MISSION
Ensuring quality care is provided through the Grady Health System and meeting the unmet needs of the indigent and medically underserved populations in Fulton and DeKalb counties by engaging, educating and empowering communities and other stakeholders.
A Year of Transition for The Fulton-DeKalb Hospital Authority

Our longest serving Chairman of the Board of Trustees, Thomas W. Dortch, Jr., completed his term with The FDHA. Under the tutelage of Chairman Dortch, The FDHA became a force in the community. Always speaking to the fact that “your health is your wealth,” Chairman Dortch oversaw the establishment of scholarships for the Morehouse School of Medicine where 66% of their Alumni (M.D.) serve in primary care and 54% serve in “medically underserved” communities. Chairman Dortch was also responsible for securing the bonds needed for the Grady Advanced Surgical Center. The Fulton-DeKalb Hospital Authority, owners of Grady Health System, has served the metropolitan community for over 75 years. We are dedicated to ENGAGING with our community, learning their needs, and EDUCATING them about preventive health care so that they are EMPOWERED to advocate on behalf of their own health outcomes. The FDHA works to connect citizens to resources allowing them to maintain good physical and mental health. We envision a community where residents thrive.

In 2018, our offices joined the Grady campus. Two new members were appointed to our Board of Trustees in 2018. Michael Coleman, Esq. brought his legal expertise as a member of the Thompson Hine law firm. Shannon Georgencink, the Executive Director of Metropolitan Counseling Services, brought a wealth of practical knowledge when she joined our Board.

We will strategize on resetting, rebranding and rejuvenating an “Authority” that our Board of Trustees, County Commissioners, citizens of Fulton and DeKalb counties, and stakeholders will embrace. We will continue to work so that all people will not only imagine but recognize growth in the community we love and serve. We are committed to creating a better place for their survival and well-being.
For over 75 years, The Fulton-DeKalb Hospital Authority (FDHA), the owner of Grady Health System, has dedicated efforts to meet the needs of the indigent and medically underserved citizens of Fulton and DeKalb counties. Through education, advocacy and collaborative partnerships, we promote improved community outcomes. Here are the ways in 2018 we made a difference in the lives of individuals and families in the communities we serve.

52,020
CITIZENS
from Fulton and DeKalb counties benefited from programs, services, initiatives, and partnerships, The FDHA funded to address community health concerns.

<table>
<thead>
<tr>
<th>Access to Care: 36,786</th>
<th>HIV: 9,536</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cancer: 82</td>
<td>Mental Health: 508</td>
</tr>
<tr>
<td>Diabetes: 3,309</td>
<td>Violence Prevention: 1,488</td>
</tr>
<tr>
<td>Heart Disease: 311</td>
<td></td>
</tr>
</tbody>
</table>

$536,183
Invested in addressing and enhancing community health through The FDHA's funding to 31 organizations dedicated to achieving positive health outcomes for citizens in Fulton and DeKalb counties.

96,843
Use of Network of Care
FDHANetworkofCare.org which serves as a resource for individuals, families, and agencies concerned with community health. As a one-stop-shop, it features zip code level health outcome and demographic data for the two counties, best practices for programs, legislative updates, and national health outcome data.

31
nonprofit agencies received funding, technical assistance and training from The FDHA to build capacity to further address community health concerns.

525
People attended The FDHA’s 7th Annual Health Summit: Healthy Communities Day & Teen Summit and The FDHA Fulton and DeKalb Follow Up Forums that addressed prevention.
The FDHA was a Popular Stop at the Annual Atlanta Family Food Fest!

In June, The FDHA was front and center at the Annual Father’s Day Atlanta Family Food Fest! This event presented by Atlanta Culinary Charities was held at the Georgia Freight Depot and was a great way for families to celebrate the fathers in their life. The event features local chefs, amateur and professional, who provide taste of their signature dishes. From gumbo to pound cake, every food imaginable was available to enjoy.

Health was also a part of the festivities. Our table was active with almost every participant taking our Nutrition slider. Glucose and Blood Pressure screenings were also offered by the Diabetes Association of Atlanta and other partners. Promotion of our Wellness Over Weight: The WOW Factor Health Summit was also well received. There was a cooking demonstration by Food Network celebrity chef Jernard Wells.

The FDHA Hosts Inaugural Caregivers Fair November 2018

November is Caregivers Awareness Month and The FDHA celebrated and assisted the caregivers in our community. The Caregivers Fair provided resources, education and information to assist caregivers with their tasks. Additionally, we raised awareness about family caregiver concerns and challenges. We increased the support for family caregivers with exhibitors from Meals on Wheels, the AARP and more.

