45 Years in the Making

2014 Quality Report
We are pleased to present our ninth annual Quality Report - Convergence: 45 Years in the Making. PruittHealth has been a leader in the delivery of post-acute care services for 45 years, and we are committed to providing organizational transparency to our customers, colleagues, state and federal regulatory agencies, and partners within the PruittHealth family of providers. This quality report is one of the ways we honor that commitment, while providing insight into the past fiscal year’s trends in quality measures, quality indicators, patient outcomes, and more.

This year, our organization has completed its rebranding process, which has unified our diverse menu of services to fully integrate under a new name: PruittHealth. The synergy of our new branding will match our comprehensive model of care services and help our customers to gain increased visibility to available care pathways. We want our patients to know that we are here to guide and care for them, as well as their families, as they work to reach their individual goals.

Our patient- and family-centered efforts help our organization to continue to grow stronger, as well as satisfy our customers’ needs and exceed their expectations. Throughout the past 45 years, PruittHealth has been a leader in the health care profession, and as we have converged under one name, we have ensured great stability in our high-quality services and commitment to caring.

In this quality report, you will find additional information which outlines our organization’s goals and the steps we are taking to meet and exceed them. Our PruittHealth family remains closely tied to quality-driven initiatives and to the organizations that support them. We believe that the transparency this document offers will provide the communities in which we serve a greater understanding of our operations. PruittHealth has continued to develop and adapt over the past 45 years, and we are excited and ready to begin our journey through 2015.

We welcome your valued input and thank you for your time and interest.

With kindest regards, I am

Sincerely,

Neil L. Pruitt, Jr.
Chairman & CEO
PruittHealth
By The Numbers

45+YEARS OF CARING

24,000PERSONS CARED FOR EACH DAY

16,000PRUITT HEALTH PARTNERS

90+SKILLED NURSING & REHABILITATION CENTERS

170+PROVIDER LOCATIONS

LOCATED IN 4 STATES

FL GA SC NC

20+SKILLED CARE SPECIALTIES

10+PROFESSIONAL SERVICES
The PruittHealth Family of Providers

This year, our organization completed its rebranding process, and we started a new chapter of our 45 years of history, unifying our comprehensive menu of services under one name: PruittHealth. This rebranding process was monumental for our organization, as we prepared to celebrate 45 years of high-quality service to communities all over the Southeast, as well as established a converging presence of the many services we have to offer.

PruittHealth is an integrated family of providers that delivers an unparalleled presence in the Southeast, as well as the health care industry as a whole. It is our belief that moving forward under one name will present a clearer picture of who we are as an organization and how our many available services are connected, while taking some of the burden and stress off of our patients. By doing so, we are able to guide them to programs that are customized to their needs.

We deliver on our promise of quality. For the past 45 years, the well-being of our patients has been what drives our decisions and generates our directives. We provide services that promote not only physical health but mental and spiritual health as well, treating the whole person and not just the symptoms. This quality report displays a deeper insight into our program evolutions, our proven and ongoing improvement initiatives, and our work to bring positive change to the future of health care. PruittHealth is “Committed to caring for you and your health. That’s our Quality Promise.”
In FY2014, the PruittHealth Family of Providers Welcomes:

<table>
<thead>
<tr>
<th>Facility</th>
<th># Beds</th>
<th>Type</th>
</tr>
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<tbody>
<tr>
<td>PruittHealth - Covington</td>
<td>71</td>
<td>Skilled Nursing and Rehabilitation Center</td>
</tr>
<tr>
<td>PruittHealth - Eastside</td>
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</tr>
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<td>Sadie G. Mays</td>
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<td>Skilled Nursing and Rehabilitation Center</td>
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<tr>
<td>The Oaks - Athens</td>
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<td>Skilled Nursing and Rehabilitation Center</td>
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<tr>
<td>The Oaks - Bethany</td>
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<td>Assisted Living Center</td>
</tr>
<tr>
<td>PruittHealth Home Health (Chester, SC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PruittHealth Home Health (Florence, SC)</td>
<td></td>
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</table>
Congratulations to some of PruittHealth’s best and brightest!

We have many outstanding, dedicated partners at this organization, but we would like to highlight just a few of the countless examples of extraordinary work displayed throughout our family of providers. The partners featured in this section have received significant awards for their consistent commitment and dedication to PruittHealth.

**GHCA RN of the Year**

Carla Harris, RN and Director of Nursing Services for Christian City Rehabilitation Center, was named the 2013 RN of the Year by the Georgia Health Care Association. Under Carla’s leadership, Christian City has noticed a tremendous improvement in the quality of care provided, as evidenced by improved satisfaction surveys and fewer complaint surveys. The center also received its first deficiency-free survey in the history of its 35 plus years, went from a One-Star to a Four-Star center, and was awarded the AHCA Bronze Quality Award. Excellent work, Carla!

**Administrator of the Year**

During the 2013 annual Florida Health Care Association Conference, PruittHealth – Santa Rosa Administrator Peggy McCullough was named Nursing Home Administrator of the Year. She was selected for this recognition because her work demonstrates that she is a strong leader with a history of success and commitment to her patients, employed partners, and community. Ms. McCullough encourages her staff to continuously improve, leading their center to the AHCA Silver Quality Award; a place among the U.S. News Best Nursing Homes List; and a strong record of 5-Star ratings among other awards and accreditations. Congratulations to Peggy on this well-deserved award.
Guiding Light Caregiver of the Year Award

The Guiding Light Caregiver of the Year is a program that calls for each location to nominate their outstanding CNAs and Pharmacy Technicians for recognition. The awards are presented at our annual Spring Leadership Conference, and the top ten finalists and their families are honored at a special awards banquet. In addition to the grand prizes awarded to the top three, each finalist also receives $1,000.

We are pleased to announce the following Guiding Light Caregiver of the Year Award Recipients for 2014:

1st Place - $5,000 – Maria Landaverde

2nd Place - $3,000 – Clarence Thomas

3rd Place - $2,000 – Ann Johnson
PruittHealth recognizes that our partners are a vital element of our Quality Promise. We have created an organizational culture that will not settle for complacency in the care environment. We communicate our expectations and challenge our partners to excel through a detailed customer service program that promotes the highest level of care and patient satisfaction.

