



**TIDELANDS  
HEALTH**



**COMMUNITY**

ANNUAL REPORT 2017

**PEOPLE**

Ours is a team of people helping people.

**SERVICE**

In all we do, we serve our patients and community.

**QUALITY**

Our commitment to excellence is unrelenting.

**SAFETY**

We strive to prevent harm, keeping our patients and each other safe.

**FINANCE**

We operate efficiently and intelligently to remain strong.

**GROWTH**

Where there is a need, we grow to meet it.

*These are the pillars upon which our organization is built.*



**COMMUNITY**



**We help people live better lives through better health.**

*This is our mission.*

**We will be our region's first choice for health and wellness.**

*This is our vision.*

**Better health begins here.**

*This is our purpose.*

## To our community,

Our *community*. Few words are as simple and, yet, as complex. For nearly 70 years, Tidelands Health has been an integral part of the broad regional community we serve. From the quiet streets of Andrews and Hemingway to booming Myrtle Beach, our nation's second-fastest growing area, and beyond, our health system — the region's largest — is woven into the fabric of community that connects us all.

And we, with three hospitals and more than 50 locations, are a vibrant community unto ourselves. With more than 2,000 employee, physician and volunteer partners, our numbers today match the population of a small town. From diverse backgrounds, we have been brought together by a shared mission, and we are connected by a shared purpose in the work we do: Better health begins here.

Fundamentally, we believe health is at the heart of a community. And we believe the best health care is local. To that end, our not-for-profit health system is guided by a volunteer board of trustees who call this community home. We do not have stockholders to whom dividends are paid. Instead, we reinvest our earnings in the health of our stakeholders — our community — through the recruitment of new physicians, the acquisition of new technologies and the construction of new facilities to deliver great health care right here, at home, to the people of Georgetown, Horry and Williamsburg counties.

In this, our fiscal 2017 annual report, we invite you to learn about the work we do every day to improve health and lives in the community we serve. We have titled this report, quite simply, *Community*. It is for your information and benefit that this report has been compiled.

On behalf of our board of trustees and our physician, employee and volunteer partners, thank you for your continued support. We are grateful every day for the trust you have placed in us, and we are honored to be our community's first choice for health and wellness, for life.

Respectfully,



**H. McRoy Skipper Jr., CPA**  
Chairman of the Board



**Bruce Bailey**  
President and CEO

### Tidelands Health board of trustees

**H. McRoy Skipper Jr., CPA, chairman**  
**Edward Norris III, vice chairman**  
**Julian Reynolds Jr., secretary and treasurer**  
**Francis Ford Jr.**  
**Christine Gerber, MD**  
**William Greer, MD**  
**Judith Ingle**  
**Robert Jones**  
**Tony Jordan**  
**Dr. Marthena Morant**  
**Mark Nash**  
**Michael Ratz, MD**  
**Gayle Richmond, MD**  
**Daniel Scheffing**  
**Willie Shelley**  
**Daniel Stacy Jr.**

### Tidelands Health medical staff leadership

**Gayle Richmond, MD, chief of staff**  
**Michael Ratz, MD, vice chief of staff**



**COMMUNITY  
HEALTH**

NO MATTER WHICH part of our regional community you call home, there is a Tideland Health location nearby. Helping people live better lives through better health is our guiding mission, and we fulfill that mission through the delivery of high-quality, compassionate health care and wellness services close to home.

Today, our health system includes three hospitals and more than 50 outpatient locations. Construction of a fourth hospital — a rehabilitation hospital to serve the northern portion of our region — will begin later this year. In fiscal 2017, more than 14,000 people were inpatients in our hospitals, and our emergency departments recorded more than 65,000 visits.

Those numbers are dwarfed, however, by the number of visits patients make to our outpatient locations each year. For fiscal 2017, outpatient visits swelled to nearly 435,000. For perspective, that number is greater than the populations of Georgetown, Horry and Williamsburg counties combined.

Clearly, we are a rapidly growing health system serving a rapidly growing community. Now more than ever, then, it is imperative that we remain laser focused on the fundamental principles that guide our operations.

We express those principles in six organizational pillars: people, service, quality, safety, finance and growth. Those pillars provide the framework within which we operate, and they are a litmus test as we chart our path forward. Ultimately, we are pursuing what the Institute for Healthcare Improvement calls the “triple aim” of health care — to improve our patients’ experience of care, to improve the health of the community we serve and to reduce the cost of care.

## IMPROVING THE CARE EXPERIENCE

Whether in the inpatient or outpatient setting, we know our patients' care experience is largely determined by two factors — quality of care and quality of service.

In fiscal 2017, we undertook a significant restructuring of our operations to help advance the delivery of high-quality care and service across our organization. Historically, like many health systems, our operations were divided into two broad categories — hospital-based care and community-based care. However, that's often not the way patients experience our health system.

A typical patient's journey stretches across the continuum of care — from family doctor visits to hospitalization to post-acute care such as home health or physical therapy. And, often, the journey is not linear.

To better align our operations with the way our patients use them, we have moved to a more holistic organizational structure — one that is organized around the patient rather than the care delivery setting. We have also adopted a dyad leadership model in which administrative leaders



and physician leaders are working side by side to manage our clinical operations.

Our goal is a truly integrated health care delivery system — one in which patients experience the same high level of quality and service no matter where they are in their health care journey with Tideland Health.



### NATIONALLY ACCREDITED SPINE SURGERY

Both Tideland Waccamaw Community Hospital and Tideland Georgetown Memorial Hospital achieved Joint Commission accreditation for spine surgery in fiscal 2017. In doing so, our hospitals became the second and third in the state, respectively, to earn the prestigious recognition. The hospitals, which are both fully accredited by The Joint Commission, also hold disease-specific certifications in joint replacement and stroke care.

