b.						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6.						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**.

Section C. Computation of Public Support Percentage

15 Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2021 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f)).	17	%
18 Investment income percentage from 2021 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2022. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization . . .

b 33 1/3% support tests - 2021. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization . .

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions . .

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b	A family member of a person described on line 11a above?		
c	A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2	Activities Test. Answer lines 2a and 2b below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3	Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2022 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2022	(iii) Distributable Amount for 2022
1	Distributable amount for 2022 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2022 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3	Excess distributions carryover, if any, to 2022			
a	From 2017			
b	From 2018			
c	From 2019			
d	From 2020			
e	From 2021			
f	Total of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2022 distributable amount			
i	Carryover from 2017 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2022 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2022 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6	Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7	Excess distributions carryover to 2023. Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2018			
b	Excess from 2019			
c	Excess from 2020			
d	Excess from 2021			
e	Excess from 2022			

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2022

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization

Employer identification number

PAULDING MEDICAL CENTER, INC.

58-2095884

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year, 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Description, Amount. Rows include: 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items., 1b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1., (ii) Assets included in Form 990, Part X., 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1., b Assets included in Form 990, Part X.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2022

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____ %
 - b Permanent endowment _____ %
 - c Term endowment _____ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.

- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) Unrelated organizations
- (ii) Related organizations

	Yes	No
3a(i)		
3a(ii)		
3b		

- b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		3,170,972.		3,170,972.
b Buildings		148,262,127.	46,830,892.	101,431,235.
c Leasehold improvements		9,365,071.	1,851,964.	7,513,107.
d Equipment		59,286,344.	52,052,940.	7,233,404.
e Other		34,619,997.	16,513,155.	18,106,842.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				137,455,560.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) . . .		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) . . .		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) TAX EXEMPT BOND LIAB. DUE TO WHS	101,439,739.
(3) OTHER LONG-TERM LIABILITIES	893,322.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	
	102,333,061.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and a final column for totals. Rows include: 1 Total revenue, gains, and other support per audited financial statements; 2 Amounts included on line 1 but not on Form 990, Part VIII, line 12; 3 Subtract line 2e from line 1; 4 Amounts included on Form 990, Part VIII, line 12, but not on line 1; 5 Total revenue. Add lines 3 and 4c.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and a final column for totals. Rows include: 1 Total expenses and losses per audited financial statements; 2 Amounts included on line 1 but not on Form 990, Part IX, line 25; 3 Subtract line 2e from line 1; 4 Amounts included on Form 990, Part IX, line 25, but not on line 1; 5 Total expenses. Add lines 3 and 4c.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE SUPPLEMENTAL PAGE

Part XIII Supplemental Information (continued)

SCHEDULE D, PART X, LINE 2

THE FOLLOWING FOOTNOTE IS RELATED TO THE ORGANIZATION'S APPLICATION OF FASB ASC 740 (PREVIOUSLY FIN 48):

"WELLSTAR AND ITS AFFILIATES HAVE BEEN RECOGNIZED AS EXEMPT FROM FEDERAL INCOME TAX UNDER INTERNAL REVENUE CODE SECTION 501(A) AS ORGANIZATIONS DESCRIBED IN SECTION 501(C)(3), AND THEREFORE, RELATED INCOME IS GENERALLY NOT SUBJECT TO FEDERAL OR STATE INCOME TAXES.

WELLSTAR APPLIES FASB ASC 740, INCOME TAXES, WHICH ADDRESSES ACCOUNTING FOR UNCERTAINTIES IN INCOME TAX POSITIONS. IT ALSO PROVIDES GUIDANCE ON WHEN TAX POSITIONS ARE RECOGNIZED IN AN ENTITY'S FINANCIAL STATEMENTS AND HOW THE VALUES OF THESE POSITIONS ARE DETERMINED. THERE IS NO IMPACT ON WELLSTAR'S COMBINED FINANCIAL STATEMENTS AS A RESULT OF THE APPLICATION OF ASC 740.

WELLSTAR HAS EVALUATED ITS TAX POSITIONS AND DOES NOT BELIEVE THERE ARE ANY MATERIAL UNRECOGNIZED TAX BENEFITS OR OBLIGATIONS AS OF JUNE 30, 2023, OR 2022."

**SCHEDULE H
(Form 990)**

Hospitals

OMB No. 1545-0047

2022

Open to Public Inspection

Complete if the organization answered "Yes" on Form 990, Part IV, question 20a.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization PAULDING MEDICAL CENTER, INC.	Employer identification number 58-2095884
--	---

Part I Financial Assistance and Certain Other Community Benefits at Cost

	Yes	No
1a Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a	<input checked="" type="checkbox"/>	
1b If "Yes," was it a written policy?	<input checked="" type="checkbox"/>	
2 If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year: <input checked="" type="checkbox"/> Applied uniformly to all hospital facilities <input type="checkbox"/> Applied uniformly to most hospital facilities <input type="checkbox"/> Generally tailored to individual hospital facilities		
3 Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year.		
a Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing free care? If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care: <input type="checkbox"/> 100% <input type="checkbox"/> 150% <input type="checkbox"/> 200% <input checked="" type="checkbox"/> Other <u>125.0000</u> %	<input checked="" type="checkbox"/>	
b Did the organization use FPG as a factor in determining eligibility for providing discounted care? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care: <input type="checkbox"/> 200% <input type="checkbox"/> 250% <input checked="" type="checkbox"/> 300% <input type="checkbox"/> 350% <input type="checkbox"/> 400% <input type="checkbox"/> Other _____ %	<input checked="" type="checkbox"/>	
c If the organization used factors other than FPG in determining eligibility, describe in Part VI the criteria used for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, as a factor in determining eligibility for free or discounted care.		
4 Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?	<input checked="" type="checkbox"/>	
5a Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?	<input checked="" type="checkbox"/>	
5b If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?	<input checked="" type="checkbox"/>	
5c If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?		<input checked="" type="checkbox"/>
6a Did the organization prepare a community benefit report during the tax year?	<input checked="" type="checkbox"/>	
6b If "Yes," did the organization make it available to the public?	<input checked="" type="checkbox"/>	

7 Financial Assistance and Certain Other Community Benefits at Cost

Financial Assistance and Means-Tested Government Programs	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
a Financial Assistance at cost (from Worksheet 1)			17,613,385.		17,613,385.	7.03
b Medicaid (from Worksheet 3, column a)			27,881,518.	24,623,919.	3,257,599.	1.30
c Costs of other means-tested government programs (from Worksheet 3, column b)						
d Total. Financial Assistance and Means-Tested Government Programs			45,494,903.	24,623,919.	20,870,984.	8.33
Other Benefits						
e Community health improvement services and community benefit operations (from Worksheet 4)			135,740.		135,740.	0.05
f Health professions education (from Worksheet 5)						
g Subsidized health services (from Worksheet 6)						
h Research (from Worksheet 7)						
i Cash and in-kind contributions for community benefit (from Worksheet 8)						
j Total. Other Benefits			135,740.		135,740.	0.05
k Total. Add lines 7d and 7j			45,630,643.	24,623,919.	21,006,724.	8.38

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule H (Form 990) 2022

Part II Community Building Activities. Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1 Physical improvements and housing						
2 Economic development						
3 Community support						
4 Environmental improvements						
5 Leadership development and training for community members						
6 Coalition building						
7 Community health improvement advocacy						
8 Workforce development						
9 Other						
10 Total						

Part III Bad Debt, Medicare, & Collection Practices

Section A. Bad Debt Expense

	Yes	No
1 Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15?	X	
2 Enter the amount of the organization's bad debt expense. Explain in Part VI the methodology used by the organization to estimate this amount.		
3 Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy. Explain in Part VI the methodology used by the organization to estimate this amount and the rationale, if any, for including this portion of bad debt as community benefit		
4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense or the page number on which this footnote is contained in the attached financial statements.		

Section B. Medicare

5 Enter total revenue received from Medicare (including DSH and IME)	5	82,884,324.
6 Enter Medicare allowable costs of care relating to payments on line 5	6	122,896,351.
7 Subtract line 6 from line 5. This is the surplus (or shortfall)	7	-40,012,027.
8 Describe in Part VI the extent to which any shortfall reported on line 7 should be treated as community benefit. Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6. Check the box that describes the method used: <input type="checkbox"/> Cost accounting system <input checked="" type="checkbox"/> Cost to charge ratio <input type="checkbox"/> Other		

Section C. Collection Practices

9a Did the organization have a written debt collection policy during the tax year?	9a	X
b If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI	9b	X

Part IV Management Companies and Joint Ventures (owned 10% or more by officers, directors, trustees, key employees, and physicians - see instructions)

(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership %	(e) Physicians' profit % or stock ownership %
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				

Part V Facility Information

Section A. Hospital Facilities

(list in order of size, from largest to smallest - see instructions)

How many hospital facilities did the organization operate during the tax year? 1

Name, address, primary website address, and state license number (and if a group return, the name and EIN of the subordinate hospital organization that operates the hospital facility):

1 WELLSTAR PAULDING MEDICAL CENTER
 600 WEST MEMORIAL DRIVE
 DALLAS GA 30132
 WWW.WELLSTAR.ORG

Licensed hospital	General medical & surgical	Children's hospital	Teaching hospital	Critical access hospital	Research facility	ER-24 hours	ER-other	Other (describe)	Facility reporting group
X	X					X		SKILLED NURSING HOME	

Part V Facility Information (continued)

Section B. Facility Policies and Practices

(complete a separate Section B for each of the hospital facilities or facility reporting groups listed in Part V, Section A)

Name of hospital facility or letter of facility reporting group: WELLSTAR PAULDING MEDICAL CENTER

Line number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A): 1

		Yes	No
Community Health Needs Assessment			
1	Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year?		X
2	Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C		X
3	During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12 If "Yes," indicate what the CHNA report describes (check all that apply):	X	
a	<input checked="" type="checkbox"/> A definition of the community served by the hospital facility		
b	<input checked="" type="checkbox"/> Demographics of the community		
c	<input checked="" type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community		
d	<input checked="" type="checkbox"/> How data was obtained		
e	<input checked="" type="checkbox"/> The significant health needs of the community		
f	<input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups		
g	<input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs		
h	<input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests		
i	<input checked="" type="checkbox"/> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)		
j	<input checked="" type="checkbox"/> Other (describe in Section C)		
4	Indicate the tax year the hospital facility last conducted a CHNA: <u>2022</u>		
5	In conducting its most recent CHNA, did the hospital facility take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health? If "Yes," describe in Section C how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted	X	
6a	Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C		X
6b	Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C		X
7	Did the hospital facility make its CHNA report widely available to the public? If "Yes," indicate how the CHNA report was made widely available (check all that apply):	X	
a	<input checked="" type="checkbox"/> Hospital facility's website (list url): <u>SEE PART V, SECTION C</u>		
b	<input type="checkbox"/> Other website (list url): _____		
c	<input checked="" type="checkbox"/> Made a paper copy available for public inspection without charge at the hospital facility		
d	<input type="checkbox"/> Other (describe in Section C)		
8	Did the hospital facility adopt an implementation strategy to meet the significant community health needs identified through its most recently conducted CHNA? If "No," skip to line 11	X	
9	Indicate the tax year the hospital facility last adopted an implementation strategy: <u>2022</u>		
10	Is the hospital facility's most recently adopted implementation strategy posted on a website?	X	
a	If "Yes," (list url): <u>SEE PART V, SECTION C</u>		
b	If "No," is the hospital facility's most recently adopted implementation strategy attached to this return?		
11	Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.		
12a	Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)?		X
b	If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax?		
c	If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? \$		

Part V Facility Information (continued)

Financial Assistance Policy (FAP)

Name of hospital facility or letter of facility reporting group: WELLSTAR PAULDING MEDICAL CENTER

		Yes	No
Did the hospital facility have in place during the tax year a written financial assistance policy that:			
13	Explained eligibility criteria for financial assistance, and whether such assistance included free or discounted care? If "Yes," indicate the eligibility criteria explained in the FAP:	X	
a	<input checked="" type="checkbox"/> Federal poverty guidelines (FPG), with FPG family income limit for eligibility for free care of <u>125.0000</u> % and FPG family income limit for eligibility for discounted care of <u>300.0000</u> %		
b	<input checked="" type="checkbox"/> Income level other than FPG (describe in Section C)		
c	<input checked="" type="checkbox"/> Asset level		
d	<input checked="" type="checkbox"/> Medical indigency		
e	<input checked="" type="checkbox"/> Insurance status		
f	<input checked="" type="checkbox"/> Underinsurance status		
g	<input type="checkbox"/> Residency		
h	<input checked="" type="checkbox"/> Other (describe in Section C)		
14	Explained the basis for calculating amounts charged to patients?	X	
15	Explained the method for applying for financial assistance?	X	
If "Yes," indicate how the hospital facility's FAP or FAP application form (including accompanying instructions) explained the method for applying for financial assistance (check all that apply):			
a	<input checked="" type="checkbox"/> Described the information the hospital facility may require an individual to provide as part of his or her application		
b	<input checked="" type="checkbox"/> Described the supporting documentation the hospital facility may require an individual to submit as part of his or her application		
c	<input checked="" type="checkbox"/> Provided the contact information of hospital facility staff who can provide an individual with information about the FAP and FAP application process		
d	<input type="checkbox"/> Provided the contact information of nonprofit organizations or government agencies that may be sources of assistance with FAP applications		
e	<input checked="" type="checkbox"/> Other (describe in Section C)		
16	Was widely publicized within the community served by the hospital facility?	X	
If "Yes," indicate how the hospital facility publicized the policy (check all that apply):			
a	<input checked="" type="checkbox"/> The FAP was widely available on a website (list url): <u>SEE PART V, SECTION C</u>		
b	<input checked="" type="checkbox"/> The FAP application form was widely available on a website (list url): <u>SEE PART V, SECTION C</u>		
c	<input checked="" type="checkbox"/> A plain language summary of the FAP was widely available on a website (list url): <u>SEE PART V, SECTION C</u>		
d	<input checked="" type="checkbox"/> The FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
e	<input checked="" type="checkbox"/> The FAP application form was available upon request and without charge (in public locations in the hospital facility and by mail)		
f	<input checked="" type="checkbox"/> A plain language summary of the FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
g	<input checked="" type="checkbox"/> Individuals were notified about the FAP by being offered a paper copy of the plain language summary of the FAP, by receiving a conspicuous written notice about the FAP on their billing statements, and via conspicuous public displays or other measures reasonably calculated to attract patients' attention		
h	<input checked="" type="checkbox"/> Notified members of the community who are most likely to require financial assistance about availability of the FAP		
i	<input checked="" type="checkbox"/> The FAP, FAP application form, and plain language summary of the FAP were translated into the primary language(s) spoken by Limited English Proficiency (LEP) populations		
j	<input checked="" type="checkbox"/> Other (describe in Section C)		

Part V Facility Information (continued)

Billing and Collections

Name of hospital facility or letter of facility reporting group: WELLSTAR PAULDING MEDICAL CENTER

		Yes	No
17	Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy (FAP) that explained all of the actions the hospital facility or other authorized party may take upon nonpayment?	X	
18	Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP:		
a	<input type="checkbox"/> Reporting to credit agency(ies)		
b	<input type="checkbox"/> Selling an individual's debt to another party		
c	<input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d	<input type="checkbox"/> Actions that require a legal or judicial process		
e	<input type="checkbox"/> Other similar actions (describe in Section C)		
f	<input checked="" type="checkbox"/> None of these actions or other similar actions were permitted		
19	Did the hospital facility or other authorized party perform any of the following actions during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP? If "Yes," check all actions in which the hospital facility or a third party engaged:		X
a	<input type="checkbox"/> Reporting to credit agency(ies)		
b	<input type="checkbox"/> Selling an individual's debt to another party		
c	<input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d	<input type="checkbox"/> Actions that require a legal or judicial process		
e	<input type="checkbox"/> Other similar actions (describe in Section C)		
20	Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 19 (check all that apply):		
a	<input checked="" type="checkbox"/> Provided a written notice about upcoming ECAs (Extraordinary Collection Action) and a plain language summary of the FAP at least 30 days before initiating those ECAs (if not, describe in Section C)		
b	<input checked="" type="checkbox"/> Made a reasonable effort to orally notify individuals about the FAP and FAP application process (if not, describe in Section C)		
c	<input checked="" type="checkbox"/> Processed incomplete and complete FAP applications (if not, describe in Section C)		
d	<input checked="" type="checkbox"/> Made presumptive eligibility determinations (if not, describe in Section C)		
e	<input checked="" type="checkbox"/> Other (describe in Section C)		
f	<input type="checkbox"/> None of these efforts were made		

Policy Relating to Emergency Medical Care

21	Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that required the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy? If "No," indicate why:	X	
a	<input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions		
b	<input type="checkbox"/> The hospital facility's policy was not in writing		
c	<input type="checkbox"/> The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Section C)		
d	<input type="checkbox"/> Other (describe in Section C)		

Part V Facility Information (continued)

Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals)

Name of hospital facility or letter of facility reporting group: WELLSTAR PAULDING MEDICAL CENTER

		Yes	No
22	Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care:		
	a <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period		
	b <input checked="" type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period		
	c <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicaid, either alone or in combination with Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period		
	d <input type="checkbox"/> The hospital facility used a prospective Medicare or Medicaid method		
23	During the tax year, did the hospital facility charge any FAP-eligible individual to whom the hospital facility provided emergency or other medically necessary services more than the amounts generally billed to individuals who had insurance covering such care? If "Yes," explain in Section C.		X
24	During the tax year, did the hospital facility charge any FAP-eligible individual an amount equal to the gross charge for any service provided to that individual? If "Yes," explain in Section C.		X

Schedule H (Form 990) 2022

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

SCHEDULE H, PART V, SECTION B, LINE 3J

THIS COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) INCLUDED A LITANY OF MULTI-SECTOR CHNA COLLABORATORS INCLUDING INDIVIDUALS, ORGANIZATIONS, AND GOVERNMENTAL AGENCIES THAT WERE CONSULTED AND CONTRIBUTED SPECIAL KNOWLEDGE OF MEDICALLY UNDERSERVED AND LOW-INCOME POPULATIONS AND/OR EXPERTISE IN PUBLIC HEALTH.

THIS HOSPITAL IS PROUD TO BE PART OF WELLSTAR, THE LARGEST INTEGRATED HEALTH SYSTEM IN GEORGIA, KNOWN NATIONALLY FOR ITS INNOVATIVE CARE MODELS, FOCUSED ON IMPROVING QUALITY AND ACCESS TO HEALTHCARE. WELLSTAR ALSO INCLUDES WELLSTAR MEDICAL GROUP, 325+ MEDICAL OFFICE LOCATIONS, OUTPATIENT CENTERS, HEALTH PARKS, A PEDIATRIC CENTER, NURSING CENTERS, HOSPICE, HOMECARE, AS WELL AS INPATIENT HOSPITALS: WELLSTAR ATLANTA MEDICAL CENTER (THROUGH OCTOBER 30, 2022), WELLSTAR ATLANTA MEDICAL CENTER SOUTH (THROUGH OCTOBER 30, 2022), WELLSTAR COBB, WELLSTAR DOUGLAS, WELLSTAR KENNESTONE, WELLSTAR NORTH FULTON, WELLSTAR PAULDING, WELLSTAR SPALDING REGIONAL, WELLSTAR SYLVAN GROVE, WELLSTAR WEST GEORGIA, AND WELLSTAR WINDY HILL HOSPITALS.

WELLSTAR PAULDING HOSPITAL

WELLSTAR PAULDING HOSPITAL, WHICH OPENED IN HIRAM IN 2014, IS A STATE-OF-THE-ART COUNTY HOSPITAL THAT REPLACED A PREVIOUS COMMUNITY FACILITY. TODAY, IT FEATURES 112 PRIVATE INPATIENT ROOMS, 40 EMERGENCY EXAM AND PEDIATRIC EMERGENCY EXAM ROOMS, SEVEN SURGICAL SUITES, TWO GI-SPECIFIC SURGICAL SUITES, A BRONCHOSCOPY SUITE, AND DECENTRALIZED NURSING STATIONS. WELLSTAR PAULDING HOSPITAL CONTINUES ITS REPUTATION FOR HIGH-QUALITY HEALTHCARE WITH AN EXPANDING STAFF OF PHYSICIANS AND MEDICAL PROFESSIONALS AND A CONNECTION TO ADDITIONAL MEDICAL SPECIALTIES THROUGHOUT THE WELLSTAR HEALTH SYSTEM.

THE 2010 AFFORDABLE CARE ACT (ACA) REQUIRES ALL NOT-FOR-PROFIT HOSPITALS TO COMPLETE A COMMUNITY HEALTH NEED ASSESSMENT (CHNA) AND IMPLEMENTATION STRATEGY EVERY THREE YEARS TO BETTER MEET THE HEALTH NEEDS OF UNDER-RESOURCED POPULATIONS LIVING IN THE COMMUNITIES THEY SERVE. THE COMPREHENSIVE CHNA THAT MEETS INDUSTRY STANDARDS INCLUDING IRS FINAL REGULATIONS OF SECTION 501(R) ENTITLED "ADDITIONAL REQUIREMENTS FOR CHARITABLE HOSPITALS" CAN BE ACCESSED HERE:
[HTTPS://WWW.WELLSTAR.ORG/COMMUNITY/COMMUNITY-HEALTH-NEEDS-ASSESSMENT](https://www.wellstar.org/community/community-health-needs-assessment)

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

SCHEDULE H, PART V, SECTION B, LINE 5

GEORGIA HEALTH POLICY CENTER (GHPC) PARTNERED WITH WELLSTAR TO IMPLEMENT A COLLABORATIVE AND COMPREHENSIVE CHNA PROCESS. GHPC, HOUSED WITHIN GEORGIA STATE UNIVERSITY'S ANDREW YOUNG SCHOOL OF POLICY STUDIES, PROVIDES EVIDENCE-BASED RESEARCH, PROGRAM DEVELOPMENT, AND POLICY GUIDANCE LOCALLY, STATEWIDE, AND NATIONALLY TO IMPROVE COMMUNITIES' HEALTH STATUS. WITH MORE THAN 25 YEARS OF SERVICE, GHPC FOCUSES ON SOLUTIONS TO THE TOUGHEST ISSUES FACING HEALTHCARE TODAY, INCLUDING INSURANCE COVERAGE, LONG-TERM CARE, CHILDREN'S HEALTH, AND THE DEVELOPMENT OF RURAL AND URBAN HEALTH SYSTEMS. GHPC HAS BEEN SUPPORTING HOSPITAL PARTNERS IN MEETING THE CHNA COMPONENTS OF IRS REGULATIONS SINCE THEIR INCEPTION IN 2010.

INPUT FROM COMMUNITY REPRESENTATIVES & COMMUNITY SOURCES:

THE SECONDARY DATA WAS COMPILED FROM A VARIETY OF SOURCES THAT ARE RELIABLE AND REPRESENTATIVE OF THE COMMUNITY SERVED BY WELLSTAR PAULDING HOSPITAL. DATA SOURCES INCLUDE, BUT ARE NOT LIMITED TO:

- COUNTY HEALTH RANKINGS AND ROADMAPS
- EMORY UNIVERSITY'S ROLLINS SCHOOL OF PUBLIC HEALTH'S AIDSVU
- GEORGIA BUREAU OF INVESTIGATION
- GEORGIA DEPARTMENT OF PUBLIC HEALTH'S ONLINE ANALYTICAL STATISTICAL INFORMATION SYSTEM (OASIS)
- GEORGIA RURAL HEALTH INNOVATION CENTER'S GEORGIA HEALTH DATA HUB
- HEALTH RESOURCES SERVICES ADMINISTRATION'S HEALTH PROFESSIONAL SHORTAGE AREAS DATABASE
- KAISER PERMANENTE'S COMMUNITY HEALTH NEEDS DASHBOARD
- TRUVEN HEALTH ANALYTICS' COMMUNITY NEEDS INDEX
- U.S. CENSUS BUREAU'S AMERICAN COMMUNITY SURVEY

SECONDARY DATA WERE ANALYZED AT THE ZIP CODE AND COUNTY LEVEL. MOST PUBLICLY AVAILABLE DATA ARE NOT AVAILABLE AT A SUB-COUNTY LEVEL. WHERE SMALLER DATA POINTS WERE AVAILABLE (I.E. FOR CENSUS TRACTS OR ZIP CODES), THEY WERE INCLUDED.