PruittHealth has found that promotion and development from within strengthens partner loyalty and creates a culture that stands above other providers. Many of our organization’s leaders have been with the organization for more than a decade and have either grown with the same department or transitioned among our service delivery lines.

Our organization believes in improvement through continuing education, and as such, we provide the following opportunities for partner education and advancement:

**Career Ladder Program** - provided for Certified Nursing Assistants in conjunction with an accredited technical college.

**Continuing Education Conferences** - for organizational leaders, administrators, and directors of health services.

**Administrator in Training Program** - partners meeting certain criteria who are interested in becoming an administrator can apply for this annual program that provides classroom instruction, hands-on training, and mentorship from experienced administrators.

**Nurse Aide Certification Programs** - current partners, or external applicants, can join this state-approved teaching program that trains individuals to become CNAs.

**Nursing Scholarships** - for existing nurses seeking advanced education and non-nurses seeking nursing degrees.

**Tuition Reimbursement** - for those seeking college degrees in health-related fields.

**Work Study Programs** - partners enrolled in an accredited nursing school can apply to join. Accepted students can work 20 hours a week while being paid for 40 hours, as long as they are enrolled in an approved nursing program.

We recognize that quality people thrive in an environment that promotes lifetime learning, so years ago we established PruittHealth University, an online learning resource that is updated with new and innovative material each month. Video education programs guide partners through topics, such as human resources, benefits awareness, leadership and customer service skills, as well as clinical-specific programs. (See Fig. 1.1 and 1.2)

Our organization understands that with our complex patient population, some clinical skills cannot be taught without a fully integrated approach to learning. Our proprietary specialty care pathways and other clinical competency programs encourage partners to excel through a combination of hands-on, classroom, and online tutorial instruction. Partners are then evaluated upon demonstration of quality proficiency in clinical benchmarks.

In order to continue to attract the best professionals in the competitive health care environment, PruittHealth offers a benefits program that reflects our partner commitment, including:

- 5-Star bonus incentive programs for achieving quality goals
- Employer contributed medical, disability, and life insurance
- Employer matching 401(k)
- Employer paid profit sharing
- “Great Jobs, Great Money” partner referral program (when existing partners recruit new staff)
- Paid Time Off (PTO) accruals beginning the first day of employment

The voices of our partners are instrumental in improving patient care, customer satisfaction, and workforce satisfaction. In order to receive partner feedback, we have multiple methods through which they can communicate concerns privately or anonymously, including a(n):

- Toll-free hotline (1-800-222-0321)
- E-mail address for questions with confidential responses (questions@pruitthealth.com)
- Partner Satisfaction Survey, conducted twice a year (see Fig. 1.3)
PruittHealth Partner Programs

PruittHealth is proud of our partners’ commitment to caring. We have developed the following programs to recognize and learn from our greatest asset:

**Leadership Mirroring** - program in which more than 40 organizational leaders work each quarter, side-by-side with direct care staff, in an effort to better understand their roles, challenges, and successes.

**Committed to Caring Challenge** - annual program that challenges each location to develop an innovative quality program that positively impacts patient quality and supports partner creativity. Every location in our family of providers has its own Committed to Caring Council, which is given $1,000 to complete the challenge.

The first place location receives $50,000 towards an approved renovation, $1,000 for a partner celebration, and a $50 bonus for each partner. The second place location is awarded $25,000 towards improvements and $750 for a partner celebration, and the third place location is given $10,000 for an approved renovation and a $500 partner celebration.

We are proud to announce that the FY14 Committed to Caring Challenge winners were:

1st Place - Laurel Park

2nd Place - NCSVH - Kinston

3rd Place - NCSVH - Fayetteville & PruittHealth Therapy Services

**Pruitt Cares** - a program of the PruittCares Foundation that provides assistance to caregivers when they are experiencing hardships due to a medical emergency or natural disaster.

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**PRUITT HEALTH UNIVERSITY & PARTNER SATISFACTION**

**FIGURE 1.1**

**Partner Enrollment**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
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<tbody>
<tr>
<td>15,000</td>
<td>14,000</td>
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**FIGURE 1.2**

**Courses Taken**

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<tr>
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<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>200,000</td>
<td>400,000</td>
<td></td>
</tr>
</tbody>
</table>

**FIGURE 1.3**

**Partner Net Promoter Scores**

<table>
<thead>
<tr>
<th></th>
<th>JAN 2013</th>
<th>JULY 2013</th>
<th>JAN 2014</th>
<th>SEPT 2014</th>
</tr>
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<tbody>
<tr>
<td>MyInnerview</td>
<td>15%</td>
<td>20%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Pinnacle</td>
<td>20%</td>
<td>25%</td>
<td>30%</td>
<td>35%</td>
</tr>
</tbody>
</table>

*Partner Net Promoter Score is defined as the number of responses scored as “excellent” minus the number of responses scored as “poor” divided by the total number of responses, then multiplied by 100 to make a percentage.

**BEST IN CLASS AWARD WINNERS**

We strive to promote an environment where our partners feel like they are family, and we believe it is important to recognize the following locations that have excelled as Best in Class for partner satisfaction survey results in FY14:

- PruittHealth – Lanier
- PruittHealth Consulting Services
- PruittHealth Home First – Atlanta North
- PruittHealth Home Health – Monroe
- PruittHealth Hospice – Swainsboro
- PruittHealth Pharmacy Services – Lexington
- The Oaks – Peake (Assisted Living)
Our patients are the heart of our family. Their well-being is our primary focus, and we recognize that it is a great responsibility to provide timely and appropriate care and/or services to each and every one of them on a daily basis. At PruittHealth, we incorporate modern technologies with vast experience and a continuous commitment to quality in order to create our holistic PruittHealth Model of Care (see Fig. 2.1). This advanced model of care is convenient and fluid, joining our services together and maximizing the individual’s options, which allows for a customized plan of care.
The past few years have brought significant changes to our regulatory and reimbursement structures. Now more than ever, we are faced with the challenge of developing new ways to provide the highest quality care in an efficient and effective manner. As a nation, we find ourselves at the starting line of a costly and complex new health care system. There are many uncertainties, but as leaders in our industry, we are prepared to help guide the family through the challenges ahead.

Through it all, the PruittHealth family of providers remains focused on honoring its promise to care for you and your health, providing clear navigation to a program that is right for you.

