

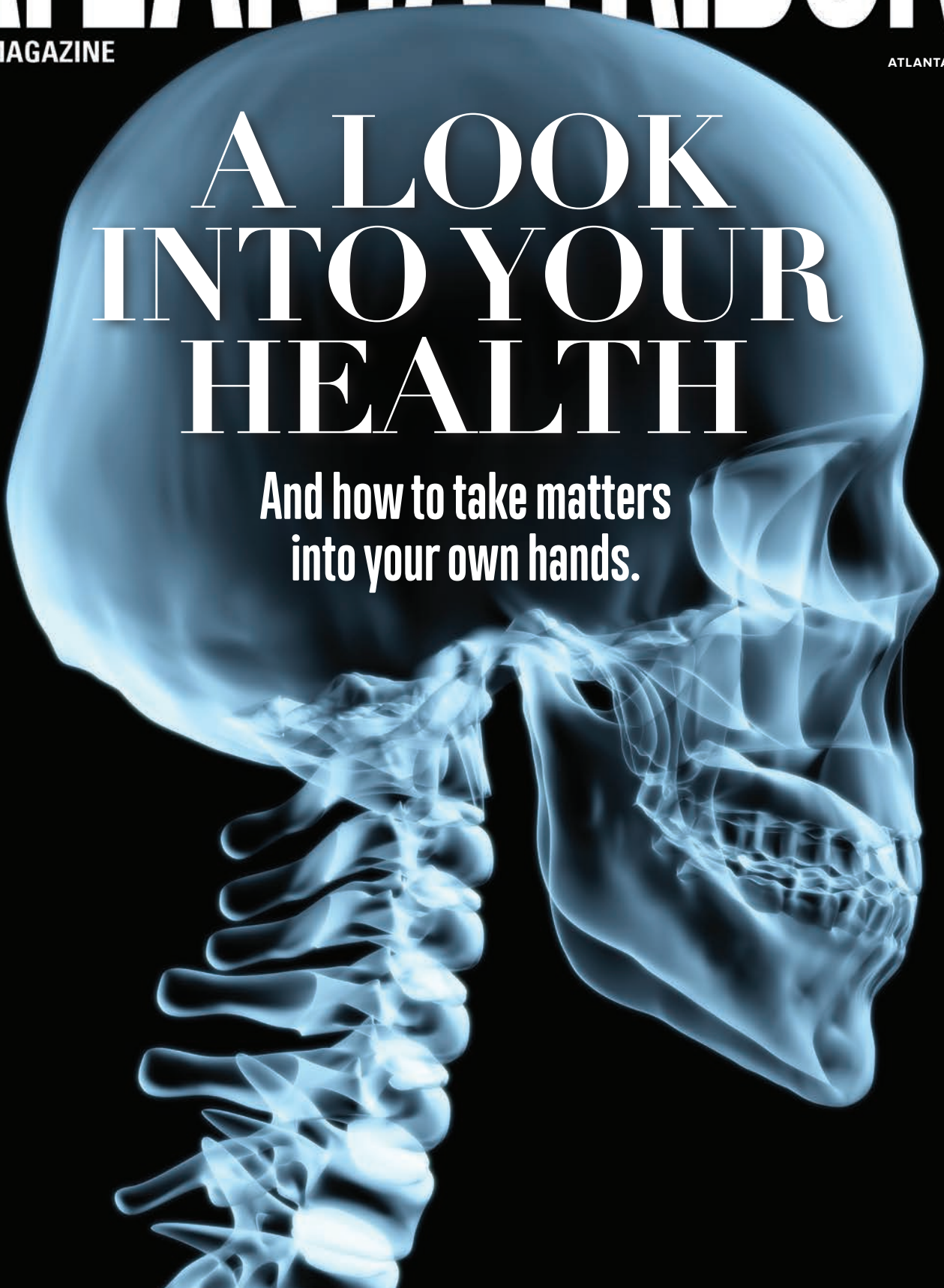
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THE MAGAZINE

OCTOBER 2017
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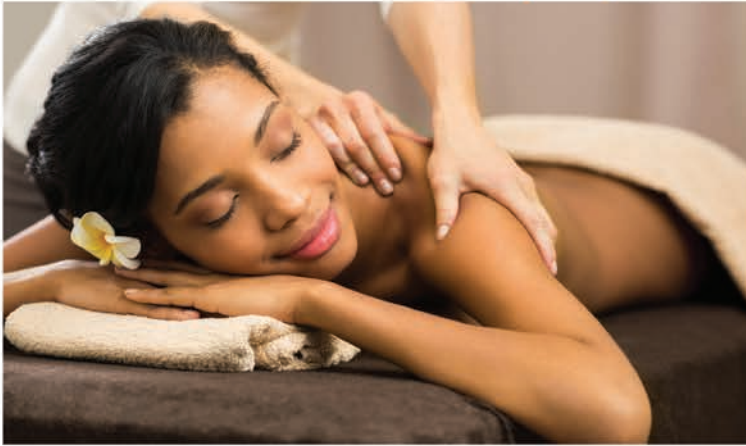
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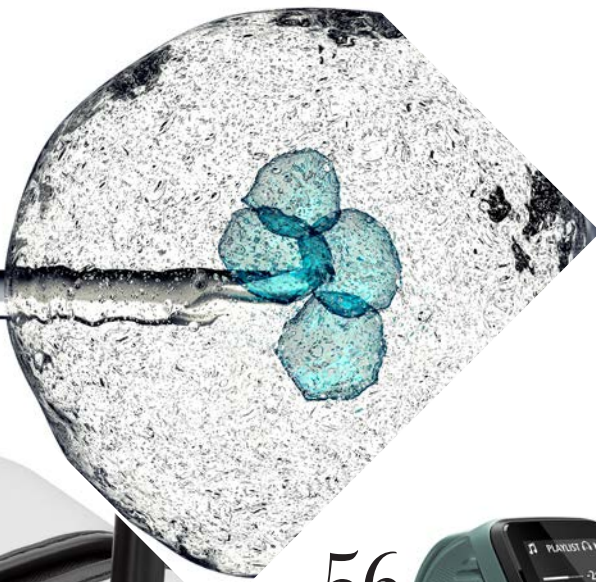


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✉ It is truly an honor to be featured, along with my Director of Community Affairs, Sonja Brown, in this month's **Atlanta Tribune: The Magazine** in two separate articles highlighting mentorship and service. We are proud of our work and commitment to the citizens of DeKalb County. #ItsInDeKalb

– Sherry Boston, DeKalb County District Attorney

🐦 This is a dynamic mindset! Ava @DIRECTHER is a true mentor to others who aspire to soar. #WomenInLeadership

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NEW PATIENTS ARE ALWAYS WELCOME!



APS is transforming

*As it moves into the 2017-2018 school year, Atlanta Public Schools (APS) continues a **journey of transformation** that creates choice-filled lives for each and every child in Atlanta.*

Last year, APS finished its first full year with all of the transformational components in place ... a year that saw more than 2,400 beautiful students walk across the stage with their high school diplomas in hand ... more than any year in recent history. Since 2014, the graduation rate has increased by 12 percentage points for the district. APS also saw significant gains in academics as shown in its Georgia Milestones results where about two-thirds of its schools – 17 more than the previous year – saw gains. The district and Superintendent Meria Carstarphen are striving to achieve even more student outcomes in the year ahead.

To that end, the district has embraced a number of innovative initiatives to make those outcomes possible.

APS is in its second year as a Charter District, which directs more flexible spending and decision making to administrators, teachers and other stakeholders at the school level. A hallmark of the APS Charter System Plan includes the implementation of signature programming for each school cluster, which includes International Baccalaureate, STEM or College and Career Preparatory. Such programs focus the alignment of academic programs for schools and neighborhoods, providing rich and nurturing academic experiences for students that prepare them college and career opportunities.

In addition to the district's core academic curriculum, the APS' Social Emotional Learning efforts – which strive to give our students the ability to persevere, set goals, overcome obstacles and develop healthy relationships – now span the district.

The district also continues to expand essential wraparound services at schools including new care centers at several schools, a new early learning center at the former Whitefoord Elementary school and the new Sheltering Arms early childhood program at Barack and Michelle Obama Academy.

APS has updated a number of its school sites so that students have state-of-the-art learning environments. In addition, the district has forged new partnerships that promise to create excitement, innovation and dynamic experiences to enable schools to provide even more for students.

As Superintendent Carstarphen explained, transformation is not always popular, it's never comfortable and it doesn't come with the luxury of incremental progress over time. It's seldom familiar. But with a firm set of guiding principals and core values as the transformational framework, APS' journey continues to take strides toward the vision of a high-performing school district where students love to learn, educators inspire, families engage and the community trusts the system.

THE EDITOR'S VIEW



If ever there was a time to be in a solid relationship with your healthcare provider, that time is now. So much is in flux with the U.S. healthcare system, politically, and insurance companies as well as coverages that it's hard to know which end is up. The U.S. health care system is unique. In 2014, 48 percent of U.S. health care spending came from private funds, with 28 percent coming from households and 20 percent coming from private businesses, according to the Center for Medicare and Medicaid Services. Most health care, even if publicly financed, is delivered privately.

Being healthy is expensive. So, if you're like me, you're constantly looking for ways to improve your wellness on the front end ... before treatment, of any sort, is necessary. Hopefully, you are on an annual physical schedule and having your teeth cleaned twice a year, and if you're a woman at the age where mammograms are now suggested for you that you are having them on schedule. These are all physical assessments that we hear of often. But, there are other ways that you can improve the way you feel and how well your body is operating from making a concerted effort to be fit physically to monitoring your diet. In this issue, we hope to inspire you to take an in depth look at your health. And we're giving you a jump start with some insights from the field as well as some tips to lead the way into your new healthier mindset – from what to ask your doctor to how to shop for insurance, and most importantly, how to establish a better relationship with your doctor.

While we're waiting for Washington to deliver a new healthcare system, we're doing some heavy lifting for ourselves and we hope you'll join us. Here's to good health. **AT**



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THE BEST *of* Atlanta

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(Hair salon/barber shop, nail salon, spa, fitness center/trainer)

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(wine stores, photography, pet groomer, courier)

Miscellaneous

(computer/electronics repair, accountant, music stores)

*Please send requests for detailed lists or nominations, including the category they fall under to editorial@atlantatribune.com, by **October 10, 2017**. Be sure to include the complete contact information for the business, including Web site and e-mail address.

A WARM WELCOME FOR FUTURE “GRADY BABIES”

Grady Hospital's Women's and Infants' Center will undergo a \$20 million renovation and expansion, thanks in part to funding from a New Markets Tax Credit allocation received through Atlanta Emerging Markets Inc. AEMI is a certified Community Development Entity created by Invest Atlanta in 2006, that specializes in providing gap financing for large-scale, high-impact projects in Atlanta's distressed neighborhoods. The New Markets Tax Credit program was instituted by Congress in 2000 to incentivize private businesses and organizations to invest in low-income communities.

Grady's Women's and Infants' Center is home to the only specialized obstetric ICU in Georgia and serves prenatal and gynecological care for vulnerable populations not able to receive care elsewhere. Once the renovation project is complete, the Center, which has not received substantial upgrades in more than two decades, will be able to provide improved medical services to thousands more women. Grady estimates they'll be able to handle 20 percent more deliveries (up to 3,700 annually), 29 percent more prenatal visits (around 17,500 annually), and 37 percent more services visits for women (around 13,000 annually).

The care provided to Grady's patients will improve, thanks to better coordination for prenatal, birthing, and post-partum care, as well as the installation of modern design and equipment. The upgrades will also result in operational efficiencies at one of the most important public hospitals in the southeast, and the creation of 50 full-time jobs.