Approximately 44 million Americans provide 37 billion hours of unpaid, “informal” care each year for adult family members and friends with chronic illnesses or conditions that prevent them from handling daily activities such as bathing, managing medications or preparing meals on their own. Family caregivers, particularly women, provide over 75% of caregiving support in the United States. The FDHA will continue to work to assist caregivers and seniors with information and resources.
The FDHA Promotes Health Literacy through Toastmasters Program

The Fulton-DeKalb Hospital Authority’s CHAP Team and Finance Team in conjunction with Toastmasters International and the Atlanta Southeast Library Branch held a 4-part series and worked with approximately 35 participants for a health literacy program. This series took place on Saturdays for the purpose of enabling young people (under the age of 18) to develop their communication and leadership skills through everyday experiences. Students learned about evaluating their own speaking ability, preparation and conducting speeches, speaking impromptu, controlling their voice, vocabulary, and hand gestures, and not only gave but received constructive feedback.

Subjects discussed during this program included Table Topics and Icebreakers. The Table Topics are questions that are intended to help develop one’s ability to organize their thoughts quickly and respond to a spontaneous question, such as “Tell us about something you are most proud of?” or “What is your favorite holiday tradition?”. They typically last about 3 minutes. The icebreaker speech is the usually the first speech and lasts about 4 minutes. The purpose is to introduce yourself by discussing your backgrounds, interests, ambitions, goals, etc. The attendees provided feedback on what the speakers did well and some areas of improvement.

It was wonderful seeing the participants transform over the short time they spent with us!

Read America Day at Local Schools

The Fulton-DeKalb Hospital Authority promotes improved community health outcomes through education, advocacy and collaborative partnerships. Our health initiative is to focus on combating low health literacy through early child literacy. We participated in National Read Across America on March 2, 2018. The FDHA staff read to approximately 550 students from 5 elementary schools from Fulton and DeKalb Counties.

These schools included Stonewall Elementary, Thomasville Heights Elementary, Wesley Elementary, Indian Creek Elementary, and Ronald McNair Elementary and the classes ranged from Pre-K to 3rd grade. The staff dressed up in Dr. Seuss paraphernalia and the elementary students really enjoyed it! We look forward to supporting children’s literacy in our community and motivating children to read every day.

Ashley Yates, The FDHA program associate, reading at Thomasville Heights Elementary School.
The FDHA Partners with Kroger to Launch a Healthy Shopping Program

In February, The FDHA kicked off heart health month with our Healthy Shopping program in partnership with Kroger. On Valentine’s Day, seniors from a community health center joined “The LifeStyle Dietician” Jerlyn Jones at the Kroger in West End for a healthy shopping experience. Seniors were able to interact with products and learn about their nutritional values. Participants shopped every aisle and learned about serving sizes, compared ingredients in similar products and learned about different spices that add flavor without adding salt. Each quarter our Community Engagement team took a group of shoppers to their community Kroger grocery store to learn how to shop for their health. All participants received a reusable shopping bag and a Kroger gift card.
In 2018, The FDHA returned to Piedmont Park on July 28th to promote health in the midst of one of the largest Ice Cream Festivals in the nation. Our volunteer stress team engaged with the crowds encouraging them to “Get Screened for Ice Cream!” The first 500 people to get health screenings at the Wellness Pavilion received a coupon for free ice cream from local vendors. The FDHA provided over $1000.00 (per person) health screenings for community members who often came into our tent to get relief from the heat. While there, they also learned about and were screened for glucose (diabetes), blood pressure, cholesterol, and HIV. Our partners were also on hand to share information about community resources in support of preventative health. In addition to free ice cream each participant was entered a raffle for a free laptop.

Our CEO Lisa Flagg and Atlanta Ice Cream Festival Founder Kevin James interviewed with Keisha Lancelin on CW69’s Focus Atlanta to promote the Atlanta Ice Cream Festival that took place on July 28 from 11 am - 4 pm at Piedmont Park. The Fulton-DeKalb Hospital Authority sponsored the Wellness Pavilion and promoted Get Screened For Ice Cream.