U.S. News ranks nursing homes nationwide based on data from Nursing Home Compare, the consumer web site run by CMS. Special honors are awarded for those nursing homes who receive four straight quarters of perfect 5-Star overall ratings. Our organization is proud of the following centers that made the list for 2014:

- Christian City Rehabilitation Center
- Laurel Park
- North Carolina State Veterans Home - Fayetteville
- North Carolina State Veterans Home - Salisbury
- PruittHealth - Barnwell
- PruittHealth - Blue Ridge
- PruittHealth - Crestwood
- PruittHealth - Dillon
- PruittHealth - Elkin
- PruittHealth - Fort Oglethorpe
- PruittHealth - Grandview
- PruittHealth - Moncks Corner
- PruittHealth - Old Capitol
- PruittHealth - Santa Rosa
- PruittHealth - Savannah
- PruittHealth - Sea Level
- PruittHealth - Shepherd Hills
- PruittHealth - Valdosta
- PruittHealth - Walterboro
- The Oaks - Athens
- The Oaks - Limestone
- The Oaks at Whitaker Glen - Mayview
Skilled Nursing & Rehabilitation Centers

PruittHealth owns, leases, or manages 90+ centers in four states – Florida, Georgia, North Carolina, and South Carolina. Although joined together by a common brand, vision, and mission of quality, each location is unique to its local community. We believe in a hands-on, heartfelt approach to foster development and exceed expectations through state-of-the-art rehabilitative and skilled nursing practices.

The PruittHealth family of providers has experience and expertise in providing advanced health care services. This is not only evidenced by its number of successful programs but also in its quality assurance practices. Our quality programs consist of corporate standards, leadership and training, external benchmarking and awards, continuous process improvement, and transparency practices. PruittHealth invests in several applications for tracking quality indicators and monitoring facility performance. We are consistently reviewing data and soliciting feedback in order to do the best job possible. We do not want to just be better than the competition but to be better each day than the day before for our customers.

A large part of delivering on our promise to each and every patient is maintaining constant compliance with state and federal guidelines. When evaluating our quality services, the Centers for Medicare & Medicaid Services (CMS) Regulatory Survey measures are an integral part of our overall methodology. We are proud to report that in FY13, we had 26 deficiency-free surveys, and in FY14, we had 16 deficiency-free surveys. The list of deficiency-free centers is depicted in Fig 2.2.

Safely Reducing Hospital Readmissions

PruittHealth is on the forefront of reducing hospital readmissions. We recognize the clinical and financial impact that re-hospitalizations can have on patients and families. In fact, according to the American Health Care Association, one in four persons admitted to skilled nursing facilities from hospitals are readmitted to the hospital within 30 days of their facility stay, costing the nation’s Medicare program billions of dollars each year. More importantly, the effects are not only physically devastating to the patient, but they can also have emotional and psychological implications for the individual’s well-being.

Recognizing the need to reduce re-hospitalizations, PruittHealth has invested a significant amount of capital over the last few years to improve clinical outcomes and give our caregivers the tools they need to effectively manage our patients. In many instances, we have partnered with local hospitals to create programs that increase communication and reduce re-hospitalizations. Our programs build on a foundation that addresses all healthcare center patients through a structured risk assessment and intervention process. It takes an aggressive and proactive approach by enrolling all patients upon admission.

PruittHealth supports the American Health Care Association’s goal of safely reducing the number of hospital readmissions within 30 days during a skilled nursing facility stay by 15% by March 2015. We continue to improve professional relationships with other providers in order to achieve a seamless transition across all service lines and are actively participating in national programs to reach our re-hospitalization reduction goal. Our customers are part of our family, and that is why we are committed to safely and significantly reducing hospital readmissions.
PruittHealth skilled nursing and rehabilitation centers continue to exceed in comparison to national for-profit companies in the Centers for Medicare & Medicaid Services Five-Star Quality Rating System. The CMS Five-Star System helps patients, families, and caregivers choose a nursing home that is right for them. More information about the CMS Five-Star Quality Rating System can be found at www.medicare.gov/NHCareCompare.

Deficiency-Free Survey Recipients

- North Carolina State Veterans Home - Kinston
- PruittHealth - Bamberg
- PruittHealth - Blythewood
- PruittHealth - Brookhaven
- PruittHealth - Crestwood
- PruittHealth - Fitzgerald
- PruittHealth - Fort Oglethorpe
- PruittHealth - High Point
- PruittHealth - LaFayette
- PruittHealth - Magnolia Manor
- PruittHealth - Sea Level
- PruittHealth - Sunriset
- Sparks Inn Retirement Center
- The Oaks - Bethany (Assisted Living)
- The Oaks - Peake
- The Oaks at Whitaker Glen - Mayview

In 2007, PruittHealth implemented the “Go for the Gold” program to encourage and reward our health care providers that demonstrate outstanding achievement in meeting their quality goals. Winners are determined by various criteria at Gold, Silver, and Bronze award levels. Each winner receives an award plaque and money toward a celebration of their achievements. More importantly, each partner in the winning location receives a monetary award for their contribution to their location’s success.

We are proud to announce the FY14 “Go for the Gold” winners:

**Gold Award:**
- PruittHealth - Blue Ridge
- PruittHealth Home First (Atlanta North)
- PruittHealth Home Health (Monroe)
- PruittHealth Hospice (Savannah)
- PruittHealth Pharmacy Services (Durham)

**Silver Award:**
- PruittHealth - Walterboro
- PruittHealth Home Health (Rome)
- PruittHealth Hospice (Farmville)
- The Oaks - Athens
- The Oaks at Whitaker Glen - Mayview

**Bronze Award:**
- PruittHealth - Ashburn
- PruittHealth - Augusta
- PruittHealth - Estill
- PruittHealth - Farmville
- PruittHealth - Grandview
- PruittHealth - Moncks Corner
- PruittHealth - Raleigh
- PruittHealth - Savannah
- PruittHealth Home Health (Winder)
- PruittHealth Hospice (Wilkes)
Safely Reduce the Off Label Antipsychotics

The National Partnership to Improve Dementia Care established a new national goal of reducing the use of antipsychotic medications in long-stay nursing home residents by 25% by the end of 2015 and 30% by the end of 2016. The coalition includes the Centers for Medicare & Medicaid Services (CMS), consumers, advocacy organizations, providers, and professional associations.