TO BETTER UNDERSTAND THE EXPERIENCE AND NEEDS OF RESIDENTS SERVED BY THE HOSPITAL, SEVERAL TYPES OF PRIMARY DATA WERE COLLECTED. PRIMARY DATA COLLECTION INCLUDED:

QUALITATIVE DATA INCLUDED:

1. COVID-19 LOCAL IMPACT SURVEY

- GHPC USED A COMPREHENSIVE REVIEW OF LITERATURE PUBLISHED DURING THE COVID-19 PANDEMIC TO CREATE A 20-QUESTION SURVEY TO BETTER UNDERSTAND HOW THE PANDEMIC INFLUENCED THE HEALTH OF COMMUNITIES SERVED BY WELLSTAR HEALTH SYSTEM. NEARLY 1,000 STAKEHOLDERS WERE INVITED TO COMPLETE THE SURVEY. OF THE 204 RESPONSES RECEIVED FOR THE HEALTH SYSTEM, 36 RESPONDENTS REPRESENTED DOUGLAS, PAULDING, AND POLK COUNTIES.

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

2. FOCUS GROUPS WITH RESIDENTS

- GHPC RECRUITED AND CONDUCTED ONE FOCUS GROUP AMONG RESIDENTS LIVING IN THE COMMUNITY SERVED BY WELLSTAR PAULDING HOSPITAL. GHPC DESIGNED FACILITATION GUIDES FOR FOCUS GROUP DISCUSSIONS. RESIDENTS WERE RECRUITED USING A THIRD-PARTY RECRUITING FIRM. RECRUITMENT STRATEGIES FOCUSED ON RESIDENTS THAT HAD CHARACTERISTICS REPRESENTATIVE OF THE BROADER COMMUNITY, SPECIFICALLY AREAS THAT EXPERIENCE DISPARITIES AND LOW SOCIOECONOMIC STATUS. THE FOCUS GROUP LASTED APPROXIMATELY 1.5 HOURS, DURING WHICH TIME TRAINED FACILITATORS LED 6 TO 12 PARTICIPANTS THROUGH A DISCUSSION ABOUT THE HEALTH OF THEIR COMMUNITY, HEALTH NEEDS, RESOURCES AVAILABLE TO MEET HEALTH NEEDS, AND RECOMMENDATIONS TO ADDRESS COMMUNITY HEALTH NEEDS.

3. ONE-ON-ONE INTERVIEWS WITH COMMUNITY LEADERS

- LEADERS ASKED TO PARTICIPATE IN THE INTERVIEW PROCESS ENCOMPASSED A WIDE VARIETY OF PROFESSIONAL BACKGROUNDS INCLUDING (1) PUBLIC HEALTH EXPERTISE, (2) PROFESSIONALS WITH ACCESS TO COMMUNITY HEALTH-RELATED DATA AND (3) REPRESENTATIVES OF UNDERSERVED POPULATIONS. THE INTERVIEWS OFFERED COMMUNITY LEADERS AN OPPORTUNITY TO PROVIDE FEEDBACK ON THE NEEDS OF THE COMMUNITY, SECONDARY DATA RESOURCES, AND OTHER INFORMATION RELEVANT TO THE CHNA. QUALITATIVE DATA WERE GATHERED FROM 31 COMMUNITY LEADERS IN THE AREA SERVED BY WELLSTAR PAULDING HOSPITAL. COMMUNITY LEADERS REPRESENTED ORGANIZATIONS SUCH AS THE CARE PLACE, HELPING HANDS OF PAULDING COUNTY, LIVE HEALTHY DOUGLAS, AMONG OTHERS. EACH INTERVIEW WAS CONDUCTED BY GHPC STAFF AND LASTED APPROXIMATELY 45 MINUTES. ALL RESPONDENTS WERE ASKED THE SAME SET OF QUESTIONS DEVELOPED BY GHPC. THE PURPOSE OF THESE INTERVIEWS WAS FOR COMMUNITY LEADERS TO IDENTIFY HEALTH ISSUES AND CONCERNS AFFECTING RESIDENTS IN THE COMMUNITIES SERVED BY THE HOSPITAL, AS WELL AS WAYS TO ADDRESS CITED CONCERNS.

THE WELLSTAR COMMUNITY HEALTH COUNCIL PROVIDED OVERSIGHT AND GUIDANCE TO THE CHNA TEAM BY REVIEWING AND PROVIDING FEEDBACK ON THE ASSESSMENT PROCESS AND INPUTS THROUGHOUT THE ASSESSMENT PROCESS. WELLSTAR PAULDING HOSPITAL LEADERSHIP, INCLUDING THE REGIONAL HEALTH BOARD, WERE ALSO ENGAGED TO INFORM THE SERVICE AREA DEFINITION, THE LIST COMMUNITY LEADERS FOR STAKEHOLDER INTERVIEWS, AND FINAL COMMUNITY HEALTH NEEDS.

SCHEDULE H, PART V, SECTION B, LINE 7A

WELLSTAR PAULDING HOSPITAL CONDUCTED A CHNA AND IMPLEMENTATION STRATEGY TO MEET 501(R) REQUIREMENTS BY FISCAL YEAR ENDING JUNE 30, 2022.

THE CURRENT COMMUNITY HEALTH NEEDS ASSESSMENT AND IMPLEMENTATION STRATEGY CAN BE FOUND ON THE FOLLOWING WEB ADDRESS:
[HTTPS://WWW.WELLSTAR.ORG/COMMUNITY/COMMUNITY-HEALTH-NEEDS-ASSESSMENT](https://www.wellstar.org/community/community-health-needs-assessment) AND

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

CLICKING ON "WELLSTAR PAULDING HOSPITAL". A THREE-YEAR REVIEW CAN BE FOUND AT THE SAME ADDRESS.

SCHEDULE H, PART V, SECTION B, LINE 10A

WELLSTAR PAULDING HOSPITAL CONDUCTED A CHNA AND IMPLEMENTATION STRATEGY TO MEET 501(R) REQUIREMENTS BY FISCAL YEAR ENDING JUNE 30, 2022.

THE CURRENT COMMUNITY HEALTH NEEDS ASSESSMENT AND IMPLEMENTATION STRATEGY CAN BE FOUND ON THE FOLLOWING WEB ADDRESS:
[HTTPS://WWW.WELLSTAR.ORG/COMMUNITY/COMMUNITY-HEALTH-NEEDS-ASSESSMENT](https://www.wellstar.org/community/community-health-needs-assessment) AND
 CLICKING ON "WELLSTAR PAULDING HOSPITAL". A THREE-YEAR REVIEW CAN BE FOUND AT THE SAME ADDRESS.

SCHEDULE H, PART V, SECTION B, LINE 11

PROGRAMS & STRATEGIES TO ADDRESS THE NEEDS OF THE COMMUNITY:

WELLSTAR CONTRACTED WITH GEORGIA HEALTH POLICY CENTER (GHPC) TO COLLABORATE ON ITS 2022 CHNA TO IDENTIFY NEEDS AND RESOURCES IN ITS COMMUNITY. GHPC EXAMINED SECONDARY DATA, A LITERATURE REVIEW OF THE IMPACT OF COVID-19 ON COMMUNITY HEALTH, AND CONSIDERED INPUT FROM PUBLIC HEALTH EXPERTS AND COMMUNITY LEADERS AND REPRESENTATIVES. UPON REVIEW OF THE PRIMARY AND SECONDARY DATA, WELLSTAR USED A SET OF CRITERIA, INCLUDING IMPORTANCE TO STAKEHOLDERS, RELATIVE BURDEN, CURRENT CAPACITY, EXISTING COMMUNITY HEALTH INITIATIVES, AND DISPARITIES TO IDENTIFY AND PRIORITIZE THE SIGNIFICANT HEALTH NEEDS FACING THE COMMUNITY. GHPC DOCUMENTED THEM IN A WRITTEN CHNA REPORT AND AN ACCOMPANYING IMPLEMENTATION STRATEGY.

FROM THE SIGNIFICANT HEALTH NEEDS IDENTIFIED BY CHNA RESEARCH CONDUCTED, THE FOLLOWING HEALTH NEEDS WERE VALUATED AS PRIORITY FOR ALL HOSPITALS IN WELLSTAR HEALTH SYSTEM:

1. ACCESS TO APPROPRIATE HEALTHCARE
2. BEHAVIORAL HEALTH
3. MATERNAL AND CHILD HEALTH
4. HEALTHY LIVING (INCLUDING ACCESS TO FOOD, PHYSICAL ACTIVITY, AND CHRONIC DISEASE PREVENTION AND MANAGEMENT)
5. HOUSING

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

6. POVERTY

ADDITIONAL NEEDS IN THE WELLSTAR PAULDING HOSPITAL SERVICE AREA

7. VIOLENCE AND CRIME

8. CANCER

9. SEXUALLY TRANSMITTED DISEASES (HIV/AIDS AND STIS)

WHEN COMPARED TO 2019, THE 2022 COMMUNITY HEALTH NEEDS FOR WELLSTAR PAULDING HOSPITAL ALONE ARE BROADER IN FOCUS AND TAKE INTO CONSIDERATION THE LONG-TERM IMPACT OF THE GLOBAL PANDEMIC. THE 2019 COMMUNITY HEALTH NEEDS DID NOT CHANGE AND ARE INCLUDED IN THE NEWLY STATED 2022 COMMUNITY HEALTH NEEDS.

THROUGH THE CHNA PROCESS, THE HEALTH SYSTEM PRIORITIZED AND ESTABLISHED IMPLEMENTATION STRATEGIES FOR SIX PRIORITY AREAS. IMPLEMENTATION STRATEGIES FOR EACH NEED WERE RECOMMENDED DURING KEY STAKEHOLDER INTERVIEWS AND FOCUS GROUPS WITH SENIOR LEADERSHIP. THE STRATEGIES WERE LATER REVIEWED BY WELLSTAR'S SENIOR LEADERSHIP AND VETTED BY THE WELLSTAR BOARD OF TRUSTEES' COMMUNITY ADVOCACY AND ENGAGEMENT COMMITTEE, THE WELLSTAR BOARD OF TRUSTEES AND THE WELLSTAR CENTER FOR HEALTH EQUITY COMMITTEE, THE CONDUITS FOR SYSTEM-WIDE DELIVERY OF EQUITY CENTRIC IMPROVEMENT SERVICES AND EDUCATION. IMPLEMENTATION STRATEGIES WERE ALSO INFORMED BY COMMUNITY MEMBERS WHO ATTENDED A COMMUNITY SUMMIT. DURING THE SUMMIT, GHPC GUIDED ATTENDEES THROUGH A HEALTH NEEDS PRIORITIZATION PROCESS, AND USED GROUP EXERCISES TO SOLICIT INSIGHTS ON STRATEGIES AND PARTNERS WELLSTAR SHOULD ADOPT TO ADDRESS PRIORITIZED HEALTH NEEDS.

ACTION AREAS FOR IMPLEMENTATION TO IMPROVE COMMUNITY HEALTH ARE INFLUENCED BY THE FULL SPECTRUM OF THE PUBLIC HEALTH SYSTEM, IN WHICH WELLSTAR PAULDING PLAYS A VITAL ROLE. EACH ACTION AREA IS FACILITATED UNDER WELLSTAR'S CENTER FOR HEALTH EQUITY.

WELLSTAR CENTER FOR HEALTH EQUITY:

THE PURPOSE OF THE WELLSTAR CENTER FOR HEALTH EQUITY IS TO ACCELERATE OUR STRATEGIC EFFORTS TO ADDRESS THE PRIORITY HEALTH NEEDS OF THE COMMUNITIES WE SERVE. OUR APPROACH INCLUDES COMMUNITY ENGAGEMENT, STRATEGIC PARTNERSHIPS, INTERNAL TRANSFORMATION, CAPACITY BUILDING, AND HEALTH POLICY AND SYSTEM ADVOCACY.

THE SIX STRATEGIC DOMAINS FOR THE CENTER FOR HEALTH EQUITY BASED ON INSIGHTS FROM THE 2022 CHNA ARE AS FOLLOWS:

1. ACCESS TO HEALTHCARE

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

2. BEHAVIORAL HEALTH
3. FOOD ACCESS AND HEALTHY LIVING
4. HOUSING
5. PEDIATRICS (INFANT AND CHILD HEALTH)
6. WOMEN'S HEALTH (MATERNAL HEALTH)

WELLSTAR CENTER FOR HEALTH EQUITY COMMITTEE:

WELLSTAR CENTER FOR HEALTH EQUITY COMMITTEE (WCHEC) IS A CROSS-FUNCTIONAL COMMITTEE THAT REPRESENTS MULTIPLE FACETS OF WELLSTAR HEALTH SYSTEM.

- IN RESPONSE TO CHNA FINDINGS AND THE DIVERSITY OF WELLSTAR COMMUNITIES, WCHEC WAS EXPANDED TO INCREASE WELLSTAR'S CAPACITY TO SUPPORT THE CENTER FOR HEALTH EQUITY'S STRATEGIES.

- BY ENGAGING A MORE DIVERSE SELECTION OF WELLSTAR LEADERSHIP AND SUBJECT MATTER EXPERTS, THE CENTER'S PRIORITIES AND INITIATIVES CAN BEST REFLECT THE CAPACITY OF THE ORGANIZATION TO IMPACT AND MEET THE COMMUNITY'S NEEDS.

- THIS EXPANSION ALSO HELPS THE CENTER INCREASE COORDINATION OF EFFORTS, LEVERAGE PARTNERSHIPS AND MAXIMIZE EFFICIENCY AND STRATEGIC ALIGNMENT, WITHIN AND ACROSS WELLSTAR HEALTH SYSTEM.

- THIS IS DONE BY WCHEC MEMBERS GUIDING AND INFORMING THE STRATEGIC PLANNING AND IMPLEMENTATION PROCESS FOR GREATER INSTITUTIONAL ALIGNMENT AND IMPACT.

THE FOLLOWING DESCRIBES SELECTED STRATEGIES FOR ADDRESSING COMMUNITY NEEDS. WELLSTAR PAULDING HOSPITAL CHOSE NOT TO DEVELOP A STRATEGY TARGETING POVERTY IN THE COMMUNITIES IT SERVES BECAUSE THERE ARE MANY CAPABLE COMMUNITY-BASED ORGANIZATIONS AND SOCIAL SERVICE AGENCIES MEETING THE NEEDS OF RESIDENTS EXPERIENCING POVERTY. WELLSTAR PAULDING HOSPITAL WILL ADDRESS POVERTY THROUGH MANY OF THE STRATEGIES THEY IMPLEMENT TO ADDRESS EACH OF THE SELECTED PRIORITIES, AND THEY WILL CONTINUE TO PARTNER WITH ORGANIZATIONS AND AGENCIES SERVING RESIDENTS EXPERIENCING POVERTY.

1. ACCESS TO HEALTHCARE

-CONTEXT: ACCORDING TO COMMUNITY LEADERS, THERE ARE MANY REASONS FOR POOR ACCESS TO APPROPRIATE HEALTHCARE, INCLUDING LACK OF AFFORDABLE INSURANCE, LACK OF SERVICE PROVIDERS, LACK OF TRUST, AND LACK OF RELIABLE

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

PUBLIC TRANSPORTATION. ACCESS TO COMPREHENSIVE, QUALITY HEALTH CARE SERVICES IS IMPORTANT FOR PROMOTING AND MAINTAINING HEALTH, PREVENTING AND MANAGING DISEASE, REDUCING UNNECESSARY DISABILITY AND PREMATURE DEATH, AND ACHIEVING HEALTH EQUITY.

-EXAMPLE WELLSTAR INTERVENTIONS:

-COMMUNITY CLINIC NETWORK: WELLSTAR SUPPORTS CARE LINKAGES FOR COMMUNITY RESIDENTS WITH LIMITED HEALTH CARE ACCESS BY MAINTAINING AND CREATING FORMALIZED RELATIONSHIPS WITH COMMUNITY SAFETY-NET CLINICS AND GRADUATE MEDICAL EDUCATION (GME) CLINICS THAT PROVIDE SUBSIDIZED CARE.

-CONGREGATIONAL HEALTH NETWORK: WELLSTAR CONGRGATIONAL HEALTH NETWORK SERVES AS A BRIDGE BETWEEN OUR HEALTHCARE SYSTEM AND FAITH COMMUNITIES. COORDINATED BY A FULL-TIME REGISTERED NURSE WHO SPECIALIZES IN FAITH COMMUNITY NURSING, WELLSTAR'S PROGRAM IS DESIGNED TO ASSIST CONGREGATIONS OF ALL FAITHS TO DEVELOP OR SUPPORT VOLUNTEER OR PAID HEALTH MINISTRIES. WITH MORE THAN 100 CONGREGATIONS AND 1,500 SPIRITUAL CARE PARTNERS, CHN SERVES AS A KEY TO WELLSTAR'S SUCCESSFUL IMPLEMENTATION OF EQUITY-CENTERED PROGRAMS. THROUGH THIS NETWORK, WELLSTAR CAN DIFFUSE INFORMATION, IMPLEMENT PROGRAMS AT TRUSTED NEIGHBORHOOD-BASED SITES AND STRENGTHEN THE ORGANIZATIONS TO PROVIDE WHOLE-PERSON SUPPORT. THE CONGREGATIONAL HEALTH NETWORK'S PASSPORT TO HEALTH PROGRAM EMPOWERS PARTICIPANTS TO OWN THEIR HEALTH CARE WHILE PARTNERING WITH PRACTITIONERS AND COMMUNITY HEALTH WORKERS DURING THEIR JOURNEY OF LEARNING ABOUT HEART AND CARDIAC WELLNESS, WOMEN'S HEALTH, COLORECTAL CANCER SCREENING TOOL KITS, SIGNS OF STROKE, NUTRITIOUS EATING, EXERCISE AND ACTIVE LIVING TIPS, AND MENTAL HEALTH AWARENESS.

-COMMUNITY TRANSFORMATION PROGRAM: INCREASING ACCESS TO CARE AND SOCIAL SUPPORT THROUGH TECHNOLOGY; WELLSTAR COMMUNITY HEALTH AND CENTER FOR HEALTH EQUITY FUNDS NON-PROFIT COMMUNITY-BASED PARTNERS TO LEVERAGE TECHNOLOGY TO PRODUCE LONG-TERM, SUSTAINABLE CHANGES IN COMMUNITIES WE SERVE. INITIATIVES ARE TAILORED TO A COMMUNITY NEED AND IN ALIGNMENT WITH EACH PARTNER'S MISSION. AT THE END OF 12 MONTHS, PARTNERS ARE EXPECTED TO DEMONSTRATE IMPROVEMENTS IN:

- ACCESS TO HEALTH CARE SO THAT RESIDENTS RECEIVE TIMELY, HIGH-QUALITY, AND CULTURALLY-APPROPRIATE MEDICAL CARE WHEN THEY NEED IT; OR,

-ACCESS TO SOCIAL DETERMINANTS OF HEALTH SUPPORT SERVICES SO THAT RESIDENTS RECEIVE TIMELY, HIGH-QUALITY FOOD, EMPLOYMENT, HOUSING, TRANSPORTATION, EDUCATION, AND LEGAL RESOURCES TO IMPROVE DAILY LIVING WHEN THEY NEED IT.

-COLORECTAL CANCER SCREENING: IN PARTNERSHIP WITH BLKHLTH AND

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

COTTONELLE, WELLSTAR COMMUNITY HEALTH AND CENTER FOR HEALTH EQUITY DISTRIBUTES HOME COLORECTAL CANCER SCREENING KITS TO AT-RISK COMMUNITY RESIDENTS THROUGH FAITH COMMUNITIES WITHIN THE WELLSTAR CONGREGATIONAL HEALTH NETWORK. RESIDENTS ARE CONNECTED TO FOLLOW-UP RESOURCES IF THEY DO NOT HAVE A HEALTH CARE PROVIDER OR LACK INSURANCE.

-MAMMOGRAPHY VOUCHER DISTRIBUTION: PARTNERSHIP WITH THE WELLSTAR FOUNDATION, SUSAN G. KOMEN GREATER ATLANTA AND IT'S THE JOURNEY, INC. PROVIDES FREE MAMMOGRAMS FOR UNDERSERVED WOMEN WITH A FOCUS ON OUTREACH TO AFRICAN AMERICAN AND HISPANIC WOMEN.

-PROSTATE CANCER SCREENING: TO INCREASE ACCESS TO SCREENING AND EDUCATION RESOURCES IN MEDICALLY UNDERSERVED COMMUNITIES, WELLSTAR COMMUNITY HEALTH PARTNERS WITH WELLSTAR UROLOGY, WELLSTAR LABORATORY OUTREACH SERVICES, AND FAITH COMMUNITIES WITHIN THE WELLSTAR CONGREGATIONAL HEALTH NETWORK TO OFFER FREE PROSTATE CANCER SCREENING IN HIGH-RISK ZIP CODES.

2. BEHAVIORAL HEALTH

-CONTEXT: SUICIDE IS A PUBLIC HEALTH ISSUE THAT AFFECTS PEOPLE OF ALL AGES, RACES AND ETHNICITIES. DEVASTATING CONSEQUENCES OF THE OPIOID EPIDEMIC INCLUDE INCREASES IN OPIOID MISUSE AND RELATED OVERDOSES.

-EXAMPLE WELLSTAR INTERVENTIONS:

-CONGREGATIONAL HEALTH NETWORK "SOUL SUPPORT" PROGRAM: THIS PROGRAM, COMPRISED OF THREE EVIDENCE-BASED INTERVENTIONS, AIMS TO INCREASE ACCESS TO BEHAVIORAL HEALTH EDUCATION, TRAININGS, AND RESOURCES AT CONGREGATIONS ACROSS THE WELLSTAR SERVICE AREA. WELLSTAR RECEIVED PHILANTHROPIC FUNDING TO EXPAND SOUL SUPPORT TO INCLUDE FREE, VIRTUAL BEHAVIORAL HEALTH CARE FOR COMMUNITY RESIDENTS UNABLE TO RECEIVE CARE TRADITIONALLY DUE TO COST, TRANSPORTATION CHALLENGES, OR LIMITED ACCESS TO BROADBAND SERVICES.

-OPIOID TASKFORCE: THREE PHYSICIAN-LED WORK GROUPS COMMITTED TO PREVENTION, TREATMENT AND RECOVERY, TARGET VARIOUS POPULATIONS INTERNALLY (TEAM-BASED) AND EXTERNALLY (COMMUNITY-BASED): (1) PROVIDER AND PATIENT EDUCATION, (2) CLINICAL INITIATIVES AND (3) COMMUNITY AWARENESS AND ENGAGEMENT.

-WELLSTAR ZERO SUICIDES INITIATIVE: EQUIPS MENTAL HEALTH PROFESSIONALS AND DIRECT CARE STAFF WITH KNOWLEDGE OF SUICIDALITY SIGNS AND THE NECESSARY NEXT STEPS, IN THE EVENT OF AN UNEXPECTED MENTAL HEALTH EPISODE TO ENSURE PATIENTS ARE SAFE AND PROPERLY SUPPORTED IN CARE AND COMMUNITY.

3. FOOD ACCESS AND HEALTHY LIVING

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

-CONTEXT: UNDERSERVED COMMUNITIES MAY BE FOOD DESERTS IN WHICH THERE IS LIMITED PUBLIC TRANSPORTATION, AND GROCERY STORES ARE LOCATED SEVERAL MILES AWAY. THESE COMMUNITIES ARE ALSO TARGETED BY FAST-FOOD MARKETING. COMMUNITY LEADERS AND RESIDENTS INDICATED THAT THERE ARE BARRIERS TO HEALTHY LIVING, INCLUDING KNOWLEDGE AND ACCESS TO HEALTHY FOOD, AS WELL AS BENEFICIAL AMENITIES.

-EXAMPLE WELLSTAR INTERVENTIONS:

-MOBILE MARKET: IN NOVEMBER 2020, WELLSTAR LAUNCHED A NEW "MOBILE MARKET" COLLABORATION WITH GOODR, A COMMUNITY-BASED ORGANIZATION THAT PROVIDES RE-DISTRIBUTION OF FOOD RESOURCES FOR PEOPLE IN NEED. THE JOINT INITIATIVE ADDRESSES FOOD ACCESS FOR VULNERABLE COMMUNITIES IN WELLSTAR'S SERVICE AREAS. PARTIALLY FUNDED BY THE WELLSTAR FOUNDATION, THIS PROGRAM ENABLES THE HEALTH SYSTEM TO PROVIDE VITAL COMMUNITY NEEDS THAT IMPACT HEALTH AND WELL-BEING, OFFERING "PEOPLECARE. MORE THAN HEALTHCARE." THE OVERALL GOAL OF THE NEW WELLSTAR ON WHEELS: MOBILE MARKET IS TO ADDRESS FOOD INSECURITY WITH A ROUTINE AND RELIABLE FOOD SOURCE IN THE COMMUNITIES SERVED BY WELLSTAR. TO THAT END, THE MOBILE MARKET PROGRAM PROVIDES POP-UP FARMERS MARKETS TO ADDRESS FOOD ACCESS AND PROVIDE A DIGNIFIED SHOPPING EXPERIENCE THAT OFFERS HEALTHY, FAMILY-FRIENDLY FOOD OPTIONS. CLIENTS PRE-REGISTER FOR THIS PROGRAM AND ARE ABLE TO CHOOSE ITEMS THAT ARE CULTURALLY SENSITIVE AND APPEALING TO THEIR HOUSEHOLDS. THE MARKET ALSO PROVIDES ON-SITE HEALTH EDUCATION IN ALIGNMENT WITH HEALTH AWARENESS MONTHS. CLIENTS ARE ALSO CONNECTED TO A BENEFITS SPECIALIST TO ASSIST FAMILIES WITH ENROLLMENT INTO PUBLIC FOOD PROGRAMS.

