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Check if Schedule O contains a response to any question in this Part III . . . . .

PIEDMONT HEALTHCARE, INC. ("PHC") IS ORGANIZED EXCLUSIVELY FOR THE BENEFIT OF, TO MANAGE THE FUNCTIONS OF, AND TO CARRY OUT CHARITABLE, SCIENTIFIC, AND EDUCATIONAL PURPOSES OF ITS SUBSIDIARY ORGANIZATIONS

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

If "Yes," describe these changes on Schedule O

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |              |            |                        |             |              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------|------------|------------------------|-------------|--------------|
| 4a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | (Code | (Expenses \$ | 67,577,961 | including grants of \$ | (Revenue \$ | 69,666,730 ) |
| <p>PIEDMONT HEALTHCARE, INC. ("PHC"), IS THE TAX-EXEMPT PARENT OF ITS PUBLICLY SUPPORTED SUBSIDIARIES (LISTED IN SCHEDULE R ATTACHED) PHC PROVIDES CENTRALIZED MANAGEMENT SERVICES TO ITS SUBSIDIARIES, INCLUDING ACCOUNTING, HUMAN RESOURCES, IT, FINANCIAL MANAGEMENT, AND ADVISORY SUPPORT. THESE CENTRALIZED SERVICES RESULT IN GREATER OPERATING EFFICIENCIES AND ALLOWING ITS SUBSIDIARY ORGANIZATIONS TO BETTER PROVIDE OUTSTANDING HEALTHCARE AND EDUCATION TO THEIR SURROUNDING COMMUNITIES.</p> |       |              |            |                        |             |              |

[illegible][illegible]

|           |                                       |                      |
|-----------|---------------------------------------|----------------------|
| <b>4e</b> | <b>Total program service expenses</b> | <b>\$ 67,577,961</b> |
|-----------|---------------------------------------|----------------------|

Part IV

Checklist of Required Schedules

|     |                                                                                                                                                                                                                                                                                                                                                                                                         | Yes | No  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1   | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A.</i>                                                                                                                                                                              | 1   | Yes |
| 2   | Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?                                                                                                                                                                                                             | 2   | Yes |
| 3   | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I.</i> . . . . .                                                                                                                                                                                                  | 3   | No  |
| 4   | <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II.</i> . . . . .                                                                                                                                                                                   | 4   | No  |
| 5   | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III.</i> . . . . .                                                                                                                                                           | 5   | No  |
| 6   | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I.</i>                                                         | 6   | No  |
| 7   | Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II.</i>                                                                                                | 7   | No  |
| 8   | Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i>                                                                                                                                                              | 8   | No  |
| 9   | Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV.</i>                                                            | 9   | No  |
| 10  | Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V.</i>                                                                                                          | 10  | Yes |
| 11  | If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable                                                                                                                                                                                                                                                          |     |     |
| a   | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i>                                                                                                                                                                            | 11a | Yes |
| b   | Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII.</i>                                                                                                        | 11b | Yes |
| c   | Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII.</i>                                                                                                       | 11c | No  |
| d   | Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX.</i>                                                                                                                         | 11d | Yes |
| e   | Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i>                                                                                                                                                                                      | 11e | Yes |
| f   | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X.</i>                                                               | 11f | Yes |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII.</i>                                                                                                                                                      | 12a | No  |
| b   | Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional.</i>                                                                        | 12b | Yes |
| 13  | Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i> . . . . .                                                                                                                                                                                                                                                                                     | 13  | No  |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? . . . . .                                                                                                                                                                                                                                                                                                   | 14a | No  |
| b   | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Part I.</i> . . . . .  | 14b | Yes |
| 15  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S ? <i>If "Yes," complete Schedule F, Part II and IV.</i> . . . . .                                                                                      | 15  | No  |
| 16  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S ? <i>If "Yes," complete Schedule F, Part III and IV.</i> . . . . .                                                                                          | 16  | No  |
| 17  | Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> . . . . .                                                                                                                                                                                           | 17  | No  |
| 18  | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II.</i> . . . . .                                                                                                                                                                                                        | 18  | No  |
| 19  | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III.</i> . . . . .                                                                                                                                                                                                                                  | 19  | No  |
| 20a | Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H.</i> . . . . .                                                                                                                                                                                                                                                                                                     | 20a | No  |
| b   | If "Yes" to line 20a, did the organization attach its audited financial statement to this return? <b>Note.</b> All Form 990 filers that operated one or more hospitals must attach audited financial statements . . . . .                                                                                                                                                                               | 20b |     |

Part IV

Checklist of Required Schedules (continued)

|     |                                                                                                                                                                                                                                                                                            |     |     |    |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|----|
| 21  | Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .                                                          | 21  |     | No |
| 22  | Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .                                                                           | 22  |     | No |
| 23  | Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .                | 23  | Yes |    |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25</i> . . . . . | 24a |     | No |
| b   | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .                                                                                                                                                                                  | 24b |     |    |
| c   | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .                                                                                                                                       | 24c |     |    |
| d   | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .                                                                                                                                                                            | 24d |     |    |
| 25a | <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .                                                                      | 25a |     | No |
| b   | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .       | 25b |     | No |
| 26  | Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> . . . . .                                    | 26  |     | No |
| 27  | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> . . . . .            | 27  |     | No |
| 28  | Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)                                                                                              |     |     |    |
| a   | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                                                                                                                   | 28a |     | No |
| b   | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                                                                                                | 28b |     | No |
| c   | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                       | 28c | Yes |    |
| 29  | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .                                                                                                                                                                  | 29  |     | No |
| 30  | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .                                                                                                  | 30  |     | No |
| 31  | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .                                                                                                                                                        | 31  |     | No |
| 32  | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .                                                                                                                                      | 32  |     | No |
| 33  | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .                                                                                      | 33  |     | No |
| 34  | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> . . . . .                                                                                                                                         | 34  | Yes |    |
| 35a | Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?                                                                                                                                                                       | 35a | Yes |    |
| b   | Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .                                                                               | 35b | Yes |    |
| 36  | <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .                                                                                           | 36  |     | No |
| 37  | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> . . . . .                                             | 37  |     | No |
| 38  | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .                                                                                               | 38  | Yes |    |

|                                                                                        |                                                                                                                                                                                                                                                                                                                                               |     |     |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| <div>Part V</div> <div>Statements Regarding Other IRS Filings and Tax Compliance</div> |                                                                                                                                                                                                                                                                                                                                               |     |     |
| Check if Schedule O contains a response to any question in this Part V <div></div>     |                                                                                                                                                                                                                                                                                                                                               |     |     |
|                                                                                        |                                                                                                                                                                                                                                                                                                                                               | Yes | No  |
| 1a                                                                                     | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.<br>.                                                                                                                                                                                                                                                            | 1a  | 178 |
| b                                                                                      | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.                                                                                                                                                                                                                                                              | 1b  | 0   |
| c                                                                                      | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?                                                                                                                                                                                      | 1c  |     |
| 2a                                                                                     | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements filed for the calendar year ending with or within the year covered by this return.<br>.                                                                                                                                                            | 2a  | 859 |
| b                                                                                      | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><br>Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).                                                                                                              | 2b  | Yes |
| 3a                                                                                     | Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                                                                                                                                                                 | 3a  | No  |
| b                                                                                      | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.                                                                                                                                                                                                                                             | 3b  |     |
| 4a                                                                                     | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?                                                                                                                              | 4a  | Yes |
| b                                                                                      | If "Yes," enter the name of the foreign country: CJ<br>See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.                                                                                                                                                                         |     |     |
| 5a                                                                                     | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?                                                                                                                                                                                                                                         | 5a  | No  |
| b                                                                                      | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                                                                                                                                                                                                              | 5b  | No  |
| c                                                                                      | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                                                                                                                                                             | 5c  |     |
| 6a                                                                                     | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?                                                                                                                                                                   | 6a  | No  |
| b                                                                                      | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?                                                                                                                                                                                                 | 6b  |     |
| 7                                                                                      | Organizations that may receive deductible contributions under section 170(c).                                                                                                                                                                                                                                                                 |     |     |
| a                                                                                      | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?                                                                                                                                                                                               | 7a  | No  |
| b                                                                                      | If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                                                                                                                                                                                                               | 7b  |     |
| c                                                                                      | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?                                                                                                                                                                                                          | 7c  | No  |
| d                                                                                      | If "Yes," indicate the number of Forms 8282 filed during the year.                                                                                                                                                                                                                                                                            | 7d  |     |
| e                                                                                      | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?                                                                                                                                                                                                                               | 7e  | No  |
| f                                                                                      | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                                                                                                                                                                                                                  | 7f  | No  |
| g                                                                                      | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                                                                                                                                                                                                              | 7g  |     |
| h                                                                                      | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                                                                                                                                                            | 7h  |     |
| 8                                                                                      | Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?                                                                         | 8   | No  |
| 9                                                                                      | Sponsoring organizations maintaining donor advised funds.                                                                                                                                                                                                                                                                                     |     |     |
| a                                                                                      | Did the organization make any taxable distributions under section 4966?                                                                                                                                                                                                                                                                       | 9a  |     |
| b                                                                                      | Did the organization make a distribution to a donor, donor advisor, or related person?                                                                                                                                                                                                                                                        | 9b  |     |
| 10                                                                                     | Section 501(c)(7) organizations. Enter                                                                                                                                                                                                                                                                                                        |     |     |
| a                                                                                      | Initiation fees and capital contributions included on Part VIII, line 12.                                                                                                                                                                                                                                                                     | 10a |     |
| b                                                                                      | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.                                                                                                                                                                                                                                                  | 10b |     |
| 11                                                                                     | Section 501(c)(12) organizations. Enter                                                                                                                                                                                                                                                                                                       |     |     |
| a                                                                                      | Gross income from members or shareholders.                                                                                                                                                                                                                                                                                                    | 11a |     |
| b                                                                                      | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).                                                                                                                                                                                                                  | 11b |     |
| 12a                                                                                    | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?                                                                                                                                                                                                                                    | 12a |     |
| b                                                                                      | If "Yes," enter the amount of tax-exempt interest received or accrued during the year.                                                                                                                                                                                                                                                        | 12b |     |
| 13                                                                                     | Section 501(c)(29) qualified nonprofit health insurance issuers.                                                                                                                                                                                                                                                                              |     |     |
| a                                                                                      | Is the organization licensed to issue qualified health plans in more than one state?<br>Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state. | 13a |     |
| b                                                                                      | Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.                                                                                                                                                                          | 13b |     |
| c                                                                                      | Enter the aggregate amount of reserves on hand.                                                                                                                                                                                                                                                                                               | 13c |     |
| 14a                                                                                    | Did the organization receive any payments for indoor tanning services during the tax year?                                                                                                                                                                                                                                                    | 14a | No  |
| b                                                                                      | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.                                                                                                                                                                                                                                    | 14b |     |

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.  
Check if Schedule O contains a response to any question in this Part VI

Section A. Governing Body and Management

|    |                                                                                                                                                                                                                     |     |    |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
|    |                                                                                                                                                                                                                     | Yes | No |
| 1a | Enter the number of voting members of the governing body at the end of the tax year                                                                                                                                 |     |    |
| 1b | Enter the number of voting members included in line 1a, above, who are independent                                                                                                                                  |     |    |
| 2  | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?                                               | Yes |    |
| 3  | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? |     | No |
| 4  | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?                                                                                                    |     | No |
| 5  | Did the organization become aware during the year of a significant diversion of the organization's assets?                                                                                                          |     | No |
| 6  | Did the organization have members or stockholders?                                                                                                                                                                  |     | No |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?                                                                  |     | No |
| 7b | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?                                                           |     | No |
| 8  | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following                                                                                    |     |    |
| 8a | The governing body?                                                                                                                                                                                                 | Yes |    |
| 8b | Each committee with authority to act on behalf of the governing body?                                                                                                                                               | Yes |    |
| 9  | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O        |     | No |

|     |                                                                                                                                                                                                                                                                                              |     |    |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
|     |                                                                                                                                                                                                                                                                                              | Yes | No |
| 10a | Did the organization have local chapters, branches, or affiliates?                                                                                                                                                                                                                           |     | No |
| 10b | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?                                                                   |     |    |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?                                                                                                                                                                  | Yes |    |
| 11b | Describe in Schedule O the process, if any, used by the organization to review the Form 990                                                                                                                                                                                                  |     |    |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13                                                                                                                                                                                                      | Yes |    |
| 12b | Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?                                                                                                                                                           | Yes |    |
| 12c | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done                                                                                                                                           | Yes |    |
| 13  | Did the organization have a written whistleblower policy?                                                                                                                                                                                                                                    | Yes |    |
| 14  | Did the organization have a written document retention and destruction policy?                                                                                                                                                                                                               | Yes |    |
| 15  | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?                                                                         |     |    |
| 15a | The organization's CEO, Executive Director, or top management official                                                                                                                                                                                                                       | Yes |    |
| 15b | Other officers or key employees of the organization                                                                                                                                                                                                                                          | Yes |    |
|     | If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions)                                                                                                                                                                                                          |     |    |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?                                                                                                                                        |     | No |
| 16b | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? |     |    |