AEMI officially closed on an \$8 million New Markets Tax Credit allocation on August 16. The Urban Research Park CDE and SunTrust are allocating \$12 million and \$2 million in NMTC respectively. Grady is covering the remaining project cost.

Construction has already begun, and the first phase of the project is expected to be complete by the end of this year, with the second phase is slated to begin in 2018.

The improved Women's and Infants' Center will help Grady perform at the highest levels of patient satisfaction, clinical quality, and operation efficiency, while delivering more for women and children when it matters most. **AT**

BEHIND THE SCENES

Clark Atlanta University's Torina D. Lewis Receives Vulcan Teaching Excellence Award

Torina D. Lewis, Ph.D., has been awarded the 2017 Vulcan Teaching Excellence Award — a prestigious honor given annually by the Vulcan Materials Co., through the Georgia Independent College Association, to the faculty member who demonstrates strong scholarship in the classroom while providing leadership and support in other areas of campus life.

Lewis, assistant professor in the Department of Mathematics, has been a member of the CAU faculty since 2013 and says her love for teaching and mentoring students derives from her own journey.

"For everything that was imperfect in my personal and family life growing up," she muses, "education empowered me. The opportunities and experiences afforded me taught me that developing one's consciousness and one's intellectual capacity is not subject to circumstance; it is an intentional decision that, if honored consistently, strengthens you, not just to take advantage of opportunities, but to create your own. I want to share that same level of empowerment with my students. I want them to actively forge their destinies."

Lewis's youth in New Orleans was marred by tragedy. Her grandmother, who reared her in the absence of her mother, was killed by her uncle. She channeled her loss into major achievements. In 2003, she earned a bachelor of arts degree in general studies from Southern University in New Orleans, followed by the masters of science degree in mathematics from Southern University in Baton Rouge, La., in 2006. She earned the Ph.D. in mathematics from the University of Mississippi in 2010; and from 1999 to 2011, she served as a member of the Army National Guard, attaining ranks of increasing responsibility, including chemical officer, battalion training officer and battalion personnel officer.

With the completion of her doctorate in 2010, Lewis joined the faculty of Bethune-Cookman University as a tenure-track assistant professor, then served a visiting assistant professor of math at the University of Mississippi.



"Dr. Lewis's effectiveness in the classroom is a shining example of the caliber of instruction and the level of challenge that students can expect at Clark Atlanta," CAU President Ronald A. Johnson says. "Her passion and enthusiasm give depth and hue to the University's culture and are an essential building block in creating our global pipeline of scholarship, discovery, innovation and entrepreneurship."

An in-demand lecturer and trainer, Lewis is also the recipient of CAU's Aldridge-McMillan Award for Excellence in Teaching; is a member of the Honor Society of Phi Kappa Phi Honor Society, Gamma Beta Phi Honors Society, Pi Mu Epsilon National Mathematics Honor Society, the National Association of Mathematicians and Enhancing Diversity in Graduate Education — a program for women in mathematics.

Lewis volunteers as a mentor for middle and high school youth in Clayton County and community organizations, including Miracle Seed and What About Us. **AT**

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PREGNANT EMPLOYEES RECEIVE SUPPORT FROM THE UNITED STATES SUPREME COURT



The United States Supreme Court's recent decision, *Young v. UPS, Inc.*, gives pregnant employees an opportunity to obtain light duty assignments during their pregnancies. While the Supreme Court did not issue a blanket rule requiring employers to provide light duty assignments and other workplace accommodations to pregnant employees, it did offer guidance on how employers should assess these requests under Title VII of the Civil Rights Act ("Title VII"), as amended by the Pregnancy Discrimination Act.

In a pregnant employee requested a light duty assignment because her doctor advised against lifting anything greater than 20 pounds during the first 20 weeks of her pregnancy and 10 pounds thereafter. Importantly, the pregnant employee was a part-time driver whose job required her to lift items weighing up to 70 pounds and, with assistance, up to 150 pounds. In short, the doctor's restriction meant the pregnant employee was no longer able to perform an essential function of her job. In response to communicating this lifting restriction to her manager, the manager allegedly told her she could no longer work while the lifting restriction was in place. For the remainder of her pregnancy, the employee was on leave without pay and subsequently lost her medical coverage. The employee did return to work, however, two months after the birth of her child.

The Supreme Court noted the Company accommodated other employees: injured on the job, having qualifying disabilities under the Americans with Disabilities Act and losing their

Department of Transportation certifications for a myriad of reasons. The Court queried why it also did not accommodate pregnant employees with lifting restrictions. Importantly, the Company also did not accommodate employees injured off-the-job.

The Court focused on the second clause of the PDA's amendment to Title VII: "women affected by pregnancy ... shall be treated the same for all employment related purposes ... as other persons not so affected but similar in their ability or inability to work...." The Court then concluded an employee could proceed to a jury trial if she could show: (i) significant evidence that the employer's facially neutral policies of providing accommodations to certain non-pregnant employees impose a "significant burden" on pregnant employees; (ii) the employer's legitimate, nondiscriminatory reasons are not "sufficiently strong" to justify the burden. Importantly, the Court indicated employees could establish a claim by showing, in part, that an employer accommodated a of non-pregnant employees, but failed to accommodate a of pregnant employees. An employer's claims that it is more expensive or less convenient to accommodate pregnant women "normally" would be considered insufficient justifications.

Prudent employers should review existing accommodations policies and practices to determine whether pregnant employees are included. If not, determine if the Company has legitimate, non-discriminatory reasons for their exclusion. Employers should train managers receiving pregnancy accommodation requests how to respond appropriately and, as an added precaution, consult with Counsel. **AT**



Dionysia Johnson-Massie is a veteran litigator and shareholder at Littler Mendelson, P.C., the largest labor and employment law firm in the country exclusively representing national and international employers. Johnson-Massie may be reached at 404.760.3901 or djmassie@littler.com.



3 WAYS TO HELP TEENS MOVE MORE

No teen is doomed to be overweight. A 2010 European study showed that even teenagers with gene-linked obesity are able to overcome it by exercising for 60 minutes a day. While an hour of exercise each day can seem like a lot, it can lead to your teen developing a healthy habit that will lead to successful wellness as they age. And this is where parents can help by being an active example.

Here are three tips to help you and your children get motivated to move and feel better.

Teen Fitness Tip 1: Build Slowly

Kids who aren't used to exercising may only be resistant in the beginning and want to give up easily, so start with small steps, such as a 10-minute walk every day after school. Add a minute more of walking each time, and have them track progress.

Setting small goals like this is a great way to make an initiative stick with young people. Seeing the minutes add up can help boost their motivation. Incremental

successes will also build your child's self-confidence and encourage them to make exercise a lifestyle long-term.

Teen Fitness Tip 2: Make TV and Gadget Time Count

All the time your teen spends in front of a TV or computer is time he or she is not being active. The American Academy of Pediatrics recommends no more than two hours a day of watching TV or playing video or computer games. So work together to set house rules on screen time.

Teen Fitness Tip 3: Make Fitness Fun

The best exercise program is the one your teen will actually do. Plan around things your child likes to do. Check out local outdoor clubs or organizations that sponsor outdoor activities such as camping, hiking, and bird watching; or community programs for martial arts, dancing, or gymnastics. The goal is to keep them moving more and sitting less. **AT**

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TaxSMARTS

The Sharing Economy And Your Taxes

Uber, Lyft, Airbnb, Etsy, Rover, TaskRabbit. If you've used any of these services — or provided services for them to others — you're a member of the sharing economy.

If you've only used these services (and not provided them), then there's no need to worry about the tax implications; but if you've rented out a spare room in your house through a company like Uber or Airbnb then you're probably collecting a fee — a portion of which goes to the provider (in this example, Airbnb) and a portion that you keep for providing the service. But whether it's your full-time gig or a part-time job to make some extra cash, you need to be aware of the tax consequences.

What most people don't realize is that this extra cash could impact their taxable income — especially if they have a full-time job with an employer. If you have a job with an employer make sure your withholding reflects any extra income derived from your side gig. Use Form W-4, *Employee's Withholding Allowance Certificate*, to make any adjustments and submit it to your employer who will use it to figure the amount of federal income tax to be withheld from pay.

New Business Owner

While you may not necessarily think of yourself as a newly self-employed business owner, the IRS does. So, even though you work through a company like Airbnb or Rover, you are considered a business owner and are responsible for your own taxes (including paying estimated taxes if you need to). It's up to you to keep track of income and expenses — and of course, to keep good records that substantiate your income and expenses (more on this below).

Note: If you receive income from a sharing economy activity, it's generally taxable even if you don't receive a Form 1099-MISC, *Miscellaneous Income*, Form 1099-K, *Payment Card and Third Party Network Transactions*, Form W-2, *Wage and Tax Statement*, or some other income statement.

And now, for the good news. As a business owner, you are entitled to certain deductions



(subject to special rules and limits) that you cannot take as an employee. Deductions reduce the amount of rental income that is subject to tax. You might also be able to deduct expenses directly related to enhancements made exclusively for the comfort of your guests. For instance, if you rent out a room in your apartment through Airbnb, amounts you spend on window treatments, linens, or even a bed, could be deductible.

Pitfalls: It's More Complicated Than It Seems

At first glance renting out a spare room through Airbnb or pet sitting through Rover seems like an easy thing to do, but as with most things, it's more complicated than it seems and you'll need to keep an eye out for the following pitfalls:

- Insurance requirements
- Business license registration (state or municipal)
- Room and lodging, or tourist taxes

Many municipalities charge room, occupancy, or tourist taxes on the amount of rental paid for short-term stays (less than 30 days). Noncompliance may result in penalties, fees, and payment of back taxes owed.

Failure to set aside money for taxes and/or estimated tax payments

Estimated tax payments apply toward both income tax and self-employment tax (Social Security and Medicare). If you don't pay enough tax, through either withholding or estimated tax (or a combination of both) you may have to pay a penalty. Estimated tax payments are due quarterly.

Not receiving Forms 1099-MISC or 1099-K from a company you provide services for

As a sole proprietor, you may receive a Form 1099-MISC (employees receive a Form W-2) or a 1099-K. Form 1099-K, *Payment Card*

and *Third Party Network Transactions*, is an information return that reports the gross amount of reportable payment card and third party network transactions for the calendar year to you and the IRS.

Renting out a home for more than two weeks

If you rent your home out for 15 days or more during a calendar year and you receive rental income for the use of a house or an apartment, including a vacation home, that rental income must be reported on your return in most cases. You may deduct certain expenses such as mortgage interest, real estate taxes, maintenance, utilities, and insurance and depreciation, that reduce the amount of rental income that is subject to tax.

Recordkeeping

It's important to keep good records and to choose a recordkeeping system suited to your business that clearly shows your income and expenses. The type of records you need to keep for federal tax purposes depends on what kind of business you operate; however, at a minimum, your recordkeeping system should include a summary of your business transactions (i.e. income and expenses) using a cash basis of accounting. Your records must also show your gross income, as well as your deductions and credits. **AT**



Steve Julal is a principal with VAAS Professionals. He is a certified public accountant and a member of the Georgia Society of CPAs as well as the American Institute of Certified Public Accountants. Julal can be reached at 404.223.1058, or via e-mail at steve.julal@vaasprofessionals.com.

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CHRISNA JONES, ESQ.

Nursing a Powerful Injury Practice



Chrisna Jones, Esq. wrote the brief and conducted oral argument at the Georgia Court of Appeals in the landmark 2006 *Cotten v. Phillips*, a case of first impression on the interpretation of the then new O.C.G.A. section 24-9-67.1 promulgated as 24-7-702) as it pertains to medical expert testimony. She was successful in the appeal and the Court agreed with her interpretation of the statute. The victory defeated the attempts — by insurance companies and healthcare providers alike — to limit Plaintiffs' ability to engage medical experts on their behalf.