### RANKING AMONG THE NATION'S BEST

Tideland Waccamaw Community Hospital in 2017 earned national recognition for overall excellence in quality, ranking in the Top 25 percent among rural U.S. hospitals. The hospital earned the ranking from the The Chartis Center for Rural Health/iVantage Health Analytics and the National Organization of State Offices of Rural Health. The rankings are determined each year using iVantage Health Analytics' Hospital Strength INDEX, a data-driven program designed to identify excellence across a broad spectrum of indicators associated with hospital performance and patient care.


### RECOGNIZED FOR PATIENT SAFETY

Both Tideland Waccamaw Community Hospital and Tideland Georgetown Memorial Hospital were recognized by the South Carolina Hospital Association for outstanding performance in patient safety in 2017. Tideland Georgetown earned three Certified Zero Harm

## IMPROVING COMMUNITY HEALTH

Just as we invest in the quality of care and service we provide, we also devote significant resources to broad community initiatives that are improving the health of the population at large.

Operating under the umbrella of our community health resources department, these initiatives



In fiscal 2017, Tidelands Community Care Network provided access to care for 1,455 uninsured residents of our community.

range from Tidelands Community Care Network, a public-private collaborative of more than 30 area organizations working together to improve health care access for the uninsured and the underinsured, to our community-based palliative care program, which brings together a multidisciplinary team of experts to improve the quality of life for patients living with chronic and life-threatening illness.

In fiscal 2017, Tidelands Community Care Network provided access to care for 1,455 uninsured residents of our community. This care included 5,820 primary care visits, 2,182 specialty care visits, 348 behavioral health visits and 39,285 medication prescriptions.

The work of the community care network, which is headquartered at the Tidelands Health Community Resource Center in Georgetown, is vital to the well-being of our community. These efforts are funded, in part, by the generous support of both The Duke Endowment and the Tidelands Health Foundation.

Likewise, the palliative care program is an essential lifeline for members of our community living with serious illness such as cancer, Alzheimer's disease, kidney disease or AIDS. Palliative care, which is delivered in the home

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Awards for having no infections at surgical sites for hip replacements (12 months) and abdominal hysterectomies (30 months) and no central line-associated bloodstream infections in the hospital's critical care unit (18 months). Tidelands Waccamaw earned two Certified Zero Harm Awards for having no infections at surgical sites for abdominal hysterectomies (30 months) and no central line-associated bloodstream infections in the hospital's critical care unit (45 months).

## ACCOLADES FOR STROKE CARE

In 2017, the American Heart Association honored both Tidelands Waccamaw Community Hospital and Tidelands Georgetown Memorial Hospital for excellence in stroke care. Tidelands Waccamaw earned a Gold Plus Quality Achievement Award, and Tidelands Georgetown earned a Silver Plus Quality Achievement Award through the American Heart Association/American Stroke Association's Get With The Guidelines program. The recognition honors both hospitals' commitment to providing stroke treatment that meets nationally accepted, evidence-based guidelines. Both Tidelands Georgetown and Tidelands Waccamaw are certified by The Joint Commission as advanced primary stroke centers. And our health system has been honored as a South Carolina Telehealth Program of Excellence in recognition of our work as part of MUSC's REACH telestroke program.




setting, provides symptom management and connects patients and their families with resources to help with financial pressures, transportation, housing and more.

The palliative care program is an important complement to post-acute care services such as home health care and hospice care, which we provide in partnership with Amedisys and Tidelands Community Hospice, respectively.

More broadly, our community health resources department provides a wide array of health programs and screenings for the community at large. These include our popular Community Health Days, which are attended by hundreds of community residents who take advantage of free and low-cost health screenings and health information.

We partner with area schools, as well. In Georgetown County, we fund athletic trainers in each of the county's high schools, and the physicians and staff of the Tidelands Health Sports Medicine Institute offer free sports physicals for student athletes. Nearly 900 students took advantage of this community service in 2017. We also offer free sports injury screening clinics for student athletes every fall.



Lean initiatives have resulted in more than \$5 million in savings to our health system.

Finally, through our Tidelands Works program, we have partnered with nearly 100 area businesses to provide a broad range of health and wellness services to their employees. We create a custom solution for each of our business partners — offering everything from workers' compensation services to Stronger at Work, a medical fitness program available through Tidelands HealthPoint Center for Health and Fitness, our region's only medical fitness center.

## REDUCING THE COST OF CARE

The third component of the Triple Aim is the reduction of health care costs. We face this issue not



### EXCEPTIONAL CARE FOR MOTHERS AND BABIES

Tidelands Waccamaw Community Hospital's childbirth program has once again earned recertification as a Childbirth Center of Excellence by The Joint Commission, a prestigious designation that carries the Joint Commission Gold Seal of Approval. Criteria for achieving a Joint Commission disease-specific certification are based on a program's ability to demonstrate the use of clinical practice guidelines, collect and submit data on specific performance indicators and demonstrate evidence-based practices in the delivery of care to a certain patient population. Tidelands Waccamaw first earned childbirth certification in 2013. At that time, the hospital was the first in South Carolina and one of only eight hospitals nationwide to have earned certification.

### ONE OF THE NATION'S TOP 100 HOSPITALS

Tidelands Waccamaw Community Hospital was named one of the nation's Top 100 Rural and Community Hospitals in 2017. The

only as a provider of health care services but also as one of our region's largest private employers.

We have all seen the statistics. Health care spending accounted for 17.8 percent of the nation's GDP in 2015. And spending on health care is projected to grow 1.2 percentage points faster than the GDP every year through 2025. This level of spending is not sustainable. As the national debate has demonstrated, however, there are no easy solutions.