Section C. Disclosure

|    |                                                                                                                                                                                                                                                                                                                                                         |                                                                                           |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| 17 | List the States with which a copy of this Form 990 is required to be filed                                                                                                                                                                                                                                                                              | GA                                                                                        |
| 18 | Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.<br><input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request |                                                                                           |
| 19 | Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.                                                                                                                                               |                                                                                           |
| 20 | State the name, physical address, and telephone number of the person who possesses the books and records of the organization.                                                                                                                                                                                                                           | MARIE GAFFNEY<br>2727 PACES FERRY RD BUILDING 2 ST<br>ATLANTA, GA 30339<br>(678) 842-6007 |

Part VII

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

Check if Schedule O contains a response to any question in this Part VII . . . . . ☒

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

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

- List all of the organization’s **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization’s **current** key employees, if any See instructions for definition of “key employee ”
- List the organization’s five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations
- List all of the organization’s **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations
- List all of the organization’s **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

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

| (A)<br>Name and Title                                 | (B)<br>Average hours per week (describe hours for related organizations in Schedule O) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                       |                                                                                        | Individual trustee or director                                                                            | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| (1) Dr William A Blincoe<br>Chairman                  | 1 0                                                                                    | X                                                                                                         |                       | X       |              |                              |        | 0                                                                    | 626,988                                                                   | 44,553                                                                                        |
| (2) Mr Wm Ronald Duffey<br>Board member               | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (3) Mr R Timothy Stack<br>President and CEO           | 54 0                                                                                   | X                                                                                                         |                       | X       |              |                              |        | 1,974,148                                                            | 0                                                                         | 118,408                                                                                       |
| (4) Dr Patrick M Battey<br>Board member               | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 447,357                                                                   | 35,786                                                                                        |
| (5) Ms Janine Brown<br>Vice Chairman                  | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (6) Mr Michael D Garrett<br>Board member              | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (7) Mr Jay Singh<br>Board member                      | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (8) Mr James F Kelley<br>Board member                 | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (9) Dr Harry M McFarling<br>Board member              | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (10) Dr Ramon Suarez<br>Board member                  | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (11) Mr Roderick D Odom Jr<br>Board member            | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (12) Mr Gregory Morrison<br>Board member              | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (13) Mr David Hanna<br>Board member                   | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (14) Ms Lila Hertz<br>Board member                    | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (15) Dr Frank N Cole<br>Board member                  | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 672,015                                                                   | 47,945                                                                                        |
| (16) Ms Amy W Medendorp<br>Board Member               | 1 0                                                                                    | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (17) Mr Charlie Hall<br>Treasurer/EVP Chief Financial | 48 0                                                                                   |                                                                                                           |                       | X       |              |                              |        | 678,646                                                              | 0                                                                         | 88,941                                                                                        |

Part VII

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

| (A)<br>Name and Title                                             | (B)<br>Average hours per week (describe hours for related organizations in Schedule O) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                                   |                                                                                        | Individual trustee or director                                                                            | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| (18) Ms Debbie Gramling<br>Secretary                              | 48 0                                                                                   |                                                                                                           |                       | X       |              |                              |        | 161,197                                                              | 0                                                                         | 34,899                                                                                        |
| (19) Mr Jay Mitchell<br>Secretary/EVP General Counsel             | 55 0                                                                                   |                                                                                                           |                       | X       |              |                              |        | 543,763                                                              | 0                                                                         | 79,848                                                                                        |
| (20) Dr Leigh Hamby<br>EVP Chief Medical Officer                  | 55 0                                                                                   |                                                                                                           |                       |         | X            |                              |        | 549,828                                                              | 0                                                                         | 79,536                                                                                        |
| (21) Mr Ed Lovern<br>EVP Chief Admin Officer                      | 55 0                                                                                   |                                                                                                           |                       |         | X            |                              |        | 459,069                                                              | 0                                                                         | 54,000                                                                                        |
| (22) Ms Michele Molden<br>Chief Transformation Officer            | 55 0                                                                                   |                                                                                                           |                       |         | X            |                              |        | 488,889                                                              | 59,633                                                                    | 83,581                                                                                        |
| (23) Dr Ronnie Brownsworth<br>EVP/CEO OF PIEDMONT CLINIC          | 14 0                                                                                   |                                                                                                           |                       |         | X            |                              |        | 555,192                                                              | 0                                                                         | 62,779                                                                                        |
| (24) Mr Gregory A Hurst<br>Pres Finance & Development             | 48 0                                                                                   |                                                                                                           |                       |         | X            |                              |        | 1,325,068                                                            | 0                                                                         | 106,373                                                                                       |
| (25) Mr Mendal Bouknight<br>VP Philanthropy                       | 0 0                                                                                    |                                                                                                           |                       |         |              | X                            |        | 383,768                                                              | 0                                                                         | 62,303                                                                                        |
| (26) Mr Stephen Karasick<br>VP HR & Integration                   | 55 0                                                                                   |                                                                                                           |                       |         |              | X                            |        | 387,444                                                              | 0                                                                         | 10,111                                                                                        |
| (27) Ms Tracy Field<br>EVP Compliance                             | 55 0                                                                                   |                                                                                                           |                       |         |              | X                            |        | 471,315                                                              | 0                                                                         | 52,487                                                                                        |
| (28) Mr Mark Pasquale<br>VP Information Services                  | 55 0                                                                                   |                                                                                                           |                       |         |              | X                            |        | 352,332                                                              | 0                                                                         | 61,381                                                                                        |
| (29) Ms Anita Day<br>VP Community Affairs                         | 55 0                                                                                   |                                                                                                           |                       |         |              | X                            |        | 337,423                                                              | 0                                                                         | 56,078                                                                                        |
|                                                                   |                                                                                        |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| 1b Sub-Total . . . . .                                            |                                                                                        |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| c Total from continuation sheets to Part VII, Section A . . . . . |                                                                                        |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| d Total (add lines 1b and 1c) . . . . .                           |                                                                                        |                                                                                                           |                       |         |              |                              |        | 8,668,082                                                            | 1,805,993                                                                 | 1,079,009                                                                                     |

2

Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization▶124

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

Section B. Independent Contractors

1

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

| (A)<br>Name and business address                                                                                                                                       | (B)<br>Description of services | (C)<br>Compensation |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|
| PRICEWATERHOUSECOOPERS<br>PO BOX 932011<br>ATLANTA, GA 31193                                                                                                           | CONSULTING Services            | 4,505,534           |
| KING AND SPALDING<br>PO BOX 116163<br>ATLANTA, GA 30369                                                                                                                | LEGAL SERVICES                 | 2,347,279           |
| Deloitte Consulting LLP<br>PO Box 7247<br>PHILADELPHIA, PA 197106447                                                                                                   | CONSULTING SERVICES            | 1,995,743           |
| Xtend Consulting LLC<br>1825 Barrett Lakes Blvd 250<br>KENNESAW, GA 30144                                                                                              | Consulting Services            | 1,871,612           |
| Navigant Consulting Inc<br>4511 Payshpere Circle<br>CHICAGO, IL 60674                                                                                                  | Consulting Services            | 895,131             |
| 2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶41 |                                |                     |