Between the end of 2011 and the end of 2013, the national prevalence of antipsychotic use in long-stay nursing home residents was reduced by 15.1%, decreasing from 23.8% to 20.2% nationwide. The National Partnership is now working with nursing homes to reduce that rate even further.

The National Partnership is now working with nursing homes to reduce that rate even further.

The national average of Long-Stay Antipsychotics during the 1st quarter, 2014 was 19.8%. PruittHealth facilities currently have a Long-Stay Antipsychotic percentage of 15.8%. The national average of Short-Stay Antipsychotics during the 1st quarter, 2014 was 21.5%. PruittHealth facilities currently have a Short-Stay Antipsychotic percentage of 2.60%.

The clinical team at PruittHealth has created a behavior management program for each facility. This program is instrumental in assessing each resident with an antipsychotic medication ordered on a routine basis.

The program is designed to reduce antipsychotic use and work with the resident to reduce behaviors. To date, we have been very successful at reaching these goals. The program has helped the facilities re-think their approach to dementia care and re-connect with the person and their families.

At PruittHealth, we initially focused on reducing the number of antipsychotic orders that were supported by off label diagnoses. We created a program centered on enhancing the use of non-pharmacologic approaches and person-centered dementia care practices. We are trying to avoid an increase in alternate behavior medications like anxiolytics and hypnotics, while reducing the antipsychotic orders. The key to our program is the proper documentation in all areas to support any dose of antipsychotic medications being given on a routine basis. When antipsychotic medications are reduced or discontinued, the resident is monitored, making sure there is not an unnecessary decline in functional or cognitive status as a nursing home tries to reduce its usage.

Two of the states with PruittHealth facilities have achieved significant reduction in their rate of antipsychotic usage. For example, Georgia reduced its rate by 26.4% and North Carolina saw a 27.1% reduction.

![Figure 2.3: Antipsychotic Medication Reduction](source: Medicare.gov and PointRight)
170+ PROVIDER LOCATIONS

LOCATED IN 4 STATES

FL  GA  SC  NC

GEORGIA QUALITY AWARD

We measure ourselves against our own historical data, as well as compare ourselves to other providers in the profession. One of the many ways we do this is through awards we have received from trade associations. At the state level, the Georgia Health Care Association, in partnership with the Georgia Quality Improvement Organization/Georgia Medical Care Foundation, established a Quality Award program in 2008 that recognizes Georgia nursing centers that have demonstrated a commitment to continuous quality improvement.

The following PruittHealth skilled nursing and rehabilitation centers were proud to be presented with the Georgia Quality Award in FY14:

• PruittHealth – Austell
• PruittHealth – Fairburn
• PruittHealth – Forsyth
• PruittHealth – LaFayette
• PruittHealth – Marietta
• PruittHealth – Valdosta

• The Oaks - Athens

JOINT COMMISSION ACCREDITATION

In our efforts to provide the highest quality of care to all of our customers, PruittHealth continues to gradually pursue Joint Commission Accreditation in our skilled nursing and rehabilitation centers. The following centers have earned the Joint Commission Accreditation, and the centers that have been awarded with this prestigious honor in FY14 are indicated with an asterisk:

• Georgia War Veterans Home
• North Carolina State Veterans Home - Black Mountain*
• North Carolina State Veterans Home - Fayetteville
• North Carolina State Veterans Home - Kinston*
• North Carolina State Veterans Home - Salisbury

• PruittHealth – Austell
• PruittHealth – Brookhaven
• PruittHealth – Fairburn
• PruittHealth – Macon
• PruittHealth – North Augusta
• PruittHealth – Raleigh
• PruittHealth – Rock Hill
Home Health

PruittHealth Home Health currently operates thirteen home health locations in Georgia; two locations in North Carolina, and three in South Carolina. Combined, these offices serve more than 1,400 patients every day.

The PruittHealth family of providers has been an established delivery system of post-acute care services in the Carolinas since 1994 and has built strong relationships through active local community involvement. The addition of home health to the current continuum of care model in these areas will significantly strengthen the services available to patients in need who deserve options when choosing a health care plan.

Our agencies participate in the Home Health Quality Improvement Campaign, as well as the Georgia Quality Improvement Organization’s “Care Transitions” project, and are all Joint Commission Accredited – a nationally recognized yardstick of quality indicators.

PruittHealth Home Health is proud to provide quality patient care and continues to monitor and identify areas for even greater improvement. Through our Outcome and Assessment Information Set (OASIS) data collection process, we provide outcome measures in assessing clinical and performance indicators.

This year, special emphasis was placed on the prevention of unnecessary re-hospitalizations among all patients. This was not only focused on as part of the national health improvement initiative but also in order to provide more inclusive care that is in the best interest of the patient. Research statistics confirm that congestive heart failure, acute myocardial infarctions, fall prevention, and respiratory disease are among the top diagnoses in the United States. Patients with these conditions statistically are re-hospitalized within the first 30 days of discharge. We implement customized disease management programs in order to properly care for each of these diagnoses and facilitate a transitional process to gradual, safe recovery.

PruittHealth Home Health is able to begin the disease management initiative from the time of hospital discharge. Early interventions assist the patient/caregiver in independence re-development and proper disease management in the home setting. These initiatives have positioned PruittHealth Home Health to successfully participate with other health care providers as part of Accountable Care Organizations (ACOs). PruittHealth Home Health continuously seeks opportunities to partner with organizations within the community.

Accountable Care Organizations (ACOs) are groups of doctors, hospitals, and other health care providers, who come together voluntarily to give coordinated high quality to their patients. As participants in these ACOs, we have minimized the 30-day re-hospitalization rate. In the Atlanta market, PruittHealth has engaged in partnership with Northside Hospital and together have achieved much success in reaching early goals. The home health agencies have noted a 30-day re-hospitalization rate of 17%, comparable with the national average which sits at 17%.
The following offices were presented with the Home Care Elite Award in FY14:

- PruittHealth Home Health (Blue Ridge)
- PruittHealth Home Health (Gainesville)
Hospice

In FY 2014, PruittHealth Hospice provided end-of-life care and support to approximately 1,400 terminally ill patients and their families. PruittHealth Hospice serves patients and families in 29 locations, covering 315 counties throughout Georgia, North Carolina, and South Carolina. This also includes one inpatient location in Duluth, GA.