The FDHA Returned to the 8th Annual Atlanta Ice Cream Festival to host their Wellness Pavilion
The FDHA Summer 2017 interns and fellows cohort was invited to present their work addressing mental health and athletes at the 4th Annual Black Student-Athlete Summit in January of 2018. The cohort found that while 1 in 4 college students face mental health challenges; being a college athlete only inserts more stressors into a student’s daily life. In a study on suicide rates in NCAA athletes, over a nine-year period, 35 of 477 deaths of college athletes were suicides; 83% of those who committed suicide were male and 13 out of the 35 were football players. The incidence of suicide in African American athletes was 1.22 per 100,000 and in White athletes it was 0.87 per 100,000. The cohort hosted an event to serve as a bridge between counseling and other supportive services for the Chamblee Charter High School’s football team. The goal was to destigmatize mental health and promote effective methods of coping with mental health challenges in student athletes. They presented their findings January 17 - 19, 2018 at the 4th Annual Black Student-Athlete Summit hosted by the University of Texas at Austin Division of Diversity and Community Engagement.

The Fulton-DeKalb Hospital Authority’s 2018 Fall fellows and interns partnered with the objective of showing teenagers ways they can empower themselves and the community around them by making healthy choices as it relates to their nutrition and exercise, which in return can then help lead to improved health outcomes and a brighter future. The B.E.A.T. I.T. (Bridging Empowerment and Training in Teens) Initiative took place November 13th with stakeholders and participating members attending a health presentation. They also played educational games, provided exercise and nutritional guidance, dinner, and prizes for the participating students at the Boys and Girls Club.

The purpose was to educate and increase awareness among adolescents regarding heart disease and obesity. In doing so, information about the most prominent chronic diseases disproportionately affecting racial and ethnic children in Atlanta was shared. 1 in 7 U.S. youth aged 12-19 is hypertensive or has elevated blood pressure. Obese youth have the highest prevalence of hypertension and high blood pressure in youth is linked to many other health problems later in adulthood, including diabetes, heart disease and stroke. The best preventative measures are maintaining a healthy weight, eating nutritious foods and getting in the recommended amount of physical activities.
Each semester, the Fulton-DeKalb Hospital Authority selects interns and fellows to participate in a ten-week program. Five weeks are spent with community engagement to develop a group project. Fellow Shamaye Dixon, Morehouse School of Medicine; and Interns Nkosi Cave, Emory University; Claire Monyak, Bucknell University; Cameron Watts, Georgia College & State University; and Jared Wilson, Gwinnett College comprised FDHA’s Summer participants. Community Engagement Director, Beverly Burks developed modules for the students to learn the engagement methodology. Beverly and Jasmine Curry, accountant, held weekly meetings with the group that also focused on topics such as The FDHA’s Network of Care, team building, and the inclusion of stakeholders.

The summer interns and fellows group project was titled G.R.O.W., Growing Renewable Opportunities for Wellness. The initiative was to teach foster youth the unique ways to empower themselves and the community through gardening and nutrition. They selected to work with Positive Growth, a nonprofit that supports an all-boys foster home in Clarkston. They had a nutritionist, Jerlyn Jones, to talk about healthy foods vs. processed foods; VSNS, another nonprofit to collect the boys’ blood pressure, weight, height and BMI; and they planted a garden with the boys. Former Clarkston Councilman Dean Moore spoke to the boys about how to garden and the importance of gardening. Clarkston Police Department and a representative from the City of Clarkston also participated. The FDHA Outreach team - COO, Dr. Joshua Murfree, Community Engagement Director, Beverly Burks and Community Engagement Coordinator, Jasmine Curry along with the Prevention team, CHAP, Dr. Keri Norris and Health Educator, Sherard Polite, assisted with the garden activity. The Authority was able to provide Positive Growth with tools and a rain barrel for the foster home residents to sustain the garden.

Rose Arnold, Positive Growth Co-Founder, shared that “The program conducted by The FDHA interns and fellows exceeded her expectations.” She looks forward to working in the garden along with the foster home residents for years to come.
The Fulton-DeKalb Hospital Authority’s internship and fellowship programs bear the names of two former Board of Trustees members, the late Frank H. Monteith and the late Michael R. Hollis.

Mr. Monteith had an entrepreneurial spirit and started his own transportation company – the largest and oldest minority owned limousine service in the Southeast – which he owned and operated for 43 years. As a member of The Fulton-DeKalb Hospital Authority Board of Trustees for nine years, Mr. Monteith left a legacy of entrepreneurship and generosity.

Mr. Hollis, a Board of Trustees member for five years, left a legacy of innovation, public service and commitment to health care for all persons, particularly the indigent.