Part VIII

Statement of Revenue

|                                                           |                                           |                                                                                                                                             |                                                                                          | (A)<br>Total revenue | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from<br>tax under<br>sections<br>512, 513, or<br>514 |
|-----------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------|
| Contributions, gifts, grants<br>and other similar amounts | 1a                                        | Federated campaigns . . .                                                                                                                   | 1a                                                                                       |                      |                                                    |                                         |                                                                                 |
|                                                           | b                                         | Membership dues . . . . .                                                                                                                   | 1b                                                                                       |                      |                                                    |                                         |                                                                                 |
|                                                           | c                                         | Fundraising events . . . . .                                                                                                                | 1c                                                                                       |                      |                                                    |                                         |                                                                                 |
|                                                           | d                                         | Related organizations . . . .                                                                                                               | 1d                                                                                       |                      |                                                    |                                         |                                                                                 |
|                                                           | e                                         | Government grants (contributions)                                                                                                           | 1e                                                                                       | 61,261               |                                                    |                                         |                                                                                 |
|                                                           | f                                         | All other contributions, gifts, grants, and<br>similar amounts not included above                                                           | 1f                                                                                       | 5,000                |                                                    |                                         |                                                                                 |
|                                                           | g                                         | Noncash contributions included in<br>lines 1a-1f \$ _____                                                                                   |                                                                                          |                      |                                                    |                                         |                                                                                 |
|                                                           | h                                         | Total. Add lines 1a-1f . . . . .                                                                                                            |                                                                                          | 66,261               |                                                    |                                         |                                                                                 |
| Program Service Revenue                                   | 2a                                        | COST OF CAPITAL ALLOCATION                                                                                                                  | Business Code<br>900099                                                                  | 21,065,333           | 21,065,333                                         |                                         |                                                                                 |
|                                                           | b                                         | MANAGEMENT SERVICES TO AFFILIATES                                                                                                           | 561000                                                                                   | 38,210,577           | 38,210,577                                         |                                         |                                                                                 |
|                                                           | c                                         | SETTLEMENTS                                                                                                                                 | 900099                                                                                   | 8,547,398            | 8,547,398                                          |                                         |                                                                                 |
|                                                           | d                                         | MEDICAID MEANINGFUL USE FUNDS                                                                                                               | 900099                                                                                   | 1,136,000            | 1,136,000                                          |                                         |                                                                                 |
|                                                           | e                                         |                                                                                                                                             |                                                                                          |                      |                                                    |                                         |                                                                                 |
|                                                           | f                                         | All other program service revenue                                                                                                           |                                                                                          |                      |                                                    |                                         |                                                                                 |
|                                                           | g                                         | Total. Add lines 2a-2f . . . . .                                                                                                            |                                                                                          | 68,959,308           |                                                    |                                         |                                                                                 |
|                                                           | Other Revenue                             | 3                                                                                                                                           | Investment income (including dividends, interest<br>and other similar amounts) . . . . . |                      | 0                                                  |                                         |                                                                                 |
| 4                                                         |                                           | Income from investment of tax-exempt bond proceeds . .                                                                                      |                                                                                          | 0                    |                                                    |                                         |                                                                                 |
| 5                                                         |                                           | Royalties . . . . .                                                                                                                         |                                                                                          | 0                    |                                                    |                                         |                                                                                 |
| 6a                                                        |                                           | Gross rents                                                                                                                                 | (i) Real<br>713,973                                                                      | (ii) Personal        |                                                    |                                         |                                                                                 |
| b                                                         |                                           | Less rental<br>expenses                                                                                                                     |                                                                                          |                      |                                                    |                                         |                                                                                 |
| c                                                         |                                           | Rental income<br>or (loss)                                                                                                                  | 713,973                                                                                  |                      |                                                    |                                         |                                                                                 |
| d                                                         |                                           | Net rental income or (loss) . . . . .                                                                                                       |                                                                                          | 713,973              | 510,342                                            |                                         | 203,631                                                                         |
| 7a                                                        |                                           | Gross amount<br>from sales of<br>assets other<br>than inventory                                                                             | (i) Securities                                                                           | (ii) Other           |                                                    |                                         |                                                                                 |
| b                                                         |                                           | Less cost or<br>other basis and<br>sales expenses                                                                                           |                                                                                          |                      |                                                    |                                         |                                                                                 |
| c                                                         |                                           | Gain or (loss)                                                                                                                              |                                                                                          |                      |                                                    |                                         |                                                                                 |
| d                                                         |                                           | Net gain or (loss) . . . . .                                                                                                                |                                                                                          | 0                    |                                                    |                                         |                                                                                 |
| 8a                                                        |                                           | Gross income from fundraising<br>events (not including<br>\$ _____<br>of contributions reported on line 1c)<br>See Part IV, line 18 . . . . | a                                                                                        |                      |                                                    |                                         |                                                                                 |
| b                                                         |                                           | Less direct expenses . . . .                                                                                                                | b                                                                                        |                      |                                                    |                                         |                                                                                 |
| c                                                         |                                           | Net income or (loss) from fundraising events . .                                                                                            |                                                                                          | 0                    |                                                    |                                         |                                                                                 |
| 9a                                                        |                                           | Gross income from gaming activities<br>See Part IV, line 19 . . . .                                                                         | a                                                                                        |                      |                                                    |                                         |                                                                                 |
| b                                                         |                                           | Less direct expenses . . . .                                                                                                                | b                                                                                        |                      |                                                    |                                         |                                                                                 |
| c                                                         |                                           | Net income or (loss) from gaming activities . .                                                                                             |                                                                                          | 0                    |                                                    |                                         |                                                                                 |
| 10a                                                       |                                           | Gross sales of inventory, less<br>returns and allowances . . . .                                                                            | a                                                                                        |                      |                                                    |                                         |                                                                                 |
| b                                                         |                                           | Less cost of goods sold . . .                                                                                                               | b                                                                                        |                      |                                                    |                                         |                                                                                 |
| c                                                         |                                           | Net income or (loss) from sales of inventory . .                                                                                            |                                                                                          | 0                    |                                                    |                                         |                                                                                 |
|                                                           |                                           | Miscellaneous Revenue                                                                                                                       | Business Code                                                                            |                      |                                                    |                                         |                                                                                 |
| 11a                                                       |                                           | RESEARCH REVENUE                                                                                                                            |                                                                                          | 87,765               |                                                    |                                         | 87,765                                                                          |
| b                                                         |                                           | FEES REVENUE                                                                                                                                |                                                                                          | 90,080               | 90,080                                             |                                         |                                                                                 |
| c                                                         |                                           | OTHER MISCELLANEOUS<br>REVENUE                                                                                                              |                                                                                          | 107,000              | 107,000                                            |                                         |                                                                                 |
| d                                                         |                                           | All other revenue . . . . .                                                                                                                 |                                                                                          |                      |                                                    |                                         |                                                                                 |
| e                                                         |                                           | Total. Add lines 11a-11d . . . . .                                                                                                          |                                                                                          | 284,845              |                                                    |                                         |                                                                                 |
| 12                                                        | Total revenue. See Instructions . . . . . |                                                                                                                                             | 70,024,387                                                                               | 69,666,730           | 0                                                  | 291,396                                 |                                                                                 |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns  
All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)  
Check if Schedule O contains a response to any question in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. |                                                                                                                                                                                                                                       | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1                                                                              | Grants and other assistance to governments and organizations in the United States See Part IV, line 21                                                                                                                                | 0                     |                                 |                                        |                             |
| 2                                                                              | Grants and other assistance to individuals in the United States See Part IV, line 22                                                                                                                                                  | 0                     |                                 |                                        |                             |
| 3                                                                              | Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16                                                                                                     | 0                     |                                 |                                        |                             |
| 4                                                                              | Benefits paid to or for members                                                                                                                                                                                                       | 0                     |                                 |                                        |                             |
| 5                                                                              | Compensation of current officers, directors, trustees, and key employees . . . . .                                                                                                                                                    | 9,247,485             | 6,010,866                       | 3,236,619                              |                             |
| 6                                                                              | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .                                                                               | 0                     |                                 |                                        |                             |
| 7                                                                              | Other salaries and wages                                                                                                                                                                                                              | 2,867,172             | 1,863,662                       | 1,003,510                              |                             |
| 8                                                                              | Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .                                                                                                                               | 5,812,842             | 3,778,347                       | 2,034,495                              |                             |
| 9                                                                              | Other employee benefits . . . . .                                                                                                                                                                                                     | 2,239,905             | 1,455,938                       | 783,967                                |                             |
| 10                                                                             | Payroll taxes . . . . .                                                                                                                                                                                                               | 2,638,865             | 1,715,262                       | 923,603                                |                             |
| 11                                                                             | Fees for services (non-employees)                                                                                                                                                                                                     |                       |                                 |                                        |                             |
| a                                                                              | Management . . . . .                                                                                                                                                                                                                  | 11,953,268            |                                 | 11,953,268                             |                             |
| b                                                                              | Legal . . . . .                                                                                                                                                                                                                       | 2,262,828             |                                 | 2,262,828                              |                             |
| c                                                                              | Accounting . . . . .                                                                                                                                                                                                                  | 366,848               |                                 | 366,848                                |                             |
| d                                                                              | Lobbying . . . . .                                                                                                                                                                                                                    | 0                     |                                 |                                        |                             |
| e                                                                              | Professional fundraising See Part IV, line 17 . . . . .                                                                                                                                                                               | 0                     |                                 |                                        |                             |
| f                                                                              | Investment management fees . . . . .                                                                                                                                                                                                  | 219,567               |                                 | 219,567                                |                             |
| g                                                                              | Other . . . . .                                                                                                                                                                                                                       | 11,982,776            | 11,982,776                      |                                        |                             |
| 12                                                                             | Advertising and promotion . . . . .                                                                                                                                                                                                   | 1,356,045             | 1,356,045                       |                                        |                             |
| 13                                                                             | Office expenses . . . . .                                                                                                                                                                                                             | 13,545,279            | 13,545,279                      |                                        |                             |
| 14                                                                             | Information technology . . . . .                                                                                                                                                                                                      | 185,541               | 185,541                         |                                        |                             |
| 15                                                                             | Royalties . . . . .                                                                                                                                                                                                                   | 0                     |                                 |                                        |                             |
| 16                                                                             | Occupancy . . . . .                                                                                                                                                                                                                   | 3,187,432             | 3,187,432                       |                                        |                             |
| 17                                                                             | Travel . . . . .                                                                                                                                                                                                                      | 669,826               | 669,826                         |                                        |                             |
| 18                                                                             | Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .                                                                                                                              | 0                     |                                 |                                        |                             |
| 19                                                                             | Conferences, conventions, and meetings . . . . .                                                                                                                                                                                      | 0                     |                                 |                                        |                             |
| 20                                                                             | Interest . . . . .                                                                                                                                                                                                                    | 10,970,998            | 10,970,998                      |                                        |                             |
| 21                                                                             | Payments to affiliates . . . . .                                                                                                                                                                                                      | 0                     |                                 |                                        |                             |
| 22                                                                             | Depreciation, depletion, and amortization . . . . .                                                                                                                                                                                   | 8,763,117             | 8,763,117                       |                                        |                             |
| 23                                                                             | Insurance . . . . .                                                                                                                                                                                                                   | 522,015               | 522,015                         |                                        |                             |
| 24                                                                             | Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O )                                       |                       |                                 |                                        |                             |
| a                                                                              | MEDICAL EXPENSES                                                                                                                                                                                                                      | 50,052                | 50,052                          |                                        |                             |
| b                                                                              | PHO ASSESSMENT                                                                                                                                                                                                                        | 1,234,477             | 1,234,477                       |                                        |                             |
| c                                                                              | MISCELLANEOUS EXPENSES                                                                                                                                                                                                                | 286,328               | 286,328                         |                                        |                             |
| d                                                                              |                                                                                                                                                                                                                                       |                       |                                 |                                        |                             |
| e                                                                              |                                                                                                                                                                                                                                       |                       |                                 |                                        |                             |
| f                                                                              | All other expenses                                                                                                                                                                                                                    |                       |                                 |                                        |                             |
| 25                                                                             | Total functional expenses. Add lines 1 through 24f                                                                                                                                                                                    | 90,362,666            | 67,577,961                      | 22,784,705                             | 0                           |
| 26                                                                             | Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation |                       |                                 |                                        |                             |

Part X

Balance Sheet

|                                                                                                                  |                                                                     |                                                                                                                                                                                 |     |             | (A)               |               | (B)           |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------|-------------------|---------------|---------------|
|                                                                                                                  |                                                                     |                                                                                                                                                                                 |     |             | Beginning of year |               | End of year   |
| Assets                                                                                                           | 1                                                                   | Cash—non-interest-bearing . . . . .                                                                                                                                             |     |             | 0                 | 1             | 0             |
|                                                                                                                  | 2                                                                   | Savings and temporary cash investments . . . . .                                                                                                                                |     |             | 0                 | 2             | 0             |
|                                                                                                                  | 3                                                                   | Pledges and grants receivable, net . . . . .                                                                                                                                    |     |             | 0                 | 3             | 88,429        |
|                                                                                                                  | 4                                                                   | Accounts receivable, net . . . . .                                                                                                                                              |     |             | 0                 | 4             | 0             |
|                                                                                                                  | 5                                                                   | Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .                   |     |             | 0                 | 5             | 0             |
|                                                                                                                  | 6                                                                   | Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L . . . . .      |     |             | 0                 | 6             | 0             |
|                                                                                                                  | 7                                                                   | Notes and loans receivable, net . . . . .                                                                                                                                       |     |             | 0                 | 7             | 0             |
|                                                                                                                  | 8                                                                   | Inventories for sale or use . . . . .                                                                                                                                           |     |             | 0                 | 8             | 0             |
|                                                                                                                  | 9                                                                   | Prepaid expenses and deferred charges . . . . .                                                                                                                                 |     |             | 0                 | 9             | 3,697,482     |
|                                                                                                                  | 10a                                                                 | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D.                                                                                            | 10a | 136,669,855 |                   |               |               |
|                                                                                                                  | b                                                                   | Less: accumulated depreciation . . . . .                                                                                                                                        | 10b | 71,354,037  | 30,249,270        | 10c           | 65,315,818    |
|                                                                                                                  | 11                                                                  | Investments—publicly traded securities . . . . .                                                                                                                                |     |             | 0                 | 11            | 0             |
|                                                                                                                  | 12                                                                  | Investments—other securities. See Part IV, line 11 . . . . .                                                                                                                    |     |             | 0                 | 12            | 88,632,510    |
|                                                                                                                  | 13                                                                  | Investments—program-related. See Part IV, line 11 . . . . .                                                                                                                     |     |             | 0                 | 13            | 0             |
|                                                                                                                  | 14                                                                  | Intangible assets . . . . .                                                                                                                                                     |     |             | 0                 | 14            | 0             |
|                                                                                                                  | 15                                                                  | Other assets. See Part IV, line 11 . . . . .                                                                                                                                    |     |             | 260,145,505       | 15            | 927,332,592   |
| 16                                                                                                               | Total assets. Add lines 1 through 15 (must equal line 34) . . . . . |                                                                                                                                                                                 |     | 290,394,775 | 16                | 1,085,066,831 |               |
| Liabilities                                                                                                      | 17                                                                  | Accounts payable and accrued expenses . . . . .                                                                                                                                 |     |             | 15,260,638        | 17            | 93,848,643    |
|                                                                                                                  | 18                                                                  | Grants payable . . . . .                                                                                                                                                        |     |             | 0                 | 18            | 0             |
|                                                                                                                  | 19                                                                  | Deferred revenue . . . . .                                                                                                                                                      |     |             | 0                 | 19            | 30,660        |
|                                                                                                                  | 20                                                                  | Tax-exempt bond liabilities . . . . .                                                                                                                                           |     |             | 0                 | 20            | 0             |
|                                                                                                                  | 21                                                                  | Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .                                                                                                 |     |             | 0                 | 21            | 0             |
|                                                                                                                  | 22                                                                  | Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .  |     |             | 0                 | 22            | 0             |
|                                                                                                                  | 23                                                                  | Secured mortgages and notes payable to unrelated third parties . . . . .                                                                                                        |     |             | 1,978,831         | 23            | 1,798,743     |
|                                                                                                                  | 24                                                                  | Unsecured notes and loans payable to unrelated third parties . . . . .                                                                                                          |     |             | 0                 | 24            | 0             |
|                                                                                                                  | 25                                                                  | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . . |     |             | 353,029,789       | 25            | 1,157,538,934 |
|                                                                                                                  | 26                                                                  | Total liabilities. Add lines 17 through 25 . . . . .                                                                                                                            |     |             | 370,269,258       | 26            | 1,253,216,980 |
|                                                                                                                  | Net Assets or Fund Balances                                         | Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.                                       |     |             |                   |               |               |
| 27                                                                                                               |                                                                     | Unrestricted net assets . . . . .                                                                                                                                               |     |             | -79,874,483       | 27            | -168,150,149  |
| 28                                                                                                               |                                                                     | Temporarily restricted net assets . . . . .                                                                                                                                     |     |             | 0                 | 28            | 0             |
| 29                                                                                                               |                                                                     | Permanently restricted net assets . . . . .                                                                                                                                     |     |             | 0                 | 29            | 0             |
| Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34. |                                                                     |                                                                                                                                                                                 |     |             |                   |               |               |
| 30                                                                                                               |                                                                     | Capital stock or trust principal, or current funds . . . . .                                                                                                                    |     |             |                   | 30            |               |
| 31                                                                                                               |                                                                     | Paid-in or capital surplus, or land, building or equipment fund . . . . .                                                                                                       |     |             |                   | 31            |               |
| 32                                                                                                               |                                                                     | Retained earnings, endowment, accumulated income, or other funds . . . . .                                                                                                      |     |             |                   | 32            |               |
| 33                                                                                                               |                                                                     | Total net assets or fund balances . . . . .                                                                                                                                     |     |             | -79,874,483       | 33            | -168,150,149  |
| 34                                                                                                               | Total liabilities and net assets/fund balances . . . . .            |                                                                                                                                                                                 |     | 290,394,775 | 34                | 1,085,066,831 |               |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