At Tideland's Health, we are investing heavily in lean methodology, a systematic approach used by organizations to eliminate waste and improve efficiency. During 2017, our employee and physician partners completed 48 rapid improvement events that have generated significant financial and operational improvements across the organization. This work is successful, in part, because it relies heavily on the expertise of our front-line staff. To date, nearly 35 percent of our employee partners have participated in a rapid improvement event, and lean initiatives have resulted in more than \$5 million in savings to our health system.

We are also collaborating with other organizations to more efficiently provide care. In addition to our partnerships for home health and hospice services, we have a robust relationship with MUSC Health to bring advanced medical care to our community. As the region's MUSC Health affiliate, we are able to jointly deliver specialized health care services such as stroke care, cancer care and neurosurgery right here in our community — a model that reduces costs and provides local access to high-level services that are often found only at academic medical centers.

recognition came from iVantage Health Analytics and The Chartis Center for Rural Health, which rated hospitals based on eight pillars of hospital strength. Tideland's Waccamaw was the only hospital in South Carolina to earn the distinction for 2017. To earn the recognition, Tideland's Waccamaw scored in the Top 100 of rural and community hospitals on iVantage Health Analytics' Hospital Strength INDEX. The INDEX is the industry's most comprehensive rating of rural providers. It measures hospitals based on outcomes, quality, patient perspectives, financial stability, inpatient share ranking, outpatient share ranking, cost and charge.

### REGION-LEADING BREAST CARE

The Tideland's Health breast health program is one of only nine in South Carolina, and the only one in our region, to earn accreditation from the National Accreditation Program for Breast Centers. To achieve accreditation, programs undergo a rigorous evaluation of their performance and compliance with NAPBC standards. Receiving care at a NAPBC-accredited program means a patient has access to: comprehensive care, including a full range of state-of-the-art services, a multidisciplinary team approach to coordinate the best treatment options, information about ongoing clinical trials and new treatment options and quality breast care close to home.





HEALTH CARE, BY its very nature, is personal. When you choose a health care provider, you are trusting another human being with your most intimate vulnerabilities and frailties.

At Tidelands Health, we never forget that people are at the heart of what we do. And we, as a health system, understand it is our responsibility to care for the more than 2,000 employee, physician and volunteer partners who, in turn, take care of our community.

We have embraced a culture of transparency, diversity and accountability, and we subscribe to the “Just Culture” methodology in which team members are encouraged to report safety concerns and process breakdowns without fear of retribution. We also actively engage our internal partners in continuous improvement through dozens of lean initiatives every year.

The people-first culture that defines Tidelands Health starts at the top. Our volunteer board of trustees, comprised of local business, community and physician leaders, has committed significant resources to employee and physician partner satisfaction, retention and development. Research has consistently shown a strong correlation between workforce engagement and patient satisfaction. By taking care of our Tidelands Health team, we are better taking care of our community.

## FOSTERING A HEALTHY WORK ENVIRONMENT

As one of our region's largest private employers, we invest tens of millions of dollars annually in our workforce and, thus, the regional economy. In fiscal 2017, our health system's salaries and benefits exceeded \$143 million. Beyond competitive salaries and a robust benefits package, however, we also promote the well-being of our employee partners through myriad programs and services.

One example of this is our physical agility testing program, which helps ensure the physical readiness of employee partners to perform their jobs. The PAT, administered as part of the hiring process, has dramatically reduced on-the-job injuries since implementation in 2009. The proof is in the numbers: Employee partners hired after the PAT requirement was put in place have a 53 percent lower claim utilization rate for musculoskeletal disease and injury than employee partners hired prior to PAT implementation.

This translates not only into healthier employee partners but also a healthier bottom line. Our health system saves more than \$2 million annually

The physical agility testing program, administered as part of the hiring process, has dramatically reduced on-the-job injuries since implementation in 2009.

in medical plan cost avoidance as a result of this improvement.

We also encourage our employee partners to engage in their physical and emotional health through our Well Excel program, which provides financial incentives for completing activities such as regular physician visits, preventive health screenings, physical activity, nutrition programs and financial counseling.



## RECOGNIZED FOR A SUPERIOR NURSING CULTURE

Both Tidelands Waccamaw Community Hospital and Tidelands Georgetown Memorial Hospital have earned prestigious recognition as top hospitals for nurses. The American Nurses Credentialing Center, a division of the American Nurses Association, has granted the hospitals the Pathway to Excellence designation. To qualify, Tidelands Waccamaw and Tidelands Georgetown had to meet 12 standards that demonstrate a commitment to an ideal nursing environment. Fewer than 200 hospitals nationwide have achieved the Pathway to Excellence designation.

In recognition of our commitment to employee partner well-being, Tidelands Health in 2017 became one of the state's first recipients of the Strategy for Wellbeing Platinum Award, a distinction granted by Working Well and the South Carolina Hospital Association. This award recognizes our investment in programs that support physical activity, nutrition, emotional and social support services, financial wellness and tobacco cessation.

Perhaps the best measure of our employee partner engagement is our annual engagement survey. In 2017, an incredible 98 percent of our workforce completed the survey — that's compared to a national participation rate of 71 percent. Most importantly, we continue to exceed the national average on key drivers of engagement such as a sense of connection to work, a climate of trust and a collaborative work environment.

## DEVELOPING FUTURE LEADERS

As we seek to continually improve the delivery of health care in our region, we know we must successfully recognize and cultivate talent within

our organization. Employee and physician partners at Tidelands Health have access to numerous professional development opportunities, including hundreds of hours of continuing education classes and tuition reimbursement for those pursuing degrees.