- WELLSTAR DAY OF SERVICE: CREATES VOLUNTEER OPPORTUNITIES FOR WELLSTAR EMPLOYEES TO SUPPORT GEORGIA'S FOOD SUPPORT SYSTEM FOR VULNERABLE AND UNDERSERVED POPULATIONS.

- FOOD INSECURITY SCREENING: ENSURING COMPLETE SYSTEMIZATION OF THE PROCESS TO SCREEN PATIENTS FOR FOOD INSECURITY AND CONNECT PATIENTS TO AVAILABLE RESOURCES AND INTERVENTIONS.

4. HOUSING

-CONTEXT: HOUSING FACTORS, INCLUDING COST, QUALITY, AND HOUSING INSTABILITY/HOMELESSNESS, ARE VERY SIGNIFICANT DETERMINANTS OF HEALTH.

- EXAMPLE WELLSTAR INTERVENTIONS:

-HOUSING LEARNING COMMUNITY: WELLSTAR INTENDS ENGAGE IN COLLABORATIVE PROFESSIONAL LEARNING TO STRENGTHEN THE WORKING KNOWLEDGE OF THE HOUSING CRISIS IN GEORGIA. USING THESE LEARNINGS, WELLSTAR IS EMBARKING ON CREATING A STANDARD PROCESS FOR CARING FOR UNHOUSED PERSONS SERVED AT WELLSTAR FACILITIES.

5. PEDIATRICS

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

-CONTEXT: RISK FACTORS THAT IMPACT CHILDREN'S PREMATURE MORTALITY RATES IN NEARLY ALL WELLSTAR SERVICE AREAS INCLUDE DEATHS DUE TO PERINATAL CONDITIONS AND SELF-HARM/SUICIDE. PEDIATRIC SCREENING IS USED TO IDENTIFY INFANTS AND YOUNG CHILDREN IN NEED OF ADDITIONAL RESOURCES FOR HEALTH MAINTENANCE OR IMPROVEMENT.

- EXAMPLE WELLSTAR INTERVENTIONS:

-CHILD HEALTH SCREENING: WELLSTAR AIMS TO PROVIDE COMPREHENSIVE SCREENING OF PEDIATRIC PATIENTS TO GAIN VALUABLE INSIGHT INTO THE CHILD'S FAMILY LIFE, SAFETY, EDUCATION AND SOCIAL CAPITAL, AND OPPORTUNITIES FOR PHYSICAL ACTIVITY. IMPORTANT SCREENING OPPORTUNITIES INCLUDE CHILDHOOD LIPID SCREENING AND DEPRESSION SCREENING IN ADOLESCENTS.

-MEDICAL HOME ACCESS: WELLSTAR AIMS TO GUARANTEE THAT EVERY NEWBORN AT A WELLSTAR FACILITY HAS A PEDIATRIC MEDICAL HOME AND IS SEEN WITHIN 24-48 HOURS AFTER BIRTH.

6. WOMEN'S HEALTH

-CONTEXT: THE PREGNANCY-RELATED MATERNAL MORTALITY RATIO IN GEORGIA WAS 48.4 PER 100,000 LIVE BIRTHS. THE MATERNAL DEATH RATE FOR BLACK WOMEN IN GEORGIA IS TWICE THAT FOR WHITE WOMEN IN GEORGIA AND 6 TIMES THE RATE FOR WHITE WOMEN, NATIONALLY.

- EXAMPLE WELLSTAR INTERVENTIONS:

-WELLSTAR'S WOMEN'S ALLIANCE FOR HEALTHIER OUTCOMES (WAHOO): WAHOO IS A TAILORED PROCESS IMPROVEMENT CYCLE-BASED FRAMEWORK UTILIZED TO IMPROVE KEY CLINICAL CONTRIBUTORS TO MATERNAL HEALTH OUTCOMES, INCLUDE HEMORRHAGE AND HYPERTENSION. THE FRAMEWORK IS SYSTEMATIZED THROUGHOUT WELLSTAR BIRTHING FACILITIES TO REDUCE KNOWN DISPARITIES AND SAVE LIVES OF BIRTH GIVERS AND BABIES.

-PERINATAL EDUCATION: WELLSTAR PROVIDES PERINATAL EDUCATION CLASSES TO BIRTH GIVERS AND RELATIVES TO IMPROVE IDENTIFICATION OF HEALTH ISSUES AND ENSURE PROMPT RESPONSES.

-PERINATAL KIT PROGRAM: IN PARTNERSHIP WITH HEALTHY MOTHERS, HEALTHY BABIES COALITION OF GEORGIA, WELLSTAR DISTRIBUTES PERINATAL CARE PACKAGES MONTHLY DURING THE PRENATAL AND POSTPARTUM PERIOD AS AN EARLY INTERVENTION TO MATERNAL MORTALITY AND THE EFFECTS OF PERINATAL MOOD AND ANXIETY DISORDERS AND OTHER KEY DRIVERS OF MATERNAL MORBIDITY.

-OPERATION M.I.S.T. (MONITOR, INTERVENE, SURVIVE, AND THRIVE): OPERATION MIST PROMOTES MATERNAL VITALITY BY REDUCING MATERNAL MORTALITY WITH A MISSION TO MONITOR PHYSIOLOGICAL CHANGES IN CONCEIVING, PREGNANT AND

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

POSTPARTUM BIRTH GIVERS. WELLSTAR COMMUNITY HEALTH SUPPORTS THIS PARTNERSHIP BY PROVIDING AN ASSESSMENT OF SOCIAL DETERMINANTS OF HEALTH (SDOH) AND RESOURCE REFERRAL CONNECTION FOR EACH OF THE PARTICIPANTS.

SUPPORTING DEPARTMENT ROLES AND RESPONSIBILITIES:

COMMUNITY-BASED AND CLINICAL IMPLEMENTATION STRATEGIES THROUGHOUT THE STRATEGIC DOMAINS ARE ENHANCED BY SUPPORT FROM COMMUNITY DEVELOPMENT, GOVERNMENT RELATIONS, AND WELLSTAR FOUNDATION DEPARTMENTS. THEIR COMMITMENTS ARE AS FOLLOWS:

-COMMUNITY DEVELOPMENT: INCREASE CORPORATE SOCIAL RESPONSIBILITIES INVESTMENTS AND PROVIDE POSITIVE SOCIAL VALUE THROUGH STRATEGIC PARTNERSHIPS AND SPONSORSHIPS.

-GOVERNMENT RELATIONS: LEAD ADVOCACY WITH LAWMAKERS, GOVERNMENT AGENCIES AND ORGANIZATIONS AT THE LOCAL, STATE AND FEDERAL LEVELS AND SHAPE POLICY TO BETTER ENSURE THE LAWS AND REGULATIONS IMPLEMENTED FURTHER ADVANCE THE BEST INTERESTS OF PATIENTS AND OUR COMMUNITIES.

-WELLSTAR FOUNDATION: INCREASE INVESTMENTS FROM THE PHILANTHROPIC COMMUNITY THAT SUPPORT EQUITABLE ACCESS TO HEALTHCARE AND SOCIAL SUPPORT.

HOSPITAL ROLE AND RESPONSIBILITIES:

ALTHOUGH THE MAJORITY OF WELLSTAR'S COMMUNITY BENEFIT SERVICES ARE DELIVERED SYSTEMWIDE, EACH OF WELLSTAR'S NOT-FOR-PROFIT HOSPITALS PLAY A ROLE IN ADDRESSING THE PRIORITY HEALTH NEEDS IDENTIFIED FROM ITS CHNA. HOSPITAL PRESIDENTS AND COMMUNITY BENEFIT LIAISONS ARE VITAL TO TRACKING AND ASSISTING IN THE IMPLEMENTATION OF WELLSTAR'S COMMUNITY BENEFIT PROGRAMS, MOST NOTABLY FOR THE CLINICAL ENGAGEMENT AND CARE COORDINATION NEEDED TO OPTIMIZE COMMUNITY PARTNERSHIPS AND IDENTIFYING POPULATIONS FOR LIVE WELL COMMUNITY-BASED PREVENTIVE EDUCATION AND SCREENINGS.

WELLSTAR HEALTH SYSTEM HOSPITALS CONTRIBUTE TO A SUSTAINABLE AND OUTCOMES-DRIVEN COMMUNITY BENEFIT PROGRAM THAT DEMONSTRATES COMMITMENT TO COMMUNITY HEALTH IMPROVEMENT AND HEALTH EQUITY. THROUGH DEDICATED LEADERSHIP, ACCOUNTABILITY, COLLABORATIVE PARTNERSHIPS, AND STEWARDSHIP OF FISCAL AND HUMAN RESOURCES, WE WILL CREATE A MORE HEALTHY COMMUNITY THROUGH OUTREACH, EDUCATION AND ADVOCACY FOCUSED ON PRIORITY HEALTH NEEDS.

AS OUTLINED IN THE CHNA, HEALTH NEEDS NOT IDENTIFIED AS PRIORITY TO THE HOSPITALS FALL INTO ONE OF THREE CATEGORIES:

1. DETERMINED THAT ADDRESSING A HEALTH NEED IS OUTSIDE THE SCOPE OF WELLSTAR SERVICES;

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

2. IDENTIFIED COMMUNITY PARTNERS TO LEAD EFFORTS WITH EXPERTISE IN THESE AREAS WITH WELLSTAR IN A SUPPORTIVE ROLE AND;

3. CREATED A "LEARNING COMMITTEE" TO FURTHER RESEARCH EVIDENCE-INFORMED INTERVENTIONS THAT CAN BE IMPLEMENTED OVER TIME.

WELLSTAR LEVERAGES SYSTEM RESOURCES TO TRACK PROGRESS WITHIN AND EVALUATE PROJECTS AND PROGRAMS. ELECTRONIC DATA COLLECTION AND DATA VISUALIZATION VIA DASHBOARDS ALLOWS WELLSTAR TO VISUALIZE OUTCOMES AND COMMUNICATE SUCCESSES. SUCCESS IS MEASURED BY THE HOSPITAL'S ABILITY TO:

1. REDUCE HEALTH DISPARITIES BY INCREASING CARE ACCESS AND SUPPORT SERVICES TO UNDER-RESOURCED, AT-RISK COMMUNITY MEMBERS

2. STRENGTHEN COMMUNITY CAPACITY AND COLLABORATION FOR SHARED RESPONSIBILITY TO ADDRESS THE PRIORITY HEALTH NEEDS OF THE COMMUNITY THE HOSPITAL SERVES

IN ADDITION, DID THE PROGRAM:

1. IMPROVE THE OVERALL HEALTH OF THE COMMUNITY THROUGH IMPROVED ACCESS TO CARE AND A REDUCTION OF THE INCIDENCE AND PREVALENCE OF CHRONIC DISEASE?

2. SERVE AND ADVOCATE FOR THE MEDICALLY UNDERSERVED AND UNDER-RESOURCED POPULATIONS WITH THE GOAL OF PROVIDING THE RIGHT CARE AT THE RIGHT PLACE?

3. IMPROVE THE DELIVERY AND REPORTING OF COMMUNITY BENEFIT SERVICES TO BETTER DEMONSTRATE WELLSTAR PAULDING HOSPITAL'S COMMITMENT TO IMPROVE OVERALL COMMUNITY HEALTH?

4. IMPLEMENT IMPROVED FINANCIAL ASSISTANCE, BILLING AND COLLECTION POLICIES THAT PROTECT PATIENTS AND REDUCE THE NUMBER OF PATIENTS RELYING ON CHARITY CARE?

5. COLLABORATE WITH MULTI-SECTOR COMMUNITY PARTNERS TO RELIEVE OR REDUCE THE BURDEN OF GOVERNMENT?

SCHEDULE H, PART V, SECTION B, LINE 13B

FAP ELIGIBILITY CRITERIA - INCOME LEVEL OTHER THAN FPG:

THE HOSPITAL ABIDES BY THE FINANCIAL ASSISTANCE REQUIREMENTS UNDER IRC 501(R)(5). IRC 501(R)(5) REQUIRES HEALTH CARE FACILITIES TO LIMIT THE AMOUNTS CHARGED FOR EMERGENCY AND OTHER MEDICALLY NECESSARY CARE THAT IS

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

PROVIDED TO INDIVIDUALS ELIGIBLE FOR ASSISTANCE UNDER THE HEALTH CARE FACILITIES FINANCIAL ASSISTANCE POLICY TO NOT MORE THAN THE AMOUNTS GENERALLY BILLED TO INDIVIDUALS WHO HAVE INSURANCE. THE HOSPITAL EXTENDS ITS SLIDING SCALE FOR FINANCIAL ASSISTANCE POLICY (FAP) ELIGIBILITY WELL BEYOND THE MINIMUM GOVERNMENT LEVELS TO 300% OF FPG. WELLSTAR HAS CHOSEN TO USE THE AVERAGE OF THE THREE BEST NEGOTIATED COMMERCIAL RATES AS THE TRIGGER TO NOT EXCEED IN THE APPLICATION OF THE DISCOUNTS/AMOUNTS CHARGED TO PATIENTS, ON OUR SLIDING SCALE.

SCHEDULE H, PART V, SECTION B, LINE 13H

FAP ELIGIBILITY CRITERIA - OTHER CRITERIA:

OTHER SPECIAL CIRCUMSTANCES MAY QUALIFY A PATIENT FOR FULL INDIGENT OR SLIDING SCALE CHARITY BENEFITS. SPECIAL CIRCUMSTANCES MAY INCLUDE BUT NOT LIMITED TO:

- PATIENT DECEASED, WITH VERIFICATION THAT THERE IS NO ESTATE.
- UNABLE TO CONTACT PATIENT BUT PROPENSITY TO PAY SOFTWARE RETURNS A LOW ABILITY/LOW PROPENSITY DESIGNATION.

SCHEDULE H, PART V, SECTION B, LINE 15E

METHOD FOR APPLYING FOR FINANCIAL ASSISTANCE:

IN ORDER TO QUALIFY FOR FINANCIAL ASSISTANCE, COOPERATION WITH WELLSTAR HEALTH SYSTEM HOSPITAL FINANCIAL ASSISTANCE STAFF IS NECESSARY IN IDENTIFYING AND DETERMINING ALTERNATIVE SOURCES OF PAYMENT OR COVERAGE FROM PUBLIC AND PRIVATE PAYMENT PROGRAMS. IN PARTICULAR, ALL APPLICANTS FILING A FAP APPLICATION FOR FINANCIAL ASSISTANCE MUST PROVIDE PROOF OF HOUSEHOLD INCOME AND HOUSEHOLD ASSETS BY PROVIDING ANY OR ALL OF THE FOLLOWING THAT ARE APPLICABLE:

- PROVIDE THREE (3) MONTHS OF THE MOST RECENT PAYCHECK STUBS OR A STATEMENT FROM EMPLOYER VERIFYING GROSS WAGES
- IRS W-2 ISSUED DURING THE PAST YEAR
- MOST RECENT IRS FORM 1040
- MOST RECENT TWO (2) MONTHS OF BANK STATEMENTS FOR EACH CHECKING, SAVINGS, MONEY MARKET OR OTHER BANK OR INVESTMENT ACCOUNT
- WRITTEN STATEMENTS FOR THE MOST RECENT TWO (2) MONTHS FOR ALL OTHER INCOME (E.G., UNEMPLOYMENT COMPENSATION, DISABILITY, RETIREMENT, STUDENT LOANS, AWARD LETTER FROM SOCIAL SECURITY OFFICE, CURRENT PROFIT AND LOSS REPORT FOR ALL SELF-EMPLOYED APPLICANTS, ALIMONY DOCUMENTATION, CHILD

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

SUPPORT DOCUMENTATION, ETC.)

- UNEMPLOYMENT COMPENSATION DENIAL LETTER
- DOCUMENTATION OF ASSET VALUES, INCLUDING, WITHOUT LIMITATION, PROPERTY TAX STATEMENTS, CERTIFICATES OF DEPOSIT, 401K, 403B, IRA AND OTHER INVESTMENT STATEMENTS
- CONTRIBUTION STATEMENTS FROM INDIVIDUALS WHO CONTRIBUTE INCOME OR IN-KIND ASSISTANCE TO THE PATIENT. FINANCIAL ASSISTANCE POLICY ELIGIBILITY WILL BE DETERMINED BASED ON A THOROUGH REVIEW OF THE SUBMITTED INFORMATION.

SCHEDULE H, PART V, SECTION B, LINE 16A

THE WELLSTAR HEALTH SYSTEM COMMUNITY FINANCIAL ASSISTANCE POLICY CAN BE FOUND ON ITS WEBSITE:

[HTTPS://WWW.WELLSTAR.ORG/FINANCIAL-POLICY-AND-PRIVACY-INFO/FINANCIAL-ASSISTANCE-PROGRAM-POLICY](https://www.wellstar.org/financial-policy-and-privacy-info/financial-assistance-program-policy)

SCHEDULE H, PART V, SECTION B, LINE 16B

THE WELLSTAR HEALTH SYSTEM FINANCIAL ASSISTANCE APPLICATION CAN BE FOUND ON ITS WEBSITE:

[HTTPS://WWW.WELLSTAR.ORG/FINANCIAL-POLICY-AND-PRIVACY-INFO/FINANCIAL-ASSISTANCE-PROGRAM-POLICY](https://www.wellstar.org/financial-policy-and-privacy-info/financial-assistance-program-policy) AND CLICKING "APPLICATION" IN THE RIGHT NAVIGATION BOX TITLED "RESOURCES". A WINDOW WILL APPEAR CONTAINING THE HOSPITAL FINANCIAL ASSISTANCE PROGRAM APPLICATION IN ITS ENTIRETY.

SCHEDULE H, PART V, SECTION B, LINE 16C

THE PLAIN LANGUAGE SUMMARY OF THE WELLSTAR HEALTH SYSTEM FINANCIAL ASSISTANCE APPLICATION CAN BE FOUND ON ITS WEBSITE:

[HTTPS://WWW.WELLSTAR.ORG/FINANCIAL-POLICY-AND-PRIVACY-INFO/FINANCIAL-ASSISTANCE-PROGRAM-POLICY](https://www.wellstar.org/financial-policy-and-privacy-info/financial-assistance-program-policy)

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

SCHEDULE H, PART V, SECTION B, LINE 16J

PUBLICATION OF THE FINANCIAL ASSISTANCE POLICY (FAP):

IN ADDITION TO THE OTHER METHODS OF POSTING THE FINANCIAL ASSISTANCE POLICY, THE HOSPITAL MAKES AVAILABLE FOR PATIENTS IN ADMISSIONS AND OUTPATIENT REGISTRATION AREAS A PROMINENTLY DISPLAYED SIGN STATING FINANCIAL ASSISTANCE IS AVAILABLE AND A BROCHURE INCLUDING FREQUENTLY ASKED QUESTIONS.

SCHEDULE H, PART V, SECTION B, LINE 20E

ADDITIONAL EFFORTS MADE BEFORE COLLECTIONS ACTION INITIATED:

THE HOSPITAL FACILITY ALSO NOTIFIED INDIVIDUALS OF THE FINANCIAL ASSISTANCE POLICY ONLINE AT:

[HTTPS://WWW.WELLSTAR.ORG/FINANCIAL-POLICY-AND-PRIVACY-INFO/FINANCIAL-ASSISTANCE-PROGRAM-POLICY](https://www.wellstar.org/financial-policy-and-privacy-info/financial-assistance-program-policy)

FURTHERMORE, THE HOSPITAL FACILITY UTILIZES A PROPENSITY-TO-PAY SOFTWARE. INDIVIDUALS WITH A LOW ABILITY/LOW PROPENSITY DESIGNATION MAY QUALIFY FOR FULL INDIGENT OR SLIDING SCALE CHARITY BENEFITS.

Part V Facility Information (continued)

Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility
(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? _____

Name and address	Type of facility (describe)
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

SCHEDULE H, PART I, LINE 6A

PUBLICATION OF COMMUNITY BENEFIT REPORT:

PAULDING MEDICAL CENTER, INC. IS AN AFFILIATE OF WELLSTAR HEALTH SYSTEM, INC. WHICH ON AN ANNUAL BASIS ISSUES A COMMUNITY BENEFIT REPORT. THIS REPORT IS SUBSEQUENTLY DISTRIBUTED IN AND AROUND THE FIVE-COUNTY PRIMARY SERVICE AREA OF THE HEALTH SYSTEM.

ON AN ANNUAL BASIS THE HOSPITAL REPORTS ITS COMMUNITY HEALTH BENEFITS REPORT TO THE GEORGIA HOSPITAL ASSOCIATION (GHA). GHA AGGREGATES THE HOSPITAL SPECIFIC REPORTS INTO A STATEWIDE COMMUNITY HEALTH BENEFIT REPORT. THE STATE OF GEORGIA ALSO REQUIRES HOSPITALS TO FILE THE HOSPITAL FINANCIAL SURVEY AND THE INDIGENT CARE TRUST FUND SURVEY SO THAT IT CAN COLLECT INFORMATION ON HOSPITAL FINANCIAL CLASS CATEGORIES AND ALSO TO DETERMINE THE AMOUNT OF UNCOMPENSATED CARE BY HOSPITAL.

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

SCHEDULE H, PART I, LINE 7

COST TO CHARGE RATIO:

FOR PURPOSES OF THE IRS FORM 990, SCHEDULE H, WELLSTAR HEALTH SYSTEM AND AFFILIATES (INCLUDING PAULDING MEDICAL CENTER, INC.) HAVE ESTIMATED THE CURRENT YEAR COST TO CHARGE RATIO FOR EACH HOSPITAL AS IT IS REPORTED IN THE ANNUAL COMMUNITY BENEFIT REPORT AND AS IT WILL BE REPORTED IN THE STATE'S ANNUAL HOSPITAL FINANCIAL SURVEY.

SCHEDULE H, PART III, SECTION A, LINE 2

METHODOLOGY USED TO ESTIMATE BAD DEBT:

THE REPORTED BAD DEBT CHARGES IS DERIVED FROM THE UNPAID BALANCES OF PATIENT ACCOUNTS THAT ARE DEEMED UNCOLLECTIBLE AFTER 120 DAYS OF COLLECTION EFFORT BY THE HOSPITAL'S PATIENT FINANCIAL SERVICES STAFF. THE UNPAID PATIENT ACCOUNTS ARE THEN SENT TO COLLECTION AGENCIES AND ANY COLLECTED AMOUNT IS DEEMED AS BAD DEBT RECOVERY. THE SOURCE OF THIS DATA IS THE HOSPITAL'S DETAILED FINANCIAL TRIAL BALANCE. THE NET REPORTED BAD

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

DEBT CHARGES ARE THEN MULTIPLIED BY THE HOSPITAL FINANCIAL SURVEY
CALCULATED COST TO CHARGE RATIO TO ARRIVE AT THE ESTIMATED BAD DEBT
EXPENSE.

SCHEDULE H, PART III, SECTION B, LINE 8

MEDICARE SHORTFALLS:

WELLSTAR PAULDING MEDICAL CENTER, INC. IS A PROVIDER OF INPATIENT AND
OUTPATIENT SERVICES TO MEDICARE PROGRAM BENEFICIARIES AT DETERMINED
RATES. WITHOUT THE PARTICIPATION IN THE MEDICARE PROGRAM THESE PATIENTS
MAY NOT HAVE HAD CONVENIENT ACCESS TO THOSE SERVICES.

THE MEDICARE SHORTFALL ON SCHEDULE H, PART III, SECTION B, LINE 7
REPRESENTS THE UNCOMPENSATED DIFFERENCE BETWEEN THE EXPECTED
REIMBURSEMENT AND THE MEDICARE CHARGES FOR THOSE SERVICES STATED AT COST.
WE DETERMINE A COST TO CHARGE RATIO FOR MEDICARE PATIENTS AS PART OF THE
ANNUAL FILING OF THE MEDICARE COST REPORT.