|   |                                                                                                               |   |              |
|---|---------------------------------------------------------------------------------------------------------------|---|--------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12)                                                     | 1 | 70,024,387   |
| 2 | Total expenses (must equal Part IX, column (A), line 25)                                                      | 2 | 90,362,666   |
| 3 | Revenue less expenses Subtract line 2 from line 1                                                             | 3 | -20,338,279  |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                     | 4 | -79,874,483  |
| 5 | Other changes in net assets or fund balances (explain in Schedule O)                                          | 5 | -67,937,387  |
| 6 | Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B)) | 6 | -168,150,149 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

|    |                                                                                                                                                                                                                                                                                                                                                  | Yes | No |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1  | Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O                                                                      |     |    |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant?                                                                                                                                                                                                                                                  |     | No |
| b  | Were the organization's financial statements audited by an independent accountant?                                                                                                                                                                                                                                                               | Yes |    |
| c  | If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O | Yes |    |
| d  | If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both<br><input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis             |     |    |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?                                                                                                                                                                                         |     | No |
| b  | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits                                                                                                                             |     |    |

SCHEDULE A  
(Form 990 or 990EZ)

Department of the Treasury  
Internal Revenue Service

Public Charity Status and Public Support

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

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
Piedmont Healthcare Inc

Employer identification number  
58-1503902

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

The organization is not a private foundation because it is (For lines 1 through 11, check only one box )

1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**

2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E )

3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state

5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II )

6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II )

8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )

9

☐

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III )

10

☐

An organization organized and operated exclusively to test for public safety Se**section 509(a)(4).**

11

☒

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h  

a

☐

Type I

b

☐

Type II

c

☒

Type III - Functionally integrated

d

☐

Type III - Other

e

☒

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?  

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

|          | Yes | No |
|----------|-----|----|
| 11g(i)   |     | No |
| 11g(ii)  |     | No |
| 11g(iii) |     | No |

| (i)<br>Name of supported organization                            | (ii)<br>EIN | (iii)<br>Type of organization (described on lines 1- 9 above or IRC section (see instructions)) | (iv)<br>Is the organization in col (i) listed in your governing document? |    | (v)<br>Did you notify the organization in col (i) of your support? |    | (vi)<br>Is the organization in col (i) organized in the U S ? |    | (vii)<br>Amount of support? |
|------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----|--------------------------------------------------------------------|----|---------------------------------------------------------------|----|-----------------------------|
|                                                                  |             |                                                                                                 | Yes                                                                       | No | Yes                                                                | No | Yes                                                           | No |                             |
| (A) PIEDMONT HOSPITAL INC                                        | 580566213   | 03                                                                                              | Yes                                                                       |    | Yes                                                                |    | Yes                                                           |    | 12,811,272                  |
| (B) FAYETTE COMMUNITY HOSPITAL INC DBA PIEDMONT FAYETTE HOSPITAL | 582322328   | 03                                                                                              | Yes                                                                       |    | Yes                                                                |    | Yes                                                           |    | 5,519,557                   |
| (C) PIEDMONT MOUNTAINSIDE HOSPITAL INC                           | 352228583   | 03                                                                                              | Yes                                                                       |    | Yes                                                                |    | Yes                                                           |    | 1,117,120                   |
| (D) PIEDMONT NEWNAN HOSPITAL INC                                 | 205077249   | 03                                                                                              |                                                                           | No | Yes                                                                |    | Yes                                                           |    | 868,716                     |
| (E) PIEDMONT HEART INSTITUTE INC                                 | 263553500   | 03                                                                                              |                                                                           | No | Yes                                                                |    | Yes                                                           |    | 0                           |
| Total                                                            |             |                                                                                                 |                                                                           |    |                                                                    |    |                                                               |    | 20,316,665                  |

Part II

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

| Section A. Public Support                                                                                                                                                                             |          |          |          |          |          |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in)                                                                                                                                                           | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")                                                                                                   |          |          |          |          |          |           |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                                                     |          |          |          |          |          |           |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge                                                                                             |          |          |          |          |          |           |
| 4 Total. Add lines 1 through 3                                                                                                                                                                        |          |          |          |          |          |           |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) |          |          |          |          |          |           |
| 6 Public Support. Subtract line 5 from line 4                                                                                                                                                         |          |          |          |          |          |           |

| Section B. Total Support                    |                                                                                                                                                                      |          |          |          |          |          |           |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) |                                                                                                                                                                      | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
| 7                                           | Amounts from line 4                                                                                                                                                  |          |          |          |          |          |           |
| 8                                           | Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                       |          |          |          |          |          |           |
| 9                                           | Net income from unrelated business activities, whether or not the business is regularly carried on                                                                   |          |          |          |          |          |           |
| 10                                          | Other income (Explain in Part IV ) Do not include gain or loss from the sale of capital assets                                                                       |          |          |          |          |          |           |
| 11                                          | Total support (Add lines 7 through 10)                                                                                                                               |          |          |          |          |          |           |
| 12                                          | Gross receipts from related activities, etc (See instructions )                                                                                                      |          |          |          |          | 12       |           |
| 13                                          | First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here |          |          |          |          |          |           |

| Section C. Computation of Public Support Percentage |                                                                                                                                                                                                                                                                                                                                                                                                        |                          |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 14                                                  | Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))                                                                                                                                                                                                                                                                                                                   | 14                       |
| 15                                                  | Public Support Percentage for 2010 Schedule A, Part II, line 14                                                                                                                                                                                                                                                                                                                                        | 15                       |
| 16a                                                 | <b>33 1/3% support test—2011.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization                                                                                                                                                                           | <input type="checkbox"/> |
| b                                                   | <b>33 1/3% support test—2010.</b> If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization                                                                                                                                                                    | <input type="checkbox"/> |
| 17a                                                 | <b>10%-facts-and-circumstances test—2011.</b> If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization      | <input type="checkbox"/> |
| b                                                   | <b>10%-facts-and-circumstances test—2010.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization | <input type="checkbox"/> |
| 18                                                  | <b>Private Foundation</b> If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions                                                                                                                                                                                                                                                                | <input type="checkbox"/> |

Part IIIPart III

Support Schedule for Organizations Described in IRC 509(a)(2)  
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

| Section A. Public Support                                                                                                                                                  |          |          |          |          |          |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in)                                                                                                                                | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")                                                                        |          |          |          |          |          |           |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose |          |          |          |          |          |           |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513                                                                             |          |          |          |          |          |           |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                          |          |          |          |          |          |           |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge                                                                  |          |          |          |          |          |           |
| 6 Total. Add lines 1 through 5                                                                                                                                             |          |          |          |          |          |           |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                |          |          |          |          |          |           |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year           |          |          |          |          |          |           |
| c Add lines 7a and 7b                                                                                                                                                      |          |          |          |          |          |           |
| 8 Public Support (Subtract line 7c from line 6.)                                                                                                                           |          |          |          |          |          |           |

| Section B. Total Support                                                                                                                                                       |          |          |          |          |          |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in)                                                                                                                                    | (a) 2007 | (b) 2008 | (c) 2009 | (d) 2010 | (e) 2011 | (f) Total |
| 9 Amounts from line 6                                                                                                                                                          |          |          |          |          |          |           |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                             |          |          |          |          |          |           |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975                                                                      |          |          |          |          |          |           |
| c Add lines 10a and 10b                                                                                                                                                        |          |          |          |          |          |           |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on                                                 |          |          |          |          |          |           |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)                                                                             |          |          |          |          |          |           |
| 13 Total support (Add lines 9, 10c, 11 and 12.)                                                                                                                                |          |          |          |          |          |           |
| 14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b> |          |          |          |          |          |           |

| Section C. Computation of Public Support Percentage                                     |    |  |  |
|-----------------------------------------------------------------------------------------|----|--|--|
| 15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f)) | 15 |  |  |
| 16 Public support percentage from 2010 Schedule A, Part III, line 15                    | 16 |  |  |

| Section D. Computation of Investment Income Percentage                                                                                                                                                                                                                     |    |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--|--|
| 17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))                                                                                                                                                                               | 17 |  |  |
| 18 Investment income percentage from 2010 Schedule A, Part III, line 17                                                                                                                                                                                                    | 18 |  |  |
| 19a 33 1/3% support tests—2011. If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization         |    |  |  |
| b 33 1/3% support tests—2010. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization |    |  |  |
| 20 Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions                                                                                                                                                  |    |  |  |

**Part IV**

**Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

|                              |
|------------------------------|
| Facts And Circumstances Test |
|                              |

|             |
|-------------|
| Explanation |
|             |
|             |
|             |
|             |

SCHEDULE D  
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2011

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b  
Attach to Form 990. See separate instructions.

|                                                     |                                              |
|-----------------------------------------------------|----------------------------------------------|
| Name of the organization<br>Piedmont Healthcare Inc | Employer identification number<br>58-1503902 |
|-----------------------------------------------------|----------------------------------------------|

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

|   |                                                                                                                                                                                                                                                                    |                              |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
|   | (a) Donor advised funds                                                                                                                                                                                                                                            | (b) Funds and other accounts |
| 1 | Total number at end of year                                                                                                                                                                                                                                        |                              |
| 2 | Aggregate contributions to (during year)                                                                                                                                                                                                                           |                              |
| 3 | Aggregate grants from (during year)                                                                                                                                                                                                                                |                              |
| 4 | Aggregate value at end of year                                                                                                                                                                                                                                     |                              |
| 5 | Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?                                                           |                              |
|   | <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                           |                              |
| 6 | Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit |                              |
|   | <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                           |                              |

Part II

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Preservation of an historically importantly land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

|   |                                                                                    |
|---|------------------------------------------------------------------------------------|
|   | Held at the End of the Year                                                        |
| a | Total number of conservation easements                                             |
| b | Total acreage restricted by conservation easements                                 |
| c | Number of conservation easements on a certified historic structure included in (a) |
| d | Number of conservation easements included in (c) acquired after 8/17/06            |

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶ \_\_\_\_\_

4

Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ \_\_\_\_\_

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i)

Revenues included in Form 990, Part VIII, line 1

▶ \$ \_\_\_\_\_

(ii)

Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

▶ \$ \_\_\_\_\_

b

Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

Part III

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

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

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

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

|    |        |
|----|--------|
|    | Amount |
| 1c |        |
| 1d |        |
| 1e |        |
| 1f |        |

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

|    |                                                          |               |                   |                     |                    |
|----|----------------------------------------------------------|---------------|-------------------|---------------------|--------------------|
|    | (a)Current Year                                          | (b)Prior Year | (c)Two Years Back | (d)Three Years Back | (e)Four Years Back |
| 1a | Beginning of year balance . . . . .                      | 0             |                   |                     |                    |
| b  | Contributions . . . . .                                  | 21,257,507    |                   |                     |                    |
| c  | Investment earnings or losses . . . . .                  |               |                   |                     |                    |
| d  | Grants or scholarships . . . . .                         |               |                   |                     |                    |
| e  | Other expenditures for facilities and programs . . . . . |               |                   |                     |                    |
| f  | Administrative expenses . . . . .                        |               |                   |                     |                    |
| g  | End of year balance . . . . .                            | 21,257,507    |                   |                     |                    |

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ 100 000 %

b

Permanent endowment ▶

c

Term endowment ▶

3a

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

(i)

unrelated organizations . . . . .