This case epitomizes the accomplishments and high level of work that Jones has enjoyed, since she left a career as an intensive care unit registered nurse in order to return to school and ultimately become one of the state's top personal injury attorneys. Born and raised in Albany, Ga., by a family committed to educating her, Jones says she got her fight from her older sister Annette Jones White who "stood up for human rights, at personal sacrifice, as a staunch Civil Rights activist in the 1960s. She went to jail and

suffered in other ways for the greater good. I grew up knowing her story and she inspired me." A Georgia State University (cum laude) and University of Georgia School of Law graduate who loves scuba diving, British murder mysteries and Braves baseball games, Jones has been associated with prestigious Georgia personal injury and trial law firms on both the plaintiff's and insurer's side for two decades; and now helms Chrisna Jones Law LLC representing personal injury plaintiffs in Atlanta.

1. What are some of your strengths, and have these strengths resulted in you developing any niche in personal injury law?

My love for the law and experience as an ICU nurse are two strengths. I gained a tremendous amount of medical knowledge working both at Emory University Hospital and Grady Memorial Hospital. As an ICU

nurse, I had to be composed in a crisis, think on my feet, and be unwilling to give up until every alternative was exhausted. One of my many roles as a nurse was also patient advocate. As an attorney, I employ all of those skills and remain an advocate for those who need a voice. As for a "niche," my medical background and litigation experience allow me to take on any case in which a person suffers bodily injury, but I am particularly qualified to handle medical malpractice.

2. How does your nursing background and prior experience as an attorney representing insurers help "close the gap" in determining what an insurer should pay your client for their injuries?

As a former nurse, I understand mechanisms of injuries, disease processes, and treatments. This understanding allows me to advocate for my clients in a way that an attorney without a medical background could not. Having handled defense litigation for over a decade, I understand the defense

perspectives and have a special insight into how insurers view injuries and compensation.

3. Do you believe it makes a difference to your clients, and insurers, that you have successful trial experience? Yes, I believe it makes a difference. As a former defense attorney, I know that part of the pre-suit evaluation includes whether the plaintiff's attorney is a trial lawyer. If insurers know the plaintiff's attorney is a capable trial attorney, they give more considered thought and effort to a pre-suit resolution. My clients know that I can take a case all the way to a jury. That fact seems to make them feel that they have a warrior on their side.

4. Give us an experience in your career that really made you, and your client, smile.

The victory at the Court of Appeals in the landmark *Cotten v. Phillips* case. My clients were both in their 80s and former educators. This was a case of first impression interpreting a new statute on medical expert testimony. When I told them the decision would have far-reaching affects, they smiled, told me to keep fighting, and if necessary, their estates would continue the fight with me. Fortunately, we were all able to savor the victory together.

5. Describe Chrisna Jones, Esq. in five words or less.

Bulldog, driven, tenacious, no-nonsense. **AT**



Brian D. Poe, Esq. is managing partner of Brian Poe & Associates, Attorneys, PC and director of a national legal search firm. He can be reached at 404.880.3318 or via e-mail at brian@thesigningattorney.net or brian@esquire-connect.com.



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INSPIRATION**

FROM LEFT TO RIGHT: Chasity Hale, Sanya Richards-Ross,
Margaret "Marty" Gillis, Valeisha Butterfield-Jones, Tichina Arnold

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Paul Bryant Becomes H.J. Russell's Director of External Affairs

Paul Bryant has joined H.J. Russell & Company as director of External Affairs — heading up business development support for existing and potential clients, providing a consistent voice for the company that enhances and protects the Russell brand, and representing the company on behalf of the leadership team and employees at community events.

Prior to joining Russell, Bryant was the founder of Atlanta-based Leadership Institute for Urban Education where he trained more than 250 leaders in *Fortune* 500 companies and wrote a 2009 Pulitzer Prize nominated book, "The Purpose-Living Leader." He also held such positions as adjunct professor at the University of Nebraska at Omaha, executive director of The United Methodist Community Center, business banker at Wells Fargo Bank, interim president/CEO of the Urban League of Nebraska, senior vice president of The Gallup Organization, and business development officer at First National Bank of Omaha.

"Paul will play a significant public-facing role for Russell," says Michael Russell, CEO, Russell. "By having Paul on board, the Russell brand will be elevated and protected as well as extended into the communities in which we work, build and invest in. We look forward to having him meet key stakeholders and in many cases, represent Russell on our behalf."

Originally from Omaha, Neb., Bryant attended and graduated from the University of Nebraska with a bachelor's degree in general studies followed by two master's degrees in urban studies and urban education respectively.

"Being one of the faces of H.J. Russell & Company, a company with such a rich and meaningful legacy in Atlanta and around the country, is a professional dream come true," Bryant says. "I look forward to meeting our key stakeholders, decision makers, community leaders and supporters as I work collectively with the management team to achieve the company's vision and mission." **AT**



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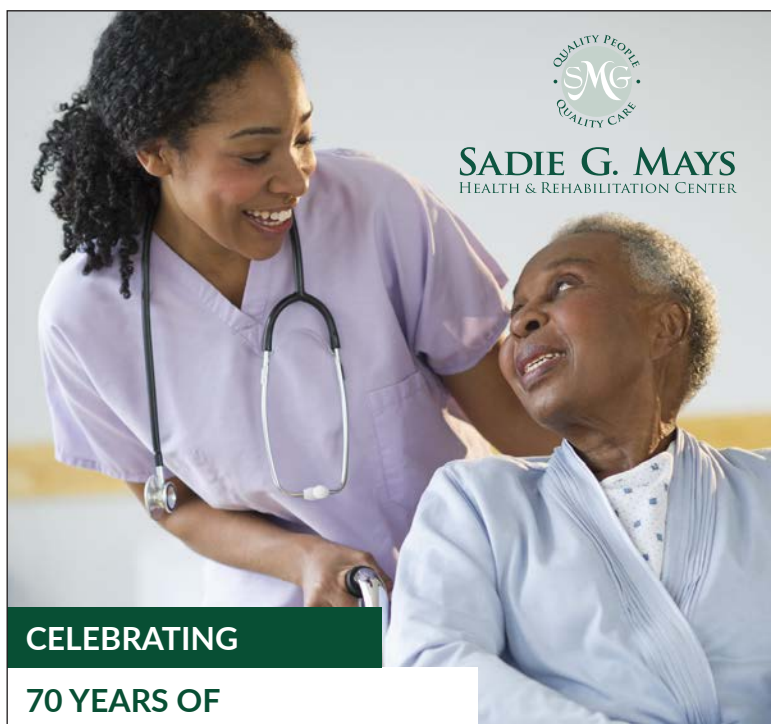
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*An in-depth look into the state of doctor-patient relationships,
health innovations and insurance trends for 2018.*

IN SICKNESS AND IN HEALTH:

The Doctor-Patient Relationship

By Jacqueline Holness

When Malena Harold had a myomectomy last year, waking up from the surgery paralyzed was supposed to be the rarest of side effects from the fibroids removal surgery. “I had been in one position for too long and had nerve damage.” Following that negative experience, Harold began having trouble with another OB/GYN. “I could never get an appointment with her or when I did, she wasn’t on time so our time was compressed. We never got to my issues, and I was in a lot of pain.”

Harold enlisted private patient advocate Cindi Gatton’s help in finding the right OB/GYN for her and facilitating an effective doctor-patient relationship. Gatton helped Harold formulate her medical history into a story using a spreadsheet. “Compiling my medical history helped me to analyze the information and determine what I need.” Harold, who is refining her search through healthgrades.com and zocdoc.com, realized she needed an OB/GYN who specializes in fibroids and endometriosis treatment and doesn’t deliver babies. “I’m an older woman past that stage, and an OB/GYN who doesn’t deliver babies may have more stable hours.” Gatton also helped Harold formulate questions to ask potential doctors. “One of my top three questions I ask is, ‘In a perfect world, thinking about your best doctor-patient relationship, how do you want your patient to interact with you?’”

Dr. Danielle Ofri, who is a physician at New York’s Bellevue Hospital and author of “What Patients Say; What Doctors Hear,” says, “The doctor-patient conversation is the single most valuable diagnostic tool in medicine.” Through experimentation, Ofri discovered that patients will tell doctors information essential in diagnosing medical conditions if they take the time to truly listen to their patients at the beginning of a typical doctor visit. “I don’t do anything other than listen to the patient at first because I’ve learned that most patients will tell me everything they need to tell me in about two minutes. It’s actually a lot of time if you give someone full attention and don’t interrupt. Then you might say, ‘I would like to take notes so I don’t miss anything.’ So then I incorporate the computer, but I’ve already made the investment in a good relationship.”



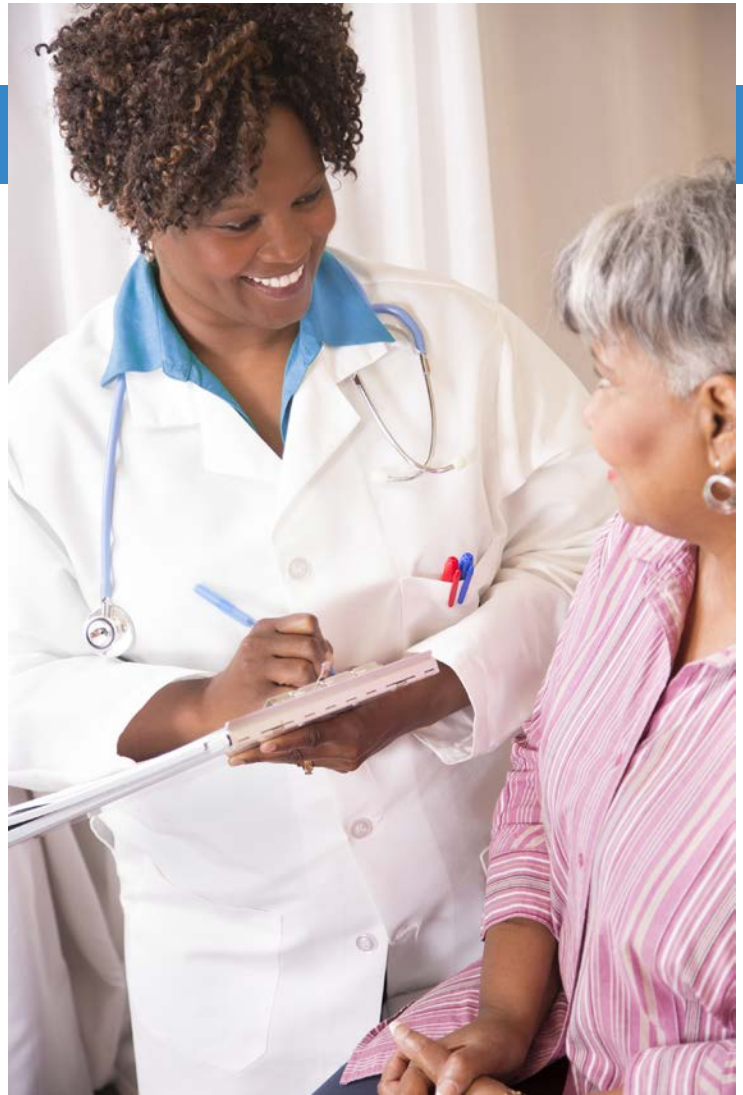
As the American health care system has experienced major upheavals due to the shifting political landscape affecting the Affordable Care Act and the overall fragmentation of care, private patient advocates demystify the system for clients. One service Gatton provides for clients is preparation for doctor visits. "As patients, we have to own our health history and medical records. Document chronologically your conditions and important health events on an Excel spreadsheet or use websites like picnichealth.com or caresync.com." After compiling the information, Gatton suggests highlighting critical issues to be discussed during doctor visits. "Before you go to doctor, concentrate on three things beforehand. It helps you to stay focused and helps the doctor stay focused as well."