We also offer managers and physician leaders the opportunity to participate in the Tidelands Health Leadership Academy. Developed in partnership

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### A HEALTH SYSTEM LEADER TO KNOW

For the second year in a row, Tidelands Health Executive Vice President and CFO Elizabeth "Beth" Ward was named one of the "130 Women Hospital and Health System Leaders to Know" by the national publication *Becker's Hospital Review* in 2017. Women on the list were selected based on their management and leadership skills, as well as their career accomplishments. Honorees came from organizations of all sizes throughout the country, including Johns Hopkins Medicine, the Cleveland Clinic, St. Jude Children's Research Hospital, the University of Chicago Medical Center, Boston Medical Center, Texas Children's Hospital and more. Ward is a certified public accountant with more than 30 years of experience in health care finance.



### PROVIDING NATIONAL LEADERSHIP FOR PHYSICIANS

Longtime local physician Dr. Gerald Harmon assumed the position of board chair for the American Medical Association, the largest association of physicians in the country, in 2017. Dr. Harmon, a board-certified family medicine physician, serves as vice president of medical affairs for Tidelands Health. He has been an AMA trustee since 2013. As board chair, Dr. Harmon helps formulate the AMA's positions on key issues and serves as a top spokesperson for the organization.

with Coastal Carolina University, the leadership academy delivers classroom-based instruction in critical areas such as strategic planning, project management and innovation. To date, 55 employee partners and more than 30 physician partners have completed leadership academy training.

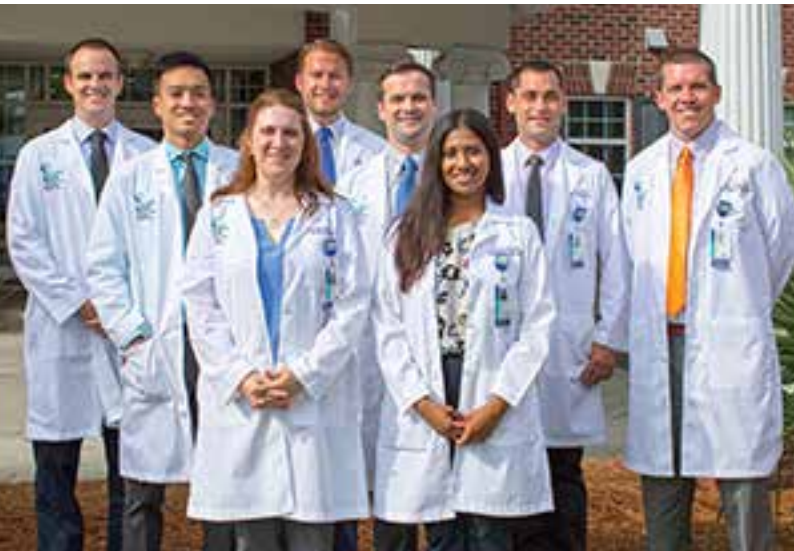
Because Tideland's Health has adopted a dyad leadership model, in which administrative and

physician leaders work in tandem to direct our clinical operations, the continued development of strong employee and physician leaders is essential to our long-term success.

## SHAPING THE NEXT GENERATION OF HEALTH CARE PROFESSIONALS

Just as it is vital to recruit and maintain a competent and engaged workforce today, it is equally important to invest in talent development for the future. Our health system offers a wide array of opportunities for middle-school, high-school, college and post-graduate students to engage with the delivery of health care in our community.

Local high-school students, for example, have the opportunity to participate in our "Nurses are Extraordinary" program, which provides students a chance to visit our hospitals and get an up-close look at the important work nurses perform. We are also connecting with eighth through 12th graders through STEM Premier, a digital platform that allows us to introduce students to potential health care career paths.



### A PRESIDENTIAL LEADERSHIP SCHOLAR

Dr. Brintha Vasagar, associate program director for the Tideland's Health MUSC Family Medicine Residency Program, was one of 60 leaders from around the country selected for the 2017 class of Presidential Leadership Scholars, a national leadership development program coordinated by the Lyndon B. Johnson, George H.W. Bush, William Clinton and George W. Bush presidential centers. As part of the program, Dr. Vasagar completed more than 120 hours of on-location instruction over six months. She traveled to each of the presidential centers to learn about leadership from former administration officials, presidential scholars and leading academic scholars.



### IMPROVING PATIENT EXPERIENCE

Gary Life, Tideland's Health manager of service excellence and patient and family engagement, in 2017 was appointed to The Joint Commission's Patient and Family Advisory Council, a diverse group of 12 prominent individuals who provide feedback on how The Joint Commission's policies and procedures impact patient- and family-centered care. Council members also offer input on new guidelines The Joint Commission is developing and are responsible for identifying trends within health care to help the commission respond, as appropriate.

College nursing students, meanwhile can complete an in-depth nurse residency within our health system, working alongside experienced nurse preceptors. And in 2017, we welcomed our first class of physician residents to the Tidelands Health MUSC Family Medicine Residency Program.

This post-graduate program provides three years of hands-on training for newly graduated physicians who learn under the supervision of physicians from Tidelands Health and the Medical University of South Carolina. Residents receive broad-based training in family medicine with an emphasis on leadership and work-life balance. They also see patients in our hospitals and at Tidelands Health Family Medicine at Holmestown Road, a full-service family medicine practice in Myrtle Beach.

A second class of eight new residents is joining the program in 2018, and a third class of eight will come on board in 2019.

Ultimately, the goal of the residency program is to help attract new doctors to our fast-growing community, as research has shown physicians tend to remain in the communities where they complete their residency.



Residents receive broad-based training in family medicine with an emphasis on leadership and work-life balance.



## PROVIDING CARE FOR THE CAREGIVERS

Following a mass shooting in Las Vegas in 2017, nurses in the critical care unit at Tidelands Georgetown Memorial Hospital raised money to buy a meal for their counterparts at Sunrise Hospital & Medical Center, which cared for 199 victims of the shooting. The Tidelands Georgetown nurses sent a full Italian meal to the Las Vegas hospital's critical care staff. The Las Vegas staff, in turn, sent a heartfelt thank you to the Tidelands Georgetown team.