(ii)

related organizations . . . . .

b

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

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

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment. See Form 990, Part X, line 10.

|                                                                                            |                                      |                                |                              |                |
|--------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------|------------------------------|----------------|
| Description of property                                                                    | (a) Cost or other basis (investment) | (b)Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
| 1a Land . . . . .                                                                          |                                      | 820,769                        |                              | 820,769        |
| b Buildings . . . . .                                                                      |                                      | 7,087,635                      | 4,860,624                    | 2,227,011      |
| c Leasehold improvements . . . . .                                                         |                                      | 5,487,439                      | 153,405                      | 5,334,034      |
| d Equipment . . . . .                                                                      |                                      | 99,095,304                     | 66,340,009                   | 32,755,295     |
| e Other . . . . .                                                                          |                                      | 24,178,709                     | 0                            | 24,178,709     |
| Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) |                                      |                                |                              | 65,315,818     |



Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

|    |                                                                                 |    |  |
|----|---------------------------------------------------------------------------------|----|--|
| 1  | Total revenue (Form 990, Part VIII, column (A), line 12)                        | 1  |  |
| 2  | Total expenses (Form 990, Part IX, column (A), line 25)                         | 2  |  |
| 3  | Excess or (deficit) for the year Subtract line 2 from line 1                    | 3  |  |
| 4  | Net unrealized gains (losses) on investments                                    | 4  |  |
| 5  | Donated services and use of facilities                                          | 5  |  |
| 6  | Investment expenses                                                             | 6  |  |
| 7  | Prior period adjustments                                                        | 7  |  |
| 8  | Other (Describe in Part XIV)                                                    | 8  |  |
| 9  | Total adjustments (net) Add lines 4 - 8                                         | 9  |  |
| 10 | Excess or (deficit) for the year per financial statements Combine lines 3 and 9 | 10 |  |

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

|   |                                                                                            |    |  |
|---|--------------------------------------------------------------------------------------------|----|--|
| 1 | Total revenue, gains, and other support per audited financial statements . . . . .         | 1  |  |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12                         |    |  |
| a | Net unrealized gains on investments . . . . .                                              | 2a |  |
| b | Donated services and use of facilities . . . . .                                           | 2b |  |
| c | Recoveries of prior year grants . . . . .                                                  | 2c |  |
| d | Other (Describe in Part XIV) . . . . .                                                     | 2d |  |
| e | Add lines 2a through 2d . . . . .                                                          | 2e |  |
| 3 | Subtract line 2e from line 1 . . . . .                                                     | 3  |  |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1                        |    |  |
| a | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                 | 4a |  |
| b | Other (Describe in Part XIV) . . . . .                                                     | 4b |  |
| c | Add lines 4a and 4b . . . . .                                                              | 4c |  |
| 5 | Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . . | 5  |  |

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

|   |                                                                                             |    |  |
|---|---------------------------------------------------------------------------------------------|----|--|
| 1 | Total expenses and losses per audited financial statements . . . . .                        | 1  |  |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25                            |    |  |
| a | Donated services and use of facilities . . . . .                                            | 2a |  |
| b | Prior year adjustments . . . . .                                                            | 2b |  |
| c | Other losses . . . . .                                                                      | 2c |  |
| d | Other (Describe in Part XIV) . . . . .                                                      | 2d |  |
| e | Add lines 2a through 2d . . . . .                                                           | 2e |  |
| 3 | Subtract line 2e from line 1 . . . . .                                                      | 3  |  |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1:                          |    |  |
| a | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                  | 4a |  |
| b | Other (Describe in Part XIV) . . . . .                                                      | 4b |  |
| c | Add lines 4a and 4b . . . . .                                                               | 4c |  |
| 5 | Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . . | 5  |  |

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

| Identifier                    | Return Reference           | Explanation                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ASC 740 FOOTNOTE (FKA FIN 48) | SCHEDULE D, PART X, LINE 2 | THE COMPANY ACCOUNTS FOR INCOME TAXES UNDER THE PROVISIONS OF THE INCOME TAXES TOPIC OF ASC (ASC 740) UNDER THE REQUIREMENTS OF ASC 740, TAX-EXEMPT ORGANIZATIONS MAY BE REQUIRED TO RECORD AN OBLIGATION AS THE RESULT OF A TAX POSITION THEY HAVE HISTORICALLY TAKEN ON VARIOUS TAX EXPOSURE ITEMS. THERE WERE NO MATERIAL UNCERTAIN TAX POSITIONS AS OF JUNE 30, 2012. |

Additional Data

Software ID:

Software Version:

EIN: 58-1503902

Name: Piedmont Healthcare Inc

Form 990, Schedule D, Part IX, - Other Assets

| (a) Description                | (b) Book value |
|--------------------------------|----------------|
| INVESTMENT FAYETTE COMM HOSP   | 0              |
| INVEST PIED MOUNTAINSIDE HOSP  | 0              |
| INVEST AMSTER-MCRAE INS CO     | 0              |
| INVESTMENT CTR FOR HLTH LRNG   | 0              |
| DUE FROM RELATED PARTIES       | 916,668,614    |
| OTHER CURRENT ASSETS           | 3,632,534      |
| DEFERRED DEBT COSTS            | 102,469        |
| TENANT IMPROVEMENT RECEIVABLES | 6,928,975      |

SCHEDULE F  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" to Form 990,  
Part IV, line 14b, 15, or 16.  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2011

Open to Public  
Inspection

Name of the organization  
Piedmont Healthcare Inc

Employer identification number  
58-1503902

Part I

General Information on Activities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☒ Yes ☐ No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of grant funds outside the United States
- 3 Activites per Region (Use Part V if additional space is needed )

| (a) Region                                 | (b) Number of offices in the region | (c) Number of employees or agents in region or independent contractors | (d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region | (f) Total expenditures for region/investments in region |
|--------------------------------------------|-------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Central America and the Caribbean          | 1                                   |                                                                        | Investments                                                                                                                                 |                                                                                                    | 11,775,626                                              |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
| 3a Sub-total                               | 1                                   |                                                                        |                                                                                                                                             |                                                                                                    | 11,775,626                                              |
| b Total from continuation sheets to Part I |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                         |
| c Totals (add lines 3a and 3b)             | 1                                   |                                                                        |                                                                                                                                             |                                                                                                    | 11,775,626                                              |

[illegible]

**3** Enter total number of other organizations or entities . . . . . ►

## Part III

**(h) Method of valuation**  
(book, FMV, appraisal, other)

**Part IV Foreign Forms**

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926 (see instructions for Form 926)*

☒ Yes ☐ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If " Yes," the organization may be required to file Form 3520 and/or Form 3520-A. (see instructions for Forms 3520 and 3520-A)*

☐ Yes ☒ No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with respect to Certain Foreign Corporations. (see instructions for Form 5471)*

☒ Yes ☐ No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see instructions for Form 8621)*

☐ Yes ☒ No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with respect to Certain Foreign Partnerships. (see instructions for Form 8865)*

☐ Yes ☒ No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see instructions for Form 5713).*

☐ Yes ☒ No

**Additional Data**

**Software ID:**  
**Software Version:**  
**EIN:** 58-1503902  
**Name:** Piedmont Healthcare Inc

**Part V**

**Supplemental Information**  
Complete this part to provide the information (see instructions) required in Part I, line 2, and any additional information.

Schedule J  
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

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

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization  
Piedmont Healthcare Inc

Employer identification number  
58-1503902

Part I

Questions Regarding Compensation

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |     |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Yes | No  |
| 1a | Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |     |
|    | <div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Housing allowance or residence for personal use</div></div> <div><div><input checked="" type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div></div> <div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div></div> <div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div> |     |     |
| b  | If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1b  | Yes |
| 2  | Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2   | Yes |
| 3  | Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |     |     |
|    | <div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div></div> <div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div></div> <div><div><input type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>                                                                                                                                                                                   |     |     |
| 4  | During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |     |     |
| a  | Receive a severance payment or change-of-control payment?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 4a  | No  |
| b  | Participate in, or receive payment from, a supplemental nonqualified retirement plan?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 4b  | Yes |
| c  | Participate in, or receive payment from, an equity-based compensation arrangement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4c  | No  |
|    | If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |     |     |
|    | Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |     |
| 5  | For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |     |
| a  | The organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 5a  | No  |
| b  | Any related organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 5b  | No  |
|    | If "Yes," to line 5a or 5b, describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |     |
| 6  | For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |     |
| a  | The organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 6a  | Yes |
| b  | Any related organization?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 6b  | Yes |
|    | If "Yes," to line 6a or 6b, describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |     |
| 7  | For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 7   | Yes |
| 8  | Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 8   | No  |
| 9  | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 9   |     |

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

[illegible]

Part IIISupplemental Information

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

| Identifier                                                 | Return Reference                                       | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FIRST CLASS TRAVEL, SOCIAL CLUB DUES, AND COMPANION TRAVEL | SCHEDULE J, PART I, LINE 1A                            | FIRST CLASS TRAVEL IS ALLOWED FOR CERTAIN SENIOR EXECUTIVES. SOCIAL CLUB DUES ARE PAID ON BEHALF OF R. TIMOTHY STACK, MENDAL BOUKNIGHT, AND GREGORY A. HURST AND ARE INCLUDED IN THEIR TAXABLE INCOME. IN ADDITION, TRAVEL WAS PROVIDED FOR THE SPOUSE OF MR. R. TIMOTHY STACK, CHIEF EXECUTIVE OFFICER OF PIEDMONT HEALTHCARE. COMPANION TRAVEL EXPENSES FOR THE YEAR TOTALLED \$330 AND WERE INCLUDED IN MR. STACK'S TAXABLE INCOME.                            |
| SUPPLEMENTAL COMPENSATION INFORMATION                      | SCHEDULE J, PART I, LINE 4B                            | THE FOLLOWING INDIVIDUALS PARTICIPATED IN A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN, BUT DID NOT RECEIVE PAYMENTS IN CY2011: RONNIE BROWNSWORTH, CHARLIE HALL, GREGORY HURST, MICHELE MOLDEN, R. TIMOTHY STACK.                                                                                                                                                                                                                                                 |
| BONUSES                                                    | FORM 990, PART VII AND SCHEDULE J, PART I LINE 6A & 6B | BONUSES ARE PAID ANNUALLY TO CERTAIN EMPLOYEES BASED ON VARIOUS METRICS, INCLUDING NET EARNINGS.                                                                                                                                                                                                                                                                                                                                                                  |
| NON-FIXED PAYMENTS                                         | SCHEDULE J, PART I LINE 7                              | R. TIMOTHY STACK AND GREGORY HURST PARTICIPATED IN A SUSTAINED EXCELLENCE AWARD PROGRAM ("SEAP"), WHICH IS A LONG-TERM INCENTIVE PROGRAM THAT INCLUDES A DEFERRAL OF A PORTION OF THE PARTICIPANT'S ANNUAL BONUS, A MATCHING CONTRIBUTION FROM THE ORGANIZATION, AND INTEREST EARNED ON THE AMOUNTS HELD IN THE ACCOUNT. DURING FY2012, MR. STACK RECEIVED PAYMENTS FROM HIS SEAP ACCOUNT TOTALING \$562,972, AND MR. HURST RECEIVED PAYMENTS TOTALING \$194,699. |