Since typical doctor visits last 10 to 15 minutes including three to five minutes allotted for "face-to-face time with a physician," Dr. Walkitria Smith, who is an assistant program director for Morehouse School of Medicine's Department of Family Medicine, says she conducts 40-minute annual wellness visits for patients 65 years old and older. "These are typically my patients with complicated medical histories and who are on several medications. These visits allow me to do health maintenance, but they also help me to build my relationships with them too." Smith also encourages patients to e-mail her using Patient Portal. "I tell my patients that I'm not always in the office 24-7, but I'm good at getting back to my messages within 24 hours." Smith's attention to fostering effective doctor-patient relationships has not gone unnoticed. Al Branch, whom Smith treats for hypertension, says, "As a woman of color, she is familiar with challenges that black men face health-wise and mentally."

In addition to diverse perspectives on care, cost concerns often hinder effective doctor-patient relationships. Expensive but not emergency procedures, as determined by the doctor, can be postponed, says Gatton. "For example, if you need to get an echocardiogram and you don't know how much it costs, whether it will be less expensive at the hospital or an outpatient center down the street, you can always say, 'Can I follow up with you on that?'"

Chronic illness treatment, which requires repeated conversations, can be negatively impacted by the health insurance industry, says Ofri. "If I talk to a patient, I get reimbursed, but if while I'm talking, I stick a tube into an orifice, the reimbursement goes up 10 or twentyfold. Just by that fact alone, you can see the system is more geared toward procedures and not talking."

All of these factors underscore why finding the right doctor is important. "I'm very rigorous in my research," says Harold. **AT**





Small lifestyle changes are key to maintaining good health, says McDonough physician

Making a few small diet and exercise changes, in addition to keeping up with simple health screenings, can make a significant difference in maintaining good health and preventing disease, according to Dr. Andrea Miles, primary care physician at Piedmont Physicians of McDonough.

"A good balance between exercise and food intake is important to staying healthy," Miles, who has practiced medicine for more than 10 years, says. "I encourage my patients to start by incorporating small changes such as

drinking water, eating a fruit and vegetable with each meal, as well as walking at least 15 minutes a day."

Chronic diseases such as heart disease, cancer and diabetes are responsible for seven of every 10 deaths among Americans each year and account for 75 percent of the nation's health spending, the Centers for Disease Control and Prevention reports. Yet, these conditions are largely preventable. This is why Miles continues to make a case for preventive care as a part of an overall healthy lifestyle when having that initial conversation with her patients.



"Preventive care allows doctors to detect a disease or illness in its early stage when chances of successful treatment are the greatest," says Miles, who's board certified in internal medicine and pediatrics. "It's never too late to get the screenings you need. I advise my patients to schedule the appointment near their birthdays so that each birthday can serve as a reminder to take care of their personal health." **AT**

A Quick Primer on the Health Insurance Landscape for 2018

The Affordable Care Act is still U.S. law. On May 4, 2017, House Republicans passed a bill to repeal and replace the ACA, called the American Health Care Act. That bill will become law only if the Senate also approves it. Unless and until that happens, the Affordable Care Act is the law of the land.

1. You May Owe a Tax Penalty Next Year

Until the ACA is repealed, you are legally required to have health insurance. For most people who don't have insurance in 2017, the penalty will be \$695 per adult plus \$347.50 per child (with a family maximum of \$2,085) or 2.5 percent of annual family income, whichever is greater.

2. Humana Bows Out

Georgia has five insurers participating in the exchange in 2017, and only one of them — Humana — will not return for 2018. In 2018, four insurers will be offering plans in the Georgia exchange: Blue Cross Blue Shield of Georgia (mostly in rural Georgia), Alliant, Kaiser Permanente and Ambetter.

3. 2018 average proposed rate hike: More than 29 percent

If the mandates are removed, plans sold to those who aren't offered coverage through an employer or a government program would become more expensive. That's because without the individual mandate, fewer people would buy insurance and those most likely to opt out are younger, healthier customers. With fewer healthy customers offsetting the costs, premiums would rise.

The four insurers have filed the following average rate increases for 2018:

ALLIANT: 18.6 percent

AMBETTER FROM PEACH STATE HEALTH PLAN (a Centene company): 12.4 percent (expanding coverage area from 24 counties in 2017 to 44 counties in 2018)

ANTHEM BLUE CROSS BLUE SHIELD OF GEORGIA: 40.6 percent

KAISER PERMANENTE: 25 percent

4. Open enrollment for the ACA begins on November 1, 2017

ACA insurance plans have five levels of *coverage that offer the same essential benefits, including hospitalizations, prescription drugs, maternity care, and more.



PLATINUM — covers approximately 90 percent of health care costs

GOLD — covers approximately 80 percent of health care costs

SILVER — covers approximately 70 percent of health care costs

BRONZE — covers approximately 60 percent of health care costs

*Catastrophic plans. In addition to the categories above, if you are under the age of 30, you can purchase a “catastrophic” insurance plan at a lower cost than a bronze plan.

5. You Can Buy Insurance Directly from an Insurance Company or Agent at Any Time

If you miss the ACA open enrollment deadline, you can buy coverage outside the health insurance marketplace — from the many providers that opted out. Your coverage will take effect soon after you pay your first premium, but you won't qualify for the premium subsidies available through your state's health insurance exchange.

6. Become a Groupie

Most people do not realize that they are eligible for group insurance-type benefits as individuals simply through professional or other member associations — much like credit unions. For example, one membership-type plan is The Farm Bureau Health Insurance. It's not only available to farmers, but rather on a community, so you can join as a member and be eligible.

7. Optimize Your Coverage Based on Your Prescription Drugs

While all major medical health insurance plans provide coverage for prescription

drugs, the types of drugs are covered can vary significantly from one plan to another. Research how your insurer covers your specific prescriptions to get the most out of your premiums.

8. Five Essential Questions to Ask:

- What is the premium?
- What is the deductible?
- Is there any coverage for out-of-network care?
- What is the maximum out-of-pocket cost you'll have to pay?
- Does the plan fully cover the “essential health benefits” as required by law?

9. Health Insurance Broker Are the Real MVPs

Navigating the health insurance marketplace is not for the faint of heart. Health insurance brokers, also known as independent licensed agents, can represent multiple insurance carriers at the same time. They know the ins and outs of many different policies, and they can pair the customer with the right plan from the right company. The costs are often offset by the insurance companies — not you.

10. There's a Discount for That

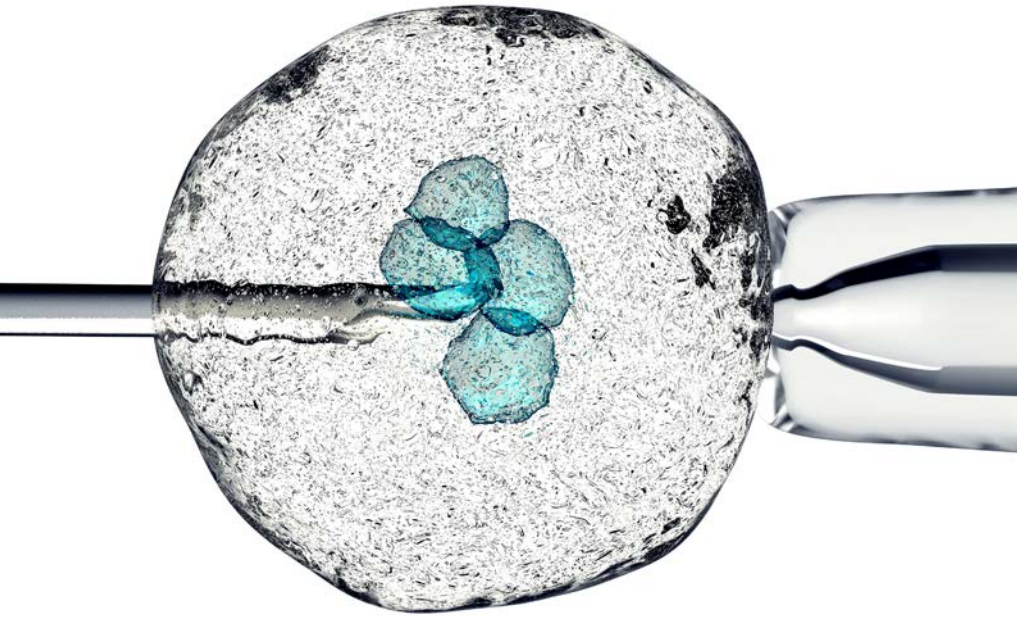
Ask if you can get a discount for paying in advance if you have a procedure coming up at a future date.

Ask if they have a policy where they can allow a discount for paying cash.

As technology makes data about the state of our health easily available, many insurers are starting to look at using tools like fitness trackers to minimize risk. As a result, some insurance providers may provide discounts or incentive plans that will save you money, or give you financial advantages. **AT**

GEORGIA TECH-LED RESEARCH GROUP GETS \$20 MILLION GRANT

Center for Cell Manufacturing Technologies to come of it.



Georgia State University and Georgia Institute of Technology are among a consortium of universities that have been awarded nearly \$20 million by the National Science Foundation to support a new engineering research center that will work closely with industry and clinical partners to develop transformative tools and technologies for the consistent, scalable and low-cost production of high-quality living therapeutic cells.

Such cells could be used in a broad range of life-saving medical therapies now emerging from research laboratories.

Led by the Georgia Tech, the NSF Engineering Research Center for Cell Manufacturing Technologies could help revolutionize the treatment of cancer, heart disease, autoimmune diseases and other disorders by enabling broad use of potentially curative therapies that utilize living cells — such as immune cells and stem cells — as “drugs.” Examples of these highly promising therapies include T cell-based immunotherapies for blood cancers, such as the one developed at the University of Pennsylvania and approved in August by the U.S. Food & Drug Administration, and a gene-modified stem cell therapy recently approved in Europe for a form of the so-called “bubble boy” syndrome.

To facilitate the widespread application of these cutting-edge emerging treatments, CMaT will develop robust and scalable technologies, innovative analytical tools, and engineering systems that will enable industry and clinical facilities to reproducibly manufacture efficient, safe and affordable cell-therapy products. The center, one of four ERCs announced in September by the NSF, will also develop improved models for a robust supply chain, storage and distribution system for these therapeutic cell products.

“For over 30 years, NSF Engineering Research Centers have promoted innovation, helped to maintain our competitive edge, and added billions of dollars to the U.S. economy,” says NSF Director France Córdova. “They bring together talented innovators and entrepreneurs with resources from academia, industry and government to produce engineers and

engineering systems that solve real-world problems. I am confident that these new ERCs will strengthen U.S. competitiveness for the next generation and continue our legacy of improving the quality of life for all Americans.”

In addition to the consistent manufacture of cell-based therapies, the public-private CMaT initiative will also help develop a skilled, diverse and inclusive bio-manufacturing workforce through extensive education and training activities at the K-12, technical college, undergraduate, graduate and postdoctoral levels.

Living cells become “drugs”

“Unlike pharmaceuticals and other products now used in medical treatments, cells are living entities whose properties can significantly change depending on nuances in the way they are grown, stored or otherwise manipulated,” says Krishnendu Roy, director of CMaT and the Robert A. Milton chair professor in the Wallace H. Coulter Department of Biomedical Engineering at Georgia Tech and Emory University. “The center will develop new engineering tools and scalable methods to better characterize, expand, differentiate, separate, transport and store high-quality cells so they provide consistent therapeutic effects, allowing them to be used in standardized therapies by clinicians to serve large numbers of patients worldwide.”