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

SCHEDULE H, PART III, SECTION C, LINE 9B

COLLECTION PRACTICES:

THE POLICY WRITTEN FOR COLLECTION PRACTICES THAT APPLIES TO ALL WELLSTAR HEALTH SYSTEM ENTITIES INCORPORATES GUIDELINES FOR PERSONNEL IN THE ADMISSIONS AND PATIENT ACCESS AREAS TO BE TRAINED IN IDENTIFYING PATIENTS THAT MIGHT QUALIFY FOR FINANCIAL ASSISTANCE. IT IS ALSO THE POLICY OF ALL WELLSTAR FACILITIES TO HAVE AT LEAST ONE EMPLOYEE OR CONTRACTOR AVAILABLE AT ALL TIMES, ESPECIALLY IN THE HOSPITALS WITH EMERGENCY ROOMS, WHO CAN PROVIDE ASSISTANCE WITH THE PAPERWORK NECESSARY TO HELP PATIENTS WHO WOULD QUALIFY FOR GOVERNMENTAL AND OTHER ASSISTANCE PROGRAMS.

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

SCHEDULE H, PART VI, LINE 2

NEEDS ASSESSMENT:

GEORGIA HEALTH POLICY CENTER (GHPC) PARTNERED WITH WELLSTAR TO IMPLEMENT A COLLABORATIVE AND COMPREHENSIVE CHNA PROCESS. GHPC, HOUSED WITHIN GEORGIA STATE UNIVERSITY'S ANDREW YOUNG SCHOOL OF POLICY STUDIES, PROVIDES EVIDENCE-BASED RESEARCH, PROGRAM DEVELOPMENT, AND POLICY GUIDANCE LOCALLY, STATEWIDE, AND NATIONALLY TO IMPROVE COMMUNITIES' HEALTH STATUS. WITH MORE THAN 25 YEARS OF SERVICE, GHPC FOCUSES ON SOLUTIONS TO THE TOUGHEST ISSUES FACING HEALTHCARE TODAY, INCLUDING INSURANCE COVERAGE, LONG-TERM CARE, CHILDREN'S HEALTH, AND THE DEVELOPMENT OF RURAL AND URBAN HEALTH SYSTEMS. GHPC HAS BEEN SUPPORTING HOSPITAL PARTNERS IN MEETING THE CHNA COMPONENTS OF IRS REGULATIONS SINCE THEIR INCEPTION IN 2010.

INPUT FROM COMMUNITY REPRESENTATIVES & COMMUNITY SOURCES:

THE SECONDARY DATA WAS COMPILED FROM A VARIETY OF SOURCES THAT ARE RELIABLE AND REPRESENTATIVE OF THE COMMUNITY SERVED BY WELLSTAR PAULDING HOSPITAL. DATA SOURCES INCLUDE, BUT ARE NOT LIMITED TO:

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

- COUNTY HEALTH RANKINGS AND ROADMAPS

- EMORY UNIVERSITY'S ROLLINS SCHOOL OF PUBLIC HEALTH'S AIDSVU

- GEORGIA BUREAU OF INVESTIGATION

- GEORGIA DEPARTMENT OF PUBLIC HEALTH'S ONLINE ANALYTICAL STATISTICAL

INFORMATION SYSTEM (OASIS)

- GEORGIA RURAL HEALTH INNOVATION CENTER'S GEORGIA HEALTH DATA HUB

- HEALTH RESOURCES SERVICES ADMINISTRATION'S HEALTH PROFESSIONAL SHORTAGE

AREAS DATABASE

- KAISER PERMANENTE'S COMMUNITY HEALTH NEEDS DASHBOARD

- TRUVEN HEALTH ANALYTICS' COMMUNITY NEEDS INDEX

- U.S. CENSUS BUREAU'S AMERICAN COMMUNITY SURVEY

SECONDARY DATA WERE ANALYZED AT THE ZIP CODE AND COUNTY LEVEL. MOST

PUBLICLY AVAILABLE DATA ARE NOT AVAILABLE AT A SUB-COUNTY LEVEL. WHERE

SMALLER DATA POINTS WERE AVAILABLE (I.E. FOR CENSUS TRACTS OR ZIP CODES),

THEY WERE INCLUDED.

TO BETTER UNDERSTAND THE EXPERIENCE AND NEEDS OF RESIDENTS SERVED BY THE

HOSPITAL, SEVERAL TYPES OF PRIMARY DATA WERE COLLECTED. PRIMARY DATA

COLLECTION INCLUDED:

Part VI Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
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- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

QUALITATIVE DATA INCLUDED:

1. COVID-19 LOCAL IMPACT SURVEY

- GHPC USED A COMPREHENSIVE REVIEW OF LITERATURE PUBLISHED DURING THE COVID-19 PANDEMIC TO CREATE A 20-QUESTION SURVEY TO BETTER UNDERSTAND HOW THE PANDEMIC INFLUENCED THE HEALTH OF COMMUNITIES SERVED BY WELLSTAR HEALTH SYSTEM. NEARLY 1,000 STAKEHOLDERS WERE INVITED TO COMPLETE THE SURVEY. OF THE 204 RESPONSES RECEIVED FOR THE HEALTH SYSTEM, 36 RESPONDENTS REPRESENTED DOUGLAS, PAULDING, AND POLK COUNTIES.

2. FOCUS GROUPS WITH RESIDENTS

- GHPC RECRUITED AND CONDUCTED ONE FOCUS GROUP AMONG RESIDENTS LIVING IN THE COMMUNITY SERVED BY WELLSTAR PAULDING HOSPITAL. GHPC DESIGNED FACILITATION GUIDES FOR FOCUS GROUP DISCUSSIONS. RESIDENTS WERE RECRUITED USING A THIRD-PARTY RECRUITING FIRM. RECRUITMENT STRATEGIES FOCUSED ON RESIDENTS THAT HAD CHARACTERISTICS REPRESENTATIVE OF THE BROADER COMMUNITY, SPECIFICALLY AREAS THAT EXPERIENCE DISPARITIES AND LOW SOCIOECONOMIC STATUS. THE FOCUS GROUP LASTED APPROXIMATELY 1.5 HOURS, DURING WHICH TIME TRAINED FACILITATORS LED 6 TO 12 PARTICIPANTS THROUGH A DISCUSSION ABOUT THE HEALTH OF THEIR COMMUNITY, HEALTH NEEDS, RESOURCES

Part VI Supplemental Information

Provide the following information.

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- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
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AVAILABLE TO MEET HEALTH NEEDS, AND RECOMMENDATIONS TO ADDRESS COMMUNITY HEALTH NEEDS.

3. ONE-ON-ONE INTERVIEWS WITH COMMUNITY LEADERS

- LEADERS ASKED TO PARTICIPATE IN THE INTERVIEW PROCESS ENCOMPASSED A WIDE VARIETY OF PROFESSIONAL BACKGROUNDS INCLUDING (1) PUBLIC HEALTH EXPERTISE, (2) PROFESSIONALS WITH ACCESS TO COMMUNITY HEALTH-RELATED DATA AND (3) REPRESENTATIVES OF UNDERSERVED POPULATIONS. THE INTERVIEWS OFFERED COMMUNITY LEADERS AN OPPORTUNITY TO PROVIDE FEEDBACK ON THE NEEDS OF THE COMMUNITY, SECONDARY DATA RESOURCES, AND OTHER INFORMATION RELEVANT TO THE CHNA. QUALITATIVE DATA WERE GATHERED FROM 31 COMMUNITY LEADERS IN THE AREA SERVED BY WELLSTAR PAULDING HOSPITAL. COMMUNITY LEADERS REPRESENTED ORGANIZATIONS SUCH AS THE CARE PLACE, HELPING HANDS OF PAULDING COUNTY, LIVE HEALTHY DOUGLAS, AMONG OTHERS. EACH INTERVIEW WAS CONDUCTED BY GHPC STAFF AND LASTED APPROXIMATELY 45 MINUTES. ALL RESPONDENTS WERE ASKED THE SAME SET OF QUESTIONS DEVELOPED BY GHPC. THE PURPOSE OF THESE INTERVIEWS WAS FOR COMMUNITY LEADERS TO IDENTIFY HEALTH ISSUES AND CONCERNS AFFECTING RESIDENTS IN THE COMMUNITIES SERVED BY THE HOSPITAL, AS WELL AS WAYS TO ADDRESS CITED CONCERNS.

Part VI Supplemental Information

Provide the following information.

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- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
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- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

THE WELLSTAR COMMUNITY HEALTH COUNCIL PROVIDED OVERSIGHT AND GUIDANCE TO THE CHNA TEAM BY REVIEWING AND PROVIDING FEEDBACK ON THE ASSESSMENT PROCESS AND INPUTS THROUGHOUT THE ASSESSMENT PROCESS. WELLSTAR PAULDING HOSPITAL LEADERSHIP, INCLUDING THE REGIONAL HEALTH BOARD, WERE ALSO ENGAGED TO INFORM THE SERVICE AREA DEFINITION, THE LIST COMMUNITY LEADERS FOR STAKEHOLDER INTERVIEWS, AND FINAL COMMUNITY HEALTH NEEDS.

SCHEDULE H, PART VI, LINE 3

PATIENT EDUCATION OF ELIGIBILITY FOR ASSISTANCE:

THE HOSPITAL PROVIDES NOTICE OF THE AVAILABILITY OF COMMUNITY FINANCIAL ASSISTANCE THROUGH THE FINANCIAL ASSISTANCE POLICY (FAP) VIA:

- SIGNAGE
- PATIENT BROCHURE
- BILLING STATEMENT
- COLLECTION ACTION LETTER
- ONLINE AT:

Part VI Supplemental Information

Provide the following information.

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- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
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- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

[HTTPS://WWW.WELLSTAR.ORG/FINANCIAL-POLICY-AND-PRIVACY-INFO/FINANCIAL-ASSISTANCE-PROGRAM-POLICY](https://www.wellstar.org/financial-policy-and-privacy-info/financial-assistance-program-policy)

PAULDING MEDICAL CENTER PROVIDES ITS PATIENTS WITH HOSPITAL PERSONNEL OR CONTRACTED PERSONNEL WHO ARE TRAINED IN ALL ASPECTS OF GOVERNMENTAL PROGRAMS, PAYMENTS PLANS, CHARITY DISCOUNTS, AND OTHER FINANCIAL ASSISTANCE OFFERED TO ASSIST THEM IN THEIR HOSPITAL BILLS. IF THE PATIENT IS ELIGIBLE FOR FEDERAL OR STATE ASSISTANCE PROGRAMS, A STAFF MEMBER IS KNOWLEDGEABLE IN THE STEPS NECESSARY TO QUALIFY THOSE INDIVIDUALS. IF A PATIENT IS INDIGENT OR CHARITY ELIGIBLE THEY WILL BE OFFERED ASSISTANCE THROUGH THE HOSPITAL'S CHARITY AND INDIGENT CARE POLICY INCLUDING THE STATE'S INDIGENT CARE TRUST FUND. IF THE PATIENT HAS NO OTHER INSURANCE AND FAILS TO QUALIFY FOR INDIGENT CARE ASSISTANCE, THE FINANCIAL COUNSELOR CAN THEN OFFER THE PATIENT AN OPPORTUNITY TO ACCEPT A PAYMENT PLAN WITH DISCOUNTED PAYMENT OPTIONS BASED ON THEIR ABILITY TO PAY IMMEDIATELY OR OVER TIME. ALL PATIENTS ARE AFFORDED THESE OPPORTUNITIES.

Part VI Supplemental Information

Provide the following information.

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- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
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SCHEDULE H, PART VI, LINE 4

COMMUNITY INFORMATION:

WELLSTAR PAULDING HOSPITAL IS IN HIRAM, GEORGIA, APPROXIMATELY 30 MILES NORTHWEST OF ATLANTA. FOR THE PURPOSES OF THE COMMUNITY HEALTH NEEDS ASSESSMENT, THE PRIMARY SERVICE AREA FOR THE HOSPITAL IS DEFINED AS THE FIVE ZIP CODES WHERE 75 PERCENT OF THE PREVIOUS YEAR'S DISCHARGED INPATIENTS RESIDE. SPECIFIC COUNTIES WERE SELECTED IF THE ZIP CODES COVER MORE THAN 30 PERCENT OF THE COUNTY. PAULDING AND DOUGLAS MET THE CRITERIA FOR INCLUSION. KEY HOSPITAL PERSONNEL RECOMMENDED POLK COUNTY ALSO BE ADDED AS IT IS AN IMPORTANT PART OF THE MARKET. FOR THIS REASON, POLK COUNTY IS NOT REFLECTED IN THE LIST OF ZIP CODES. THE AREA DEFINITION WAS VERIFIED BY THE WELLSTAR COMMUNITY HEALTH COUNCIL MEMBERS. THE COMMUNITY HEALTH NEEDS ASSESSMENT CONSIDERS THE POPULATION OF RESIDENTS LIVING IN THE FIVE RESIDENTIAL ZIP CODE AREAS REGARDLESS OF THE USE OF SERVICES PROVIDED BY WELLSTAR PAULDING HOSPITAL OR ANY OTHER PROVIDER. MORE SPECIFICALLY, THIS ASSESSMENT FOCUSES ON RESIDENTS IN THE SERVICE AREA WHO ARE MEDICALLY UNDER-RESOURCED OR AT RISK OF POOR HEALTH OUTCOMES. THE

Part VI Supplemental Information

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REFERENCED ZIP CODES ARE AS FOLLOWS: 30127, 30132, 30134, 30141, 30157.

COMPARED TO THE STATE, THE SERVICE AREA HAS A YOUNGER POPULATION, WITH 20 PERCENT OF THE POPULATION BETWEEN 5 AND 17 YEARS OF AGE. THE SERVICE AREA IS ALSO LESS DIVERSE COMPARED TO THE STATE AND NATION, WITH 58.5 PERCENT WHITE RESIDENTS. WITHIN THE SERVICE AREA, DOUGLAS COUNTY HAS MORE THAN TWICE AS MANY BLACK RESIDENTS (45.9 PERCENT) COMPARED TO PAULDING COUNTY (18.4 PERCENT) AND NEARLY FOUR TIMES AS MANY BLACK RESIDENTS COMPARED TO POLK COUNTY (12 PERCENT). BOTH PAULDING AND POLK COUNTIES ARE PREDOMINANTLY WHITE, AT 71.0 PERCENT AND 72.0 PERCENT, RESPECTIVELY. COMPARED TO THE STATE, DOUGLAS AND POLK COUNTIES HAVE HIGHER POPULATIONS WITH LIMITED ENGLISH PROFICIENCY (3.5 PERCENT VS. 4.5 PERCENT AND 6.1 PERCENT, RESPECTIVELY). POLK COUNTY HAS A LOWER MEDIAN HOUSEHOLD INCOME (\$45,649) THAN THE STATE (\$58,700) AND THE REST OF THE SERVICE AREA (\$59,032). (ACS 2015-2019).

TOTAL POPULATION:

- DOUGLAS: 143,316

Part VI Supplemental Information

Provide the following information.

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- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

- PAULDING: 159,825

- POLK: 41,908

MEDIAN HOUSEHOLD INCOME (2015-19):

- DOUGLAS: \$63,835

- PAULDING: \$68,370

- POLK: \$44,891

MEDIAN AGE:

- DOUGLAS: 36.3

- PAULDING: 35.6

- POLK: 37.1

RACE/ETHNIC DISTRIBUTION:

- DOUGLAS:

BLACK: 45.9%

ASIAN: 1.6%

HISPANIC: 9.7%

Part VI Supplemental Information

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NON-HISPANIC WHITE: 40.5%

LIMITED ENGLISH 4.5%

- PAULDING:

BLACK: 18.5%

ASIAN: 0.9%

HISPANIC: 6.3%

NON-HISPANIC WHITE: 71.0%

LIMITED ENGLISH 1.8%

- POLK:

BLACK: 11.9%

ASIAN: 0.0%

HISPANIC: 13.1%

NON-HISPANIC WHITE: 72.0%

LIMITED ENGLISH: 6.1%

Part VI Supplemental Information

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SCHEDULE H, PART VI, LINE 5

PROMOTION OF COMMUNITY HEALTH:

PAULDING MEDICAL CENTER, INC. (AFFILIATE OF WELLSTAR HEALTH SYSTEM, INC.) OPERATES AS A CHARITABLE ORGANIZATION CONSISTENT WITH THE REQUIREMENTS OF INTERNAL REVENUE CODE SECTION 501(C)(3) AND THE "COMMUNITY BENEFIT STANDARD" OF IRS RULING 69-545. IN THIS REGARD, THE GOVERNING BODY OF THE ORGANIZATION AND/OR ITS PARENT IS COMPOSED OF PROMINENT CITIZENS IN THE COMMUNITY, MEDICAL STAFF PRIVILEGES IN THE HOSPITAL ARE AVAILABLE TO ALL QUALIFIED PHYSICIANS IN THE AREA CONSISTENT WITH THE SIZE AND NATURE OF THE FACILITY; PAULDING MEDICAL CENTER OPERATES A FULL-TIME EMERGENCY ROOM OPEN TO ALL REGARDLESS OF ABILITY TO PAY; AND PAULDING MEDICAL CENTER, INC. PROVIDES CARE TO THE NEEDY MEMBERS OF THE COMMUNITY CONSISTENT WITH ITS CHARITY CARE POLICY.

THE HOSPITAL'S EXCESS FUNDS ARE GENERALLY APPLIED TO EXPANSION AND REPLACEMENT OF EXISTING FACILITIES AND EQUIPMENT, AMORTIZATION OF INDEBTEDNESS, IMPROVEMENT OF PATIENT CARE, COMMUNITY BENEFIT ACTIVITIES

Part VI Supplemental Information

Provide the following information.

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INCLUDING HEALTH EDUCATION, PREVENTIVE SCREENINGS AND HEALTH FAIRS, RESEARCH, SUBSIDIZED HEALTH SERVICES, AND CHARITY CARE. PAULDING MEDICAL CENTER COMMITTED APPROXIMATELY \$7 MILLION IN CAPITAL EXPENDITURES FOR THE YEAR TO MEET THOSE NEEDS.

SCHEDULE H, PART VI, LINE 6

AFFILIATED HEALTH CARE SYSTEM:

WELLSTAR HEALTH SYSTEM, THE LARGEST HEALTH SYSTEM IN GEORGIA, IS KNOWN NATIONALLY FOR ITS INNOVATIVE CARE MODELS, FOCUSED ON IMPROVING QUALITY AND ACCESS TO HEALTHCARE. WELLSTAR CONSISTS OF WELLSTAR MEDICAL GROUP, 325+ MEDICAL OFFICE LOCATIONS, OUTPATIENT CENTERS, HEALTH PARKS, A PEDIATRIC CENTER, NURSING CENTERS, HOSPICE, HOMECARE, AS WELL AS 11 INPATIENT HOSPITALS: WELLSTAR ATLANTA MEDICAL CENTER (THROUGH OCTOBER 30, 2022), WELLSTAR ATLANTA MEDICAL CENTER SOUTH (THROUGH OCTOBER 30, 2022), WELLSTAR KENNESTONE REGIONAL MEDICAL CENTER (ANCHORED BY WELLSTAR KENNESTONE HOSPITAL), WELLSTAR WEST GEORGIA MEDICAL CENTER, AND WELLSTAR COBB, DOUGLAS, NORTH FULTON, PAULDING, SPALDING REGIONAL, SYLVAN GROVE

Part VI Supplemental Information

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AND WINDY HILL HOSPITALS. AS A NOT-FOR-PROFIT, WELLSTAR CONTINUES TO
 REINVEST IN THE HEALTH OF THE COMMUNITIES IT SERVES WITH NEW TECHNOLOGIES
 AND TREATMENTS. FOR MORE INFORMATION, VISIT:
 HTTPS://WWW.WELLSTAR.ORG

SCHEDULE H, PART VI, LINE 7

STATE FILING OF COMMUNITY HEALTH BENEFIT REPORT:
 ON AN ANNUAL BASIS THE HOSPITAL REPORTS ITS COMMUNITY HEALTH BENEFITS
 REPORT TO THE GEORGIA HOSPITAL ASSOCIATION (GHA). GHA AGGREGATES THE
 HOSPITAL SPECIFIC REPORTS INTO A STATEWIDE COMMUNITY HEALTH BENEFIT
 REPORT. THE STATE OF GEORGIA ALSO REQUIRES HOSPITALS TO FILE THE HOSPITAL
 FINANCIAL SURVEY AND THE INDIGENT CARE TRUST FUND SURVEY SO THAT IT CAN
 COLLECT INFORMATION ON HOSPITAL FINANCIAL CLASS CATEGORIES AND ALSO TO
 DETERMINE THE AMOUNT OF UNCOMPENSATED CARE BY HOSPITAL.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|---|---|
| <input checked="" type="checkbox"/> First-class or charter travel | <input checked="" type="checkbox"/> Housing allowance or residence for personal use |
| <input checked="" type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input checked="" type="checkbox"/> Tax indemnification and gross-up payments | <input checked="" type="checkbox"/> Health or social club dues or initiation fees |
| <input checked="" type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input checked="" type="checkbox"/> Written employment contract |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b		X
2	X	
4a	X	
4b	X	
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2022

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

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Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
ALAN MUSTER 1 SVP SPECIALTY DIVISION WMG	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	550,318.	327,121.	17,368.	54,730.	74,846.	1,024,383.	NONE
ANDREW COX 2 VP CHIEF OF STAFF & LEADERSHIP	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	323,931.	74,635.	44,804.	22,026.	47,036.	512,432.	35,289.
ANDREW VON ESCHENBACH 3 VP REV. CYCLE MGMT (END 10/22)	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	188,462.	NONE	188,956.	31,841.	42,865.	452,124.	NONE
ANTHONY J. BUDZINSKI 4 EVP & CFO	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	859,990.	557,287.	26,221.	51,631.	52,810.	1,547,939.	NONE
ARIF AZIZ, MD 5 TRUSTEE & PHYSICIAN	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	534,616.	230,896.	12,318.	41,021.	42,839.	861,690.	NONE
AVRIL BECKFORD, MD 6 TRUSTEE & SLL PEDIATRIC PHYSIC	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	102,626.	307,089.	11,957.	28,061.	66,377.	516,110.	NONE
BARBARA COREY 7 SVP MANAGED CARE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	433,768.	228,697.	17,824.	25,985.	60,124.	766,398.	NONE
BETH KOST 8 SVP CHIEF COMPLIANCE OFFICER	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	440,842.	232,819.	17,973.	32,178.	49,171.	772,983.	NONE
CANDICE SAUNDERS 9 PRESIDENT & CEO	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	1,729,808.	2,512,996.	477,951.	50,240.	50,674.	4,821,669.	446,498.
CAROL O'CONNELL 10 AVP SUPP SVCS & LONG TERM CARE	(i)	182,952.	28,686.	3,836.	18,200.	70,049.	303,723.	NONE
	(ii)	NONE	NONE	NONE	25,529.	9,749.	35,278.	NONE
CAROL TODD 11 VP ASST GENERAL COUNSEL	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	236,711.	54,643.	10,983.	29,783.	47,833.	379,953.	NONE
CHRISTOPHER GREENE 12 AVP FINANCE & HOSPITAL OPS	(i)	217,449.	41,298.	2,875.	47,500.	42,245.	351,367.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
DANIEL ABAD 13 VP TOTAL REWARDS & CHIEF TM EN	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	377,350.	113,098.	9,276.	46,607.	24,892.	571,223.	NONE
DANYALE ZIGLOR 14 VP HUMAN RESOURCE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	273,065.	83,691.	11,363.	47,970.	35,948.	452,037.	NONE
DAVID HAFNER 15 FORMER DIRECTOR	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	24,599.	NONE	NONE	NONE	NONE	24,599.	NONE
DAVID JONES 16 EVP CHIEF HUMAN RESOURCE OFFR	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	561,730.	362,673.	25,513.	54,256.	28,615.	1,032,787.	NONE