PruittHealth Hospice participates in the nationally recognized consumer survey, the Family Evaluation of Hospice Care (FEHC), for measuring quality. The FY14 outcome data for Evening/Weekend Response, Personal Care Needs Met, and Pain Medication Met Needs are depicted in Fig. 2.7.

PruittHealth Hospice participates in benchmarking service delivery to hospice consumers through the measurement of Live Discharges (see Fig. 2.10). This measure is currently tracked within the health care industry worldwide and is closely linked to quality outcomes.

Specialty Programs - In response to the quality data results, PruittHealth Hospice developed specialty programs aimed at enhancing patient care outcomes.

1. Veterans’ Recognition Program – offers pinning ceremonies to honor our veterans.
2. Tuck-In Program – provides our patients and families with the extra touch of volunteers calling weekly to check in on them.
3. Caring Hands Program – specially trained certified nursing assistants provide personal care to patients using calming and relaxing techniques.
4. Specialized Disease Management Programs – providing high-quality care by expert clinicians who are trained in the complexities of specific terminal illnesses.

In FY14, the team continued to focus on three patient service-related outcomes of care:

Live Discharges - These can occur for a variety of reasons, including patient choice and unexpected medical condition improvement. PruittHealth Hospice implemented a proprietary re-hospitalization prevention program in recent years, designed to help identify patients at risk for discharge and redirect their care pathway. In turn, this will decrease the number of patients discharged from hospice care. It is our goal to make significant improvement in this area in the upcoming year, improving the patient’s end-of-life care experience.

On-Call Services - We strive to continuously improve after-hours and weekend service delivery. PruittHealth Hospice has developed and implemented “Best Practice” guidelines in order to improve patient outcomes and have done so. In FY 2014, we strived to significantly increase service delivery in this area.

Personal Care Services - PruittHealth utilizes a specialized training program to enhance Hospice Aides’ skills in caring for patients at the end of life. This program has proven to enhance the patient’s experience with the delivery of personal care services.
FIGURE 2.7
Evening/Weekend Response
Source: Deyta

FIGURE 2.8
Personal Care Needs Met
Source: Deyta

FIGURE 2.9
Pain Medication Met Needs
Source: Deyta

FIGURE 2.10
Live Discharges
Source: Internal Reporting
Home First

In 2001, PruittHealth added a Medicaid program called the Service Options Utilizing Resources in Community Environments (SOURCE) to our existing post-acute care continuum. The SOURCE goal is to identify people in the community who are high-risk for being placed in a nursing home and help to manage their care outside of a long-term care setting by coordinating primary medical care and community services.

Our organization’s SOURCE division is called PruittHealth Home First. Our trained care managers coordinate with other home and community-based service providers to set up a preferred plan of care, whether it is adult day health, emergency response systems, meals, transportation, nurse aide or personal care services to clients in their homes.

There are four goals that are identified for the Home First program throughout the state of Georgia:

1. Reduce the need for long-term institutional placement and increase options in the community for older and disabled Georgians.
2. Prevent the level of disability and disease from increasing in patients with chronic illness.
3. Eliminate fragmented service delivery through coordination of medical and long-term support services.
4. Increase the cost-efficiency and value of Medicaid long-term care funds by promoting self-care and informal support when possible for individual patients.

In FY14, PruittHealth Home First:
- provided Care Management services to over 4,000 members statewide.
- coordinated services for members located in 150 counties.
- worked directly with the State Medicaid Agency to ensure members reassessed for services that met the required guidelines for continued participation in the program.

Maintaining over a 90% level of care approval rating, Home First agencies provided assurance that members receiving services were members who truly met the medical, cognitive, and/or functional level of care requirements.

PruittHealth Home First also participated in the annual Customer Satisfaction Survey, which was distributed to all members participating in the program. The survey identifies quality outcome measures, including care manager’s ability to help the member stay out of the nursing home, services by the care manager, and the member’s overall satisfaction rate. The FY14 outcome data for these key areas averaged over 90% response rate of excellent/good combined.

The primary strengths highlighted from the survey included:
- overall service by the care manager.
- ability to keep the member out of the nursing home.
- members being treated with care and respect.

Each of the areas identified is in line with the four program goals and is further supported by PruittHealth Home First’s focus on providing the best care and services for our members.

PruittHealth Home First also monitors and manages utilization of authorized home- and community-based services.

During FY14:
- Average Medicaid dollar expenditure per patient in a long-term care facility = $4,171 per month
- Year-end average of Medicaid expenditures for authorized services per patient = $1220 per month
- Average savings per patient = $2951 per month

The above numbers show that consumers eligible for nursing facility placement retained choice and independence in the community at less cost than institutionalization.
PruittHealth Home First continues to maintain a close partnership with the Department of Community Health and Georgia Medical Care Foundation in order to continuously improve overall program performance and to ensure that individual sites are working toward stated goals. The partnership includes the monitoring of compliance with rules and regulations and quality assurance protocols for waiver programs developed for the Centers for Medicare and Medicaid Services.

Although PruittHealth Home First did not have a formal utilization review process during FY14, all locations regularly participate in an internal compliance and audit process. This process provides assurance that care managers are following the program guidelines and are appropriately responding and resolving member issues. Systems are monitored internally to ensure the best quality outcomes.

**Care Management**

PruittHealth Care Management is a centralized department that effectively and consistently provides enhanced customer service to our patients with commercial insurance and managed Medicare health plans. The benefit of our centralized, specialized case management department is felt immediately by the patient and family during the referral process.

Our Transition Nurses, Intake Coordinators, and Nurse Care Managers work side by side with the patient and family to navigate the payer requirements to verify insurance benefits and to ensure clinical authorization is given for the services that meet the individual needs of the patient. The goal of the care management department is to make sure that the insurance payer has all of the medical information required to ensure that the patient receives the right care in the right place at the right time.

Once placed into one of our skilled nursing and rehabilitation centers, or once the customer is receiving services from our Family of Providers, managed care members receive individualized case management services through our team of nurses, all Certified Care Managers. The over-arching goal of PruittHealth Care Management is to ensure a seamless, safe, and clinically appropriate pathway through the maze of health benefits and various levels of care offered by PruittHealth.