Beyond Georgia Tech, the center will include major partners – the University of Georgia, the University of Wisconsin-Madison and the University of Puerto Rico, Mayaguez Campus – as well as affiliate partners such as the University of Pennsylvania, Emory University, the Gladstone Institutes and Michigan Technological University. Additional international academic partners, as well as industry and the U.S. national laboratories, will also be critical collaborators in the effort.

Moving discoveries into application

Clinical trials have already established the effectiveness of several cell-based therapies and many other trials are underway. But for these exciting therapies to advance into broad healthcare use, the cells will have to be produced in much larger quantities and with more consistent quality than is now available. There are also very few, if any, established industry standards for analytics and processes in cell manufacturing, which hinders consistent production of safe and efficacious cells. Another key limitation identified by industry is the need for a highly-trained workforce.

CMaT would address these barriers through transformative innovations that build upon a series of earlier efforts, including the National Cell Manufacturing Consortium (NCMC) roadmap, infrastructure established at Georgia Tech with support from the Marcus Foundation, quality and other standards programs from the National Institute of Standards and Technology and independent industry-led bodies, and translational activities by industry, entrepreneurs and other partners.

The NSF's multidisciplinary engineering research centers address unique, complex engineering challenges by stimulating knowledge and tech transfer between different sectors, from electronics to energy to infrastructure. Each center takes on a specific engineering research challenge.

"The overall goal of the NSF Engineering Research Centers program is nothing less than to revolutionize engineering research and education in the United States," said Dawn Tilbury, NSF assistant director for engineering. "We look forward to the exciting advances and outcomes in these important areas."

Accelerating clinical trials

Beyond established cell-based therapies, the work of CMaT should accelerate the development of new therapies and the testing needed to bring them into the clinic, according to Steven Stice, director of the University of Georgia's Regenerative Bioscience Center (RBC). Regenerative medicine applications could offer new ways of treating diseases for which there are now essentially no treatments, including Parkinson's, Alzheimer's, heart disease and stroke.

"There are a significant number of cell therapy clinical trials and investments in the field," Stice said. "But there is little or no investment in a set of consistent standardization methods to optimize how these therapies should work. For instance, we know that cell therapies will improve human health, but right now it's difficult to guarantee that each dose produced will be as potent as the next. The work done by CMaT researchers will help solve some of these problems."

The University of Pennsylvania develops cellular therapies and has conducted more than 40 clinical trials of cell-based therapies, including those for engineered T cell therapies and chimeric antigen receptor (CAR) T cells. An example is recently-approved treatment for relapsed and refractory acute lymphoblastic leukemia in pediatric and young adult patients.

"The cell and gene therapy fields are on the cusp of multiple regulatory approvals in the near term," said Bruce Levine, Barbara and Edward Netter Professor in Cancer Gene Therapy in the Perelman School of Medicine at the University of Pennsylvania. "The challenges ahead lie in developing manufacturing and testing processes incorporating automation that can bring costs down and allow access to more patients."

Developing broad-based innovations

Critical innovations often occur at the boundaries of disciplines, and CMaT will bring together relevant specialties for both research and workforce development,

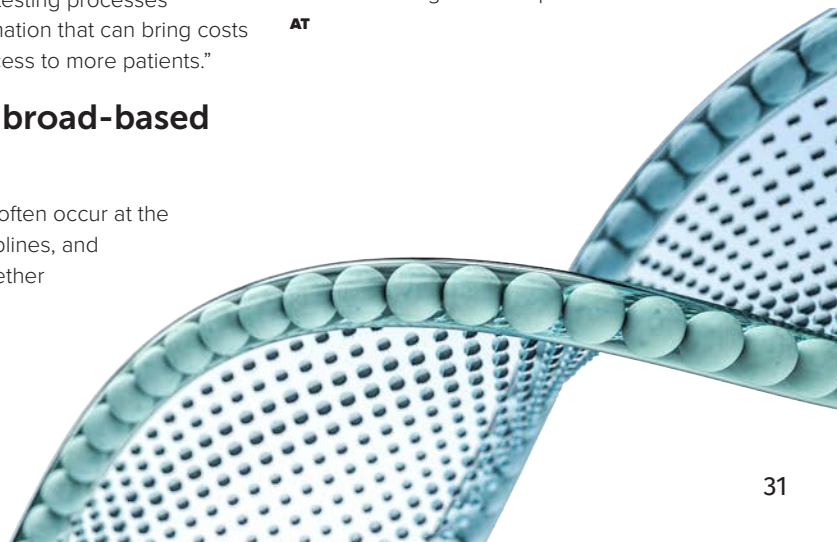
noted Madeline Torres-Lugo, a professor in the Department of Chemical Engineering at the University of Puerto Rico, Mayaguez Campus.

"Due to the complexity of cells as living organisms, a team with a strong background in biology, chemistry, physics, materials science, and engineering is required for this initiative," Torres-Lugo said. "Our participation and contribution to CMaT will ensure that Puerto Rico not only remains at the forefront of pharma manufacturing, but also supports cell manufacturing technologies here and around the world by educating highly talented engineering students."

CMaT testbeds have been selected to address several cell types that are in early stages of clinical adoption or moving toward clinical applications, but it isn't yet clear what cell types will have the greatest therapeutic impacts, noted Sean Palecek, the Milton J. and A. Maude Shoemaker Professor in chemical and biological engineering at the University of Wisconsin-Madison. Therefore, one of the center's challenges will be to ensure that fundamental discoveries, and tool and technology development efforts, will apply to multiple cell types.

"Our work will provide safer and more potent cell products that will allow clinical studies to establish the effectiveness of these cells as therapeutics," Palecek said. "In addition, our work on scaling cell production will enable manufacturing of sufficient numbers of cells to replace damaged organs, such as the loss of heart muscle after a heart attack, at a cost that makes these therapies accessible to broad segments of society. We will also train the future leaders of the emerging therapeutic cell manufacturing industry. These students and their work establishing this industry will be the most significant impact of CMaT."

AT



PIEDMONT HEALTHCARE EXPANDS EAST OF ATLANTA

By Katrice L. Mines

When the purchase of Rockdale Medical Center is complete this fall, Piedmont Healthcare will expand to a not-for-profit system of eight hospitals, nearly 100 Piedmont-employed physician practice locations and a clinically integrated network of more than 1,600 employed and independent physicians, caring for patients and communities across Georgia.

Officials at Piedmont Healthcare in August signed an asset purchase agreement with LifePoint Health, the owner of Rockdale Medical Center, to make it the newest hospital to join Piedmont's Atlanta-based health system. The proposed purchase price was not disclosed.

The move comes nearly three years into a clinical affiliation between Rockdale Medical Center and Piedmont that enabled Rockdale to open a new heart and vascular center and interventional cardiology program in partnership with Piedmont Heart. Through the program, patients in the Conyers community now receive advanced cardiology treatment in their community instead of traveling elsewhere for care.

"Through our clinical affiliation with Rockdale, we've seen the same dedication to high-quality, patient-centered care that we value at Piedmont and knew this hospital would be a great addition to the Piedmont family," says Kevin Brown, CEO of Piedmont Healthcare. Working together, there's a clear opportunity to make a positive difference in the lives of patients living in Conyers and the surrounding communities."

The 138-bed acute-care hospital's clinical affiliation with Piedmont expanded access to a wide range of highly specialized services, such as organ transplants and brain tumor treatment. To date, 86 physicians on staff at Rockdale Medical Center have joined the Piedmont Clinic, a clinically integrated network of physicians who work together to improve access to high quality, patient centered care.

"Rockdale joining Piedmont is a natural evolution of the successful relationship we have had for many years," says



Alan George, CEO of Rockdale Medical Center. "Our clinical affiliation has brought residents of Conyers access to an exciting array of medical services. As we join forces, we will have new opportunities to enhance care throughout this region, and create a seamless continuum of care for our patients."

Rockdale Medical Center joins the additions of Athens Regional Medical Center in Athens and Newton Medical Center in Covington, just 10 miles from the Rockdale hospital off I-20.

And Piedmont recently entered an exclusive partnership talks with Columbus Regional Health, which operates three major facilities in Columbus — Midtown Medical Center, Northside Medical Center



and the John B. Amos Cancer Center — as well as urgent care centers and multiple physician practices. Columbus Regional is Piedmont's regional "hub" for clinical services in Southwest Georgia.

"This decision was made after a comprehensive, year-long process to evaluate the benefits for our patients, for our employees, our medical staff, and most importantly, for our community. Based on the core goals and objectives we laid out before we began our process, we are confident Piedmont is the right fit for us," says Warren Steele, chairman of the Board of Directors of Columbus Regional Health.

Columbus Regional Health's Midtown Medical Center provides the region's only advanced maternity services and neonatal intensive care unit (NICU); a Children's Hospital, including a pediatric intensive care unit (PICU); comprehensive women's services; a neuroscience center for spine and stroke care; emergency services — and the region's only Level II trauma center and heliport.

Piedmont employs nearly 13,000. **AT**

HEARTFELT INQUIRIES

By Kamille D. Whittaker

Am I going to have a heart attack?

It's the first of five questions that cardiologist Dr. Winston H. Gandy Jr. implores you to ask of your primary physician on your next check-up. And then, he says with a wide grin, watch your doctor squirm. "Typically, you assume your doctor has followed the necessary protocol in order to ensure your health. By asking these questions, you put the doctor on the spot," explains the cardiologist who practices at Atlanta Cardiology Associates and is a founding member of The Piedmont Heart Institute. "First, they'll be wondering who told the patient to ask these questions; but ultimately, if they tell the patient one thing and if they haven't done their job, and the patient gets a second opinion that says otherwise, they could get sued." So what does the doctor do? "Because you inquired about the potential occurrence of a specific condition, he'll order a stress test, for starters, and that begins the process of you putting your health into your own hands."

The remaining four questions are equally poignant — *Do I have cancer? Do I have diabetes? What is my ejection fraction? And what are my cholesterol levels?* — and potentially lifesaving.

As co-founder of the Maynard Jackson Foundation for the Elimination of Health Disparities and co-chairman of a National Steering Committee to end health disparities between ethnic minorities and women, Gandy surveyed doctors across the nation and discovered that the cause of the disparities isn't as much an issue of access as it is the interaction that occurs between the doctors and patients once inside, regardless of gender and race.

This explains why while cardiovascular disease is the

number one killer of all Americans, African Americans are still less likely to receive the same level of care than Caucasians; specifically, white males.

"If a white man and black man showed up with the same exact symptoms, which indicate sudden cardiac failure, the Caucasian male will get the defibrillator 50 percent of the time while white females will get it 25 percent of the time. African Americans lag behind at 10-12 percent. The access is there, but how are the doctors interacting with you?" Unfortunately, the interaction may only be skin deep.

"What we discovered is that it's not necessarily an outright bias or prejudice as is commonly assumed, you may look younger than your stated age, and doctors are taught to be observant, so it may be a blessing when a certain group of people look 65 when they're really only 50. More gets done on their behalf — and earlier. The key is to demand the routine screenings even though we may not fit the description."