AT TIDELANDS HEALTH, our core function is the delivery of superior medical care to those we serve. But we believe our responsibility to our community stretches beyond the walls of our 50-plus care locations. That belief is reflected in our mission statement — We help people live better lives through better health.

Better health and, ultimately, a better life are achieved in myriad ways. Our mission directs us to meet our fellow community citizens where you are — in your homes and in your schools, in your places of work and of worship.

The fulfillment of our mission is why we donated 85,000 pairs of NASA-approved eclipse viewing glasses to community residents and organizations in preparation for 2017's total solar eclipse. It is why we established 1-866-TIDELANDS, a 24-hour information center that connects members of our community with health care information, providers and services.

Our mission also compels our support of dozens of community organizations and events designed to improve the quality of life in our region.

In fiscal 2017, our health system contributed \$700,000 to not-for-profit charities, groups and events in Georgetown, Horry and Williamsburg counties. Here are just a few of the worthy causes we support:

- American Cancer Society
- American Heart Association
- Black River United Way
- Brookgreen Gardens
- Children's Recovery Center
- Family Justice Center
- Father Pat's Kitchen
- Georgetown County Chamber of Commerce
- Healthy Learners
- Helping Hands
- Long Bay Symphony
- March of Dimes
- Miss Ruby's Kids
- Murrells Inlet 2020
- Myrtle Beach Area Chamber of Commerce

- National Alzheimer's Association
- Neighbor to Neighbor
- North Myrtle Beach Chamber of Commerce
- Smith Medical Clinic
- YMCA of Coastal Carolina

We have also developed a strong partnership with Coastal Carolina University. Our organization is proud to serve as the official health system of the CCU Chanticleers, and, in 2017, we joined with the university's Women in Philanthropy and Leadership program as its health and wellness community partner. Through our work with WIPL, we brought the Better! Health and Wellness Expo to life at the eighth annual Women's Leadership Conference, attended by nearly 1,000 area women.

Our work with the Myrtle Beach Pelicans, too, is improving the quality of life in our regional community. As the team's official health care provider, specialists from the Tidelands Health Sports Medicine Institute provide leading care for

## A THOUSAND BEAUTIFUL STEPS

Several hundred lucky community residents were treated to a beautiful family fun walk through the holiday lights at Brookgreen Gardens as part of Tidelands Health's Night of a Thousand Steps in 2017. Residents of Georgetown, Horry and Williamsburg counties were able to enter an online contest for a chance to attend the exclusive event, which included not only a walk through the famous holiday decorations at Brookgreen but also a wide array of wellness games and activities and a dance party.



## AN EXCLUSIVE OPPORTUNITY FOR ADULTS 50-PLUS

In 2017, our health system launched a new, free program to help people 50 and older live stronger, happier, healthier lives. "Better for Life" offers members a broad variety of benefits, including invitations to health screenings and programs and special discounts from Tidelands Health and select community partners. It is open to all residents of the region ages 50 and older, and membership is free. Area residents can enroll at [tidelandshealth.org](http://tidelandshealth.org).

## STANDING STRONG IN THE FACE OF THE STORM

When Hurricane Irma threatened the South Carolina coast in 2017, the Tidelands Health team responded. Both Tidelands Waccamaw Community Hospital and Tidelands Georgetown Memorial Hospital received waivers from Gov. Henry McMaster to remain open throughout the storm. Fortunately, the worst of the weather bypassed our region. Tidelands Health professionals regularly plan and prepare for hurricanes and other crises, recognizing the community depends on our hospitals to remain open and deliver care even when disaster threatens.

## A BETTER HEALTH CONNECTION

Connecting with the wide variety of resources available through Tidelands Health became easier than ever in 2017. Our health system launched a new toll-free information line, 1-866-TIDELANDS, to help callers find a physician, learn about health care services, register for upcoming classes and more. The free service is available 24 hours a day, seven days a week.

the team's players. But our partnership extends beyond the playing field. Together, our organizations are promoting community health and wellness through events such as our annual ColorBurst5K, which attracts hundreds of participants and raises money for the Tidelands Health Foundation.

Perhaps most significantly, we are taking our message of health and wellness into the communities we serve. To help local residents learn more about nutrition, our wellness team leads no-cost shopping tutorials in area grocery stores. Through our Healthy Conversations series, Tidelands Health experts regularly present free educational programs and activities at regional neighborhood associations, community centers and assisted-living facilities.

And, on the second Saturday morning of every month, a Tidelands Health clinician meets with area residents at Grand Park in The Market Common community of Myrtle Beach for our well-regarded



“Walk With a Doc” program. Attendees enjoy a short presentation on a health topic and then head out on a one-mile walk around the park’s lake. It’s proven to be one of our most popular activities — both for our physicians and for the dozens of community members who attend each month.

## PATHS TO A HEALTHIER COMMUNITY

Tidelands Health is walking the walk to improve the health and wellness of people across our regional community. In 2017, we announced plans to construct new public recreational paths on the campuses of Tidelands Waccamaw Community Hospital and Tidelands Georgetown Memorial Hospital. A path along the perimeter of Tidelands Waccamaw will be a major component of the Inlet to Intracoastal Multipurpose Path being developed by Murrells Inlet 2020. And a nearly one-mile path around the Tidelands Georgetown campus is being developed in conjunction with the ongoing renovation and expansion of the hospital campus. Once complete, both paths will be open to the public at no charge.