Schedule J (Form 990) 2022

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Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
DAVID PRESTON 1 VP BRAND AND MARKETING	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	393,618.	200,097.	109,403.	31,746.	38,501.	773,365.	93,972.
DONALD ZARKOU 2 VP OF ONCOLOGY SERVICE LINE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	240,011.	51,874.	14,728.	28,509.	47,535.	382,657.	NONE
ELIZABETH LOUDERMILK 3 VP FINANCIAL PLANNING	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	312,289.	71,760.	11,754.	39,289.	51,375.	486,467.	NONE
ELIZABETH PAPETTI 4 FORMER VP WMG OPS HOSP DIV	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	283,335.	68,883.	9,511.	26,424.	23,079.	411,232.	NONE
ELLEN RUSSELL 5 VP HIM CDI & POLICIES	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	218,164.	50,631.	9,863.	16,655.	34,453.	329,766.	NONE
ERIC OKANUME 6 COOR PATIENT FLOW EMERGENCY	(i)	215,198.	45,705.	388.	27,000.	77,681.	365,972.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
FREDA LYON 7 VP SYSTEM EMERGENCY SERVICES	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	256,385.	59,414.	16,344.	31,884.	38,608.	402,635.	NONE
GUILLERMO PIERLUISI 8 VP MEDICAL AFFAIRS	(i)	359,121.	80,948.	107,557.	53,307.	41,475.	642,408.	93,310.
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
JAMES FISHER 9 DIR PHARMACY	(i)	223,445.	18,950.	590.	20,500.	53,857.	317,342.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
JAMES L. HORNSBY 10 TRUSTEE & PHYSICAN	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	348,944.	118,838.	13,495.	39,387.	48,281.	568,945.	NONE
JAMES LORIMER 11 SVP HR CONSULTING	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	340,001.	65,250.	169,229.	43,016.	47,311.	664,807.	NONE
JAMES SWARTZ 12 VP ACCOUNTING	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	276,257.	63,480.	9,054.	23,108.	39,759.	411,658.	NONE
JASON STEVENS 13 SVP DEPUTY GENERAL COUNSEL	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	344,679.	184,905.	14,572.	46,935.	39,454.	630,545.	NONE
JENNIFER GIUSTI 14 VP CLINICAL OUTCOMES	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	368,458.	85,167.	14,731.	48,809.	37,704.	554,869.	NONE
JEREMY STEFFENS 15 VP ORGANIZATIONAL COMM.	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	181,448.	49,746.	41,242.	2,440.	7,929.	282,805.	NONE
JESSICA KOVALESKY 16 VP CARE COORDINATION & POP HLT	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	282,652.	70,950.	11,512.	16,217.	12,683.	394,014.	NONE

Schedule J (Form 990) 2022

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Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
JESSICA ROSENBERG 1 VP PHILANTHROPY	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	250,000.	68,654.	9,059.	32,979.	10,007.	370,699.	NONE
JILL CASE-WIRTH 2 SVP NURSING SERVICES CNE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	417,661.	220,704.	104,508.	53,559.	29,554.	825,986.	83,532.
JOE CASTANON 3 VP CONTRACTING & VAL ANALYSIS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	250,016.	55,719.	24,753.	4,718.	44,019.	379,225.	NONE
JOEL SHU 4 VP WELLSTAR CLINICAL PARTNERS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	452,655.	99,305.	8,213.	2,828.	8,556.	571,557.	NONE
JOHN BRENNAN 5 FMR EVP CCIO (END 6/22)	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	439,257.	NONE	9,818.	32,500.	20,826.	502,401.	NONE
JOSEPH BRAUD 6 VP INFO SECURITY & CISO	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	304,996.	70,084.	12,053.	5,758.	46,281.	439,172.	NONE
JOSEPH REPERT 7 SVP FINANCE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	468,436.	206,546.	15,472.	53,669.	41,534.	785,657.	NONE
JULIE TEER 8 SVP & WELLSTAR FOUNDATION PRES	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	540,829.	227,468.	14,460.	11,705.	32,699.	827,161.	NONE
KATHARINE LEONARD 9 VP REAL ESTATE & FACILITY DVLP	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	335,997.	77,708.	9,541.	46,319.	32,703.	502,268.	NONE
KEM MULLINS 10 EVP AMBULATORY OPS & BUS DEV	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	782,548.	533,284.	17,147.	24,000.	52,074.	1,409,053.	NONE
KIMBERLY TAACA 11 VP WMG OPS SPECIALTY DIV	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	286,732.	69,703.	9,719.	46,419.	26,093.	438,666.	NONE
KRISTEN TRICE 12 VP DIAGNOSTIC OUTREACH	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	219,832.	83,614.	9,970.	26,615.	48,749.	388,780.	NONE
LAURA DANNELS 13 VP & CHIEF TALENT OFFICER	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	356,383.	155,925.	11,244.	27,514.	26,463.	577,529.	NONE
LE JOYCE NAYLOR 14 SVP & CHIEF DIVERSITY & INCLUS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	350,002.	142,218.	79,217.	46,419.	26,093.	643,949.	NONE
LEO REICHERT 15 EVP & GENERAL COUNSEL	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	728,231.	469,073.	31,563.	53,270.	60,706.	1,342,843.	NONE
LINDA HUFFER 16 VP POST ACUTE SERVS (END 2/23)	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	325,323.	75,255.	59,640.	52,337.	25,207.	537,762.	32,532.

Schedule J (Form 990) 2022

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(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
MARCUS CHARLSON 1 VP SURGERY & ORTHOPEDICS SVCS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	244,138.	56,600.	9,131.	332.	42,298.	352,499.	NONE
MARK ROWE 2 VP TALENT ACQUISITION	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	290,014.	39,572.	10,338.	27,530.	43,161.	410,615.	NONE
MARY TAVERNARO 3 VP HUMAN RESOURCES OPERATIONS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	303,530.	70,247.	404,164.	NONE	NONE	777,941.	390,950.
MATTHEW TERRY 4 SVP CHIEF STRATEGY OFFICER	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	389,210.	144,948.	11,903.	11,349.	43,884.	601,294.	NONE
MAXWELL KAGAN 5 VP FINANCE & CFO WMG	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	290,341.	70,574.	9,585.	26,102.	32,452.	429,054.	NONE
MICHAEL GARRARD 6 VP REHAB & SPORTS MED SVCS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	195,000.	45,550.	7,010.	19,464.	23,236.	290,260.	NONE
MICHAEL MCCULLOUGH 7 SVP SUPPLY CHAIN	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	416,953.	220,331.	17,659.	32,249.	51,552.	738,744.	NONE
NICKOLOS YAITSKY 8 VP HEAD OF DIGITAL PLATFORMS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	294,010.	68,059.	9,870.	11,158.	50,038.	433,135.	NONE
PAUL DOUGLASS, MD 9 TRUSTEE & PHYSICIAN	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	427,675.	491,412.	13,177.	41,319.	45,639.	1,019,222.	NONE
PAUL MURPHREE 10 VP MEDICAL OUTCOMES	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	412,782.	95,352.	16,460.	52,457.	43,627.	620,678.	NONE
PETER R. JUNGBLUT, MD, 11 FORMER SVP & MEDICAL DIRECTOR	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	394,602.	150,771.	1,800.	53,015.	49,106.	649,294.	NONE
PRANAV JAIN 12 VP & CHIEF MEDICAL INFO OFF	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	460,000.	136,147.	9,840.	47,014.	29,219.	682,220.	NONE
RANDALL BENTLEY, SR. 13 FORMER DIRECTOR	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	39,099.	NONE	NONE	NONE	NONE	39,099.	NONE
REBECCA RUHL 14 FMR VP COMPL. CPO (END 5/22)	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	22,276.	1,000.	173,148.	2,400.	24,850.	223,674.	93,846.
RICHARD CAPPS 15 EVP CHIEF INFO & DIGITAL OFFCR	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	642,811.	339,097.	18,110.	47,276.	53,343.	1,100,637.	NONE
ROB SCHREINER 16 EVP CHIEF PHYS EXEC(END 11/22)	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	NONE	NONE	600,814.	NONE	12,100.	612,914.	NONE

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(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
ROBERT DECOUX 1 VP CORPORATE MED STAFF SVCS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	199,627.	46,372.	14,600.	42,367.	42,983.	345,949.	NONE
SANA BRUNO 2 VP LABORATORY SERVICES SYSTEM	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	234,998.	53,999.	44,334.	42,367.	42,983.	418,681.	NONE
SANDRA LUCIUS 3 VP HEAD OF CARE PLATFORMS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	287,332.	66,874.	45,387.	53,292.	19,644.	472,529.	28,820.
SHARON ROBINSON 4 VP FOUNDATION STRATEGY & GRWTH	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	250,104.	54,237.	8,936.	24,764.	24,225.	362,266.	NONE
SNEHAL DOSHI 5 SVP ANCILLARY AND SUPPORT SVC	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	368,212.	153,933.	13,939.	31,703.	46,573.	614,360.	NONE
SOPHIA MCINTYRE 6 SVP WMG AMBULATORY CARE DIV	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	446,358.	198,454.	14,542.	53,810.	14,809.	727,973.	NONE
STEPHEN BADGER 7 VP WMG STRATEGIC SERVICES	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	413,613.	108,263.	122,907.	53,696.	52,229.	750,708.	44,650.
STEPHEN VAULT 8 VP STRATEGIC COMMUNITY DEVELOP	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	256,498.	58,940.	9,758.	26,381.	23,898.	375,475.	NONE
STEVEN HUNT 9 VP HUMAN RESOURCE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	241,179.	58,859.	9,388.	26,215.	52,980.	388,621.	NONE
SUSAN GRANT 10 CHIEF EXPERIENCE OFF & CNE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	290,768.	50,000.	155,500.	50,889.	9,548.	556,705.	149,999.
SUSAN THURMAN 11 VP CNO PATIENT CARE SERVICES	(i)	220,476.	37,115.	6,566.	15,793.	35,601.	315,551.	NONE
	(ii)	NONE	NONE	NONE	26,215.	52,980.	79,195.	NONE
SUSAN WRIGHT 12 VP PHARMACY SVCS	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	256,267.	59,587.	10,073.	32,986.	32,017.	390,930.	NONE
THOMAS DRAPER 13 VP CARDIOVASCULAR SERVICE LINE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	269,464.	62,419.	9,819.	25,861.	46,419.	413,982.	NONE
VALERY AKOPOV 14 SVP HOSPITAL DIVISION WMG	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	542,038.	306,698.	21,847.	32,907.	43,711.	947,201.	NONE
VARMA RAMESWAR 15 VP PEDIATRIC OPS AND SVC LINE	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	251,047.	88,722.	11,497.	53,774.	29,521.	434,561.	NONE
WILLIAM BELLANDO 16 SVP CHIEF INFO OFFICER	(i)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
	(ii)	319,247.	66,040.	14,525.	33,934.	45,948.	479,694.	NONE

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(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
WILLIAM GONZALEZ 1 MGR PHARMACY	(i)	193,022.	10,873.	3,872.	27,000.	45,270.	280,037.	NONE
	(ii)	NONE	NONE	NONE	33,934.	45,948.	79,882.	NONE
2	(i)							
	(ii)							
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

SCHEDULE J, PART I, LINE 1A

THE ITEMS, AS INDICATED IN LINE 1A, WERE PROVIDED, IN SOME INSTANCES, TO BOARD MEMBERS AND TO CERTAIN EMPLOYED INDIVIDUALS LISTED IN FORM 990, PART VII BY THE ORGANIZATION. THE ORGANIZATION FOLLOWS IRS GUIDELINES AND THESE ITEMS WERE ADDED AS TAXABLE INCOME AS APPROPRIATE.

SCHEDULE J, PART I, LINE 1B

REIMBURSEMENT POLICY:

WHILE WELLSTAR HEALTH SYSTEM AND ITS AFFILIATES DO NOT HAVE A WRITTEN POLICY REGARDING PAYMENT OR REIMBURSEMENT OF THE ITEMS LISTED IN SCHEDULE J, PART I, LINE 1A, THE ORGANIZATION FOLLOWS IRS GUIDELINES IN THE PAYMENT OF ANY OF THESE ITEMS TO INDIVIDUALS LISTED IN FORM 990, PART VII, SECTION A. THESE ITEMS ARE ADDED AS TAXABLE WAGES ON THE INDIVIDUAL'S FORM W-2 AS APPROPRIATE.

SCHEDULE J, PART I, LINE 4A

SEVERANCE PAYMENTS:

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PURSUANT TO THEIR RESPECTIVE EMPLOYMENT AGREEMENTS, THE FOLLOWING GROUPS OF OFFICERS ARE ENTITLED TO SEVERANCE PAYMENTS BASED ON THEIR COMPENSATION AT THAT TIME IN THE EVENT OF CERTAIN IDENTIFIED CIRCUMSTANCES.

THE SEVERANCE PAYMENT PERIODS ARE 24 MONTHS FOR EXECUTIVE VICE PRESIDENTS, 18 MONTHS FOR SENIOR VICE PRESIDENTS, AND 12 MONTHS FOR VICE PRESIDENTS.

THE FOLLOWING OFFICER RECEIVED SEVERANCE PAY DURING THE 2022 CALENDAR YEAR FROM EITHER THE ORGANIZATION OR A RELATED ORGANIZATION:

ANDREW VON ESCHENBACH	161,539
JEREMY STEFFENS	29,424
REBECCA RUHL	74,253
ROB SCHREINER	600,814
STEPHEN BADGER	51,519

SCHEDULE J, PART I, LINE 4B

PARTICIPATION IN A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN:

DURING THE YEAR, VICE PRESIDENTS, SENIOR VICE PRESIDENTS, EXECUTIVE VICE

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PRESIDENTS AND CERTAIN PHYSICIANS PARTICIPATED IN A SUPPLEMENTAL
 NONQUALIFIED RETIREMENT PLAN SPONSORED BY WELLSTAR HEALTH SYSTEM, INC.
 THE AMOUNTS RELATED TO THIS PLAN ARE INCLUDED IN SCHEDULE J, PART II,
 COLUMN (C).
 THE FOLLOWING INDIVIDUALS RECEIVED PAYMENTS FROM THE PLAN INCLUDED IN
 SCHEDULE J, PART II, COLUMN (B):

ANDREW COX	35,289
CANDICE L. SAUNDERS	446,498
DAVID PRESTON	93,972
GUILLERMO PIERLUISI	93,310
JILL CASE-WIRTH	83,532
LINDA HUFFER	32,532
MARY TAVERNARO	390,950
REBECCA RUHL	93,846
SANDRA LUCIUS	28,820
STEPHEN BADGER	44,650
SUSAN GRANT	149,999

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

SCHEDULE J, PART I, LINE 7

NON-FIXED PAYMENTS TO OFFICERS:

AS PART OF THE WELLSTAR EXECUTIVE COMPENSATION PHILOSOPHY A PERFORMANCE PAY PLAN WAS INSTITUTED SEVERAL YEARS AGO WHEREBY THE WELLSTAR BOARD OF TRUSTEES APPROVES AN ANNUAL INCENTIVE PLAN WHICH CONSISTS OF SEVERAL PERFORMANCE GOALS OR FACTORS THAT UPON ATTAINMENT WILL RESULT IN PAYOUTS TO ELIGIBLE PLAN PARTICIPANTS. THOSE FACTORS ARE:

- (1) PEOPLE & CUSTOMER SERVICE GOAL FOR EMPLOYEE "TRUST INDEX";
- (2) QUALITY & SAFETY GOAL FOR CLINICAL EXCELLENCE AND PATIENT SATISFACTION; AND
- (3) FINANCIAL GOAL FOR ATTAINING A POSITIVE OPERATING MARGIN.

CONFIRMATION OF ACHIEVING THESE GOALS IS TYPICALLY RECEIVED THROUGH THE ANNUAL EXTERNAL AUDIT PROCESS AND APPROVED BY THE BOARD OF TRUSTEES AT THAT TIME.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

FORM 990, PART I, LINE 1 AND FORM 990, PART III, LINE 1

VISION: DELIVER WORLD-CLASS HEALTHCARE TO EVERY PERSON, EVERY TIME.

MISSION: TO ENHANCE THE HEALTH AND WELL-BEING OF EVERY PERSON WE SERVE.

VALUES: WE SERVE WITH COMPASSION. WE PURSUE EXCELLENCE. WE HONOR EVERY

VOICE.

FORM 990, PART III, LINE 4A

PROGRAM SERVICE ACCOMPLISHMENTS

WELLSTAR HEALTH SYSTEM IS A VERTICALLY INTEGRATED HEALTH CARE DELIVERY SYSTEM WHICH PROVIDES THROUGH AFFILIATED BUSINESS ORGANIZATIONS A FULL SPECTRUM OF HEALTH SERVICES, INCLUDING WELLNESS PROGRAMS, PHYSICIAN OFFICE VISITS, OUTPATIENT CARE, INPATIENT CARE, AND POST-ACUTE SERVICES SUCH AS HOME HEALTH, HOSPICE AND LONG-TERM NURSING CARE. THE SYSTEM THROUGH ITS AFFILIATED BUSINESS ORGANIZATIONS OPERATES 9 HOSPITALS (KENNESTONE, COBB, PAULDING MEDICAL CENTER, DOUGLAS, WINDY HILL, NORTH FULTON, SPALDING, SYLVAN GROVE, AND WEST GEORGIA), MULTIPLE PHYSICIAN OFFICES, PRIMARY CARE CENTERS, OUTPATIENT CARE FACILITIES, A NURSING HOME AND OTHER HEALTH RELATED SERVICES INCLUDING TWO INPATIENT HOSPICE FACILITIES.

THE SYSTEM IS SUPPORTED FINANCIALLY BY A FUNDRAISING ORGANIZATION, WELLSTAR FOUNDATION, INC. THE SERVICE AREA FOR THE SYSTEM ENCOMPASSES PARTS OF THE NORTHWESTERN, CENTRAL AND WESTERN SECTIONS OF THE STATE OF GEORGIA - THE PRIMARY AREA BEING IN BARTOW, CHEROKEE, COBB, DOUGLAS, PAULDING, FULTON, BUTTS, SPALDING, AND TROUP COUNTIES. APPROXIMATELY MORE

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Name of the organization

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

THAN 90% OF INPATIENT DISCHARGES AND OUTPATIENTS SERVED ARE FROM THE
AFOREMENTIONED COUNTIES. THE WELLSTAR VISION IS TO DELIVER WORLD CLASS
HEALTHCARE. OUR MISSION IS TO CREATE AND DELIVER HIGH QUALITY HOSPITAL,
PHYSICIAN AND OTHER HEALTHCARE-RELATED SERVICES THAT IMPROVE THE HEALTH
AND WELL-BEING OF THE INDIVIDUALS AND COMMUNITIES WE SERVE.

HISTORY

IN 1993, WHAT WAS THEN KNOWN AS THE COBB HEALTH SYSTEM, THE KENNESTONE
REGIONAL HEALTH CARE SYSTEM, AND THE DOUGLAS GENERAL HOSPITAL AFFILIATED
TO FORM THE NORTHWEST GEORGIA HEALTH SYSTEM. PAULDING MEMORIAL MEDICAL
CENTER AFFILIATED WITH NORTHWEST GEORGIA HEALTH SYSTEM IN 1994. IN 1994,
THE NORTHWEST GEORGIA HEALTH SYSTEM HELPED FORM THE PROMINA HEALTH SYSTEM
AND CHANGED ITS NAME TO PROMINA NORTHWEST HEALTH SYSTEM. IN 1998, PROMINA
NORTHWEST HEALTH SYSTEM CHANGED ITS NAME TO WELLSTAR HEALTH SYSTEM.

WELLSTAR DISASSOCIATED FROM AND BECAME TOTALLY INDEPENDENT OF PROMINA IN
1999. IN 2016 WELLSTAR ACQUIRED ATLANTA MEDICAL CENTER (MERGED WITH
KENNESTONE HOSPITAL ON 9-30-22) , NORTH FULTON HOSPITAL, SPALDING
HOSPITAL, SYLVAN GROVE HOSPITAL AND WEST GEORGIA MEDICAL CENTER. WELLSTAR
HEALTH SYSTEM IS A PARENT CORPORATION, WHICH PROVIDES OVERALL
COORDINATION INCLUDING GOVERNING BODY TO ITS 9 AFFILIATES:

- COBB HOSPITAL, INC.
- DOUGLAS HOSPITAL, INC.
- KENNESTONE HOSPITAL, INC.
- PAULDING MEDICAL CENTER, INC.
- WELLSTAR FOUNDATION, INC.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

- WELLSTAR NORTH FULTON HOSPITAL, INC.
- WELLSTAR SPALDING REGIONAL HOSPITAL, INC.
- WELLSTAR SYLVAN GROVE HOSPITAL, INC.
- WELLSTAR WEST GEORGIA HEALTH SERVICES, INC.

SERVICES

WELLSTAR HEALTH SYSTEM IS ABLE TO OFFER A FULL RANGE OF HEALTHCARE SERVICES THROUGH ITS AFFILIATES. THE SERVICES OFFERED INCLUDE BUT ARE NOT LIMITED TO:

- MOST MAJOR INPATIENT CLINICAL SERVICES,
- OUTPATIENT SERVICES,
- DIAGNOSTIC AND THERAPEUTIC SERVICES,
- ANCILLARY AND SUPPORT SERVICES,
- URGENT CARE SERVICES,
- HOME HEALTH SERVICES,
- SKILLED NURSING SERVICES AND
- HOSPICE SERVICES.

THE 9 HOSPITAL LOCATIONS ARE ACUTE CARE FACILITIES WITH INPATIENT, OUTPATIENT, AND EMERGENCY SERVICES.

THE SYSTEM INCLUDES A RESIDENTIAL FACILITY ON THE KENNESTONE HOSPITAL CAMPUS, CALLED ATHERTON PLACE. ATHERTON PLACE ALSO HOUSES AN ASSISTED LIVING UNIT AS AN ADDITIONAL LEVEL OF CARE.

PAULDING MEDICAL CENTER IS HOME TO A FULL CARE NURSING HOME, PAULDING

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

NURSING CENTER AND WEST GEORGIA MEDICAL CENTER IS ALSO HOME TO TWO FULL
CARE NURSING HOMES.

VERNON WOODS RETIREMENT COMMUNITY IS AN ASSISTED LIVING FACILITY.

COBB HOSPITAL IS HOME TO A HOME HEALTH AGENCY AND A RESIDENTIAL HOSPICE
FACILITY CALLED TRANQUILITY FOR THOSE PATIENTS IN THE END STAGES OF LIFE.

KENNESTONE HOSPITAL ALSO OPENED A RESIDENTIAL HOSPICE FACILITY NOT FAR
FROM ITS MAIN CAMPUS.

THE SYSTEM IS COMPLIMENTED WITH APPROXIMATELY 368 PHYSICIAN PRACTICES AND
SEVERAL URGENT CARE CENTERS. THE SYSTEM IS THUS ABLE TO PROVIDE A
COMPLETE CONTINUUM OF CARE FOR THE COMMUNITY IT SERVES. THE FOLLOWING
STATEMENTS OF COMMUNITY BENEFIT AND PROGRAM SERVICE ACCOMPLISHMENTS
REPRESENT SYSTEM-WIDE ACTIVITY FOR WELLSTAR HEALTH SYSTEM, INC. (THE
"SYSTEM") - EIN 58-1649541.

ALL AFFILIATED ENTITIES OF THE SYSTEM EXCEPT THE PHYSICIAN HOSPITAL
ORGANIZATION (EIN 58-2116179) OPERATE AS CHARITABLE ORGANIZATIONS
CONSISTENT WITH THE REQUIREMENTS OF INTERNAL REVENUE CODE SECTION
501(C)(3) AND THE "COMMUNITY BENEFIT STANDARD" OF IRS REVENUE RULING
69-545. THE FOLLOWING EXCERPT FROM THE AUDITED FINANCIAL STATEMENTS
IDENTIFIES A BROAD OVERVIEW OF THE CHARITABLE PURPOSE FOR THE SYSTEM.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

THE SYSTEM MAINTAINS RECORDS TO IDENTIFY AND MONITOR THE LEVEL OF CHARITY CARE IT PROVIDES THROUGH ITS AFFILIATES. THESE RECORDS INCLUDE THE AMOUNT OF CHARGES FOREGONE FOR SERVICES AND SUPPLIES FURNISHED UNDER ITS COMMUNITY FINANCIAL AID POLICY.