**Software ID:**  
**Software Version:**  
**EIN:** 58-1503902  
**Name:** Piedmont Healthcare Inc

## Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

| (A) Name              |      | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                          | (C) Deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported in prior Form 990 or Form 990-EZ |
|-----------------------|------|----------------------------------------------------|-------------------------------------|--------------------------|---------------------------|-------------------------|---------------------------------|------------------------------------------------------------|
|                       |      | (i) Base Compensation                              | (ii) Bonus & incentive compensation | (iii) Other compensation |                           |                         |                                 |                                                            |
| Dr William A Blincoe  | (i)  | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
|                       | (ii) | 603,821                                            | 19,405                              | 3,762                    | 31,800                    | 12,753                  | 671,541                         |                                                            |
| Mr R Timothy Stack    | (i)  | 879,270                                            | 838,838                             | 256,040                  | 102,939                   | 15,469                  | 2,092,556                       |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Mr Charlie Hall       | (i)  | 416,712                                            | 85,046                              | 176,888                  | 75,776                    | 13,165                  | 767,587                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Ms Debbie Gramling    | (i)  | 126,320                                            | 30,972                              | 3,905                    | 23,779                    | 11,120                  | 196,096                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Dr Patrick M Battey   | (i)  | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
|                       | (ii) | 410,223                                            | 4,991                               | 32,143                   | 30,403                    | 5,383                   | 483,143                         |                                                            |
| Mr Mendal Bouknight   | (i)  | 254,087                                            | 49,863                              | 79,818                   | 50,052                    | 12,251                  | 446,071                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Mr Jay Mitchell       | (i)  | 397,828                                            | 81,079                              | 64,856                   | 64,926                    | 14,922                  | 623,611                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Dr Leigh Hamby        | (i)  | 433,446                                            | 84,371                              | 32,011                   | 65,702                    | 13,834                  | 629,364                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Mr Ed Lovern          | (i)  | 366,046                                            | 73,572                              | 19,451                   | 44,415                    | 9,585                   | 513,069                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Mr Stephen Karasick   | (i)  | 322,524                                            | 58,319                              | 6,601                    | 693                       | 9,418                   | 397,555                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Ms Tracy Field        | (i)  | 349,964                                            | 71,007                              | 50,344                   | 40,364                    | 12,123                  | 523,802                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Ms Michele Molden     | (i)  | 346,994                                            | 88,625                              | 53,270                   | 70,777                    | 12,804                  | 572,470                         |                                                            |
|                       | (ii) | 59,633                                             | 0                                   | 0                        | 0                         | 0                       | 59,633                          |                                                            |
| Dr Frank N Cole       | (i)  | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
|                       | (ii) | 668,737                                            | 500                                 | 2,778                    | 30,984                    | 16,961                  | 719,960                         |                                                            |
| Dr Ronnie Brownsworth | (i)  | 438,903                                            | 85,970                              | 30,319                   | 47,665                    | 15,114                  | 617,971                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Mr Mark Pasquale      | (i)  | 284,771                                            | 55,305                              | 12,256                   | 48,177                    | 13,204                  | 413,713                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Ms Anita Day          | (i)  | 252,857                                            | 42,440                              | 42,126                   | 42,613                    | 13,465                  | 393,501                         |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |
| Mr Gregory A Hurst    | (i)  | 634,214                                            | 317,567                             | 373,287                  | 95,876                    | 10,497                  | 1,431,441                       |                                                            |
|                       | (ii) | 0                                                  | 0                                   | 0                        | 0                         | 0                       | 0                               | 0                                                          |

Schedule L  
(Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
Piedmont Healthcare Inc

Employer identification number  
58-1503902

Part I

Excess Benefit Transactions (section 501(c)(3) and section 501 (c)(4) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

| 1 | (a) Name of disqualified person | (b) Description of transaction | (c)<br>Corrected? |    |
|---|---------------------------------|--------------------------------|-------------------|----|
|   |                                 |                                | Yes               | No |
|   |                                 |                                |                   |    |
|   |                                 |                                |                   |    |
|   |                                 |                                |                   |    |
|   |                                 |                                |                   |    |
|   |                                 |                                |                   |    |
|   |                                 |                                |                   |    |

2

Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 . . . . .

\$

3

Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . .

\$

Part II

Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

| (a) Name of interested person and purpose | (b) Loan to or from the organization? |      | (c)Original principal amount | (d)Balance due | (e) In default? |    | (f) Approved by board or committee? |    | (g)Written agreement? |    |
|-------------------------------------------|---------------------------------------|------|------------------------------|----------------|-----------------|----|-------------------------------------|----|-----------------------|----|
|                                           | To                                    | From |                              |                | Yes             | No | Yes                                 | No | Yes                   | No |
|                                           |                                       |      |                              |                |                 |    |                                     |    |                       |    |
|                                           |                                       |      |                              |                |                 |    |                                     |    |                       |    |
|                                           |                                       |      |                              |                |                 |    |                                     |    |                       |    |
|                                           |                                       |      |                              |                |                 |    |                                     |    |                       |    |
|                                           |                                       |      |                              |                |                 |    |                                     |    |                       |    |
|                                           |                                       |      |                              |                |                 |    |                                     |    |                       |    |
| Total . . . . .                           |                                       |      |                              |                | \$              |    |                                     |    |                       |    |

Part III

Grants or Assistance Benefitting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b)Relationship between interested person and the organization | (c)Amount of grant or type of assistance |
|-------------------------------|----------------------------------------------------------------|------------------------------------------|
|                               |                                                                |                                          |
|                               |                                                                |                                          |
|                               |                                                                |                                          |
|                               |                                                                |                                          |
|                               |                                                                |                                          |
|                               |                                                                |                                          |

**Part IV Business Transactions Involving Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of transaction | (d) Description of transaction | (e) Sharing of organization's revenues? |    |
|-------------------------------|-----------------------------------------------------------------|---------------------------|--------------------------------|-----------------------------------------|----|
|                               |                                                                 |                           |                                | Yes                                     | No |
| (1) Ms Janine Brown           | Board Member                                                    | 489,800                   | Alston & Bird Legal Fees       |                                         | No |
| (2) Ms Amy W Medendorp        | Board Member                                                    | 168                       | Sun Trust Travel Card Fees     |                                         | No |
|                               |                                                                 |                           |                                |                                         |    |
|                               |                                                                 |                           |                                |                                         |    |
|                               |                                                                 |                           |                                |                                         |    |
|                               |                                                                 |                           |                                |                                         |    |

**Part V Supplemental Information**

Complete this part to provide additional information for responses to questions on Schedule L (see instructions)

| Identifier                           | Return Reference            | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TRANSACTIONS WITH INTERESTED PERSONS | SCHEDULE L, PART IV, LINE 1 | MS JANINE BROWN IS A PARTNER WITH ALSTON & BIRD LLP, AND A BOARD MEMBER OF PIEDMONT HEALTHCARE THE AMOUNT OF \$489,800 REPRESENTS INVOICES PAID BY PIEDMONT HEALTHCARE FOR LEGAL SERVICES PROVIDED BY ALSTON & BIRD AT FAIR MARKET VALUE MS AMY W MEDENDORP IS A KEY EMPLOYEE OF SUNTRUST BANK AND A BOARD MEMBER OF PIEDMONT HEALTHCARE THE AMOUNT PAID TO SUNTRUST OF \$168 REPRESENTS THE FAIR MARKET VALUE OF VISA TRAVEL CARD EXPENSES PAID TO THE BANK DURING THE YEAR IN ADDITION TO THE LISTED TRAVEL CARD FEES, PIEDMONT HEALTHCARE'S RELATED AND SUBSIDIARY ENTITIES ALSO ENGAGED IN TRANSACTIONS WITH SUNTRUST THAT EXCEED \$100,000 IN THE AGGREGATE, THE MOST SIGNIFICANT OF WHICH RELATED TO FEES INCURRED IN RELATION TO TAX-EXEMPT BOND FINANCING MS MEDENDORP, HOWEVER, DOES NOT SERVE ON THE BOARDS OF DIRECTORS FOR ANY OF THESE RELATED OR SUBSIDIARY ENTITIES |

SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

OMB No 1545-0047

2011

Open to Public  
Inspection

|                                                     |                                              |
|-----------------------------------------------------|----------------------------------------------|
| Name of the organization<br>Piedmont Healthcare Inc | Employer identification number<br>58-1503902 |
|-----------------------------------------------------|----------------------------------------------|