## SUPPORTING CANCER PATIENTS AND SURVIVORS

In 2017, Tidelands Health teamed up with the American Cancer Society to serve as the presenting sponsor of three Relay For Life events in Horry and Georgetown counties. The decision to support community Relay For Life events was a natural fit, as our Tidelands Health Cancer Care Network treats more than 1,000 patients with a new cancer diagnosis every year. Relay For Life is the signature fundraising event for the American Cancer Society. Participants take turns walking around a track or path for up to 12 hours. Funds raised support cancer research and provide a variety of direct help to people in treatment.

## LIVING A BETTER CAROLINA LIFE

Our health system has launched a new website to help people live better, healthier lives by providing engaging health news, wellness tips and expert medical advice.

MyCarolinaLife.com was developed to serve as a go-to source for residents of our region to find timely, trustworthy health information. The site features a broad and ever-increasing amount of content on the latest medical studies, health trends, wellness topics and even healthy recipe ideas. Nearly all content on the site is free to republish for community groups, churches, homeowners’ associations, the media and other organizations. Visitors can sign up to receive the latest headlines through an e-newsletter delivered directly to their email inbox.



**COMMUNITY  
DEVELOPMENT**

OURS IS A fast-growing community — one of the nation's fastest, in fact. Nearly 1,000 new residents are moving to Horry County every month. And in Georgetown, Horry and Williamsburg counties, adults 65-plus comprise the fastest-growing segment of the population.

Now more than ever, there is a clear need for high-quality health and wellness services close to home. As our region's largest health system, Tidelands Health is committed to meeting that need through responsible growth.

## INVESTING IN NEW FACILITIES AND CLINICIANS

In Georgetown, we have invested more than \$100 million in the redevelopment of the Tidelds Georgetown Memorial Hospital campus. The original hospital facility, which was constructed nearly 70 years ago, has been expanded and modernized. The result is more spacious patient rooms, an expanded emergency department, redesigned outpatient services, a new entrance and mall area and, most recently, the new, 43,500-square-foot Yawkey Surgery Pavilion. Construction of a new specialty center on the hospital campus will begin in 2018, allowing us to improve patient convenience by relocating services that are now spread across the community.

In Murrells Inlet, we have expanded our Tidelds Health Cancer Care Network on the campus of Tidelds Waccamaw Community Hospital to include medical oncology, infusion, a breast center and, in partnership with MUSC Health, radiation therapy services. Area residents receiving cancer treatment can now do so at three convenient locations in Georgetown, Murrells Inlet and Myrtle Beach — a cancer care network that is unparalleled in our region.



We are also growing our physician network to better meet the region's needs. Physician recruitment is a strategic imperative for our health system and our community. Within the past year, we have successfully recruited both family medicine physicians and medical specialists including orthopedic surgeons, gastroenterologists and women's health experts.

Our ongoing physician recruitment efforts are supported by the Tidelds Health MUSC Family Medicine Residency Program, which provides three years of specialized training for newly graduated physicians. Eight new family medicine residents join the residency program each year.



### EXPANDING ACCESS TO PRIMARY CARE

The opening of Tidelds Health Medical Park at Holmestown Road in 2017 was a twofold cause for celebration. First, the location is home to Tidelds Health Family Medicine and Tidelds Health Women's Center, providing access to essential health care services for our growing community. And, second, the facility serves as headquarters for the Tidelds Health MUSC Family Medicine Residency Program, which was developed to attract new family physicians to the region. Resident physicians work side by side with established physicians, giving patients the benefit

of two physicians' expertise. By 2019, the residents and physicians at the Tidelds Health Family Medicine practice will offer at least 20,000 patient visits per year.

## EXPANDING OUR NETWORK OF CARE

As a not-for-profit health system, we invest our income from operations in the people, technologies and facilities our region's health care needs demand. The most visible form of this investment is seen in the construction of new care facilities.

In addition to renovation and expansion projects on our main hospital campuses, our health system continues to develop our network of outpatient care locations. Recently opened physician practices include Tidelands Health Family Medicine and Tidelands Health Women's Center at Holmestown Road, as well as Tidelands Health Family Medicine at Prince Creek.



In addition to renovation and expansion projects on our main hospital campuses, our health system continues to develop our network of outpatient care locations.

Work on Tidelands Health Medical Park at The Market Common is also well underway. Slated to open in 2019, this 65,000-square foot facility will be home to a host of health and wellness services, including primary care, specialty care, physical therapy, lab, imaging and more.

And, later this year, we will break ground on a new inpatient rehabilitation hospital in the Little River community. The new hospital is a joint venture between our health system and Encompass, one of the nation's leading providers of inpatient rehabilitation care. We are also partnering with Encompass to operate Tidelands Health Rehabilitation Hospital in Murrells Inlet, which was our region's first inpatient rehabilitation hospital.

## A LASTING GIFT, A NEW SURGERY CENTER

A new, \$42 million surgery center on the campus of Tidelands Georgetown Memorial Hospital was named the Yawkey Surgery Pavilion in recognition of a \$10 million gift from the Massachusetts-based Yawkey Foundations. The Yawkey Surgery Pavilion replaced the hospital's existing surgery suites and is equipped with the latest equipment and technology to advance treatment and care. It includes four operating suites and two additional rooms for endoscopy and new procedures. The surgery pavilion was designed to improve flow and increase efficiency, particularly for outpatient surgeries, which constitute the greatest percentage of surgeries performed at the hospital each year.

## GROWING SERVICES FOR A GROWING COMMUNITY

In 2017, Tidelands Health leaders broke ground on Tidelands Health Medical Park at The Market Common, our not-for-profit health system's single largest community investment since the construction of Tidelands Waccamaw Community Hospital in Murrells Inlet in 2002. The three-story, 65,000-square-foot medical park, which is expected to open in 2019, will employ at least 100 people and provide multiple physician offices, physical therapy, pain management, laboratory services and more. Approximately 75,000 people live within five miles of the site.