To that end, we provide services 7 days a week so that weekends are not an obstacle to accessing care within PruittHealth. We measure our success with metrics that focus on timeliness and clinical accuracy.

**Managed Care**

The Managed Care department of PruittHealth provides support to PruittHealth Care Management through their contract management services. Their goal is to ensure access to quality care by building and maintaining partnerships with commercial payers. Over the last year, we have expanded our capacities and have increased our capacity to nearly 12 million covered lives under contract. As our continuum of care expands along with our geography, we continue to seek partnerships with payers who may not be included today and to work diligently to develop partnerships that will enhance the services available to our patients. Our focus is on partnering with payers who utilize quality data to grow services and are innovative in their approach to the ever-changing health care market.

**Home Infusion Pharmacy Services**

PruittHealth Pharmacy Services expanded its offerings in 2008 to include Home Infusion Services in the Atlanta market. They currently offer infusion services and pharmacy consultation to approximately 140 patients throughout Georgia, who are being cared for in a home environment, preventing the need for some patients to transition to an institutionalized setting.

**Infusion Services Provided:**

- TPN  
- Enteral and hydration  
- IV antibiotics  
- IV pain management  
- IV chemotherapy  
- IV ionotopic  
- IVIG  
- IV steroids  

**Consultative Services Provided:**

- Nutritional assessment  
- Pharmacokinetic dosing  
- Hydration and electrolyte monitoring  
- Disease state care planning to improve clinical outcomes
• Strategies and education to prevent re-hospitalizations

Health care experts estimate that 8,000 people will turn 65 years old each day for the next 18 years - that’s approximately 52 million individuals by 2030. The United States’ current health care infrastructure is not designed to handle this change in our population and will create significant opportunities for health care organizations who promote “aging in place” (treating patients at home). PruittHealth Pharmacy Services is poised to meet these opportunities and provide needed services to meet future demand.

For FY14, PruittHealth Pharmacy Services has three main initiatives:

1. Meet and exceed the expectations of the ACHC survey at the end of 2014.
2. Work to obtain the system functionality for a completely paperless environment.
3. Expand Home Infusion Therapy services into markets surrounding our other long-term care pharmacies (in Valdosta, GA; Lexington, SC; and Durham, NC).

We are excited and confident about meeting these goals and working to advance our model of care even further, adding more patients to our family.

**Retirement Senior Living**

In FY14, PruittHealth moved toward further development of the retirement living division of our provider family - The Oaks. The Oaks communities offer everything members need to age in place - providing convenience, security, and flexibility to move within varying levels of lifestyle support. Independent retirees, assisted living support, rehabilitation after illness or injury, and more advanced skilled nursing care are all offered within the same campus.

In FY14, The Oaks Senior Living division continued the initiative begun in FY13 of shifting from Personal Care Home (PCH) status to that of Assisted Living Community (ALC) designation. Providers who wish to be labeled as an ALC can apply for the new designation and go through an additional survey process to become certified to continue to use the term “assisted living”.

ALCs permit:

• the administration of residents’ medications, and administer medications through a Certified Medication Aide.
• residents to remain in the community, via assisted self-preservation, long after limited mobility would have “necessitated” transition to a higher level of care.
• skilled nursing centers to admit and care for a more acute population.
• seniors with more chronic, less acute diagnoses to be managed in centers that offer more freedom with an appropriately assisted lower level of care.

During FY15, we expect to have all our centers that meet the physical plant requirement, designated in the new ALC regulations, to be successfully converted to the ALC classification.

Throughout FY14, The Oaks also continued to improve its focus on the PruittHealth Model of Care within the organization by doing the following:

• converted the personal care and assisted living centers to PruittHealth Pharmacy Services through the Advantage Rx® line of medication dispensing service. This enhanced service has improved quality of care and service delivery by reducing medication pass times and potential for errors.
• improved our level of care offerings in the independent living and assisted living arena by developing a simple to understand ADL model. This new program offers three designations within our centers:
  ◦ Supplemental
  ◦ Enhanced
  ◦ Comprehensive

These levels of care will ensure that our residents are receiving the proper care needed, while residing in a PruittHealth independent, personal care, or assisted living center.

We are extremely pleased with the expansion of our Oaks community offerings and look forward to providing campus communities as we evolve with the growing needs of our customers.
The American Health Care Association’s National Quality Award is a prestigious honor awarded to nursing homes, assisted living centers, and residential care facilities that meet the criteria for quality. The awards are evaluated at three distinct levels with the criteria reflecting that of the Malcolm Baldrige National Quality Award. In FY14, we added to our recipient list, and these centers are indicated below with an asterisk.

**Healthcare Center Silver Award Winners:**
- Georgia War Veterans Home
- Laurel Park
- PruittHealth - Forsyth*
- PruittHealth - Fort Oglethorpe
- PruittHealth - Old Capitol
- PruittHealth - Santa Rosa
- PruittHealth - Toccoa
- PruittHealth - Toomsboro*
- PruittHealth - Valdosta*
- The Oaks - Town Center
- PruittHealth - Aiken
- PruittHealth - Ashburn
- PruittHealth - Athens Heritage
- PruittHealth - Augusta
- PruittHealth - Augusta Hills
- PruittHealth - Austell
- PruittHealth - Bamberg
- PruittHealth - Barnwell
- PruittHealth - Blue Ridge
- PruittHealth - Brookhaven
- PruittHealth - Columbia
- PruittHealth - Covington
- PruittHealth - Crestwood
- PruittHealth - Decatur
- PruittHealth - Dillon
- PruittHealth - Eastside
- PruittHealth - Elkin
- PruittHealth - Estill
- PruittHealth - Fairburn*
- PruittHealth - Farmville
- PruittHealth - Franklin
- PruittHealth - Grandview
- PruittHealth - Greenville
- PruittHealth - Griffin
- PruittHealth - Holly Hill
- PruittHealth - Jasper
- PruittHealth - LaFayette
- PruittHealth - Lakehaven
- PruittHealth - Lanier
- PruittHealth - Lilburn
- PruittHealth - Macon
- PruittHealth - Marietta*
- PruittHealth - Magnolia Manor
- PruittHealth - Moncks Corner
- PruittHealth - Monroe
- PruittHealth - Moultrie
- PruittHealth - Neuse
- PruittHealth - Ocilla
- PruittHealth - Orangeburg
- PruittHealth - Peake
- PruittHealth - Pickens
- PruittHealth - Raleigh
- PruittHealth - Ridgeway
- PruittHealth - Rock Hill
- PruittHealth - Savannah
- PruittHealth - Sea Level*
- PruittHealth - Shepherd Hills
- PruittHealth - Spring Valley
- PruittHealth - Sunrise
- PruittHealth - Swainsboro
- PruittHealth - Trent
- PruittHealth - Walterboro*
- PruittHealth - Washington
- PruittHealth - West Atlanta
- Sadie G. Mays Health & Rehabilitation Center
- The Oaks - Athens
- The Oaks - Brevard
- The Oaks - Carrollton
- The Oaks - Limestone
- The Oaks - Scenic View
- The Oaks at Whitaker Glen - Mayview