| Identifier                                                             | Return Reference                             | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| RELATIONSHIPS WITH BOARD MEMBERS                                       | FORM 990, PART VI, SECTION A, LINE 2         | MR R TIMOTHY STACK (PRESIDENT& CEO OF PHC), DR HARRY MCFARLING (PHC BOARD MEMBER), AND MIKE MCFARLING (DR MCFARLING'S BROTHER) HAVE JOINT OWNERSHIP IN A RESIDENTIAL INVESTMENT PROPERTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| DECISIONS OF GOVERNING BODY                                            | FORM 990, PART VI, SECTION A, LINE 7B        | ALL RESOLUTIONS ADOPTED AND ALL BUSINESS TRANSACTED BY PHC'S BOARD OF DIRECTORS REQUIRES THE AFFIRMATIVE VOTE OF A MAJORITY OF THE DIRECTORS PRESENT AT THE TIME OF VOTING, AS LONG AS A QUORUM (MAJORITY OF DIRECTORS CURRENTLY IN OFFICE) IS REPRESENTED AT THE MEETING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 990 REVIEW PROCESS                                                     | FORM 990, PART VI, SECTION B, LINE 11B       | INFORMATION NEEDED TO PREPARE PIEDMONT HEALTHCARE'S FORM 990 IS COMPILED BY INDIVIDUALS IN THE ORGANIZATION'S FINANCE DEPARTMENT THE INFORMATION IS THEN REVIEWED BY PHC'S CONTROLLER AND VP/CFO THE 990 IS THEN PREPARED INTERNALLY BY PIEDMONT HEALTHCARE'S TAX COMPLIANCE MANAGER AND SUBMITTED TO AN EXTERNAL TAX PREPARER FOR REVIEW COPIES OF FORM 990 ARE PROVIDED TO THE BOARD OF DIRECTORS OF PIEDMONT HEALTHCARE PRIOR TO FILING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| CONFLICT OF INTEREST POLICY                                            | FORM 990, PART VI, SECTION B, LINE 12C       | COMPLIANCE WITH THE ORGANIZATION'S CONFLICT OF INTEREST POLICY IS MONITORED AND ENFORCED BY ORGANIZATION MANAGEMENT IN COORDINATION WITH PIEDMONT HEALTHCARE'S VICE PRESIDENT OF COMPLIANCE ALL SENIOR LEADERS, BOARD MEMBERS, PHYSICIAN EMPLOYEES, AND EMPLOYEES ENGAGED IN RESEARCH ARE REQUIRED TO ANNUALLY DISCLOSE ALL MATTERS WHICH COULD POTENTIALLY CONSTITUTE A CONFLICT OF INTEREST MATTERS DISCLOSED UNDER THE POLICY MUST BE REVIEWED IN WRITING BY THE REPORTING INDIVIDUAL'S SUPERVISING MANAGER AND THEN BY THE PIEDMONT HEALTHCARE CONFLICT OF INTEREST COMMITTEE IN ORDER TO DETERMINE WHETHER A CONFLICT EXISTS AND, IF SO, WHETHER TO ELIMINATE OR MANAGE THE CONFLICT ALL BOARD MEMBERS AND EMPLOYEES OF PIEDMONT HEALTHCARE ARE PROVIDED TRAINING ON THE REQUIREMENTS OF THE CONFLICT OF INTEREST POLICY AT NEW-EMPLOYEE ORIENTATION AND AT LEAST ANNUALLY THEREAFTER NONCOMPLIANCE WITH THE CONFLICT OF INTEREST POLICY MUST BE REPORTED TO PIEDMONT HEALTHCARE'S VICE PRESIDENT OF COMPLIANCE FOR INVESTIGATION AND REMEDIAL STEPS MUST BE TAKEN AS APPROPRIATE UNDER THE ORGANIZATION'S DISCIPLINARY POLICIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| EXECUTIVE COMPENSATION                                                 | FORM 990, PART VI, SECTION B, LINE 15A & 15B | THE PIEDMONT HEALTHCARE, INC , BOARD OF DIRECTORS EXECUTIVE PERFORMANCE AND COMPENSATION COMMITTEE ("THE COMMITTEE") IS COMPOSED OF AT LEAST THREE MEMBERS, SERVING TERMS OF THREE YEARS, AND THE MAJORITY OF WHICH ARE COMMUNITY DIRECTORS WHO GENERALLY DO NOT HAVE CONFLICTS OF INTEREST RELATED TO FULFILLMENT OF THE DUTIES AS OUTLINED BELOW THE COMMITTEE HAS BEEN AUTHORIZED BY THE PIEDMONT HEALTHCARE BOARD OF DIRECTORS TO PERFORM THE FOLLOWING FUNCTIONS -SELECT AN EXTERNAL EXECUTIVE COMPENSATION CONSULTANT ("THE CONSULTANT") THE COMMITTEE CURRENTLY UTILIZES TOWERS WATSON FOR EXECUTIVE COMPENSATION CONSULTING SERVICES -WORK WITH THE PRESIDENT/CEO TO FORMULATE AND IMPLEMENT ANNUAL PERFORMANCE OBJECTIVES THE COMMITTEE MEETS ANNUALLY WITH PIEDMONT HEALTHCARE'S CEO AND KEY SENIOR EXECUTIVES -TO REVIEW AND APPROVE EXECUTIVE PERFORMANCE OBJECTIVES FOR THE FISCAL YEAR -ANNUALLY ASSESS PRESIDENT/CEO PERFORMANCE THE COMMITTEE MEETS ANNUALLY WITH THE CEO AND KEY SENIOR EXECUTIVES -TO REVIEW THE ACCOMPLISHMENTS OF THE EXECUTIVE PERFORMANCE OBJECTIVES AFTER THE CLOSE OF THE FISCAL YEAR -ASSESS AND IMPLEMENT POLICIES REGARDING PRESIDENT/CEO PERFORMANCE AND COMPENSATION THE COMMITTEE HAS DEVELOPED AN EXECUTIVE COMPENSATION PHILOSOPHY AND REVIEWS THE PHILOSOPHY ANNUALLY THE COMMITTEE SEEKS INPUT AND GUIDANCE FROM THE CONSULTANT TO ENSURE THAT THE PHILOSOPHY IS REASONABLE AND COMPARABLE TO THAT OF SIMILAR ORGANIZATIONS -APPROVE LONG- AND SHORT-TERM GOALS TO BE USED IN CONNECTION WITH EXECUTIVE STAFF COMPENSATION PROGRAM AS RECOMMENDED BY THE PRESIDENT/CEO AND VALIDATED BY THE COMPENSATION CONSULTANT THE COMMITTEE MEETS ANNUALLY WITH THE CEO AND KEY SENIOR EXECUTIVES AS WELL AS THE CONSULTANT TO REVIEW SALARY ADJUSTMENTS AND INCENTIVE PAY FOR THE CEO, SENIOR EXECUTIVES, AND EXECUTIVES THROUGHOUT THE ORGANIZATION THE COMMITTEE MEETS WITH THE CONSULTANT ANNUALLY TO RECEIVE INPUT AND RECOMMENDATIONS TO ENSURE THAT SALARY ADJUSTMENTS, INCENTIVES, AND BENEFITS ARE REASONABLE AND COMPARABLE TO THOSE OF LIKE ORGANIZATIONS -PERFORM ANY TASKS RELATED TO EXECUTIVE PERFORMANCE AND COMPENSATION, INCLUDING BUT NOT LIMITED TO, APPROVAL OF EXECUTIVE EMPLOYMENT CONTRACTS, AND EXECUTIVE BENEFITS THE COMMITTEE SEEKS INPUT FROM THE CONSULTANT, AS WELL AS EXTERNAL LEGAL ADVISORS, WHEN IT IS NECESSARY TO DEVELOP AND/OR AMEND EXECUTIVE EMPLOYMENT CONTRACTS AND BENEFITS |
| DISCLOSURE OF GOVERNING, CONFLICT OF INTEREST, AND FINANCIAL DOCUMENTS | FORM 990, PART VI, SECTION C, LINE 19        | GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE AVAILABLE UPON REQUEST THESE DOCUMENTS SHOULD BE REQUESTED FROM PIEDMONT HEALTHCARE, INC'S LEGAL COUNSEL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| RECONCILIATION OF NET ASSETS                                           | FORM 990, PART XI, LINE 5                    | CHANGES TO NET ASSETS REPORTED ON PART XI, LINE 5 ARE PRIMARILY COMPRISED OF INTERCOMPANY TRANSFERS OF ASSETS BETWEEN THE ORGANIZATION AND ITS SUBSIDIARIES OTHER CHANGES RESULTED FROM DIFFERENCES BETWEEN BOOK AND TAX INCOME                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Dr William A Blincoe TITLE Chairman HOURS 39                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr Wm Ronald Duffey TITLE Board member HOURS 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr R Timothy Stack TITLE President and CEO HOURS 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Dr Patrick M Battey TITLE Board member HOURS 39                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Ms Janine Brown TITLE Vice Chairman HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr Michael D Garrett TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr Jay Singh TITLE Board member HOURS 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr James F Kelley TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Dr Harry M McFarling TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Dr Ramon Suarez TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr Roderick D Odom, Jr TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr Gregory Morrison TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| HOURS DEVOTED FOR RELATED ORGANIZATION                                 | FORM 990 PART VII                            | NAME Mr David Hanna TITLE Board member HOURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Identifier                             | Return Reference  | Explanation                                                      |
|----------------------------------------|-------------------|------------------------------------------------------------------|
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Ms Lila Hertz TITLE Board member HOURS                      |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Dr Frank N Cole TITLE Board member HOURS 39                 |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Ms Amy W Medendorp TITLE Board Member HOURS                 |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Charlie Hall TITLE Treasurer/EVP Chief Financial HOURS 7 |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Ms Debbie Gramling TITLE Secretary HOURS 7                  |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Jay Mitchell TITLE Secretary/EVP General Counsel HOURS   |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Dr Leigh Hamby TITLE EVP Chief Medical Officer HOURS        |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Ed Lovern TITLE EVP Chief Admin Officer HOURS            |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Ms Michele Molden TITLE Chief Transformation Officer HOURS  |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Dr Ronnie Brown TITLE EVP/CEO OF PIEDMONT CLINIC HOURS 41   |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Gregory A Hurst TITLE Pres Finance & Development HOURS 7 |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Mendal Bouknight TITLE VP Philanthropy HOURS 55          |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Stephen Karasick TITLE VP HR & Integration HOURS         |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Ms Tracy Field TITLE EVP Compliance HOURS                   |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Mr Mark Pasquale TITLE VP Information Services HOURS        |
| HOURS DEVOTED FOR RELATED ORGANIZATION | FORM 990 PART VII | NAME Ms Anita Day TITLE VP Community Affairs HOURS               |

SCHEDULE R  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.  
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
Piedmont Healthcare Inc

Employer identification number  
58-1503902

Part I

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

| (a)<br>Name, address, and EIN of disregarded entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Total income | (e)<br>End-of-year assets | (f)<br>Direct controlling entity |
|-----------------------------------------------------|-------------------------|--------------------------------------------------|---------------------|---------------------------|----------------------------------|
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |
|                                                     |                         |                                                  |                     |                           |                                  |

Part II

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

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if section 501(c)(3)) | (f)<br>Direct controlling entity | (g)<br>Section 512(b)(13) controlled organization |    |
|-------------------------------------------------------|-------------------------|--------------------------------------------------|----------------------------|-----------------------------------------------------|----------------------------------|---------------------------------------------------|----|
|                                                       |                         |                                                  |                            |                                                     |                                  | Yes                                               | No |
| See Additional Data Table                             |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |
|                                                       |                         |                                                  |                            |                                                     |                                  |                                                   |    |

Part III

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

| (a)<br>Name, address, and EIN<br>of<br>related organization | (b)<br>Primary activity | (c)<br>Legal<br>domicile<br>(state or<br>foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Predominant income<br>(related, unrelated,<br>excluded from tax<br>under sections 512-<br>514) | (f)<br>Share of total<br>income | (g)<br>Share of end-of-<br>year<br>assets | (h)<br>Disproportionate<br>allocations? |    | (i)<br>Code V—UBI<br>amount in box 20 of<br>Schedule K-1<br>(Form 1065) | (j)<br>General or<br>managing<br>partner? |    | (k)<br>Percentage<br>ownership |
|-------------------------------------------------------------|-------------------------|--------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------|-----------------------------------------|----|-------------------------------------------------------------------------|-------------------------------------------|----|--------------------------------|
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           | Yes                                     | No |                                                                         | Yes                                       | No |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |
|                                                             |                         |                                                              |                                     |                                                                                                       |                                 |                                           |                                         |    |                                                                         |                                           |    |                                |

Part IV

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

| (a)<br>Name, address, and EIN of related organization                                                          | (b)<br>Primary activity | (c)<br>Legal domicile<br>(state or<br>foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Type of entity<br>(C corp, S corp,<br>or trust) | (f)<br>Share of total<br>income | (g)<br>Share of<br>end-of-year<br>assets | (h)<br>Percentage<br>ownership |
|----------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------|-------------------------------------|--------------------------------------------------------|---------------------------------|------------------------------------------|--------------------------------|
| (1) Piedmont Medical Care Corporation<br>2727 Paces Ferry Road suite 1-1100<br>Atlanta, GA 30339<br>58-2092768 | Healthcare              | GA                                                        | PHC                                 | C-CORP                                                 | 159,363,951                     | 100,038,145                              | 100 000 %                      |
| (2) THE PIEDMONT CLINIC INC<br>2727 Paces Ferry Road suite 1-1100<br>Atlanta, GA 30339<br>58-2005358           | Healthcare              | GA                                                        | PHC                                 | C-CORP                                                 | 4,689,417                       | 11,713,911                               | 100 000 %                      |
| (3) PIEDMONT HEART INSTITUTE PHYSICIANS INC<br>95 COLLIER ROAD NW STE 2045<br>Atlanta, GA 30309<br>26-0593850  | Healthcare              | GA                                                        | PHC                                 | C-CORP                                                 | 71,759,438                      | 42,339,343                               | 100 000 %                      |
| (4) Amster McRae Insurance Company<br>Governors Square 2nd Floor Bldg 3<br>Grand Cayman KY 1-1102<br>CJ        | Related Insurance       | CJ                                                        | PHC                                 | C-CORP                                                 | 12,973,774                      | 48,559,608                               | 100 000 %                      |
|                                                                                                                |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                                                                                |                         |                                                           |                                     |                                                        |                                 |                                          |                                |
|                                                                                                                |                         |                                                           |                                     |                                                        |                                 |                                          |                                |

Part V

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

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

1

During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a

Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b

Gift, grant, or capital contribution to related organization(s)

c

Gift, grant, or capital contribution from related organization(s)

d

Loans or loan guarantees to or for related organization(s)

e

Loans or loan guarantees by related organization(s)

f

Sale of assets to related organization(s)

g

Purchase of assets from related organization(s)

h

Exchange of assets with related organization(s)

i

Lease of facilities, equipment, or other assets to related organization(s)

j

Lease of facilities, equipment, or other assets from related organization(s)

k

Performance of services or membership or fundraising solicitations for related organization(s)

l

Performance of services or membership or fundraising solicitations by related organization(s)

m

Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

n

Sharing of paid employees with related organization(s)

o

Reimbursement paid to related organization(s) for expenses

p

Reimbursement paid by related organization(s) for expenses

q

Other transfer of cash or property to related organization(s)

r

Other transfer of cash or property from related organization(s)