IN FISCAL YEAR 2023 AND 2022, WELLSTAR AFFILIATE HOSPITALS MADE \$199.8 MILLION AND \$272.3 MILLION, RESPECTIVELY, IN PROVIDER PAYMENTS (CHARITY CARE COST) AND RECOGNIZED SUCH PAYMENTS AS A REDUCTION IN NET PATIENT SERVICE REVENUE IN THE ACCOMPANYING COMBINED FINANCIAL STATEMENTS. THE SYSTEM ALSO PARTICIPATES IN CERTAIN GOVERNMENTAL INSURANCE PROGRAMS, INCLUDING MEDICARE AND MEDICAID. UNDER THESE PROGRAMS, THE SYSTEM PROVIDES CARE TO PATIENTS AT PAYMENT RATES WHICH ARE DETERMINED BY THE FEDERAL AND STATE GOVERNMENTS, REGARDLESS OF THE SYSTEM'S ACTUAL CHARGES. IN MOST CASES, THESE PROGRAMS PAY THE SYSTEM AT AMOUNTS WHICH ARE LESS THAN ITS COST OF PROVIDING SERVICES. THE SYSTEM OFFERS MANY WELLNESS AND EDUCATIONAL SERVICES AT LITTLE OR NO COST TO THE COMMUNITY. HEALTH FAIRS ARE HELD THROUGHOUT THE YEAR AT CONVENIENT LOCATIONS, PROVIDING VARIOUS HEALTH SCREENINGS, SUCH AS MAMMOGRAMS, BONE DENSITY, BLOOD PRESSURE AND CHOLESTEROL CHECKS. A LARGE NUMBER OF EDUCATIONAL PROGRAMS ARE OFFERED FOR ALL AGES. THESE PROGRAMS INCLUDE BICYCLE SAFETY, CAR SEAT SAFETY, DEFENSIVE DRIVING, CPR AND FIRST-AID CLASSES. FLU SHOTS ARE AVAILABLE TO THE COMMUNITY DURING FLU SEASON AND HEALTH SCREENINGS, MEDICAL SUPPLIES, AND IMMUNIZATIONS ARE PROVIDED TO CHILDREN THROUGH LOCAL HEALTH DEPARTMENTS AND HEALTH FAIRS. THE COSTS OF THESE SERVICES ARE INCLUDED IN UNRESTRICTED REVENUE, GAINS AND OTHER SUPPORT IN EXCESS OF EXPENSES AND

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

LOSSES IN THE FINANCIAL STATEMENTS.THE PHYSICIANS OF THE SYSTEM MAKE
SIGNIFICANT CONTRIBUTIONS TO IMPROVE THE HEALTH STATUS OF THE COMMUNITY,
INCLUDING INVOLVEMENT IN MANY COMMUNITY ACTIVITIES PROMOTING HEALTH
AWARENESS AND IMPROVEMENT, EMERGENCY ROOM CARE, AND DELIVERY OF CARE TO
THE INDIGENT POPULATION OF THE SYSTEM'S SERVICE AREA. THE SYSTEM ALSO
MADE SIGNIFICANT CONTRIBUTIONS TO THE NURSING PROGRAM AT A LOCAL
UNIVERSITY. THIS FINANCIAL SUPPORT HAS HELPED TO GROW THE PROGRAM, WHICH
BENEFITS THE SYSTEM AS WELL AS THE COMMUNITY. THE SYSTEM AND ALL BUT ONE
OF ITS AFFILIATES HAVE BEEN RECOGNIZED AS ORGANIZATIONS EXEMPT FROM
FEDERAL INCOME TAX UNDER INTERNAL REVENUE CODE SECTION 501(A) AS
ORGANIZATIONS DESCRIBED IN SECTION 501(C)(3) AND, THEREFORE, RELATED
INCOME IS GENERALLY NOT SUBJECT TO FEDERAL OR STATE INCOME TAXES. ONE OF
THE SYSTEM'S AFFILIATES IS A CONTROLLED FOREIGN CORPORATION NOT SUBJECT
TO FEDERAL INCOME TAX. THE PHYSICIAN HOSPITAL ORGANIZATION (EIN
58-2116179) IS A TAXABLE AFFILIATE OF THE SYSTEM AND FILES IRS FORM 1120
US CORPORATION INCOME TAX RETURN.

FINANCIAL & DATA STATISTICS

SERVICES PROVIDED SYSTEM-WIDE:

LICENSED BEDS -2,775

ADULT DISCHARGES -103,508

NEWBORN DISCHARGES -13,125

EMERGENCY ROOM VISITS -520,914

SURGERIES - 62,778

CATH LAB/PACEMAKERS/EP -17,208

NON-ED O/P RADIOLOGY PROCEDURES -41,115

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

MED/SURG. SHORT STAY CASES -487

GI LAB PROCEDURES -16,636

RADIOLOGY ONCOLOGY PROCEDURES -517,089

COMMUNITY PARTNERSHIPS AND ENGAGEMENT -

WELLSTAR IS COMMITTED TO REINVESTING IN OUR COMMUNITIES BY ENGAGING IN PARTNERSHIPS AND SUPPORTING SPONSORSHIP OPPORTUNITIES THAT ALIGN WITH OUR MISSION, VISION, AND VALUES TO IMPROVE THE HEALTH AND WELL-BEING OF ALL THE PEOPLE AND COMMUNITIES WE SERVE TO ACHIEVE POSITIVE COMMUNITY IMPACT. COMMUNITY BASED PARTNERSHIPS MAY INCLUDE MISSION ALIGNED PARTNERS SUCH AS THE AMERICAN HEART ASSOCIATION, AMERICAN CANCER SOCIETY, AMERICAN LUNG ASSOCIATION, IT'S THE JOURNEY, MARCH OF DIMES; OTHER NOT-FOR-PROFITS THAT FURTHER A SOCIAL CAUSE AND PROVIDE COMMUNITY BENEFIT SUCH AT THE ATLANTA COMMUNITY FOOD BANK, MUST MINISTRIES, TOMMY NOBIS CENTER; BUSINESS AND CIVIC ORGANIZATIONS SUCH AS CHAMBERS OF COMMERCE AND ROTARY, KIWANIS CLUBS; AND ACADEMIC AND WORKFORCE DEVELOPMENT PARTNERS INCLUDING LOCAL SCHOOL DISTRICTS AND OTHER SECONDARY EDUCATION INSTITUTIONS, AND PARTNERS FOCUSED ON CAREER EXPLORATION AND DEVELOPMENT AND CREATING PIPELINES FOR BOTH CLINICAL AND NON-CLINICAL HEALTHCARE CAREERS. MANY EMPLOYEES SUPPORT OUR COMMUNITY PARTNERS THROUGH VOLUNTEERISM OR OTHER SERVICES/ACTIVITIES SUCH AS ORGANIZING A COLLECTION OF GOODS FOR DONATION THROUGH WELLSTAR'S COMMUNITYCARE PROGRAM.

COMMUNITY ACTIVITIES -

RECOGNIZING THE CRITICAL NEED TO ADDRESS THE NURSING SHORTAGE IN GEORGIA

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

AND INCREASE THE NUMBER OF QUALIFIED NURSES WHO CAN JOIN THE WORKFORCE,
WELLSTAR IS COMMITTED TO PROACTIVELY ADDRESSING THE NURSING SHORTAGE.

WITH QUALITY EDUCATION AND TRAINING, WELLSTAR HAS EXPANDED ITS CLINICAL
AFFILIATION WITH MERCER UNIVERSITY'S SCHOOL OF NURSING TO CREATE A NEW
ACCELERATED BACHELOR OF SCIENCE IN NURSING ("ABSN") PROGRAM WITH THE
POTENTIAL TO GRADUATE AN ADDITIONAL 300 NURSES PER YEAR IN ADDITION TO
THE TRADITIONAL BSN PROGRAM AT MERCER. THIS PROGRAM ACCEPTS INDIVIDUALS
WITH A BACHELOR OF SCIENCE (BS) AND GRADUATES THEM WITH A BACHELOR OF
NURSING (BSN) IN 12-MONTHS.

WELLSTAR ALSO HAS A LONG-STANDING AFFILIATION WITH KENNESAW STATE
UNIVERSITY ("KSU"), WHICH IS IN WELLSTAR'S SERVICE AREA. WELLSTAR IS ALSO
WORKING IN PARTNERSHIP WITH KSU, TO ADDRESS THE SIGNIFICANT NURSING
SHORTAGE IN GEORGIA. WELLSTAR HAS PROVIDED ENDOWMENTS AND GRANTS IN
SUPPORT OF EDUCATIONAL PROGRAMS AT KSU. WELLSTAR HAS ALSO PARTICIPATED IN
AND JOINTLY SPONSORED TEACHING AND TRAINING PROGRAMS AT KSU, INCLUDING A
STRONG PARTNERSHIP WITH THE SCHOOL OF NURSING. THIS PARTNERSHIP INCLUDES
AN ESTABLISHED TRANSFORMATIONAL GIFT FROM THE WELLSTAR BOARD OF DIRECTORS
WHICH ESTABLISHED THE WELLSTAR SCHOOL OF NURSING (WSON). IT SUPPORTS THE
ACADEMIC PREPARATION OF NURSING STUDENTS, THROUGH THEIR TRANSITION INTO
PRACTICE, ASSURING THEY HAVE THE KNOWLEDGE, SKILL, AND EXPERIENCE TO BE
"JOB READY" FOR SUCCESS AS A PROFESSIONAL GRADUATE NURSE. WELLSTAR
PROVIDES 70% OF KSU STUDENT CLINICAL EXPERIENCES, WITH NEARLY 50% OF THE
CLINICAL FACULTY AS WELLSTAR NURSES. WELLSTAR HAS ALSO CREATED AN

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

ENDOWMENT THAT WILL FUND ANNUAL NURSING SCHOLARSHIPS FOR NEED-BASED STUDENTS. THE GRANT OF \$6.2 MILLION WILL SUPPORT THE HIRING ADDITIONAL FACULTY AND NEW STAFF POSITIONS BY 2025 TO SUPPORT THE INCREASE IN STUDENT ENROLLMENT.

WELLSTAR HEALTH SYSTEM CONTINUES TO OPERALIZE THE NURSING CAREER PATHWAY PROGRAM, AN INDUSTRY-DRIVEN INITIATIVE DESIGNED TO ADDRESS THE STATEWIDE NEED FOR NURSING ASSISTANTS, LICENSED PRACTICAL NURSES, REGISTERED NURSES, AND REGISTERED NURSES WITH A BACHELOR'S DEGREE IN NURSING. THE NURSING CAREER PATHWAY PROGRAM OF STUDY LINKS THE PROGRESSIVE ATTAINMENT OF ACADEMIC CREDENTIALS AND THE REQUIRED CERTIFICATION AND LICENSURE WHICH ARE ASSOCIATED WITH SELECT CAREERS AS A NURSING ASSISTANT, LICENSED NURSE, REGISTERED NURSE, AND REGISTERED NURSE WITH A BACHELOR'S DEGREE. THE HIGH SCHOOL EXPERIENCE FOR STUDENTS PARTICIPATING IN THE PATHWAY INCLUDES THE THREE-COURSE CTAE (CAREER, TECHNICAL, AND AGRICULTURAL EDUCATION) CURRICULUM OF INTRODUCTION TO HEALTHCARE SCIENCE, ESSENTIALS OF HEALTHCARE AND PATIENT CARE FUNDAMENTALS, WHICH INCLUDES THE REQUIRED ATTAINMENT OF CERTIFIED NURSING ASSISTANT CERTIFICATION. THE CTAE CURRICULUM IS SUPPLEMENTED WITH A SPECIFIED NINE DUAL ENROLLMENT COURSES (26 COLLEGE CREDIT HOURS) CURRICULA OFFERED THROUGH CHATTAHOOCHEE TECHNICAL COLLEGE. PATHWAY PROGRAMS ARE OFFERED AT MCEACHERN HIGH SCHOOL IN COBB COUNTY, MARIETTA CITY HIGH SCHOOL.

WELLSTAR SPEAKERS BUREAU:

WELLSTAR'S SPEAKERS BUREAU PROVIDES OUR COMMUNITY WITH DIRECT ACCESS TO

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

OUR NETWORK OF HEALTHCARE PROFESSIONALS AND SUBJECT MATTER EXPERTS.

PROGRAMS MAY BE VIRTUAL OR IN-PERSON AND COVER HEALTH AND WELLNESS TOPICS INCLUDING BUT NOT LIMITED TO HEART HEALTH, NUTRITION, MENTAL HEALTH, CANCER PREVENTION AND TREATMENT, AND COVID-19 RELATED TOPICS.

WOMEN & CHILDREN RESOURCE CENTERS:

WOMEN'S HEALTH PATIENT EDUCATION AND SUPPORT SERVICES IS A SHARED SERVICES DEPARTMENT THAT PROVIDES PATIENT EDUCATION IN THE FORM OF CLASSES AS WELL AS OBGYN EDUCATIONAL MATERIALS FOR WMG OFFICES, AND OVERSEES SERVICES RELATED TO LACTATION AND BEREAVEMENT AT COBB, DOUGLAS, KENNESTONE, NORTH FULTON, SPALDING, AND WEST GEORGIA HOSPITALS. PATIENT EDUCATION CLASSES INCLUDE BOTH VIRTUAL AND IN-PERSON OFFERINGS FOR THE FOLLOWING CLASSES: UNDERSTANDING BIRTH, UNDERSTANDING YOUR NEWBORN, UNDERSTANDING BREASTFEEDING, GRANDPARENTING, TEEN CHILDBIRTH, NEXT TIME AROUND, BIG BROTHER BIG SISTER AND ARE OFFERED TO THE COMMUNITY AT EACH OF THE WELLSTAR HOSPITAL LOCATIONS.

THE WMG PATIENT EDUCATION IS PROVIDED TO BOTH OB AND GYN PATIENTS IN THE FORM OF MY PREGNANCY JOURNEY BOOKLETS, OFFERED AT EACH PATIENT OB VISIT, CULMINATING WITH A MY POSTPARTUM JOURNEY BOOKLET AT THE TIME OF DISCHARGE FROM THE HOSPITAL. GYN PATIENT EDUCATION IS PROVIDED TO PATIENTS BASED UPON A HIGH-RISK DIAGNOSIS.

FREE WELLSTAR SUPPORT GROUPS ARE OFFERED FOR NEWLY DELIVERED PATIENTS AND INCLUDE BEREAVEMENT, BREASTFEEDING, AND MOTHERS SUPPORT CIRCLE.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

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Inspection**

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58-2095884

INPATIENT AND OUTPATIENT LACTATION CONSULTATIONS, LACTATION NICU
CONSULTATIONS, PUMPS LOANED TO PATIENTS WITH A BABY IN THE NICU, AND WARM
LINE PHONE CALLS ARE OFFERED TO LACTATING PATIENTS.

FINALLY, BEREAVEMENT BOXES ARE PROVIDED TO THOSE POSTPARTUM INPATIENTS
WHO HAVE EXPERIENCED INFANT LOSS. THE BOXES CONTAIN KEEPSAKE ITEMS AS
WELL AS INFORMATION AND RESOURCES SURROUNDING LOSS.

THESE OFFERINGS DEMONSTRATE WELLSTAR'S COMMITMENT TO THE HEALTH AND
WELL-BEING OF THE PATIENTS WE SERVE WITHIN WELLSTAR'S FOOTPRINT. IN FY
2023, THE UNREIMBURSED COSTS ASSOCIATED WITH THESE OFFERINGS TOTALED MORE
THAN \$ 844,000.00 WITH MORE THAN 74,427 PATIENT/FAMILY INTERACTIONS FROM
THOSE PARTICIPATING IN OUR PRENATAL, CHILDBIRTH, AND POSTPARTUM PROGRAMS.

COMMUNITY BENEFIT PROGRAMS -

AT WELLSTAR, WE HAVE MOVED BEYOND IRS REQUIREMENTS - FROM COMPLIANCE TO
STRATEGIC ALIGNMENT - WHICH ALLOWS THE SYSTEM TO IMPROVE COMMUNITY HEALTH
AND DEMONSTRATE RETURN ON INVESTMENT FOR COMMUNITY BENEFIT ACTIVITIES.

MAINTAINING EFFORTS BEYOND THE THREE-YEAR COMMUNITY HEALTH NEEDS

ASSESSMENT (CHNA) CYCLE HELPS WELLSTAR ADDRESS PERSISTENT COMMUNITY

HEALTH ISSUES AND ENSURE CONTINUITY FROM ONE IMPLEMENTATION PLAN TO THE
NEXT.

THE FOLLOWING PROGRAMS DESCRIBE HOW WELLSTAR HEALTH SYSTEM HAS CONTINUED

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

BUILDING AND ALIGNING FOR HEALTH EQUITY.

CONGREGATIONAL HEALTH NETWORK

WELLSTAR'S CONGREGATIONAL HEALTH NETWORK (CHN) SERVES AS A BRIDGE BETWEEN OUR HEALTHCARE SYSTEM AND FAITH COMMUNITIES. COORDINATED BY A FULL-TIME REGISTERED NURSE WHO SPECIALIZES IN FAITH COMMUNITY NURSING, WELLSTAR'S PROGRAM IS DESIGNED TO ASSIST CONGREGATIONS OF ALL FAITHS TO DEVELOP OR SUPPORT VOLUNTEER OR PAID HEALTH MINISTRIES. WITH MORE THAN 100 CONGREGATIONS AND 1,500 SPIRITUAL CARE PARTNERS, CHN SERVES AS A KEY TO WELLSTAR'S SUCCESSFUL IMPLEMENTATION OF EQUITY-CENTERED PROGRAMS. THROUGH THIS NETWORK, WELLSTAR CAN DIFFUSE INFORMATION, IMPLEMENT PROGRAMS AT TRUSTED NEIGHBORHOOD-BASED SITES AND STRENGTHEN THE ORGANIZATIONS TO PROVIDE WHOLE-PERSON SUPPORT. THE CHN'S "PASSPORT TO HEALTH" PROGRAM EMPOWERS PARTICIPANTS TO OWN THEIR HEALTH CARE WHILE PARTNERING WITH PRACTITIONERS AND COMMUNITY HEALTH WORKERS DURING THEIR JOURNEY OF LEARNING ABOUT HEART AND CARDIAC WELLNESS, WOMEN'S HEALTH, COLORECTAL CANCER SCREENING TOOL KITS, SIGNS OF STROKE, NUTRITIOUS EATING, EXERCISE AND ACTIVE LIVING TIPS, AND MENTAL HEALTH AWARENESS.

COMMUNITY CLINIC NETWORK

ACCORDING TO THE CHNA ACCESS TO CARE INDICATORS, MANY MEMBERS OF WELLSTAR'S COMMUNITY HAVE CARE ACCESS CHALLENGES IN LARGE PART DUE TO INSURANCE CONSTRAINTS AND PROVIDER ACCESS SHORTAGES. ACCORDING TO HEALTHY PEOPLE 2020, "ACCESS TO COMPREHENSIVE, QUALITY HEALTH CARE SERVICES IS IMPORTANT FOR PROMOTING AND MAINTAINING HEALTH, PREVENTING AND MANAGING

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

DISEASE, REDUCING UNNECESSARY DISABILITY AND PREMATURE DEATH, AND
ACHIEVING HEALTH EQUITY." WELLSTAR IS COMMITTED TO SERVING OUR
COMMUNITY'S MOST VULNERABLE AND UNDER-RESOURCED POPULATIONS. IN 2016,
WELLSTAR 4-1 CARE WAS CREATED TO INCREASE ACCESS TO CARE AND THE CAPACITY
OF PARTNERING COMMUNITY CLINICS BY PROVIDING REDUCED-COST OUTPATIENT
MEDICAL SERVICES. RESEARCH HAS SHOWN THAT WHEN HEALTHCARE SYSTEMS LIKE
WELLSTAR PARTNER WITH COMMUNITY SAFETY-NET CLINICS, THE FOLLOWING CAN
OCCUR.

- . REDUCTION IN EMERGENCY DEPARTMENT VISITS
- . REDUCTION IN AVOIDABLE READMISSIONS
- . INCREASE IN PATIENT SATISFACTION SCORES PREVENT ILLNESS BY
PROMOTING HEALTHY BEHAVIORS IN PEOPLE WITHOUT RISK FACTORS (E.G., DIET
AND EXERCISE COUNSELING)
- . PREVENT ILLNESS BY PROVIDING PROTECTION TO THOSE AT RISK (E.G.,
CHILDHOOD VACCINATIONS)
- . IDENTIFY AND TREAT PEOPLE WITH NO SYMPTOMS, BUT WHO HAVE RISK
FACTORS, BEFORE THE CLINICAL ILLNESS DEVELOPS (E.G., SCREENING FOR
HYPERTENSION OR DIABETES)

COMMUNITY CLINIC NETWORK (CONT.)

THE COMMUNITY CLINIC NETWORK HAS EVOLVED TO ADVANCE WELLSTAR'S ABILITY TO
SUPPORT COMMUNITY ACCESS TO CARE AND SOCIAL SUPPORT SERVICES. AS
WELLSTAR'S GEOGRAPHICAL FOOTPRINT HAS EXPANDED, WELLSTAR IS ALSO
COMMITTED TO FORGING NEW PARTNERSHIPS WITH COMMUNITY CLINICS (I.E.,
COMMUNITY SAFETY-NET CLINICS, COMMUNITY HEALTH CENTERS AND FEDERALLY
QUALIFIED HEALTH CENTERS) TO MORE COLLECTIVELY ACHIEVE OPTIMAL OUTCOMES

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

FOR MORE MEDICALLY UNDERSERVED AND UNINSURED RESIDENTS. IN ADDITION, THE COMMUNITY CLINIC NETWORK EVOLVED TO INCLUDE COMMUNITY BENEFIT SUPPORT OF WELLSTAR'S THREE COMMUNITY CLINICS-WELLSTAR AMC SHEFFIELD COMMUNITY CLINIC, WELLSTAR KENNESTONE COMMUNITY CLINIC AND WELLSTAR WEST GEORGIA COMMUNITY SERVICE CLINIC. IN ALIGNMENT WITH WELLSTAR'S FINANCIAL ASSISTANCE PROGRAM (FAP), THESE COMMUNITY-BASED CLINICS PROVIDE CHARITABLE DISCOUNTED OR FREE CARE BASED ON SOCIOECONOMIC FACTORS LIKE A PATIENT'S HOUSEHOLD INCOME, INSURANCE STATUS AND/OR FAMILY SIZE. THESE CLINICS HELP SOME OF WELLSTAR'S MOST UNDER-RESOURCED AND VULNERABLE COMMUNITY MEMBERS RECEIVE MEDICAL SERVICES LIKE CHRONIC DISEASE MANAGEMENT, WELLNESS EXAMS, VACCINATIONS AND MEDICATION COUNSELING. IN PARTNERSHIP WITH PHYSICIAN LEADERSHIP, GRADUATE MEDICAL EDUCATION (GME) RESIDENTS SERVE PATIENTS AT THE SHEFFIELD AND KENNESTONE CLINICS. TO SUPPORT THESE WELLSTAR GME RESIDENTS, STRUCTURED EDUCATION HAS BEEN PROVIDED TO HELP RESIDENTS BETTER UNDERSTAND HEALTH DISPARITIES, HEALTH EQUITY AND COMMUNITY HEALTH PRIORITIES. THROUGH THE COMMUNITY CLINIC NETWORK, WELLSTAR WILL CONTINUE TO LEVERAGE THE FACT THAT COMMUNITY-BASED CLINICS ARE LONG RECOGNIZED FOR THEIR ABILITY TO EFFECTIVELY IMPROVE AND EXPAND PATIENT ACCESS TO MEDICAL, DENTAL AND MENTAL HEALTH SERVICES.

COMMUNITY TRANSFORMATION PROGRAM

ACCESS TO HEALTH CARE IMPACTS AN INDIVIDUAL'S ABILITY TO OBTAIN AND MAINTAIN ADEQUATE PHYSICAL, SOCIAL AND MENTAL HEALTH STATUS. WELLSTAR'S CHNA IDENTIFIED BOTH THE NEED FOR ACCESS TO HEALTH CARE AND SOCIAL SUPPORT AS LEADING HEALTH CONCERNS FOR DISPARATE AND UNDERSERVED

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

COMMUNITIES. DURING THE COVID-19 PANDEMIC, UNDERSERVED COMMUNITIES INCREASINGLY EXPERIENCED HEALTH DISPARITIES AND GAPS IN SUPPORT; COMMUNITY-BASED ORGANIZATIONS EXPERIENCED NEED FOR RELIABLE AND SUSTAINABLE SOLUTIONS FOR OFFERING VIRTUAL CARE. WELLSTAR CENTER FOR HEALTH EQUITY'S COMMUNITY TRANSFORMATION PROGRAM PROVIDES A SCALABLE SOLUTION FOR IMPROVING ACCESS TO CARE IN PARTNERSHIP WITH TRUSTED COMMUNITY NON-PROFIT ORGANIZATIONS.