**Assisted Living Community Bronze Award Winners:**
- Sparks Inn Retirement Center
- The Oaks - Carrollton (Assisted Living)
- The Oaks - Peake
- The Oaks - Scenic View (Assisted Living)
At PruittHealth, we know that quality customer service starts with strong communication and empathy. We develop and grow quality relationships by identifying, understanding, and anticipating the needs of our patients, families, and clients and then, not just meeting but exceeding their expectations. That is why, this year, we decided to begin conducting phone surveys with Pinnacle Quality Insight.

Pinnacle provides all monthly survey data for our organization, and we are excited to continue to work with them to improve our customer satisfaction scores. Improving customer satisfaction is not just a national quality initiative but one that our organization has chosen to pay special attention to as well. Patients today have more choice than ever with regard to health care delivery, and it is our aim to be on the top of their preferred list.

Pinnacle provides us with qualitative data for our organization to offer more accurate information for each location. We are confident that a more detailed analysis will give us the proper tools needed to improve and exceed our customer satisfaction survey goals and results. We are able to dig deeper into comments and suggestions from patients and families, and conducting the surveys via phone has given us more information to improve and resolve any issues.

Our customers are so important to us. We are proud of our accomplishments, as well as the strides that we have made with our customer satisfaction processes and results, and we have traditionally met and exceeded our customers’ goals.

The charts in Fig. 3.1 to 3.6 reflect the customer satisfaction scores for each of our service lines, as well as the overall satisfaction with PruittHealth.
Upgraded Amenities & Hospitality Services

- State-of-the-art rehabilitation suites that feature:
  - Nautilus® and Biodex® strengthening equipment and advanced therapy techniques
  - Cutting edge HydroWorx® Aquatic therapy pools
  - Occupational Therapy kitchens for hands-on rehabilitation
  - Putting greens
  - Multi-surface walking paths

- Starbucks® coffee shops
- Spas with jetted tubs, manicure and pedicure chairs, massage services, and soothing fountains
- Wireless internet access and internet cafés
- Theater rooms
- Chaplaincy support and personal guidance (for patient and family as requested)
Care Ambassador Program

Care Ambassadors are steady points of contact that provide daily support for patients and their families. They are specially trained to greet new admissions with the highest level of customer service and assist with: grievance counseling, the celebration of birthdays, kindness gestures such as small beverage and food offerings during difficult times, and overall getting to know the customer in order to better care for their needs. A supportive connection is made quickly and appropriately and maintained for as long as the customer is either in our care or being provided with our services.

Information about the Care Ambassador program is introduced to customers during the admission process and continues for as long as they are in our care or part of our health care community. Care Ambassadors are able to address any verbalized concerns immediately. They lend a personalized touch by offering handwritten cards and small celebrations for birthdays and milestones in recovery.

Oversight of the program is handled by Care Ambassador Team Leads who have years of experience and expertise and demonstrate a desire and capability to lead a group of ambassadors. While the program is still in its infancy, so far it has shown to be an enjoyable and integral part of day-to-day operations.

Senior Care Partners

We believe that a comprehensive focus on quality of life cannot simply stop with addressing our patients’ health care but their mental, social, and spiritual well-being also. This is why during their stay, all of our patients are granted access to amenities, such as selective dining menus, high speed wireless Internet access, socially integrative activities, flat screen televisions, finely appointed day rooms, and even gourmet coffee and snack bars at many locations.

Quality of life is greatly influenced by strong communication and the continued involvement and support of those closest to our patients. To best address this basic need, we continue to add new Senior Care Partners to our centers all the time. These registered nurses act as navigators for patients and their families, lending a higher level of expertise than the average nursing center and increased overall communication.

Transitioning to a skilled nursing and rehabilitation center can be an overwhelming venture, and we understand how important it is to have someone available to sit down and give you precise answers to all your questions. Senior Care Partners keep a promise to not only deliver care but to also deliver information to family and loved ones. They prepare frequent updates and even share photos with family, so they can be connected even when they cannot be physically present.
Best in Class Award Winners

The following locations excelled as Best in Class for customer satisfaction survey results in FY14:

- PruittHealth – Town Center
- PruittHealth Home First – Rome
- PruittHealth Home Health – Blue Ridge
- PruittHealth Hospice – Pee Dee
- PruittHealth Pharmacy Services – Toccoa
- The Oaks – Bethany (Assisted Living)
The PruittCares Foundation has a long history of providing programs and services to assist our employed partners, communities, and patients in hardships. We are dedicated to the well-being of others and help to ensure their emotional, financial, and spiritual needs are being met. The PruittCares Foundation has developed and implemented various programs in order to be an active member of our local communities and to make sure the people we serve have the proper resources to live a healthy, prosperous life.

Camp Cocoon

Critical to the mission of the PruittCares Foundation, Camp Cocoon is a children’s bereavement camp that has been held in Tallulah Falls, Georgia for more than 12 years. The camp’s primary goal is to help children who have lost a loved one gain a solid understanding of their grief journey, as well as learn to express their feelings during the difficult process. While grief recovery is a journey, the process is especially different for children. Most need to learn tools and techniques to deal with a loss, and that is what the camp is designed to accomplish.

We consider it an honor and privilege to be able to host and be so involved in a camp like this each year. It is very important that we, as a society, help children through their grieving processes to ensure that they know they are not alone. Strong, lasting bonds are created between the campers, as well as the campers and the volunteers. It is important to feel accepted among peers who have also experienced a loss.