Yes

No

1a

Yes

1b

No

1c

No

1d

Yes

1e

Yes

1f

No

1g

No

1h

No

1i

No

1j

No

1k

Yes

1l

No

1m

No

1n

No

1o

Yes

1p

Yes

1q

No

1r

No

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

| (a)<br>Name of other organization     | (b)<br>Transaction<br>type(a-r) | (c)<br>Amount involved | (d)<br>Method of determining amount involved |
|---------------------------------------|---------------------------------|------------------------|----------------------------------------------|
| (1) PIEDMONT HOSPITAL INC             | P                               | 29,751,346             | ACTUAL                                       |
| (2) FAYETTE COMMUNITY HOSPITAL INC    | P                               | 8,459,231              | ACTUAL                                       |
| (3) PIEDMONT MEDICAL CARE CORPORATION | A                               | 203,631                | ESTIMATE                                     |
| (4) PIEDMONT HOSPITAL INC             | E                               | 1,798,743              | ACTUAL                                       |
| (5) PIEDMONT HOSPITAL INC             | A                               | 510,342                | ESTIMATE                                     |
| (6) Piedmont Henry Hospital Inc       | D                               | 61,408,017             | Actual                                       |

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

[illegible]

Part VII

Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

| Identifier | Return Reference | Explanation |  |
|------------|------------------|-------------|--|
|------------|------------------|-------------|--|

Software ID:

Software Version:

EIN: 58-1503902

Name: Piedmont Healthcare Inc

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

| (a)<br>Name, address, and EIN of related organization                                                         | (b)<br>Primary Activity | (c)<br>Legal Domicile (State or Foreign Country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if 501(c)(3)) | (f)<br>Direct Controlling Entity | (g)<br>Section 512 (b)(13) controlled organization |    |
|---------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------|----------------------------|---------------------------------------------|----------------------------------|----------------------------------------------------|----|
|                                                                                                               |                         |                                                  |                            |                                             |                                  |                                                    |    |
| Piedmont Hospital Inc<br><br>1968 Peachtree Road NW<br>Atlanta, GA 30309<br>58-0566213                        | Hospital                | GA                                               | 501(C)(3)                  | 3                                           | PHC                              | Yes                                                |    |
| FAYETTE COMMUNITY HOSPITAL INC<br><br>1255 Highway 154 West<br>Fayetteville, GA 30214<br>58-2322328           | Hospital                | GA                                               | 501(C)(3)                  | 3                                           | PHC                              | Yes                                                |    |
| Piedmont Mountainside Hospital INC<br><br>1266 Highway 515 South<br>Jasper, GA 30143<br>35-2228583            | Hospital                | GA                                               | 501(C)(3)                  | 3                                           | PHC                              | Yes                                                |    |
| Piedmont Newnan Hospital INC<br><br>745 POPLAR ROAD<br>Newnan, GA 30265<br>20-5077249                         | Hospital                | GA                                               | 501(C)(3)                  | 3                                           | PHC                              | Yes                                                |    |
| Piedmont HEALTHCARE Foundation INC<br><br>1968 Peachtree Road NW<br>Atlanta, GA 30309<br>58-1272768           | Fundraising             | GA                                               | 501(C)(3)                  | 11 D                                        | PHC                              | Yes                                                |    |
| Piedmont Heart Institute Inc<br><br>95 COLLIER ROAD NW STE 2045<br>Atlanta, GA 30309<br>26-3553500            | Healthcare              | GA                                               | 501(C)(3)                  | 7                                           | PHC                              | Yes                                                |    |
| PIEDMONT HENRY HOSPITAL INC<br><br>1133 EAGLES LANDING PARKWAY<br>STOCKBRIDGE, GA 30281<br>58-2200195         | HOSPITAL                | GA                                               | 501(C)(3)                  | 3                                           | PHC                              | Yes                                                |    |
| Henry Medical Center Foundation Inc<br><br>1133 EAGLES LANDING PARKWAY<br>Stockbridge, GA 30281<br>58-1502600 | Fundraising             | GA                                               | 501(C)(3)                  | 11 D                                        | NA                               |                                                    | No |
| Henry Development Ventures Inc<br><br>1133 EAGLES LANDING PARKWAY<br>Stockbridge, GA 30281<br>58-2200734      | Development             | GA                                               | 501(C)(2)                  | N/A                                         | PHH                              |                                                    | No |
| Center for Health and Learning Inc<br><br>3001 Mercer University Drive<br>Atlanta, GA 30341<br>26-2442849     | Education               | GA                                               | 501(c)(3)                  | 11 A                                        | NA                               |                                                    | No |

**Form 990, Schedule R, Part V - Transactions With Related Organizations**

| (a)<br>Name of other organization     | (b)<br>Transaction<br>type(a-r) | (c)<br>Amount<br>Involved<br>(\$) | (d)<br>Method of determining<br>amount involved |
|---------------------------------------|---------------------------------|-----------------------------------|-------------------------------------------------|
| (1) PIEDMONT HOSPITAL INC             | P                               | 29,751,346                        | ACTUAL                                          |
| (2) FAYETTE COMMUNITY HOSPITAL INC    | P                               | 8,459,231                         | ACTUAL                                          |
| (3) PIEDMONT MEDICAL CARE CORPORATION | A                               | 203,631                           | ESTIMATE                                        |
| (4) PIEDMONT HOSPITAL INC             | E                               | 1,798,743                         | ACTUAL                                          |
| (5) PIEDMONT HOSPITAL INC             | A                               | 510,342                           | ESTIMATE                                        |
| (6) Piedmont Henry Hospital Inc       | D                               | 61,408,017                        | Actual                                          |

Additional Data

Software ID:

Software Version:

EIN: 58-1503902

Name: Piedmont Healthcare Inc

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A)<br>Name and Title                               | (B)<br>Average<br>hours<br>per<br>week | (C)<br>Position (check all<br>that apply) |                       |         |              |                                 |        | (D)<br>Reportable<br>compensation<br>from the<br>organization (W-<br>2/1099-MISC) | (E)<br>Reportable<br>compensation<br>from related<br>organizations<br>(W- 2/1099-<br>MISC) | (F)<br>Estimated<br>amount of other<br>compensation<br>from the<br>organization and<br>related<br>organizations |
|-----------------------------------------------------|----------------------------------------|-------------------------------------------|-----------------------|---------|--------------|---------------------------------|--------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|                                                     |                                        | Individual trustee<br>or director         | Institutional Trustee | Officer | Key employee | Highest compensated<br>employee | Former |                                                                                   |                                                                                            |                                                                                                                 |
| Dr William A Blincoe<br>Chairman                    | 1 0                                    | X                                         |                       | X       |              |                                 |        | 0                                                                                 | 626,988                                                                                    | 44,553                                                                                                          |
| Mr Wm Ronald Duffey<br>Board member                 | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr R Timothy Stack<br>President and CEO             | 54 0                                   | X                                         |                       | X       |              |                                 |        | 1,974,148                                                                         | 0                                                                                          | 118,408                                                                                                         |
| Dr Patrick M Battey<br>Board member                 | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 447,357                                                                                    | 35,786                                                                                                          |
| Ms Janine Brown<br>Vice Chairman                    | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr Michael D Garrett<br>Board member                | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr Jay Singh<br>Board member                        | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr James F Kelley<br>Board member                   | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Dr Harry M McFarling<br>Board member                | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Dr Ramon Suarez<br>Board member                     | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr Roderick D Odom Jr<br>Board member               | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr Gregory Morrison<br>Board member                 | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr David Hanna<br>Board member                      | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Ms Lila Hertz<br>Board member                       | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Dr Frank N Cole<br>Board member                     | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 672,015                                                                                    | 47,945                                                                                                          |
| Ms Amy W Medendorp<br>Board Member                  | 1 0                                    | X                                         |                       |         |              |                                 |        | 0                                                                                 | 0                                                                                          | 0                                                                                                               |
| Mr Charlie Hall<br>Treasurer/EVP Chief Financial    | 48 0                                   |                                           |                       | X       |              |                                 |        | 678,646                                                                           | 0                                                                                          | 88,941                                                                                                          |
| Ms Debbie Gramling<br>Secretary                     | 48 0                                   |                                           |                       | X       |              |                                 |        | 161,197                                                                           | 0                                                                                          | 34,899                                                                                                          |
| Mr Jay Mitchell<br>Secretary/EVP General Counsel    | 55 0                                   |                                           |                       | X       |              |                                 |        | 543,763                                                                           | 0                                                                                          | 79,848                                                                                                          |
| Dr Leigh Hamby<br>EVP Chief Medical Officer         | 55 0                                   |                                           |                       |         | X            |                                 |        | 549,828                                                                           | 0                                                                                          | 79,536                                                                                                          |
| Mr Ed Lovern<br>EVP Chief Admin Officer             | 55 0                                   |                                           |                       |         | X            |                                 |        | 459,069                                                                           | 0                                                                                          | 54,000                                                                                                          |
| Ms Michele Molden<br>Chief Transformation Officer   | 55 0                                   |                                           |                       |         | X            |                                 |        | 488,889                                                                           | 59,633                                                                                     | 83,581                                                                                                          |
| Dr Ronnie Brownsworth<br>EVP/CEO OF PIEDMONT CLINIC | 14 0                                   |                                           |                       |         | X            |                                 |        | 555,192                                                                           | 0                                                                                          | 62,779                                                                                                          |
| Mr Gregory A Hurst<br>Pres Finance & Development    | 48 0                                   |                                           |                       |         | X            |                                 |        | 1,325,068                                                                         | 0                                                                                          | 106,373                                                                                                         |
| Mr Mendal Bouknight<br>VP Philanthropy              | 0 0                                    |                                           |                       |         |              | X                               |        | 383,768                                                                           | 0                                                                                          | 62,303                                                                                                          |

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A)<br>Name and Title                       | (B)<br>Average hours per week | (C)<br>Position (check all that apply) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|---------------------------------------------|-------------------------------|----------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                             |                               | Individual trustee or director         | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| Mr Stephen Karasick<br>VP HR & Integration  | 55 0                          |                                        |                       |         |              | X                            |        | 387,444                                                              | 0                                                                         | 10,111                                                                                        |
| Ms Tracy Field<br>EVP Compliance            | 55 0                          |                                        |                       |         |              | X                            |        | 471,315                                                              | 0                                                                         | 52,487                                                                                        |
| Mr Mark Pasquale<br>VP Information Services | 55 0                          |                                        |                       |         |              | X                            |        | 352,332                                                              | 0                                                                         | 61,381                                                                                        |
| Ms Anita Day<br>VP Community Affairs        | 55 0                          |                                        |                       |         |              | X                            |        | 337,423                                                              | 0                                                                         | 56,078                                                                                        |

Additional Data

Software ID:  
Software Version:  
EIN: 58-1503902  
Name: Piedmont Healthcare Inc

Form 990, Schedule A, Part I, Line 11h - Provide the following information about the organizations the organization supports.

| (i)<br>Name of<br>Supported<br>Organization                                     | (ii)<br>EIN | (iii)<br>Type of organization<br>(described on lines 1- 9<br>above or IRC section ) | (iv)<br>Is the<br>organization in<br>(i) listed in your<br>governing<br>document? |    | (v)<br>Did you notify<br>the organization<br>in (i) of your<br>support? |    | (vi)<br>Is the<br>organization in<br>(i) organized in<br>the U S ? |    | (vii)<br>Amount of support? |
|---------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----|-------------------------------------------------------------------------|----|--------------------------------------------------------------------|----|-----------------------------|
|                                                                                 |             |                                                                                     | Yes                                                                               | No | Yes                                                                     | No | Yes                                                                | No |                             |
| (A) PIEDMONT<br>HOSPITAL INC                                                    | 580566213   | 03                                                                                  | Yes                                                                               |    | Yes                                                                     |    | Yes                                                                |    | 12811272                    |
| (B) FAYETTE<br>COMMUNITY<br>HOSPITAL INC<br>DBA PIEDMONT<br>FAYETTE<br>HOSPITAL | 582322328   | 03                                                                                  | Yes                                                                               |    | Yes                                                                     |    | Yes                                                                |    | 5519557                     |
| (C) PIEDMONT<br>MOUNTAIN<br>SIDE<br>HOSPITAL INC                                | 352228583   | 03                                                                                  | Yes                                                                               |    | Yes                                                                     |    | Yes                                                                |    | 1117120                     |
| (D) PIEDMONT<br>NEWNAN<br>HOSPITAL INC                                          | 205077249   | 03                                                                                  |                                                                                   | No | Yes                                                                     |    | Yes                                                                |    | 868716                      |
| (E) PIEDMONT<br>HEART<br>INSTITUTE INC                                          | 263553500   | 03                                                                                  |                                                                                   | No | Yes                                                                     |    | Yes                                                                |    | 0                           |