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board of directors**

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As the philanthropic arm of Tidelands Health, the Tidelands Health Foundation channels the generosity of donors to support the mission, vision and purpose of our health system.

The foundation is a tax-exempt organization, soliciting and managing gifts from both individual and corporate donors.

In 2017, the foundation celebrated a significant milestone, successfully completing a \$5 million fundraising campaign. Proceeds from the campaign are being used to support the important work of Tidelands Community Care Network, as well as to continue the efforts of the Tidelands Health Breast Care Fund.

Monies raised through the campaign have also helped fund renovations at Tidelands Georgetown Memorial Hospital and the Tidelands Health Community Resource Center in Georgetown, which is home to Tidelands Community Care Network and a Smith Medical Clinic location.

The completion of the \$5 million campaign was one of two major milestones celebrated by the Tidelands Health Foundation in 2017. The foundation also facilitated a \$10 million donation from the Massachusetts-based Yawkey Foundations to Tidelands Health. The gift, the largest ever in the health system's history, is a continuation of the enduring relationship between the late Tom and Jean Yawkey, longtime owners of the Boston Red Sox, and the Georgetown community.



**Remembering a legacy of service**

A community meeting room at the Tidelands Health Community Resource Center in Georgetown was named the Altman Community Room in 2017 in recognition of a \$50,000 gift to the Tidelands Health Foundation in memory of the late Nancy and Alan Altman, who both served on the Tidelands Health board of trustees. Nancy Altman was the first woman to serve on the health system's board, helping lead the organization from 1976-2001. Following in his mother's footsteps, the late Alan Altman served on the board for 10 years, from 2002-2012.

In the earliest days of what is now Tideldands Health, Tom Yawkey donated funds for construction of Tideldands Georgetown, a nurses' home and a laundry building. In the 1960s, the Thomas A. Yawkey Wing at Tideldands Georgetown was named in his honor. After his passing in 1976, Jean Yawkey continued her husband's generosity, contributing toward construction of a surgical suite at Tideldands Georgetown. In 2003, a \$5 million gift from the Yawkey Foundations helped fund construction of Yawkey Medical Park and the Tideldands Health Francis B. Ford Cancer Treatment Center. Most recently, the Yawkey Foundations have provided vital financial support for Tideldands Community Care Network. In recognition of the Yawkey Foundations' extraordinary generosity, a new surgery pavilion at Tideldands Georgetown has been named the Yawkey Surgery Pavilion.

### Employee partners helping employee partners

The Tideldands Health Employee Relief Fund, established in 2006, assists employee partners who experience a financial hardship due to a catastrophic event. The program is funded by Care 2 Share, the Tideldands Health Foundation employee partner giving club. In 2017, the Employee Relief Fund helped 21 employee partners by providing financial assistance totaling more than \$33,000.



### Walking for a good cause

More than 1,000 participants took part in the Tideldands Health Foundation's annual In the Pink Breast Cancer Awareness Walk in 2017. The pink-draped event raised more than \$72,000 for the Tideldands Health Breast Care Fund. The fund helps uninsured and underinsured patients access needed breast care, including transportation and medication support.

The financial performance of Tidelands Health, our region’s largest health care provider, is of critical importance to the community we serve.

Our health system, with more than 50 locations and 2,000-plus employee and physician partners, is a major driver of the region’s economy. In fact, an economic impact study conducted by Coastal Carolina University found that our organization generates more than a half-billion dollars in regional economic impact annually.

We say often we answer to our stakeholders — the men, women and children who rely on us for care — and not to stockholders in another state. It is a point that bears repeating. The community and physicians leaders who volunteer their time to serve on our board of trustees are singularly focused on their responsibility to guide our health system in a way that allows us to meet our community’s needs and to reinvest our earnings in the health and well-being of the Tidelands region.

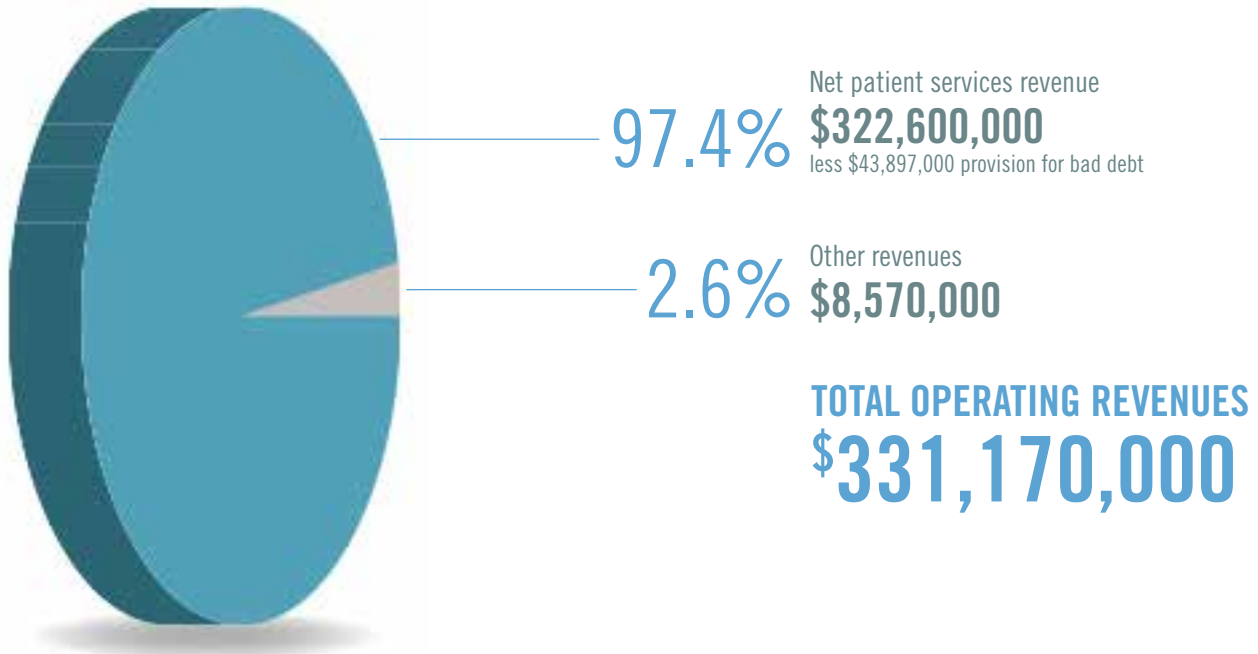
Our not-for-profit health system anchors our region’s safety net. In fiscal 2017, we provided \$36.6 million in charity care, bad debt and unpaid costs when Medicare reimbursement fell short of the actual cost of care. We also subsidized the provision of essential but money-losing health care services such as behavioral health and pediatric rehabilitation, because our focus is meeting community health needs and not merely generating a profit. For a complete accounting of our community benefit, please see page 28.