A simple stress test, he found, could unearth a host of other physiological problems, which explains why he dove into cardiology in the first place. "All during med school, I became the go-to guy because I had a thirst for understanding the heart and how it affects the rest of the body. There is no shortage of ways to apply your knowledge of the heart." **AT**



Dr. Gandy





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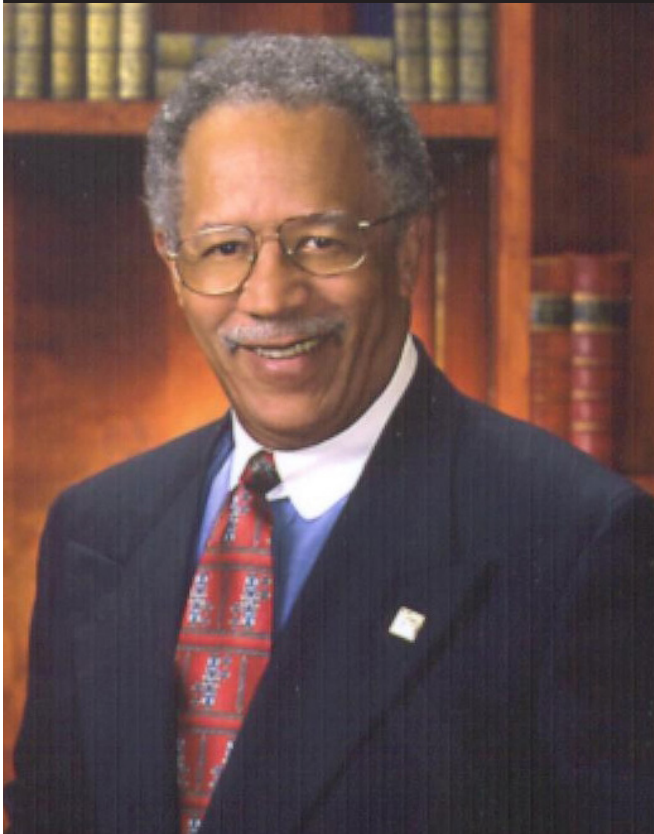
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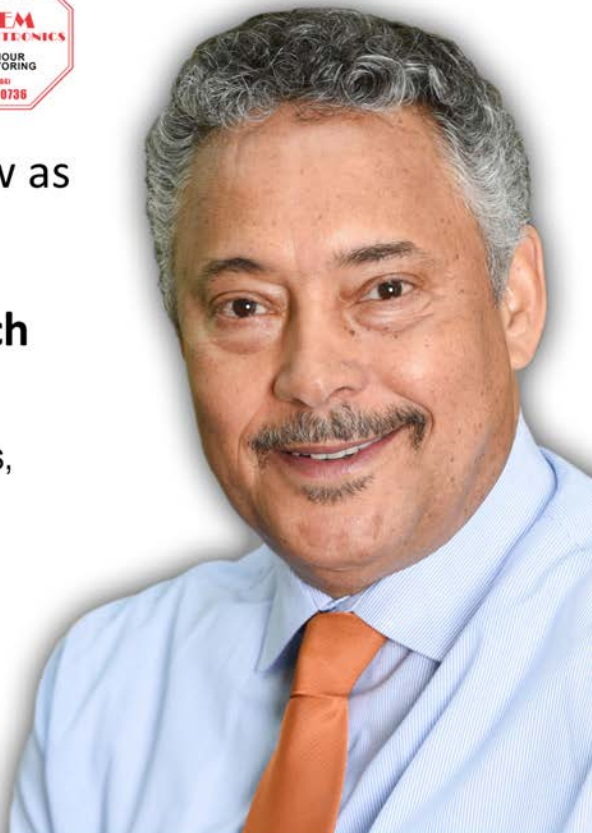
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EMORY PRIMARY CARE GROWS

Emorey Healthcare is expanding its primary care services with the opening of nine new clinics and adding extra providers to another. The acquisitions, it says, are to meet the growing demand of patients in need of primary care providers.

Now operating under Emory Healthcare, each new clinic will be staffed with a health care team, including a physician and/or nurse practitioner and several health coaches. Health coaches, sometimes referred to as health/patient navigators, work with the providers and patients to keep track of and manage patients' health care goals.

Emory bought six primary care clinics originally owned by Harken Health, a primary care start-up by insurer UnitedHealth Group. In January 2016, Harken opened the six locations in metro Atlanta, providing highly-individualized primary health care services. This spring, the company announced it would close the locations at the end of July, citing a scale-back in operations and financial losses. Harken Health locations in Chicago were closed, as well while former Harken Health employees and providers at

the Atlanta locations have been given the opportunity to remain at their practices and become Emory employees.

Among the new facilities is Emory Clinic at Old Fourth Ward. Patients can also find new primary care services at Emory Clinic at Old Fourth Ward. This new clinic, located at 740 Ralph McGill Blvd. NE, has three physicians and supporting staff.

Emory at Peachtree Hills, located at 2200 Peachtree Road, will open in November with one physician. Emory at Belmont, 2550 Atlanta Rd. SE in Smyrna, is slated for a November opening, as well.

Meanwhile, Emory Clinic at Midtown, which has been at Emory University Hospital Midtown, 550 Peachtree St. NE, since 2002, is expanding its services to keep up with a growing patient base. Two new doctors and a nurse practitioner are joining this practice.

"We are tremendously excited to offer more primary care access and nearby locations to our patients," says Ted Johnson, MD, MPH,

the Paul W. Seavey Endowed Chair and physician lead for Emory Primary Care. "These new clinics provide a health home base that will allow us to help our patients and their families better meet their health needs — whether simple or serious." **AT**

Other locations of the new primary care clinics are as follows:

**2100 Roswell Rd.
Marietta, Ga. 30062 (open)**

**1570 Holcomb Bridge Rd.
Roswell, Ga. 30076 (open)**

**705 Town Blvd.
Atlanta, Ga. 30319 – (opening Sept. 19)**

**158 West Ponce de Leon Ave.
Decatur, Ga. 30030 – (opening Oct. 6)**

**1850 East-West Connector
Austell, Ga. 30106 – (opening TBA)**

**3780 Old Norcross Rd.
Duluth, Ga. 30096 – (opening TBA)**

Voice Will Fundamentally Change How We Interact with Technology, Says Amazon's Chief Evangelist for Echo

If you read last month's column, you know I give high marks to devices like Amazon Echo. Apparently, I'm not alone. According to a recent NPR/Edison Research study of smart speaker owners, 42 percent of people surveyed say it has become essential to their everyday lives and 65 percent say they wouldn't go back to life without them. And of all the folks who took this survey, 76 percent own the Amazon Echo.

About the Author:

Brent Leary is a partner of CRM Essentials. He is co-author of "Barack 2.0: Social Media Lessons for Small Business." You can follow him on Twitter at twitter.com/brentleary

I bought my first Amazon Echo almost three years ago and have been fascinated by how it can do so many things by only asking Alexa — the digital assistant powering the Echo. So, I was more than excited to speak with David Isbitski, Amazon's Chief Evangelist for Alexa and Echo, to hear more about how the device came about, and how the Echo/Alexa combo is impacting customer behaviors and expectations.

How did the Echo come about?

David Isbitski: The idea behind it was always a Star Trek computer; and the ability to use your voice, to actually have a conversation with your device. I think for me, and for a lot of people, when you realize you're having a conversation — and it's not a technology that's translating your voice into some kind of text and then processing it — that's what the difference is. You can speak naturally, spontaneously.

I talk to customers and they say they don't even remember how they do things. You just walk up and you kind of do it, and that's how we have conversations with people. I don't remember how I asked my kids last night to get to bed and make sure they were ready the next day, I just did, and so that was the important change.

How has the relationship between Amazon and its customers changed as more customers start using Echos and calling on Alexa to do things?

Isbitski: I don't know if it's how you would define change. I think that what's really changed is that there's not a lot new things that a customer couldn't do already through the website or a mobile app, what's changed is how they do it.



I had no idea that the stuff that was coming to my house from Amazon was because my wife had just asked Alexa to re-order it, until I saw it happen one day. I heard her say, "Alexa, re-order cat litter," and I was like, "Wait, what are you doing, how long have you ..." And she was like, "I've been doing that forever." And then of course I start grilling her, "How did you find out about this?" She was like, "I don't know, I just asked her."

That's a new customer expectation now that wasn't there before. Suddenly, if Alexa knows me, and I'm doing things with Alexa, I'm just going to ask and see if she can do it. So, that relationship has changed.

Were you getting the sense that customers were wanting this kind of device?

Isbitski: It wasn't so much about a device. The Echo uses Alexa, and the Echo was a way that we built the hardware, but for us it really was about voice. We have an Alexa Fund, which is a \$100 million-fund to fuel innovation within voice. We believe that voice will fundamentally change the way that we interact with technology.

If you start with the customer and you work backwards, the best thing you can do for a customer, and this is true on the website and in our mobile apps, is to make it as easy and as direct as possible.

That is a good explanation for why folks like me love Alexa and Echo. **AT**

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SOMETHING TO MUNCH ON

(During Meetings)

We've all joked about the meetings we endure that leave us spent — mentally and physically. More often than we probably realize, these ambling sessions zap us of our energy (all the way around). Yes, the agenda can be the problem; but not always. Sometimes, it's the other elephant in the room: the food.

Why are healthy meetings important? In the United States, employees spend an average of 5.5 hours per week in meetings. Some of us spend far more hours glued to a conference room chair. At times, these meetings are characterized by unhealthy food, physical inactivity and inefficiency that can add additional stress. We know all about the high rates of obesity and preventable chronic disease, as well as increasing rates of depression in the United States. We don't need to hear the numbers again, but we do need tools and resources to help us start working toward healthy solutions. That's why Kaiser Permanente came up with "Healthy Meeting 10" If you read nothing else in this

tip sheet, remember these top 10 healthy basics. They'll help you to set new norms and procedures with your team so that you can meet healthfully and productively. Adopt these guidelines and make a commitment to following them consistently. Post the Healthy Meeting 10 Poster in your conference room as a visual reminder.

1. Plan ahead for efficient meetings with pre-work and clear outcome-focused agendas.
2. Approach meetings with openness, a collaborative spirit and sense of fun.
3. Start meetings on time and with a healthy tip.
4. Include a stretch or active break for meetings lasting longer than one hour.
5. Meet on your feet with walking or standing meetings whenever possible.
6. If you serve food, offer fresh, healthy choices.
7. Remember, not all meetings require food.
8. Go green - reduce paper use, offer local sustainable food and recycle
9. Avoid plastic water bottles; offer water

pitchers and reusable glasses.

10. Schedule 45 minute meetings rather than 1 hour.

Offer healthy meals and snacks

We've all sat in meetings with a plate of sugary donuts or cookies in the middle of the table. And somehow, that sweet somehow makes its way to our mouths by the end of the meeting. Part of a healthy food environment is to not create overwhelming opportunities to eat throughout the day. And remember, not all meetings require food.

STRATEGY 1: Limit unhealthy fat

- Choose healthy protein sources such as fish, chicken, turkey, tofu or beans
- Avoid trans fats and hydrogenated fats often found in packaged baked goods and regular margarine
- Choose fresh fruits and vegetables

STRATEGY 2: Make healthy catering easy

When it's your job to order food for a meeting, finding healthy choices can seem impossible.

Basics:

- **Go for whole grains.** If ordering sandwiches, wraps, bagels, pasta, cereal — you name it — make sure to specify whole-wheat or whole-grain. If the place you usually order from does not offer a whole wheat option, request that they do.

- **Go for lean protein.** Chicken, turkey or fish are all good choices. Avoid foods with adjectives such as fried, glazed, creamy or breaded and go for low-fat options such as poached, roasted, steamed or grilled. Also, avoid smoked or cured deli meats, such as ham or salami, as they are high in sodium.

- **Trim the fat.** Even foods that sound healthy like “tuna salad” are often high in fat and calories. Avoid salads made with mayonnaise such as chicken, tuna, or potato salad. When ordering a salad, inquire about low-fat options and request dressings on the side. Ask for low-fat cheese, milk, yogurt and spreads if available.