EACH YEAR, WELLSTAR FUNDS A COHORT OF INITIATIVES THAT LEVERAGE TECHNOLOGY TO PRODUCE LONG-TERM, SUSTAINABLE CHANGES IN THE COMMUNITIES WE SERVE. INITIATIVES ARE EXPECTED TO BE TAILORED TO A COMMUNITY NEED AND ALIGN WITH EACH PARTNER'S MISSION. AT THE END OF 12 MONTHS, PARTNERS ARE EXPECTED TO DEMONSTRATE IMPROVEMENTS IN:

. ACCESS TO HEALTH CARE SO THAT RESIDENTS RECEIVE TIMELY, HIGH-QUALITY AND CULTURALLY APPROPRIATE MEDICAL CARE WHEN THEY NEED IT;
OR,

. ACCESS TO SOCIAL DETERMINANTS OF HEALTH SUPPORT SERVICES SO THAT RESIDENTS RECEIVE TIMELY, HIGH-QUALITY FOOD, EMPLOYMENT, HOUSING, TRANSPORTATION, EDUCATION AND LEGAL RESOURCES TO IMPROVE DAILY LIVING WHEN THEY NEED IT.

SOUL SUPPORT

TO ADDRESS THE BEHAVIORAL NEEDS OF COMMUNITY MEMBERS AND MITIGATE THE ROLE OF MENTAL HEALTH STIGMA, WELLSTAR LAUNCHED AN INITIATIVE CALLED SOUL SUPPORT, WHICH INCLUDES THREE EVIDENCE-BASED PROGRAMS TO PROVIDE MENTAL HEALTH EDUCATION AND SUPPORT. THE FOLLOWING PROGRAMS ARE FACILITATED

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

THROUGH WELLSTAR'S CONGREGATIONAL HEALTH NETWORK, WHEREBY PROGRAMS TAKE PLACE AT FAITH-BASED ORGANIZATIONS.

1. WELLSTAR PARTNERS WITH ATLANTA REGIONAL COMMISSION'S HEALTHY AGING DIVISION TO PROVIDE "POWERFUL TOOLS FOR CAREGIVERS" - A SIX-WEEK SERIES SPECIFICALLY DESIGNED TO HELP CAREGIVERS LEARN TO TAKE BETTER CARE OF THEMSELVES. POWERFUL TOOLS IS PRESENTED BY CERTIFIED LAY LEADERS. THE WORKSHOP USES AN EVIDENCE-BASED CURRICULUM THAT HAS BEEN FOUND TO HAVE SIGNIFICANT POSITIVE RESULTS FOR PARTICIPANTS.

2. QUESTION, PERSUADE AND REFER (QPR) INSTITUTE STARTED AS A JOINT EFFORT WITH A WASHINGTON STATE MENTAL HEALTH CENTER AND THEIR MISSION IS TO "SAVE LIVES AND REDUCE SUICIDAL BEHAVIORS BY PROVIDING INNOVATIVE, PRACTICAL AND PROVEN SUICIDE PREVENTION TRAINING." THE PRIMARY OBJECTIVES ARE TO TRAIN PARTICIPANTS TO UNDERSTAND THE NATURE AND RANGE OF SUICIDAL COMMUNICATIONS AND HOW TO INTERVENE ON BEHALF OF SUICIDAL AND IN-CRISIS PEOPLE, PROVIDING LOCAL MENTAL HEALTH RESOURCES AS WELL. QPR IS USED TO HELP SAVE LIVES FROM SUICIDE BY TRAINING INDIVIDUALS HOW TO RECOGNIZE THE WARNING SIGNS OF A SUICIDE CRISIS AND HOW TO "QUESTION, PERSUADE AND REFER SOMEONE TO HELP."

3. MENTAL HEALTH FIRST AID IS A PUBLIC EDUCATION PROGRAM "THAT CAN HELP COMMUNITIES UNDERSTAND MENTAL ILLNESSES, SEEK TIMELY INTERVENTION, AND SAVE LIVES." BY PROVIDING EDUCATION SURROUNDING MENTAL ILLNESS AS WELL AS RESOURCES AVAILABLE IN THEIR AREA, FAITH-BASED LEADERS WILL BE MORE KNOWLEDGEABLE IN WAYS TO SUPPORT THEIR CONGREGANTS. IT WAS DEVELOPED IN 2001 WITH THE GOAL OF PROVIDING PARTICIPANTS WITH THE TOOLS NEEDED TO START A CONVERSATION ABOUT MENTAL HEALTH AND SUBSTANCE USE PROBLEMS AS

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

WELL AS RESOURCES AVAILABLE.

4. WELLSTAR RECEIVED PHILANTHROPIC FUNDING TO EXPAND "SOUL SUPPORT" TO INCLUDE FREE, VIRTUAL BEHAVIORAL HEALTH CARE FOR COMMUNITY RESIDENTS UNABLE TO RECEIVE CARE TRADITIONALLY DUE TO COST, TRANSPORTATION CHALLENGES, OR LIMITED ACCESS TO BROADBAND SERVICES.

COLORECTAL CANCER SCREENING IN PARTNERSHIP WITH BLKHLTH AND COTTONELLE
WELLSTAR CENTER FOR HEALTH EQUITY ESTABLISHED A PARTNERSHIP WITH BLKHLTH, A NON-PROFIT ORGANIZATION WHOSE MISSION IS TO REDUCE THE IMPACT OF RACISM THROUGH EDUCATION AND ACTION. ONE OF THEIR CURRENT INITIATIVES IS A COLLABORATION WITH COTTONELLE ON THE #GOODDOWNTHERE CAMPAIGN. THIS NATIONAL PROGRAM IS DESIGNED TO REDUCE STIGMA SURROUNDING COLORECTAL CARE BY PROVIDING EQUITY-CENTRIC ACCESS FOR COLORECTAL CANCER TO BLACK AMERICANS. COLORECTAL CANCER, ALSO CALLED COLON OR RECTAL CANCER, IS THE THIRD MOST COMMON CANCER IN THE UNITED STATES AND THE SECOND MOST COMMON CANCER-RELATED DEATH. THROUGH THEIR COLLABORATION WITH COTTONELLE, BLKHLTH PROVIDES WELLSTAR WITH COMPLIMENTARY COLORECTAL CANCER SCREENING KITS TO BE DISTRIBUTED ACROSS OUR SERVICE AREA. MEMBERS OF WELLSTAR'S CONGREGATIONAL HEALTH NETWORK SERVE AS AMBASSADORS TO DISTRIBUTE THE SCREENING KITS WITHIN THEIR COMMUNITIES. OUR GOAL IS TO BRING EDUCATION AND ACCESS TO INDIVIDUALS WHO HAVE NOT BEEN SCREENED DUE TO FEAR, LACK OF HEALTH INSURANCE OR LACK OF KNOWLEDGE.

BREAST CANCER SCREENING

FOR THE PAST TEN YEARS, WELLSTAR HAS PROVIDED BREAST SCREENING AND

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

DIAGNOSTIC SERVICES TO INDIVIDUALS WHO LACK ACCESS TO OR ARE UNABLE TO AFFORD THESE LIFE-SAVING SERVICES WITHIN WELLSTAR'S SERVICE AREAS. BY PROVIDING THESE SERVICES AT NO COST TO THOSE IN NEED, WE SEEK TO ELIMINATE EXISTING BREAST CANCER DISPARITIES AND DECREASE THE NUMBER OF LATE-STAGE BREAST CANCER DIAGNOSES BY PROVIDING ACCESS TO HEALTHCARE WITHIN THE COMMUNITIES WE SERVE. THIS PROGRAM INCREASES THE NUMBER OF REGULAR MAMMOGRAM SCREENINGS AND DIAGNOSTIC SERVICES PROVIDED, PARTICULARLY WITHIN HIGH-RISK COMMUNITIES, ENABLING WELLSTAR HEALTHCARE PROVIDERS TO DETECT BREAST CANCER AT AN EARLIER STAGE AND RESULTING IN BETTER TREATMENT OPTIONS AND IMPROVED OUTCOMES FOR OUR COMMUNITY MEMBERS. TO IDENTIFY PATIENTS WHO NEED ACCESS TO THESE SERVICES MOST, WE PARTNER WITH LOCAL HEALTH DEPARTMENTS, COMMUNITY CLINICS, A CONGREGATIONAL NURSE NETWORK AND A ROBUST LIST OF OTHER TRUSTED COMMUNITY ORGANIZATIONS. THE WELLSTAR PHYSICIAN LIAISON TEAM AND WELLSTAR CLINICAL PARTNERS TEAM ALSO WORKS WITH 3,000+ WELLSTAR MEDICAL GROUP PHYSICIANS AND PARTNER PHYSICIANS THROUGHOUT OUR SERVICE AREA TO GENERATE REFERRALS TO THE PROGRAM.

PROSTATE CANCER SCREENING

TO INCREASE ACCESS TO SCREENING AND EDUCATION RESOURCES IN MEDICALLY UNDERSERVED COMMUNITIES, WELLSTAR COMMUNITY HEALTH PARTNERS WITH WELLSTAR UROLOGY, WELLSTAR LABORATORY OUTREACH SERVICES, AND FAITH COMMUNITIES WITHIN THE WELLSTAR CONGREGATIONAL HEALTH NETWORK TO OFFER FREE PROSTATE CANCER SCREENINGS IN HIGH-RISK ZIP CODES.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

MOBILE MARKET PROGRAM

IN 2020, WELLSTAR LAUNCHED A MOBILE MARKET PROGRAM TO FEED MORE THAN 700 METRO ATLANTA AT-RISK FAMILIES ACROSS SIX GEORGIA COUNTIES. IN

COLLABORATION WITH GOODR, THE JOINT INITIATIVE ADDRESSES FOOD ACCESS FOR VULNERABLE COMMUNITIES IN WELLSTAR'S SERVICE AREAS. THE SPRING-SUMMER

MOBILE MARKET PROGRAM INCLUDED SEVEN COMMUNITY-BASED LOCATIONS THAT

PROVIDED FREE, FRESH AND HEALTHY FOOD OPTIONS MONTHLY TO 100 FAMILIES IN NEED AT EACH LOCATION. THROUGH WELLSTAR FOUNDATION AND VITAL COMMUNITY

FUNDING, GOODR PROVIDED FOOD AND STAFFING SUPPORT FOR THIS PROGRAM,

REGISTERED PARTICIPANTS AND PROVIDED IMPACT REPORTING EACH MONTH.

WELLSTAR PROVIDED PROGRAM LOGISTICAL SUPPORT, PARTICIPANT INCENTIVES AND NUTRITION EDUCATION. NEW COMMUNITY PARTNERS HELPED RECRUIT VOLUNTEERS AND

SET UP FOOD DISTRIBUTION SITES IN KEY SERVICE AREAS, INCLUDING COBB,

TROUP, FULTON, SPALDING, PAULDING, AND DOUGLAS COUNTIES.

SINCE THEN, THE WELLSTAR MOBILE MARKET PROGRAM HAS EXPANDED TO INCLUDE:

. THE ADDITION OF BUTTS COUNTY AS A PRIORITY LOCATION,

. ON-SITE HEALTH EDUCATION IN ALIGNMENT WITH HEALTH AWARENESS MONTHS,

AND

. AVAILABILITY OF A BENEFITS SPECIALIST TO ASSIST FAMILIES WITH

ENROLLMENT INTO PUBLIC FOOD PROGRAMS.

SINCE INCEPTION, THE MOBILE MARKET PROGRAM HAS SERVED OVER 3,600 UNIQUE

FAMILIES THROUGHOUT THE WELLSTAR FOOTPRINT. MORE THAN 50 HOUSEHOLDS HAVE

BEEN APPROVED FOR PUBLIC BENEFITS FOR LONG-TERM FOOD ACCESS SUPPORT.

FOOD RESCUE PROGRAM

IN GEORGIA, FOOD RESIDUALS MAKE UP 12% OF LANDFILL WASTE ANNUALLY. THAT'S

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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Form 990 or 990-EZ or to provide any additional information.

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

NEARLY 151 POUNDS OF FOOD PER GEORGIAN EVERY YEAR, A TOTAL OF 1.6 BILLION POUNDS OF TRASH ANNUALLY IN GEORGIA. THIS AMOUNT OF FOOD WASTE ALSO WASTES \$1.92 BILLION EACH YEAR.

IN PARTNERSHIP WITH SECOND HELPINGS ATLANTA AND GOODR, WELLSTAR LAUNCHED A FOOD RESCUE PROGRAM. THROUGH THIS PROGRAM, HIGH-QUALITY AND NUTRITIOUS FOOD FROM WELLSTAR EATERIES, INCLUDE SELECT HOSPITAL CAFETERIAS, IS PICKED UP AND REDISTRIBUTED TO NON-PROFIT ORGANIZATIONS THROUGHOUT WELLSTAR'S SERVICE AREA.

BY RECAPTURING FRESH FOOD THAT MIGHT OTHERWISE BE DISCARDED, WE REDUCE FOOD WASTE WHILE GUARANTEEING ACCESS TO FRESH PRODUCE AND HEALTHY MEALS FOR EMERGENCY FOOD PROGRAMS AND INDIVIDUALS IN NEED. THE GOAL IS TO BECOME A ZERO-FOOD WASTE HEALTHCARE SYSTEM IN THE NEXT TEN YEARS. SINCE INCEPTION, WELLSTAR HAS DIVERTED OVER 26,000 POUNDS OF FOOD FROM LANDFILLS.

OPERATION M.I.S.T. (MONITOR | INTERVENE | SURVIVE | THRIVE)

OPERATION M.I.S.T. PROMOTES MATERNAL VITALITY BY REDUCING MATERNAL MORTALITY WITH A MISSION TO MONITOR PHYSIOLOGICAL CHANGES IN CONCEIVING, PREGNANT AND POSTPARTUM BIRTH GIVERS. WELLSTAR PARTNERS WITH OPERATION M.I.S.T TO PROVIDE SUPPORT FOR 40 BIRTH GIVERS FROM SPALDING AND BUTTS COUNTIES. PARTICIPANTS WILL USE GARMIN-POWERED SMART WATCHES TO MONITOR THEIR HEALTH STATUS, COLLABORATE WITH THEIR CARE TEAM, AND PROVIDE HEALTH EDUCATION AND PROMOTION. AS A WRAPAROUND SERVICE, WELLSTAR COMMUNITY HEALTH SUPPORT THIS PARTNERSHIP BY PROVIDING AN ASSESSMENT OF SOCIAL DETERMINANTS OF HEALTH (SDOH) AND RESOURCE REFERRAL CONNECTION FOR EACH

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

OF THE PARTICIPANTS.

PERINATAL KIT PROGRAM WITH HEALTHY MOTHERS, HEALTHY BABIES
TO ADDRESS THE MATERNAL HEALTH CRISIS THROUGH AN EQUITY LENS, WELLSTAR
COMMUNITY HEALTH AND WELLSTAR CENTER FOR HEALTH EQUITY HAS PARTNERED WITH
HEALTHY MOTHERS, HEALTHY BABIES COALITION OF GEORGIA (HMHGA). HMHGA HAS
IMPACTED THE HEALTH AND WELLBEING OF WOMEN, CHILDREN, AND FAMILIES FOR
THE PAST 40 YEARS BY SUPPORTING THE COMMUNITY THROUGH DIRECT SERVICES,
ADVOCACY, AND COMMUNITY EDUCATION. WELLSTAR'S PARTNERSHIP TO HELP EXPAND
THE ORGANIZATION'S PERINATAL CARE PACKAGE PROJECT (PCP) PROVIDES SUPPORT
TO PREGNANT AND POSTPARTUM BIRTH GIVERS AND ENCOURAGES POSITIVE MATERNAL
HEALTH AND WELLNESS BY PROVIDING VITAL RESOURCES AND EDUCATION. THE
PARTNERSHIP REACHES 150 BIRTH GIVERS PER MONTH WHO RESIDE IN GEORGIA'S
MOST VULNERABLE COMMUNITIES. SINCE PARTNERSHIP INCEPTION, WELLSTAR HAS:

. SUPPORTED EXPANDING THE MONTHLY REACH FROM 150 TO 200 BIRTH GIVERS;
AND

. PROVIDED EDUCATION ON COVID-19 AND MENTAL HEALTH RESOURCES IN THE
COMMUNITY.

WELLSTAR PARTNERS WITH MOREHOUSE SCHOOL OF MEDICINE TO SUPPORT AT-RISK
POPULATIONS

WELLSTAR HEALTH SYSTEM JOINED THE MOREHOUSE SCHOOL OF MEDICINE (MSM)
NATIONAL COVID-19 RESILIENCY NETWORK (NCRN) OF PARTNERS TO FURTHER INFORM
COMMUNITY-DRIVEN RESPONSE, RECOVERY AND RESILIENCY STRATEGIES FOR
ADDRESSING THE IMPACT OF COVID-19 ON COMMUNITIES.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

IN RESPONSE TO THE NEEDS OF AT-RISK COMMUNITIES ACROSS THE HEALTH SYSTEM'S SERVICE AREAS, WELLSTAR HAS PARTNERED WITH THE MSM-NCRN AND ITS 40 NETWORK PARTNERS ACROSS THE U.S. TO COLLABORATE ON OFFERING COVID-19-RELATED SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES. WELLSTAR WAS THE FIRST GEORGIA-BASED HEALTH SYSTEM TO BECOME A NATIONAL PARTNER IN THIS IMPORTANT NEW INITIATIVE. THE MSM-NCRN COORDINATES A STRATEGIC AND STRUCTURED NATIONAL NETWORK OF NATIONAL, STATE/TERRITORIAL/TRIBAL AND LOCAL PUBLIC AND COMMUNITY-BASED ORGANIZATIONS THAT, TOGETHER, WORK TO MITIGATE THE IMPACT OF COVID-19 ON RACIAL AND ETHNIC MINORITY AND RURAL POPULATIONS. THE NETWORK HELPS TO PROVIDE AWARENESS OF CULTURALLY APPROPRIATE HEALTH EDUCATION INFORMATION AND LINKAGE TO CARE, HELPING ORGANIZATIONS AND FAMILIES RECOVER FROM PANDEMIC DIFFICULTIES. IN ADDITION TO EDUCATIONAL AND INFORMATIONAL RESOURCES IN AT LEAST 10 LANGUAGES TO ACCOMMODATE CULTURAL COMPETENCY, INITIATIVES WILL INCLUDE COVID-19 TESTING, VACCINATIONS FOLLOWING PHASES DIRECTED BY DPH AND TRAINING OPPORTUNITIES FOR COMMUNITY LEADERS. THROUGH THE WELLSTAR CONGREGATIONAL HEALTH NETWORK-OUR PARTNERSHIP WITH LOCAL FAITH COMMUNITIES-WELLSTAR MADE TESTING, VACCINES AND ACCURATE HEALTH INFORMATION MORE ACCESSIBLE TO THE PEOPLE WE SERVE BY HOSTING EVENTS AT PLACES OF WORSHIP AND VIRTUAL TOWN HALLS IN COLLABORATION WITH FAITH COMMUNITIES. COLLECTIVELY, NCRN HAS REACHED OVER 1 MILLION PEOPLE AND COUNTING, THROUGH VIRTUAL AND IN-PERSON EVENTS. IN ADDITION TO JOINING NCRN, WELLSTAR IS ALSO PART OF GEORGIA CEAL, ANOTHER INITIATIVE OF MOREHOUSE

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

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OMB No. 1545-0047

2022

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58-2095884

SCHOOL OF MEDICINE THAT ADDRESSES THE DISPROPORTIONATE IMPACT OF COVID-19
ON UNDERSERVED COMMUNITIES.

WELLSTAR PARTNERS WITH CLARK ATLANTA UNIVERSITY FOR TRAINING AND
DEPLOYMENT

THE SOCIAL WORK STUDENT ROTATION PROGRAM IS SUPPORTED THROUGH
COLLABORATION WITH CLARK ATLANTA UNIVERSITY'S WHITNEY M. YOUNG JR. SCHOOL
OF SOCIAL WORK. MASTER'S LEVEL SOCIAL WORK STUDENTS SPEND AN ACADEMIC
YEAR INTERNING WITH WELLSTAR COMMUNITY HEALTH, SUPPORTING INITIATIVES OF
THE DEPARTMENT AS WELL AS PATIENTS OF WELLSTAR GME INTERNAL MEDICINE. THE
ROTATION WILL ENSURE STUDENT UNDERSTANDING OF THE INFLUENCE OF SOCIAL
DETERMINANTS OF HEALTH WITH HEALTH OUTCOMES. PATIENTS AND COMMUNITY
MEMBERS WILL BENEFIT FROM IMPROVED ACCESS TO SOCIAL SUPPORT SERVICES TO
IMPROVE THEIR HEALTH. PERSONS WHO RECEIVE SUPPORT FROM THE SOCIAL WORK
STUDENT INTERN REPORT IMPROVED OVERALL WELL-BEING.

WELLSTAR PARTNERS WITH SER FAMILIA TO PROVIDE "PROMOTORAS"
SER FAMILIA SERVES AS COMMUNITY-BASED ORGANIZATION DRIVEN TO STRENGTHEN
LATINO COUPLES AND FAMILIES TO ADDRESS THE LACK OF RESOURCES FOR LATINOS
ACROSS THE ATLANTA METROPOLITAN AREA. WELLSTAR HEALTH SYSTEM HAS
PARTNERED WITH SER FAMILIA TO ENLIST A "PROMOTORA" (ALSO, COMMUNITY
HEALTH WORKER) TO SUPPORT COMMUNITY OUTREACH TO THE SPANISH-SPEAKING
COMMUNITY. THE PROMOTORA ASSISTS WELLSTAR CENTER FOR HEALTH EQUITY IN
DEVELOPING AND TRANSLATING CULTURALLY COMPETENT HEALTH EDUCATION
MATERIALS, BUILDING RELATIONSHIPS WITH PARTNERS SERVING THE

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

SPANISH-LANGUAGE COMMUNITY, AND ATTENDING COMMUNITY EVENTS TO ENSURE
ACCESSIBILITY.

IN FY2022 THE TOTAL UNCOMPENSATED CARE, OTHER COMMUNITY BENEFITS AND
COMMUNITY INVESTMENTS PROVIDED BY WELLSTAR WAS OVER \$ 1.2 BILLION.

COMMITMENT TO THE COMMUNITY BREAKDOWN:

CHARITY & INDIGENT (UNCOMPENSATED CARE COSTS) - \$ 199,853,000

MEDICAID SHORTFALLS (UNCOMPENSATED CARE COSTS) - \$ 32,549,000

MEDICARE SHORTFALLS (UNCOMPENSATED CARE COSTS) - \$ 505,873,000

OTHER PATIENTS (UNCOMPENSATED CARE COSTS) - \$ 140,298,000

TOTAL UNCOMPENSATED CARE - \$878,573,000

OTHER COMMUNITY PROGRAMS (PARTICIPATION IN COALITIONS) - \$ 361,000

OTHER COMMUNITY PROGRAMS (COMMUNITY HEALTH EDUCATION) - \$ 310,000

OTHER COMMUNITY PROGRAMS (HEALTH CARE SUPPORT) - \$ 15,388,000

TOTAL OTHER COMMUNITY PROGRAMS - \$ 16,059,000

COMMUNITY INVESTMENTS (FUNDS BACK INTO INFRASTRUCTURE) - \$ 333,495,000

COMMUNITY INVESTMENTS (ALLIED HLTH/MEDICAL EDUCATION) - \$ 4,386,000

COMMUNITY INVESTMENTS (OPERATIONS - STAFF/SOFTWARE) - \$ 916,000

TOTAL COMMUNITY INVESTMENTS - \$ 338,797,000

WELLSTAR CONTINUES TO PARTICIPATE IN THE CENTER FOR MEDICARE AND MEDICAID
SERVICES (CMS) MEDICARE SAVINGS PROGRAM AS AN ACCOUNTABLE CARE

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

ORGANIZATION (ACO).

WELLSTAR'S ACO IS ONE OF THE LARGEST ACOS IN GEORGIA AND IT HAS 2,903 PHYSICIANS INCLUDING 42,133 MEMBERS. THE ACO HAS BEEN RECOGNIZED AS ONE OF THE TOP 100 ACO'S IN THE COUNTRY. THE PROGRAM HAS BEEN SUCCESSFUL THROUGH A FOCUS ON WELLNESS AND THE IMPROVED MANAGEMENT OF CHRONIC ILLNESSES AND THE RELATED COORDINATION OF CARE, TO ENSURE PATIENTS, ESPECIALLY CHRONICALLY ILL, GET THE RIGHT CARE AT THE RIGHT TIME TO MAINTAIN THEIR OPTIMAL HEALTH AND AVOID THE NEED FOR HIGH-COST EMERGENCY AND HOSPITAL CARE.