Over the years, parents and campers have told us how much the camp has meant to them. Children rediscover their youthfulness and happiness, and parents find relief that their children begin to express their feelings in a healthier way. Camp Cocoon is a transforming experience for so many people in so many ways, and our organization is dedicated to its well-being and prosperity.

Over the past 5 years, we have been working to provide children in other regions of our three state service area with this same opportunity. The PruittCares Foundation now holds five one-day camps and has six additional camps in the planning stage. There is never enough help for those who suffer, but Camp Cocoon is making a difference in so many people’s lives. Each year is a new opportunity to provide assistance and counseling to those in need, and we remain unwaveringly committed to the well-being of these children.
PruittCares Foundation

The PruittCares Foundation recognizes that quality of life depends heavily on mental health, and that is why the final piece of their mission focuses on bereavement—helping others in coping with their grief from the loss of a loved one. Support groups are created, counseling is made available, and inspirational literature is handed out year-round.

For more than two decades, our hospice care patients have been guided through programs unique from our care and rehabilitative procedures. Hospice care seeks to relieve pain and physical discomfort and neither prolong life nor hasten death. Many find the program to be a spiritual and comforting experience facilitated by medical support, family support, and the help of volunteers who generously give their time to assist those in need.

It was inspiration from caring individuals like these that led to the development of the PruittCares Foundation in 1998. The foundation supports end-of-life programs for the general public and health care providers, as well as organizes and executes dozens of fund-raising events annually. Proceeds raised for this generous non-profit entity go toward several different programs designed with the mission of the organization at the forefront.

The PruittCares Foundation delivers on the belief that advancement in education for our partners delivers higher quality health care to our patients. That’s why they provide annual scholarship opportunities for nursing, pharmacy, and rehabilitation students. Foundation representatives also arm the public with important information on what hospice care is, what options are available, and assists in the development of advanced directives.

Camp Cocoon - To aide children with bereavement, the foundation created Camp Cocoon. Held before school starts back every summer, the three day camp helps kids from ages 5-17 that have suffered the loss of a loved one break through their cocoon and learn to fly like butterflies. Being around other children who know what they are feeling and being given the opportunity to talk about and work through their feelings, jump-starts emotional improvement and encourages growth. Although the number of campers is kept low in order to provide a more one-on-one interaction between experienced volunteers and the kids, Camp Cocoon has proudly helped several thousand children since its inception.
Pruitt Cares Hardship Relief - To support a sustained quality of life, the Foundation also offers financial support to deserving patients and employed partners in need of emergency assistance. The Pruitt Cares Hardship Relief program was established years ago to assist caregivers who have experienced a natural disaster or devastating hardship.

A long-time CNA at PruittHealth – Rome, Cindy Lovett, lost her daughter and granddaughter in a house explosion due to a gas leak, and her grandson was burned on more than 85% of his body. “For 21 years, I’ve been a CNA, and I’ve always treated people the way I want to be treated. When Pruitt Cares helped me, it was just like me taking care of someone in the nursing home, and that’s what family is all about – sticking together,” said Ms. Lovett. “Without the people in Rome and the help of this program, I wouldn’t be where I am today.”

Tree of Memories - To expand fund-raising efforts, the foundation added a new Tree of Memories location, bringing the total number of operating sites to ten. The Tree of Memories is an annual holiday fund-raiser that allows supporters to choose a hand-painted butterfly ornament in exchange for a donation of ten dollars or more. Regardless of donation, all who visit a location are encouraged to celebrate the life of a loved one by writing a remembrance on a special card and placing the card on the Tree of Memories.
FY14 By The Numbers

$110,000 WORTH OF ASSISTANCE TO OVER 100 PARTNERS

300+ CHILDREN ATTENDED CAMP COCOON

50+ EVENTS HELD TO SUPPORT THE PRUITTCARES FOUNDATION

16+ YEARS OF COMMUNITY BENEFIT
In closing, we would like to thank you for your interest in the PruittHealth Family of Providers. We attribute our thriving growth and development as a leading provider of health care services to our strong emphasis on quality initiatives throughout all aspects of our family-centered care and service delivery. PruittHealth continues to rise to the challenges and opportunities of new legislation, regulations, and technology, as well as offer a better quality of life to those in need. By providing transparency into our performance data outcomes, we believe we demonstrate our faithfulness to our mission statement and vision:

**Our Mission:**
Our family, your family, one family;
Committed to loving, giving, and caring;
United in making a difference.

**Our Vision:**
To be innovators in a seamless and superior health delivery system to the communities we serve.

We aim to inspire, create, and revitalize not just the body but the soul of our patients. Our partners unite under our mission of making a difference and supporting quality initiatives in all that they do. Our customers know that we value the development of our professional relationships and strive to be the kind of associate they can rely on and trust. PruittHealth is focused on the future of health care and delivering on its quality promise of caring for you and your health.

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**PruittHealth Commitment to Caring Pledge**

We, the PruittHealth family of providers, recognize the inherent value of our clients. Whether they are patients, residents, families or friends, volunteers, partners, or the communities in which we are located, we are committed to serving health care needs, gaining customer loyalty, and maintaining their satisfaction at the highest level.

We, the PruittHealth family of providers, commit that we will promote a timely, courteous rapport with those that affect our industry, including the public members of the health care workforce, our vendors, and referral sources. We will maintain relationships grounded in respect, open communication, and professionalism with those in the regulatory agencies, reimbursement agencies, and law enforcement.

We, the PruittHealth family of providers, commit to open and honest communication which provides a foundation for practicing what we do in an ethical and legal manner. We understand that a creative work environment maximizes performance improvement. We cherish and value partner competency built through continuing professional development.

We reward teamwork and empower those that promote quality care and services. We commit to uphold a culture that fosters caring, fairness, and respect for people and property.

This is OUR “Commitment to Caring”.

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31
PruittHealth, Inc., is one part of a larger organization comprised of companies that provide health care and related products and services. This document was prepared by PruittHealth on behalf of those companies based on their collective accomplishments and dedication to their customers. For purposes herein, the name “PruittHealth” is used to identify the group as a whole and should not be construed to impute liability to PruittHealth, Inc., or as an alter ego or agent of any other company. Each company has adapted and ratified on its own behalf all information contained herein.