These two programs integrate academics with practical experience. It is an opportunity for students to assist the organization with a project or initiative related to the student’s academic work. It is designed to provide an opportunity for the student to gain knowledge and valuable work experience in the health arena, which incorporates many disciplines. Some of the fields that are potentially available for student fellowships include public health policy, policy administration, marketing, public relations, finance, and sociology.

FRANK H. MONTEITH FELLOWSHIP RECIPIENTS

SPRING 2018
FAKARI GRESHAM
Georgia State University

HALEY LOVE
UNC Greensboro

SUMMER 2018
ANTONIO CURRÉN, JR.
Savannah College of Art and Design

SHAMAYE DIXON
Morehouse School of Medicine

FALL 2018
CHRISTINA CARTWRIGHT
Emory University

D’CEITA DANIELS
Georgia State University

MICHAEL R. HOLLIS INTERNSHIP RECIPIENTS

SPRING 2018
JADA HESTER
Spelman College

ZOE ROBBINS
Emory University

SUMMER 2018
NKOSI CAVE
Emory University

CLAIRE MONYAK
Emory University

CAMERON WATTS
Georgia College & State University

JARED WILSON
Georgia Gwinnett

FALL 2018
THU NGUYEN
Emory University

ALEXANDRA DUMAS
Spelman College

KENDALL THOMPSON
Georgia State University
The 7th Annual Fulton-DeKalb Hospital Authority Health Summit took place on Saturday, September 15th in downtown Atlanta at the Loudermilk Center. Participants were appreciative of the one-room format and separate teen track. This first-time weekend event included whole families with adults on the lower level and teens on the upper level.

Participants learned many things that they could use immediately to improve their health. Our nutritionist, Jerlyn Jones, explained how to read food packaging labels. Mental Health professionals spoke about the link between mental health and overall health. Our hostess Sharon Reed, anchor at CBS46, shared information about her daily workout regimen. Elected officials shared information about walking trails and community resources available in many neighborhoods.

Everyone participated in an introduction to Tai Chi for stress reduction and entertainment was provided by a senior dancing team.

The Summit Theme of WOW - Wellness Over Weight educated participants about the link between weight and chronic diseases including diabetes, hypertension and obesity. Participants ended the summit with a grocery walk at our pop-up “Food” pantry thanks to our partners at C. H. O. I. C. E. S.
Dr. Joshua W. Murfree, Jr. - FDHA COO, Dr. Alduan Tartt - Family & Marriage Therapist, and Dr. Joseph Hill - Public Safety Psychologist and former professor at Georgia State University. These three African American psychologists engaged with Summit participants throughout the event.

Summit Host Sharon Reed and Chairman Dortch both shared personal stories about healthy habits.

Lisa Flagg, CEO, welcomes health summit participants.

Georgia State University Perimeter College Faculty and Nursing Students.

Jerlyn Jones, The Lifestyle Dietician, educated health summit participants on how to read food labels.
Tai Chi instruction provided by Stephen Dorage from Tai Chi 4 L. I. F. E.

Health Summit participants took an introductory Tai Chi class, learning relaxation poses.

Breanna Lathrop from Good Samaritan Health Center Atlanta & co-author of “How Neighborhoods Make Us Sick” speaks about solutions to neighborhood health challenges.

The Lou Walker Senior Center Dancers performed and entertained at the Health Summit.

The team from the Empowerment Resource Center provided information on preventing HIV.

Summit attendees visiting exhibitors in Resource Hall.
CHAMPIONS OF HEALTH EQUITY

These awards recognize organizations and individuals for outstanding commitment to the delivery of quality healthcare, research, advocacy, and education within the communities we serve.

2018 HEALTH CHAMPIONS

Diversity & Inclusion Champion
TODD GRAY

Community Health Advocate Champion
DR. JUEL PATE BORDER

Partner for A Healthier Georgia Champion
HEALTHY MOTHERS, HEALTHY BABIES
COALITION OF GEORGIA

Community Health Awareness & Prevention Champion
RYAN CAMERON FOUNDATION

Lew Horne Social Justice Champion
PHYLLIS BLAKE

Youth Leadership Champion
MUHAMMAD MUKARRAM

Chairman’s Award
COMMISSIONER LARRY JOHNSON
DeKalb County, District 3

Frank H. Monteith Fellows – Annual Pinning Ceremony
Fakari Gresham, Georgia State University, Spring 2018
Antonio Curren, Jr., Savannah College of Art and Design, Spring 2018
Shamaye Dixon, Morehouse School of Medicine, Summer 2018
Thu Nguyen, Emory University, Fall 2018
Christina Cartwright, Emory University, Fall 2018
D’Ceita Daniels, Georgia State University, Fall 2018
The Fulton-DeKalb Hospital Authority (FDHA) and their Board of Trustees, works on an ongoing basis with Grady Memorial Hospital Corporation (GMHC) related to any financial and compliance issues that fall under The FDHA’s fiduciary responsibilities.