Each year, our health system provides lifesaving care to tens of thousands of local residents, regardless of their ability to pay. And we invest millions of dollars in new facilities, technologies and services to better meet the health care needs of our region, as illustrated in this annual report.

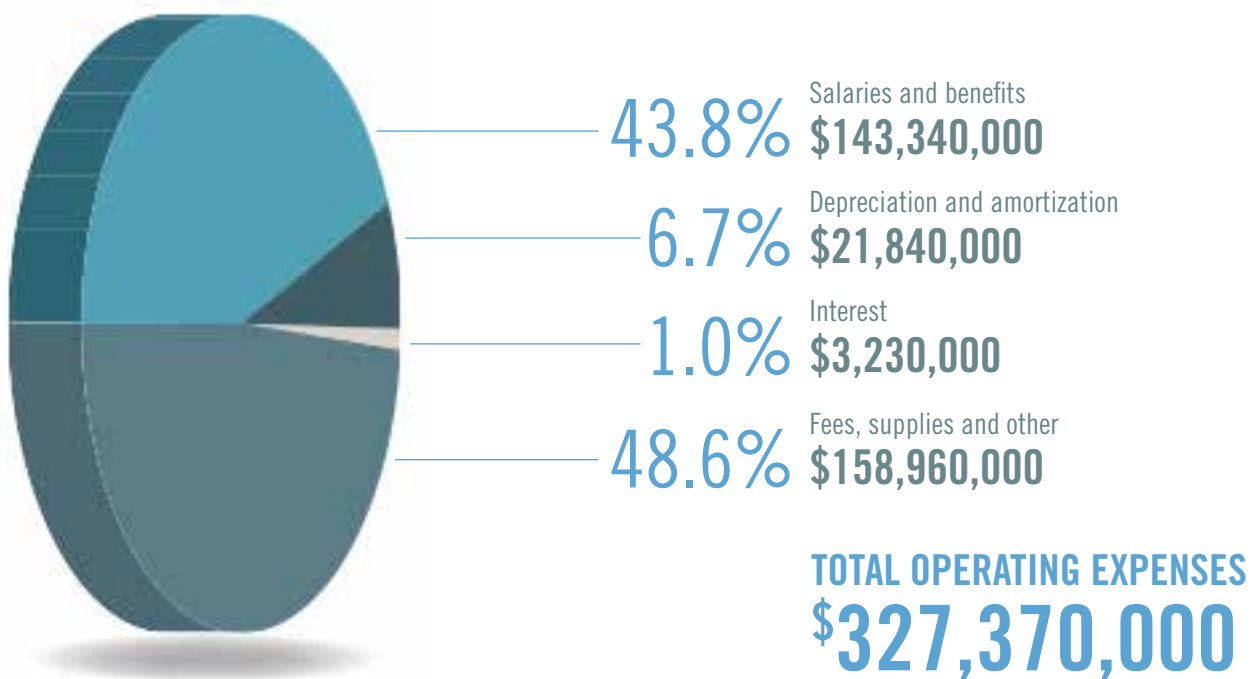
By carefully managing our resources and growing responsibly, Tidelands Health is well positioned to continue fulfilling our mission to the community we serve for years to come.

<b>Gain from operations</b> .....	<b>\$3,800,000</b>
<b>Non-operating gains (losses)</b> .....	<b>(\$19,450,000)*</b>
	<i>*includes \$24.1M one-time pension plan expense</i>
<b>Total excess revenues over expenses</b> .....	<b>(\$15,650,000)</b>

## Operating revenues



## Operating expenses





**298**  
Licensed beds



**434,683**  
Outpatient visits



**65,113**  
Emergency department visits



**14,312**  
Inpatient stays



**7,906**  
Surgeries



**1,784**  
Full-time equivalent employees

# \$41,600,000

## Total community benefit

### \$36,600,000

#### Uncompensated care

Discounted and free care for our patients

### \$2,400,000

#### Community-based screenings and support services

Community health education and outreach

### \$1,600,000

#### Training and education for health care professionals

Continuing medical education, clinical education and other training

### \$700,000

#### Donations

Partnerships and support for community and philanthropic organizations

### \$300,000

#### Community-building activities

Programs and events to help community residents live healthier lives

### 25,000

#### Volunteer hours

Donating time to improve lives in our communities



**Our mission: We help people live better lives through better health.**  
**Our vision: We will be our region's first choice for health and wellness.**  
**Our purpose: Better health begins here.**

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[tidelandshealth.org](http://tidelandshealth.org)

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