- **Include fresh fruits and vegetables.** Make sure the meal includes at least 1 fruit and 1 vegetable, such as whole fruits like apples, bananas, pears or strawberries, and easy-to-eat veggies like carrot sticks, snap peas or a side salad.

- **Keep it balanced.** No need to count calories or carry measuring cups with you. Simply put, a healthy plate should look like this: ½ filled with vegetables, ¼ with whole grains and ¼ lean protein. Enjoy fruit for dessert. Keep this easy equation in mind whenever ordering food.

- **Always offer a vegetarian selection.** Be sure that whatever the vegetarian option is, it includes some sort of protein such as hard-boiled eggs, beans or tofu.

- **Avoid artificial ingredients, added sugars and trans fats such as hydrogenated oils.** This can be hard when ordering out because we cannot read the ingredients ourselves. Choosing fresh and whole foods is the easiest way to make sure you are serving truly Healthy Picks. Let your server/caterer know that you

want foods without these unhealthy ingredients.

- **Avoid soda and other sweetened beverages.** Instead serve unsweetened ice teas or flavored sparkling water. Try adding fresh mint, lemon or even cucumber to water for a refreshing gourmet beverage. Order large bottles and pour into glasses with ice rather than purchasing a bunch of small plastic bottles.

STRATEGY 3: Practice nutrition mind tricks

If you are serving food, here are some simple, yet effective mind tricks to encourage healthy eating: Less is more.

By serving only one or two items, chances are everyone will eat less. Studies have shown that the more variety of foods offered, the more people will eat, regardless of level of hunger. This rule is especially true for dessert.

Portion control

Use small plates or napkins. By controlling the size of the dishware, you give everyone a greater chance to help themselves to a healthy and reasonable serving.

Keep it to the side

Put refreshments on a side table rather than in the middle of the meeting table. When tempting food is sitting within reach, it's a lot easier to help yourself to reach for seconds or even thirds.

Because meetings affect how people collaborate and how they get their own work done, and therein how *well* the company runs — the assembling environment is well-worth considering. **AT**

HOW TO: *Run an Efficient Meeting*

- Start and end meetings on time. (Sounds simple, doesn't it?)
- Consider designating a time keeper for the meeting to keep you on track. Have a different person serve this roll at each meeting.
- Start by reviewing the agenda.
- Stick to the agenda as much as possible. If you get off topic, acknowledge it quickly. Make sure to not spend agenda time on these items unless deemed necessary by the meeting facilitator.
- Take meeting minutes.
- Take time at the end of the meeting to identify action items and accountable persons.
- If scheduling a particular meeting is challenging, take time at the end of the meeting to check calendars and decide upon the next meeting time before leaving the meeting.

Healthy meeting tips brought to you by Kaiser Permanente's Health Meeting Essentials Guide



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**{A Taste of Fall}: Sweet
Potato Chowder**
59 // FOR THE LOVE OF FOOD

We Bike This City
59 // ONE MORE THING

GETAWAY TO DESTIN

By Kamille D. Whittaker



The recent opening of The Henderson Beach Resort and Spa in Destin, Fla., sets a new bar for the Emerald Coast's beachside town that is weathered by time and nostalgia. The hotel, part of the Salamander lineage, commences its run with all the notes and dalliances that the Salamander brand has been known to dream up — with cool emerald and warm sandy colors and textured art that mimic the dune-fringed shoreline and nature preserve it triangulates. If ushered into opulence by its location and classic namesake, in execution — in every way — it holds its own. Beach living requires a different state of mind that The Henderson Resort and Spa seems to have buffed and polished to perfection.

The ways to “beach well” are plentiful. Fuel well first and throughout the day with ample Gulf-to-Table seafood traditions, and creatively healthy fare. Its signature restaurant, Primrose, is fronted by floor-to-ceiling wine selections and backs into a display kitchen and a dedicated experience with freshly prepared sushi. Nearby, a striking octagonal-shaped bar, Horizons, a poolside grill, aptly called Sea Level, and casual, uncrowded beachfront dining are always within reach.

When the sun wants to play, get moving with a guided paddleboard class as you explore the Gulf waters next to the Henderson State Park. Paddle Fit consists of a brief safety lesson followed by isometric and core strengthening exercises on the board. Standing on a paddleboard instantly activates your abdominal muscles to keep you balanced and your core engaged the entire time.

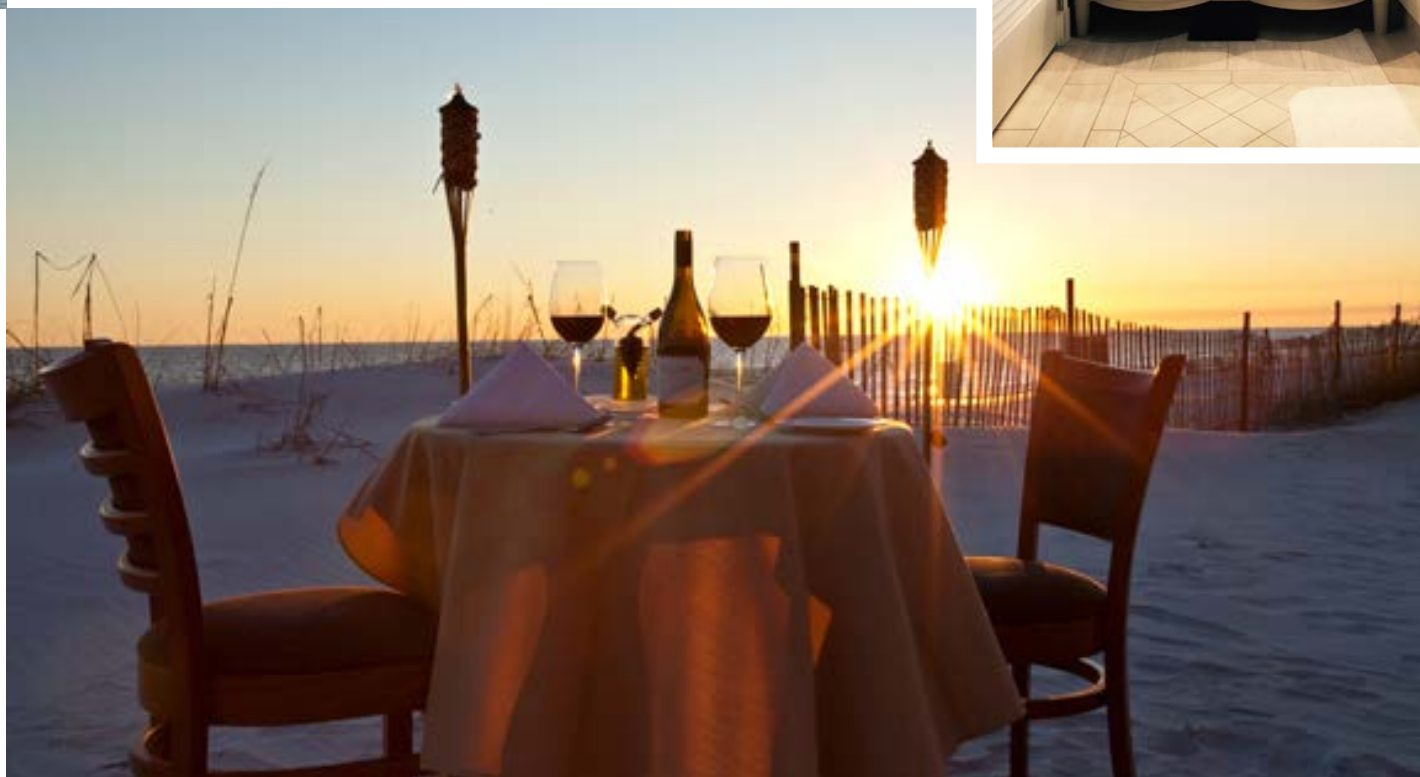
Easily stroll or bike up and down the beach, the adjacent 200-acre nature preserve and into the surrounding community of fine beach homes in Crystal Beach. Or, utilize the resort's fleet of luxury cars to shuttle to visit nearby attractions.

Detour to cool off in the quiet draw of the day Spa with treatments that incorporate the coastal surroundings. The 90-minute Neroli Blossom Sensory Experience is the ideal wind-down: deeply relaxing yet sense arousing featuring an energy balancing, eucalyptus-infused foot cleansing ritual with reflexology to clear the mind, a lymphatic dry brush technique followed by a Neroli Blossom therapeutic meditative massage.

Choose your own adventure at the close of the day with sunset salutations on sun decks, or gather around the fire pit — true beach style — with treats from the old-fashioned ice cream parlor.



A deep soak tub awaits in one of the 170 rooms that gift Gulf or garden vistas — perfecting the seafaring canvas. Plush queen or king-sized beds and stately bathrooms with nautical motifs ensure a restful sleep for you to do it all over again the next day. **AT**





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I've been in the market for a new carry-on bag for some time now. The last one I purchased was a spur of the moment pick that did the job but wasn't exactly what I had in mind. I'm not the most interesting when it comes to luggage color, so I was just shopping for something dark (preferably black) and ultra-chic. I browsed for a while, but didn't see anything until I was scrolling down my Instagram feed one day this summer – and there it was. The Carry-on by Away. It was perfect at first glance; not too big, not too small. The design is modern ... The brand promise, "Unbreakable, thoughtfully designed, and guaranteed for life." I was sold. And then I visited the away.com. Can we say another dimension? For \$225, two compartments, one designed for clothes, the other for shoes, toiletries, and other hard objects. Outside: an impenetrable shell that bends under pressure, never breaks. And then, how they got me ... The Carry-On has a built-in battery that can charge any USB device so you'll always be able to check your maps, email, or social media (of course). It's Premium Hinomoto wheels rotate 360° for a perfect roll and its matte textured surface deflects scuffs and scrapes along the way.

My favorite feature — The Carry-on includes a nylon laundry bag to separate clean clothes from dirty, and the ability to buckle down the compression pad to clear up free space (because there's a little shopping on every trip).

From a quick road trip taking up minimal space in my trunk to fitting snugly overhead on a flight to Miami, if you're wondering what they missed, I can tell you: Nothing.

Away Carry-on, \$225, Awaytravel.com

— Katrice L. Mines



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2018 AUDI SQ5: DON'T DRIVE IT FIRST!



by Brian Armstead

At a recent press event at Volkswagen/Audi of America headquarters in Herndon, Va., assembled media were given the opportunity to hear from Audi of America President Scott Keough and members of his team about the remarkable resurgence of the Audi brand.

Yes folks, it has been 30 years since the venerable television news magazine “60 Minutes” smear campaign nearly put Audi out of business. The show claimed that Audis from that era were possessed — prone to suddenly accelerate on their own. Consumer confidence in the brand plummeted, and resale value tanked. And while Audi was ultimately cleared from the allegations, the damage was done. It was “fake news” personified.

So, that’s where yours truly comes in. My soon to be born daughter Eden was on her way and I considered my Datsun 280Z a death trap. So Momma got a Volvo 740 Wagon, and I picked up a 1986 Audi 5000 Turbo for not much more than peanuts. My Audi was super reliable, safe, and very fun to drive.

So, I’m amped that sales for Audi are booming. It’s now the number one recommended brand by Consumer Reports. All of their models are checked as “Best Buys.”

Audi offered up new models to drive during our media preview, including the impressive S5 Sportback, the A5, and the Q5 and SQ5

Compact Sport Utes. The Q5/SQ5 is the best-selling Audi model line. When the green light was given after the presentation to drive the vehicles, I settled behind the wheel of the stellar \$54,300 SQ5. Big mistake.