BUDGETING
The FDHA is entrusted with oversight and asset management obligations related to Grady Health System (GHS). The FDHA reviews, and the Board reviews and approves both the preliminary and final annual budgets for The FDHA and GMHC. The Board also discusses budget funding issues that GMHC may be facing and works in collaboration to help mitigate and minimize any budget restraints.

PENSION MANAGEMENT
The FDHA owns the investment and liability related to the Pension Plan for GMHC employees. The FDHA ensures that the administration of the plan complies with all applicable Governmental Accounting Standards Board (GASB) regulations. The plan was closed to new participants in 2007.

SUPPLIER DIVERSITY & QUALITY OF CARE REPORTING
The FDHA is obligated to ensure that there are fair and reasonable levels of participation by qualified minority businesses. The FDHA utilizes the services of a Supplier Diversity Consultant to review the Minority Business Enterprise (MBE) reports and provide appropriate feedback to The FDHA Board of Trustees.

The FDHA also receives quarterly Quality of Care and Patient Satisfaction Reports to monitor those areas within GHS which are reviewed and monitored by Quality Assurance Consultants.

The FDHA Compliance Committee reviews and monitors both Supplier Diversity and Quality of Care Reporting.

CRESTVIEW NURSING HOME
The FDHA is the owner of Crestview Nursing Home. Crestview is an intermediate and skilled nursing care facility designated to care for residents of Fulton and DeKalb Counties.

ABOUT THE NUMBERS
Operating Revenue - The FDHA receives lease payments from GMHC associated with the Lease Transfer Agreement and lease payments for parking from Georgia State University (GSU).

Non-Operating Revenue consists of contributions from the counties for debt service and interest expense on the Authority’s revenue bonds.

Net Assets is the terminology that non-profit organizations and governmental entities use that represents their equity, which is their total assets less total liabilities.
The Fulton-DeKalb Hospital Authority (FDHA) Community Engagement Grants Program is our signature funding opportunity offered to health organizations seeking one-time support for health events, community-based activities or healthcare resources that align with The FDHA mission.

The areas of focus for programs/services aligns with the Grady Health System Community Health Needs Assessment in the areas of: access to care, cancer, diabetes, heart disease, HIV, mental health, and violence prevention.

100 Black Men of Atlanta, Incorporated
African Children’s Fund
American Foundation for Suicide Prevention
   Georgia Chapter
Atlanta Business League Foundation, Incorporated
Atlanta Center for Self Sufficiency
Atlanta Culinary Charities
Atlanta Tribune - The Magazine
Atlanta Ice Cream Festival
Beverly Cunningham Outreach Project
Carrie Steele-Pitts Home, Incorporated
Center for Pan Asian Community Services
Center Helping Obesity In Children End Successfully, Incorporated (C.H.O.I.C.E.S.)
City of Atlanta
Clark Atlanta University - CCRTD
Cliftondale United Methodist Church
Commissioner Larry Johnson (Stand, Inc.)
Commissioner M. Johnson/Mayor Deborah Jackson
   (DeKalb Lawyers Association/Tabitha’s House)
Community Health And Men’s Promotion Summit, Incorporated (CHAMPS)
Council for Quality Growth
Dikembe Mutombo Foundation, Incorporated
Dream Too, LLC
Drive To FIVE
Fathers Incorporated
Frank L. Stanton Elementary School
Frank Ski Kids Foundation, Incorporated
Genesis Life Development Center - Women
Georgia Coalition Against Domestic Violence
Georgia Legislative Black Caucus
Georgia Ovarian Cancer Alliance
Gloria Watts-Cox Foundation
I Am A Father, 5K, Incorporated
I Will Survive, Incorporated
L.P. Miles Elementary School
Lee Thompson Young Foundation, Incorporated
Legendary Awards
Mercy Care Foundation
Morehouse School of Medicine
N.A.L.E.D.G.E. In Action, Incorporated
National Alliance of Mental Illness Georgia
National Black College Alumni
   Hall of Fame Foundation
New Life Community Ministries, Incorporated
Nicholas House
Positive Growth
Project Friendship
Ruth For Kids Foundation
SCLC Women, Incorporated
Ser Familia
Sickle Cell Foundation of Georgia, Incorporated
Sisters United in Human Services, Incorporated
T. J. Martell Foundation
The Aaron Group - Commissioner Marvin Arrington
The City of Union City
The Ludacris Foundation
The Martin Luther King, Jr. Center
The Penny Brown Reynolds Foundation, Incorporated
The Safe America Foundation
The Stewart Foundation
The Summit Counseling Center
The Urban League of Greater Atlanta, Incorporated
Vigor Health Drive, Incorporated
Who’s Who Publishing Company
Women of Distinction
LONG TERM GRANTEES