WELLSTAR AWARDS RECEIVED FY23

. THE TRAUMA SURGERY UNIT AT WELLSTAR KENNESTONE REGIONAL MEDICAL CENTER RECEIVED THE PRESTIGIOUS ACADEMY OF MEDICAL-SURGICAL NURSES (AMSN) PRISM AWARD, AN HONOR THAT RECOGNIZES EXCEPTIONAL NURSING PRACTICE, LEADERSHIP AND OUTCOMES IN HOSPITAL MEDICAL-SURGICAL UNITS. THE AWARD, WHICH STANDS FOR "PREMIER RECOGNITION IN THE SPECIALTY OF MED-SURG," IS THE FIRST OF ITS KIND, HONORING MED-SURG NURSING UNITS IN THE UNITED STATES AND INTERNATIONALLY. IT IS CO-SPONSORED BY THE AMSN AND MEDICAL-SURGICAL NURSING CERTIFICATION BOARD. THE AWARD IS GIVEN TO OUTSTANDING ACUTE CARE/MED-SURG UNITS OR ADULT/PEDIATRIC UNITS CLASSIFIED AS MED-SURG.

. WELLSTAR COBB AND WELLSTAR WEST GEORGIA MEDICAL CENTERS RECEIVED THE GEORGIA OGLETHORPE AWARD FROM THE STERLING COUNCIL. THE STERLING COUNCIL IS A PUBLIC/PRIVATE NOT-FOR-PROFIT CORPORATION SUPPORTED BY THE EXECUTIVE OFFICE OF THE GOVERNOR. THE COUNCIL OVERSEES THE GOVERNOR'S

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

STERLING AWARD FOR PERFORMANCE EXCELLENCE AND THE GEORGIA OGLETHORPE AWARD, WHICH IS BASED ON THE NATIONAL MALCOLM BALDRIGE AWARD, WITH AWARDS BEING PRESENTED ANNUALLY TO HIGH-PERFORMING, ROLE-MODEL ORGANIZATIONS, BOTH PRIVATE AND PUBLIC, THAT DEMONSTRATE SUPERIOR MANAGEMENT APPROACHES AND ROLE-MODEL RESULTS.

. WELLSTAR KENNESTONE REGIONAL MEDICAL CENTER RECEIVED THE SUSTAINED EXCELLENCE AWARD FROM THE FLORIDA STERLING COUNCIL. THE GOVERNOR'S STERLING SUSTAINED EXCELLENCE AWARD IS DESIGNED TO ENABLE STERLING AWARD RECIPIENTS TO RETAIN THEIR ROLE MODEL STATUS. THIS HIGH-LEVEL ASSESSMENT PROCESS EXAMINES HOW WELL AN ORGANIZATION HAS STRENGTHENED, IMPROVED AND INNOVATED WINNING SYSTEMS TO ENSURE LONG-TERM SUCCESS AND SUSTAINABILITY IN A COMPETITIVE ENVIRONMENT. HIGHLY TRAINED EXAMINERS REVIEW AND EVALUATE THE APPLICATION AND CLARIFY AND VERIFY THE ORGANIZATION'S RESPONSES THROUGH INTERVIEWS WITH LEADERS AND PERFORMANCE EXCELLENCE PROFESSIONALS.

. THE ATLANTA BUSINESS CHRONICLE NAMED WELLSTAR HEALTH SYSTEM AS ONE OF THE HEALTHIEST EMPLOYERS IN THE EXTRA-LARGE COMPANY CATEGORY, RECOGNIZING INNOVATIVE ORGANIZATIONS THAT HAVE CREATED ROBUST AND HEALTHY WORKPLACE PROGRAMS. THE ATLANTA BUSINESS CHRONICLE'S HEALTHIEST EMPLOYER AWARD IS BASED ON THE ANALYSIS OF OVER 60 SCORED QUESTIONS WITH MORE THAN 600 DATA POINTS FOR SCORING AND BENCHMARKING.

. WELLSTAR HEALTH SYSTEM, ONE OF GEORGIA'S LARGEST AND MOST

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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OMB No. 1545-0047

2022

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Inspection**

Employer identification number

58-2095884

INTEGRATED HEALTH SYSTEMS, WAS RANKED IN THE TOP 10 BEST WORKPLACES IN HEALTH CARE BY FORTUNE IN THE LARGE COMPANY CATEGORY. TO DETERMINE THE BEST WORKPLACES IN HEALTH CARE LIST, GREAT PLACE TO WORK ANALYZED THE SURVEY RESPONSES OF OVER 161,000 EMPLOYEES FROM GREAT PLACE TO WORK-CERTIFIED COMPANIES IN THE HEALTHCARE INDUSTRY.

. DIVERSITYINC INCLUDED WELLSTAR AMONG 20 ORGANIZATIONS ON ITS 2023 LIST OF TOP HOSPITALS AND HEALTH SYSTEMS FOR DIVERSITY. THE TOP HOSPITALS AND HEALTH SYSTEMS SPECIALTY LIST IS INCLUDED IN DIVERSITYINC'S ANNUAL TOP 50 COMPANIES FOR DIVERSITY RANKING, WHICH RECOGNIZES COMPANIES THAT HIRE, RETAIN AND PROMOTE WOMEN, MINORITIES, PEOPLE WITH DISABILITIES, LGBTQ+ INDIVIDUALS AND VETERANS. DIVERSITY IS SCORED ON SIX KEY AREAS: LEADERSHIP ACCOUNTABILITY, HUMAN CAPITAL DIVERSITY METRICS, TALENT PROGRAMS, WORKFORCE PRACTICES, SUPPLIER DIVERSITY AND PHILANTHROPY.

. BECKER'S HOSPITAL REVIEW HAS NAMED WELLSTAR HEALTH SYSTEM AS ONE OF ITS SPINE AND NEUROSURGERY PROGRAMS TO WATCH. THIS LIST OF 53 HEALTH SYSTEMS AND HOSPITALS NATIONWIDE RECOGNIZES THOSE DEDICATED TO EXPANDING NEUROSURGICAL CARE AND PROVIDING WORLD-CLASS NEURO TREATMENTS. THOSE ON THE LIST HAVE EARNED NATIONAL RECOGNITION FOR HAVING TOP SPINE AND NEUROSURGERY PROGRAMS.

. WELLSTAR HEALTH SYSTEM WAS NAMED BY FORTUNE AS ONE OF AMERICA'S MOST INNOVATIVE COMPANIES FOR 2023, WHICH HONORS 300 COMPANIES TRANSFORMING INDUSTRIES FROM THE INSIDE OUT. NEARLY EVERY COMPANY ON THIS LIST POSTED REVENUE GROWTH IN THE LAST THREE YEARS. FORTUNE PARTNERED

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

WITH MARKET RESEARCH AND DATA COMPANY STATISTA TO COMPILE AMERICA'S MOST
INNOVATIVE COMPANIES. THE LIST IS BUILT ON THREE PILLARS: PRODUCT
INNOVATION, PROCESS INNOVATION AND INNOVATION CULTURE.

FORM 990, PART IV, LINE 12B

AUDITED FINANCIAL STATEMENTS

WELLSTAR HEALTH SYSTEM, INC

WELLSTAR HEALTH SYSTEM, INC., AND ITS CONTROLLED AFFILIATES ARE AUDITED
ON AN ANNUAL BASIS BY AN OUTSIDE AUDITING FIRM, KPMG, AND AS PART OF THAT
AUDIT A CONSOLIDATED FINANCIAL STATEMENT IS ISSUED. THE INDEPENDENT
AUDITORS REPORT INCLUDES THE ACCOUNTS OF WELLSTAR AND ITS CONTROLLED
AFFILIATES INCLUDING COBB HOSPITAL, INC., DOUGLAS HOSPITAL INC.,
KENNESTONE HOSPITAL, INC., PAULDING MEDICAL CENTER, INC., WELLSTAR ATLANTA
MEDICAL CENTER, INC., WELLSTAR NORTH FULTON HOSPITAL, INC., WELLSTAR
SPALDING REGIONAL MEDICAL CENTER, INC., WELLSTAR SYLVAN GROVE HOSPITAL,
INC., WELLSTAR WEST GEORGIA MEDICAL CENTER, INC., WINDY HILL HOSPITAL,
WELLSTAR MEDICAL GROUP, LLC AND VARIOUS OTHER OWNED ENTITIES AS LISTED IN
SCHEDULE R. ALL SIGNIFICANT INTERCOMPANY ACCOUNTS AND TRANSACTIONS HAVE
BEEN ELIMINATED IN COMBINATION.

FORM 990, PART IV, LINE 24A

TAX EXEMPT BOND REPORTING

FOR PURPOSES OF THE FORM 990 REPORTING, WELLSTAR HEALTH SYSTEM, INC. (EIN

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

58-1649541) WILL LIST ALL TAX-EXEMPT BONDS ISSUED SINCE JANUARY 1, 2003,
ON SCHEDULE K AS IT TYPICALLY ALLOCATES THE PROCEEDS OF THE BONDS TO
MEMBERS OF THE OBLIGATED GROUP (INCLUDING THE HOSPITALS AND
MEDICALGROUP). WELLSTAR ATLANTA MEDICAL CENTER, INC. REPORTS ITS SPECIFIC
SHARE OF THE TAX-EXEMPT BOND LIABILITY ALLOCATION ON FORM 990, PART X,
LINE 25 OTHER LIABILITIES DUE TO WHS, INC.

FORM 990, PART VI, SECTION A, LINE 7B

POWERS OF THE BOARD

AS PER THE ARTICLES OF INCORPORATION, THE SOLE MEMBER OF THE ORGANIZATION
IS WELLSTAR HEALTH SYSTEM, INC., A GEORGIA NONPROFIT CORPORATION. AS A
SOLE MEMBER, WELLSTAR HEALTH SYSTEM, INC. HOLDS CERTAIN POWERS OF
ELECTION AND APPROVAL IN CONNECTION WITH THE GOVERNING BODY OF THE
ORGANIZATION. THESE POWERS ARE PRESENTED IN DETAIL IN THE GOVERNING
DOCUMENTS WHICH THE COMPANY MAKES AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART VI, SECTION B, LINE 11B

BOARD REVIEW OF FORM 990

INTERNAL STAFF PREPARES THE ORGANIZATION'S FORM 990. BEFORE FILING THE
RETURN WITH THE INTERNAL REVENUE SERVICE AN EXTERNAL ACCOUNTING FIRM, PWC
US TAX LLP, REVIEWS AND SIGN-OFFS ON THE COMPLETED RETURN OF EACH
ORGANIZATION. THE ORGANIZATION'S CFO OR DESIGNEE SUBSEQUENTLY SIGNS THE
RETURN FOR EITHER MANUAL OR ELECTRONIC FILING BY THE APPROPRIATE DUE
DATE.

FORM 990, PART VI, SECTION B, LINE 12C

CONFLICT OF INTEREST POLICY

OUR CONFLICT-OF-INTEREST POLICY REQUIRES ALL COVERED PERSONS TO ANNUALLY

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

REVIEW THE POLICY AND THEN COMPLETE, SIGN AND RETURN THE CONFLICTS OF INTEREST SURVEY AND ATTESTATION TO THE COMPLIANCE OFFICE. THE POLICY REQUIRES AN ON-GOING DISCLOSURE OBLIGATION IN THE EVENT A CONFLICT ARISES DURING THE YEAR. THE FOLLOWING IS OUR PROCESS TO REGULARLY AND CONSISTENTLY MONITOR AND ENFORCE THE POLICY: COMPLIANCE IDENTIFIES ALL COVERED PERSONS WHO MUST COMPLETE THE SURVEY AND ATTESTATION. COMPLIANCE VERIFIES THAT THE SURVEY AND ATTESTATION IS DISTRIBUTED TO THESE PERSONS. COMPLIANCE VERIFIES THAT THESE PERSONS RETURN A FULLY COMPLETED AND SIGNED SURVEY AND ATTESTATION. COMPLIANCE REVIEWS EACH COMPLETED AND SIGNED SURVEY AND ATTESTATION TO IDENTIFY ALL CONFLICTS LISTED IN THE DOCUMENT. ALL CONFLICTS, POTENTIAL CONFLICTS AND INCIDENCES OF NON-COMPLIANCE ARE REFERRED TO THE CHIEF COMPLIANCE OFFICER. THE CCO TAKES APPROPRIATE ACTION TO COMPLETELY RESOLVE ALL IDENTIFIED CONFLICTS AND INCIDENCES OF NON-COMPLIANCE.

FORM 990, PART VI, SECTION B, LINES 15A & 15B

COMPENSATION OF OFFICERS

WELLSTAR HEALTH SYSTEM, INC. HAS ENGAGED SULLIVAN COTTER TO WORK WITH THE GOVERNING BOARD AND COMPENSATION COMMITTEE TO REVIEW AND RECOMMEND EXECUTIVE COMPENSATION. THE EXECUTIVE COMPENSATION PROCESS AT WELLSTAR IS OVERSEEN BY A COMMITTEE OF INDEPENDENT TRUSTEES, WHICH FOLLOWS A BOARD-APPROVED EXECUTIVE COMPENSATION PHILOSOPHY. THE COMPENSATION COMMITTEE CONSISTS OF SIX TRUSTEES. THE CEO AND CHIEF HUMAN RESOURCES OFFICER PARTICIPATE IN AN ADVISORY ROLE, AND NOT AS VOTING MEMBERS. FURTHER IN COMMITTEE DISCUSSIONS ABOUT THE COMPENSATION FOR THE CHIEF EXECUTIVE OFFICER, THE CEO RECUSES HIM/HERSELF FROM THAT PROCESS. THE

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

EXECUTIVE COMPENSATION PHILOSOPHY EMPOWERS THE COMMITTEE TO OVERSEE THE EXECUTIVE COMPENSATION PROCESS AND ADMINISTER THE EXECUTIVE COMPENSATION PROGRAM ON BEHALF OF THE FULL BOARD OF TRUSTEES OF WELLSTAR; PROVIDED, HOWEVER, THE FULL BOARD OF TRUSTEES EVALUATES AND APPROVES THE COMPENSATION OF THE CHIEF EXECUTIVE OFFICER. THE PHILOSOPHY REQUIRES ANNUAL DISCLOSURE OF THE COMMITTEE'S ACTION AND DECISION TO THE FULL BOARD, WHICH IT HAS DONE. THE COMMITTEE IS GUIDED BY THE BOARD-APPROVED PHILOSOPHY. OVERALL, THE PHILOSOPHY IS INTENDED TO REWARD FOR ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE. BASE COMPENSATION IS TARGETED AT THE MEDIAN BASE COMPENSATION PAID TO SIMILAR POSITIONS AT SIMILAR ORGANIZATIONS (THE MARKET). OFFICERS OF THE COMPANY ALSO RECEIVE VARIABLE COMPENSATION THAT IS DEPENDENT ON INDIVIDUAL AND ORGANIZATION PERFORMANCE. WHEN PERFORMANCE IS FULLY SUSTAINED AT A SATISFACTORY LEVEL, THE TOTAL COMPENSATION, BOTH BASE AND VARIABLE, IS INTENDED TO BE AT OR AROUND 75TH% OF COMPENSATION PAID TO SIMILAR ORGANIZATIONS. WELLSTAR'S EXECUTIVE COMPENSATION PHILOSOPHY DEFINES THE MARKET AS BEING COMPRISED OF COMPARABLE NOT-FOR-PROFIT HEALTH CARE DELIVERY SYSTEMS, I.E. NOT FOR PROFIT ORGANIZATIONS SIMILAR IN COMPLEXITY AND SCALE TO WELLSTAR. TO ASSIST THE COMMITTEE IN FULFILLING ITS DUTIES, THE COMMITTEE ENGAGED SULLIVAN COTTER TO PROVIDE MARKET COMPENSATION DATA TO COMPARE TO THE WELLSTAR POSITIONS WHOSE COMPENSATION THE COMMITTEE OVERSEES. THE COMMITTEE USES THIS DATA TO PROVIDE CONTEXT WHEN MAKING DECISIONS IN ADMINISTERING THE COMPENSATION PROGRAM. ACCURATE MINUTES OF THE COMMITTEE'S DISCUSSION AND DECISIONS ARE RECORDED DURING EACH COMMITTEE MEETING AND REVIEWED AND PROVIDED TO THE FULL BOARD OF TRUSTEES REVIEW.

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

FORM 990, PART VI, SECTION C, LINE 19

DOCUMENTS MADE AVAILABLE TO THE PUBLIC

THE ORGANIZATION AND ITS AFFILIATES ARE SUBJECT TO THE OPEN RECORDS LAW

IN THE STATE OF GEORGIA. THEREFORE, BY LAW, CITIZENS ARE PERMITTED TO

INSPECT AND COPY ITS GOVERNING DOCUMENTS, POLICIES AND FINANCIAL

STATEMENTS AS MAY BE REQUESTED FROM TIME TO TIME. ADDITIONALLY, THE

ORGANIZATION'S FORM 990 IS MADE READILY AVAILABLE ON THE GUIDESTAR

WEBSITE. PERIODICALLY, THE ORGANIZATION PUBLISHES A COMMUNITY BENEFIT

REPORT ONCE A YEAR FOR DISTRIBUTION TO THE PUBLIC. IN ACCORDANCE WITH

O.C.G.A SECTION 31-7-22 AND THE GEORGIA DEPARTMENT OF COMMUNITY HEALTH'S

RULES AND REGULATIONS FOR HOSPITAL TRANSPARENCY CHAPTER 111-8-41 THE

APPLICABLE DOCUMENTS ARE POSTED ON THE WELLSTAR.ORG WEBSITE IN THE

WELLSTAR HOSPITAL TRANSPARENT INFORMATION SECTION. UNDER ITS CONTINUING

DISCLOSURE AGREEMENTS FOR PUBLIC BONDS, OUTSTANDING FINANCIAL AND

STATISTICAL INFORMATION IS POSTED AND REPORTED ON EMMA.MSRB.ORG ON A

QUARTERLY AND ANNUAL BASIS.

FORM 990, PART VII

OFFICERS HOURS WORKED

THE OFFICERS DEVOTE THEIR TIME TO ALL OF THE ORGANIZATIONS WITHIN

WELLSTAR HEALTH SYSTEM THAT ARE LISTED IN SCHEDULE R, PART II. AS SUCH,

THE TOTAL HOURS WORKED BY THE OFFICERS ACROSS ALL ORGANIZATIONS EXCEEDS

40 HOURS A WEEK.

FORM 990, PART VII & FORM 990, SCHEDULE J

COMPENSATION

ALL COMPENSATION AMOUNTS REPORTED ON FORM 990, PART VII; PART IX, LINES

**SCHEDULE O
(Form 990 or 990-EZ)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

5-7; AND SCHEDULE J REPRESENT COMPENSATION PROVIDED TO INDIVIDUALS THAT PROVIDE SERVICES TO THE ORGANIZATION. LIKEWISE, THE NUMBER OF EMPLOYEES REPORTED ON PART V, LINE 2A REPRESENTS THE NUMBER OF INDIVIDUALS PROVIDING SERVICES TO THE ORGANIZATION. ALL FEDERAL EMPLOYMENT TAX RESPONSIBILITIES FOR THESE INDIVIDUALS (INCLUDING FEDERAL EMPLOYMENT TAX REPORTING RESPONSIBILITIES) ARE HANDLED BY WELLSTAR HEALTH SYSTEM, INC. (EIN 58-1649541).

FORM 990, PART XI, LINE 9

OTHER CHANGES IN NET ASSETS FOR THE REPORTING PERIOD WELLSTAR. HAD A CHANGE IN NET ASSETS OF \$(27,880,728) RELATED TO TRANSFERS TO AFFILIATES AS PART OF THE ALLOCATION OF INCOME STATEMENT AND BALANCE SHEET TRANSACTIONS OVER THE YEAR.

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

PAULDING MEDICAL CENTER, INC.

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Employer identification number

58-2095884

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
SEE SUPPLEMENTAL PAGE							
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2022

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) COBB SOUTH PARKING DECK LLC 75 793 SAWYER ROAD MARIETTA, GA 3	PARKING	GA	N/A									
(2) KENNESTONE EAST PARKING DECK, 793 SAWYER ROAD MARIETTA, GA 3	PARKING	GA	N/A									
(3) GRIFFIN IMAGING, LLC 31-182867 793 SAWYER ROAD MARIETTA, GA 3	IMAGING CENTER	GA	N/A									
(4) SPALDING HEALTH SYSTEM, LLC 58 793 SAWYER ROAD MARIETTA, GA 3	PHYS. HOSP. ORG.	GA	N/A									
(5) WELLSTAR SPALD. EMS/SPALD. 911 793 SAWYER ROAD MARIETTA, GA 3	OFF. BLDG/EMS	GA	N/A									
(6) NORTH FULTON PARKING DECK, LP 793 SAWYER ROAD MARIETTA, GA 3	PARKING	GA	N/A									
(7)												

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) COMMUNITY ASSURANCE CO. 58-1649541 3RD FL BARCLAYS HSE SHEDDEN RD GEORGE TOWN, CJ	INSURANCE	CJ	WHS, INC.	C CORP					
(2) WEST GEORGIA HEALTH PHYSICIANS, INC. 27-5125341 793 SAWYER ROAD MARIETTA, GA 30062-2222	PHYSICIAN PRAC.	GA	WHS, INC.	C CORP					
(3) WELLSTAR HEALTH PLAN, INC. 46-1922499 793 SAWYER ROAD MARIETTA, GA 30062-2222	HEALTH INSURANCE	GA	WHS, INC.	C CORP					
(4)									
(5)									
(6)									
(7)									

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity.		X
b Gift, grant, or capital contribution to related organization(s)		X
c Gift, grant, or capital contribution from related organization(s)		X
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)		X
k Lease of facilities, equipment, or other assets from related organization(s)	X	
l Performance of services or membership or fundraising solicitations for related organization(s)		X
m Performance of services or membership or fundraising solicitations by related organization(s)		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)		X
o Sharing of paid employees with related organization(s)		X
p Reimbursement paid to related organization(s) for expenses.	X	
q Reimbursement paid by related organization(s) for expenses		X
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a - s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

PART II - IDENTIFICATION OF RELATED TAX-EXEMPT ORGANIZATIONS

(A) NAME\ADDRESS\EIN	(B) ACTIVITY	(C) LEGAL DOMICILE	(D) EXEMPT CODE	(E) CHARITY STATUS	(F) DIRECT CONTROLLING	(G) SEC 512	
						YES	NO
COBB HOSPITAL, INC. 793 SAWYER ROAD	58-0968382 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X
DOUGLAS HOSPITAL, INC. 793 SAWYER ROAD	58-2026750 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X
KENNESTONE HOSPITAL, INC. 793 SAWYER ROAD	58-2032904 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X
WELLSTAR FOUNDATION, INC. 793 SAWYER ROAD	58-1627413 MARIETTA, GA 30062 FOUNDATION	GA	501(C)(3)	12 II	WHS, INC.		X
WELLSTAR HEALTH SYSTEM, INC. 793 SAWYER ROAD	58-1649541 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	12 II	N/A		X
WELLSTAR NORTH FULTON HOSPITAL, INC. 793 SAWYER ROAD	81-0851756 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X
WELLSTAR SPALDING REGIONAL HOSPITAL, INC. 793 SAWYER ROAD	81-0864789 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X
WELLSTAR SYLVAN GROVE HOSPITAL, INC. 793 SAWYER ROAD	81-0875069 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X
WEST GEORGIA HEALTH SERVICES, INC. 793 SAWYER ROAD	20-5497622 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	12 II	WHS, INC.		X
WEST GEORGIA MEDICAL CENTER, INC. 793 SAWYER ROAD	20-5497506 MARIETTA, GA 30062 HEALTHCARE	GA	501(C)(3)	3	WGHS, INC.		X

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

PART II - IDENTIFICATION OF RELATED TAX-EXEMPT ORGANIZATIONS

(A) NAME\ADDRESS\EIN	(B) ACTIVITY	(C) LEGAL DOMICILE	(D) EXEMPT CODE	(E) CHARITY STATUS	(F) DIRECT CONTROLLING	(G) SEC 512	
						YES	NO
VERNON WOODS RETIREMENT COMMUNITY, INC. 58-2575049 793 SAWYER ROAD MARIETTA, GA 30062	HEALTHCARE	GA	501(C)(3)	10	WGHS, INC.		X
WEST GEORGIA HEALTH FOUNDATION, INC. 20-0936376 793 SAWYER ROAD MARIETTA, GA 30062	FOUNDATION	GA	501(C)(3)	12 II	WGHS, INC.		X
MEDICAL PARK FOUNDATION, INC. 58-1303478 1514 VERNON ROAD LAGRANGE, GA 30240	FOUNDATION	GA	501(C)(3)	7	WGHS, INC.		X
WELLSTAR ATLANTA MEDICAL CENTER, INC. 81-0837031 793 SAWYER ROAD MARIETTA, GA 30062	HEALTHCARE	GA	501(C)(3)	3	WHS, INC.		X