The FDHA reviews and awards grant applications to nonprofit organizations that provide services and programs aligned with our purpose to ensure provision of quality health care and services to indigent populations in Fulton and DeKalb Counties. The awards cover one year (long term) of programs, services or interventions in accordance with our grant giving guidelines. The areas of focus for programs/services align with the Grady Health System Community Health Needs Assessment in the areas of: access to care, cancer, diabetes, heart disease, HIV, mental health and violence prevention.

AID Atlanta
Aniz, Inc.
Atlanta Volunteer Lawyer Foundation
Bellies to Babies Foundation
CaringWorks
Center for Black Women’s Wellness
Center for Pan Asian Community Services
CETA Foundation
CHRIS180
DeKalb County Juvenile Courts
Diabetes Association of Atlanta
Empowerment Resource Center
GA State University Foundation (Dental)
Good Samaritan Health Center (ATL)
Latin American Association
National CARES Mentoring Movement
Odyssey Family Counseling
Physicians’ Care Clinic
Project Healthy Grandparents (GSU)
Quality Living Services
Reach One Each One (MSM)
Ryan Cameron Foundation
St. Jude’s Recovery Center
Salvation Army- Haven Atlanta
Sisters By Choice
Summit Counseling
The Health Initiative
Wellspring
Whitefoord, Inc.
Wholistic Stress Control Institute
youthSpark
### OPERATING REVENUE
Lease Payments from GMHC and TUFF/GSU Parking  
3,121,425

**TOTAL OPERATING REVENUE**  
$3,121,425

### OPERATING EXPENSES
- Salary & Benefits  
1,220,087
- Internship/Fellowship Program  
43,074
- Professional Fees (Administrative Services)  
32,703
- Consultants (Audits, Legal, Actuary, Compliance)  
313,931
- Office Administration and Supplies  
106,353
- Facility and Equipment  
113,010
- Professional Education  
17,482
- Health Education, Community Outreach, Engagements  
897,403
- Meetings (Quarterly Board & Committees) and Travel  
34,342

**TOTAL OPERATING EXPENSES**  
$2,778,385

Pension Expenses  
10,126,600

### OPERATING INCOME BEFORE COUNTY CONTRIBUTIONS

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<th>Amount</th>
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<tr>
<td>Contributions from Fulton and DeKalb Counties</td>
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<tr>
<td>Pass-through County Payments</td>
<td>(55,434,624)</td>
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<td><strong>OPERATING INCOME (LOSS)</strong></td>
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### NON-OPERATING REVENUE (EXPENSES)

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<tr>
<td>Excess (Deficiency) of Revenues Over Expenses before Capital Contributions and Other Adjustments</td>
<td>12,743,090</td>
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<tr>
<td><strong>INCREASE (DECREASE) IN NET ASSETS</strong></td>
<td>$12,743,090</td>
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### NET ASSETS (DEFICIT), BEGINNING OF THE YEAR

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### NET ASSETS (DEFICIT), END OF YEAR

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<tr>
<td>($78,938,000)</td>
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BOARD OF TRUSTEES

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BERNIE TOKARZ

SULTAN JABARI SIMMS, MD, DFAPA

SHANNON GEORGE CINK

MICHAEL COLEMAN, ESQ.

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JOSHUA W. MURFREE, JR., MS, PHD.
Chief Operations Officer

IRENE BORUM
Chief Financial Officer

SHAWN GRAHAM
Chief Financial Officer

KERI NORRIS, PHD, MPH, MCHES®
Chief of Health Policy & Administration

BEVERLY BURKs
Director of Community Engagement

JASMINE HARRIS, MBA
Accountant

TAMMY PITTS
Accountant

SHERARD POLITE MPH, CHES®
Health Educator

KIPLYN PRIMUS
Marketing & Communications

MARY SCOTT
Executive Administrator

ASHLEY YATES
Program Associate
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Steve Bradshaw, District 4

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Lorraine Cochran-Johnson, District 7

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