Why, you ask? Because the SQ5 is much better than the \$41,500 Q5. It should be given the near \$13K price difference. But driving the SQ5 first and then immediately driving the Q5 amplified the difference. Had I driven the Q5 first, I think I would have been more pleased with the progression up, rather than the dive down.

But don’t get me wrong; the Q5 is excellent. The base price includes all kinds of safety, comfort and convenience goodies including Audi ‘pre sense city’ low speed collision assist, leather and Alcantara interior, three-zone climate control, outstanding audio system, powerful 252 hp turbo four cylinder engine, and much more.

The SQ5, however, wears the vaunted ‘S’ in its name. In this case, that S means an upgrade to a 354 horsepower, twin-scroll-turbo V6 that moves out with authority. On the road, the SQ5 felt decisively more solid, well-planted and better sorted than the Q5. Again, given the significant price difference, it should have felt better.

Audi is now a paragon of luxury, safety, reliability and excellence. In reality, you can’t go wrong with either choice. **AT**

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Blissbehavin' at

CALVI (CORSICA), FRANCE



According to legend, Christopher Columbus was reputedly born in Calvi, a commune in the Haute-Corse department of France on the island of Corsica, just off the west coast of Italy. Corsicans insist that Columbus was the son of a local fisherman; and not a native of Genoa, Italy, as popularly believed. Multiple Mediterranean hamlets claim to be Columbus' possible birthplace, including Ile Rousse on Corsica's northwest coastline.

Hubby and I decided to ignore the birthplace debate among scholars. After touring the French Riviera, we chose to channel the spirit of Columbus in exploration of Calvi, Corsica. An unspoiled relic, the hilltop village of Calvi soothes with its mountains, coves and sapphire bay dotted with yachts. Thankfully, no master navigation skills were needed to uncover the delights of the resort retreat, or else I'd have been as lost as Columbus.

Set on an imposing promontory, with views across the Ligurian Sea, Calvi's authenticity unfolded the ideal backdrop for our carefree style of adventure.



Exploring Calvi: The town's centerpiece, the Calvi Citadel, a 13th-century fortress is perched on a peak overlooking the port, providing the most magnificent vista of red-roofed houses and far-flung depths of ocean. We trekked a maze of cobblestone steps and footpaths winding up to the Citadel, and repeatedly stopped to marvel at the stretch of seascape below.

If you're up for a climb, the ideal way to take in the terrain is by foot. Within the walls of the Citadel compound are the restored Governor's Palace (Palais des Gouverneurs Ge'nois) and Cathédrale St-Jean-Baptiste. There's also a Museum of Corsican Ethnography located in the Governor's Place, which displays cultural artefacts that shed light on the island's history. You can't miss the pink and gold Church of Sainte-Marie, a baroque cathedral. Finally, you'll feel the pulse-beat of town on the Quay Landry — the beachside promenade lined with cafés, boutiques and hotels.

To concretely state their declaration of pride locals erected a statue at the foot of the Citadel — in honor of their alleged native son.

Beach Discovery: Flaunting four miles of pristine shoreline, Calvi's beach offers its top



pastime. Along the Bay's southern tip, the water is shallow, making it romp-safe for the masses. What's more, the water is bathtub warm.

Cozy Accommodations: On my ongoing mission to sleep in every quaint eponymously (or coincidentally) named Regina hotel around the globe, the 4-star Regina Hotel in Calvi was our choice of digs. In this case, Hotel REGINA's name was derived in memory of the patron

saint of the island. The décor is elegant yet modern, and the amenities are ample. From our panoramic sea-view room, I blew French kisses into the breeze. www.reginahotelcalvi.com

Getting there: Fly to Nice, France and sail to Calvi by ferry — a seven-hour voyage. (www.corsica-ferries.co.uk) The cruise to Calvi is by private yacht from playgrounds like Cannes and St. Tropez. **AT**



Blissbehavin' In covers top bliss destinations where busy executives indulge in leisure activities. Publicist/travel writer Regina Lynch-Hudson has developed articles, and destination marketing concepts for countless airlines, venues and tourism boards. www.thewritepublicist.com

TOMTOM FITNESS TRACKERS FOR THE WIN



There's no shortage of fitness trackers to choose from. Whatever your preference of capability or style, there's very likely one to fit your lifestyle ensuring a maximization of your wellness from inspiring more movement to better sleep and an overall improvement of your health. So if you're in the market for one, allow us to put a couple of TomTom's new offerings on your radar.

For the everyday fitness hustler, TomTom has released the new **Touch Cardio** workout accessory. First things first, the price tag, at just \$90, is ideal. The slim and lightweight Touch Cardio has a touchscreen to allow access to your stats with a quick swipe of the finger. Users can capture an entire day's activity by setting goals with 24/7 activity tracking: heart rate, sleep, steps and calories burned. There's also the nifty smartphone connection for notifications that makes your wrist a sort of one-stop-shop. Get the sweat, rain and splash-proof Touch Cardio in azure blue, coral red, indigo purple.

The TomTom **Spark 3 Cardio + Music** is for the avid runner. A built-in heart rate monitor, perfect for runners looking to incorporate heart rate training in their training is a focal point of this tracking option. With that, you can store more than 500 songs and use the accompanying Bluetooth headphones — ditching your phone for the workout. The Spark 3 Cardio + Music also comes equipped with route exploration; GPS trace is displayed on the watch allowing users to freely explore new places and easily return to their starting point (the watch provides "breadcrumbs" to help users find their way back to the start). Its GPS tracking that includes distance, time, speed, pace and route to ensure those in training are hitting their goals, and runners can add up to 15 unexplored routes through the TomTom Sports app. For \$249, TomTom is giving you a virtual run assistant.

Bonuses: TomTom also recently introduced Fitness Age, Fitness Points and Personalized Workouts across their sports watch range. These new features give users the tools they need to work out smarter, achieve personal fitness goals faster and live a healthier lifestyle.

- TomTom Fitness Age shows users how fit they really are.
- TomTom Fitness Points give users direct feedback about their exercise to improve their Fitness Age over time.
- TomTom Personalized Workouts provide step-by-step exercise guidance, tailored to an individual's fitness level and exercise goals.

They covered all bases. **AT**



A Little (or a Lot of) Joy On the Go

Get help, anytime, anywhere online with Joyable – a coach-supported program that uses proven Cognitive Behavioral Therapy (CBT) to help you feel better.

The online solution for managing anxiety and depression combines CBT-based online activities with proactive outreach and support from a coach and allows users to get instant, in-the-moment help with their depression as they are experiencing it.

WHERE DO YOU START?

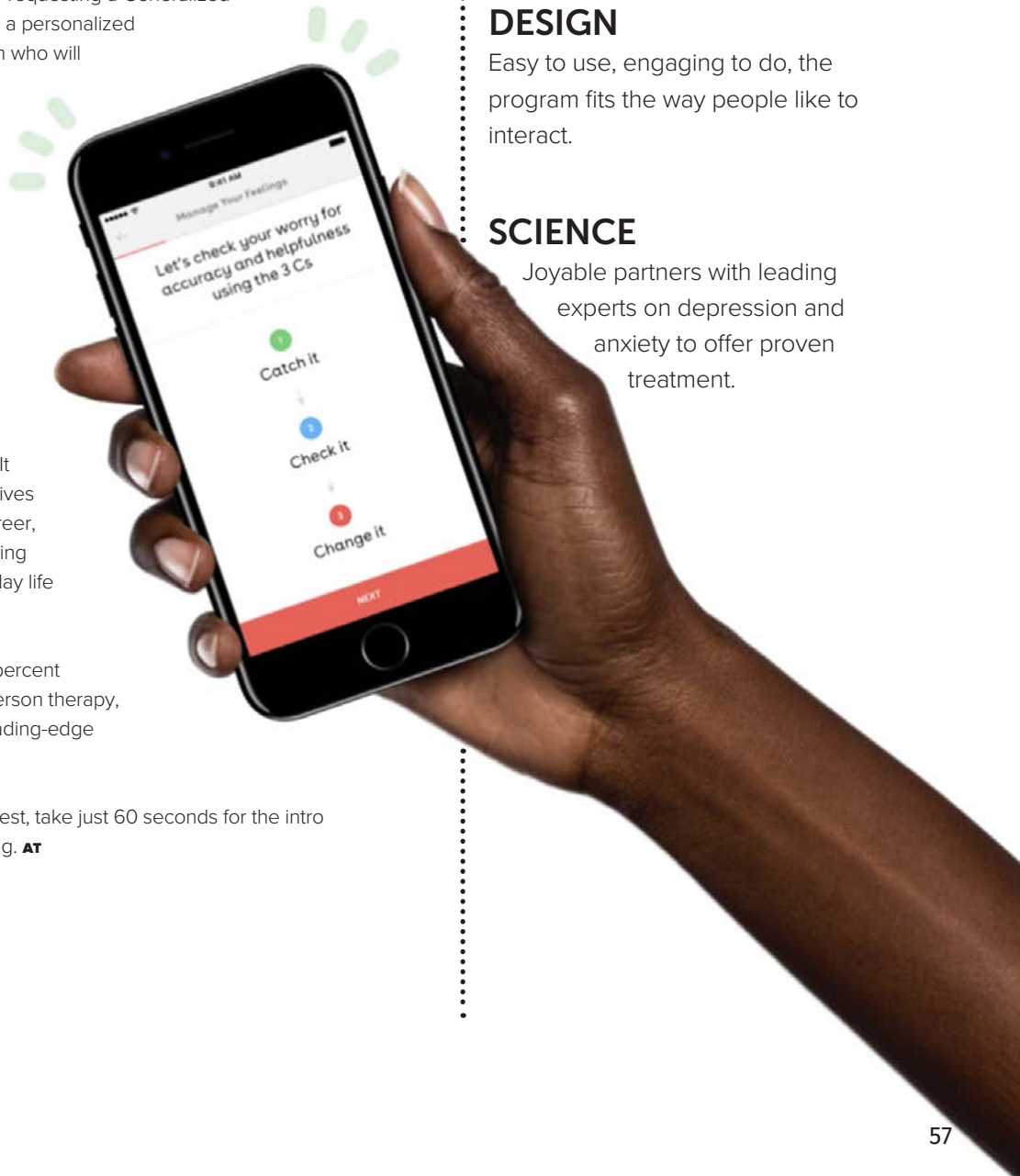
Tell Joyable about yourself – answering a few questions in either the Social Anxiety Quiz, Depression Quiz or by requesting a Generalized Anxiety Invite, and getting access to a personalized program. Next, you meet your coach who will offer support to get you started and help you stick with it. Then you'll complete easy, 5-minute activities online anywhere, anytime and you're ready.

To ensure that you achieve your desired outcomes, you and your coach set personalized goals and get tools to measure your progress.

"One in five Americans suffer from anxiety and depression," says Peter Shalek, Joyable founder and CEO. "It keeps people from living their best lives whether that's advancing in their career, strengthening their relationships, being healthier or simply enjoying day to day life more."

Four-year-old Joyable boasts a 50 percent symptom decline – as good as in-person therapy, but at a lower cost. Not bad for a leading-edge benefit.

If this sounds like something of interest, take just 60 seconds for the intro quiz, and let Joyable get things going. **AT**



Snapshot:

COACHING

Coaches are trained in motivational interviewing that helps individuals reach their goals.

ENGINEERING

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Atlanta's Must Do Bites & Bevs Festival is Turning Sweet 16!

{A TASTE OF FALL}

Sweet Potato Chowder

Hearty root vegetables are a staple in my cooler weather recipes. And one that tends to be in heavier rotation and stand out from the crowd in my kitchen is the good to you, good for you, sweet potato. I mean, what's not to love about this superstar ingredient? With health benefits galore and the knack for tasting really good no matter how you fix it, I took my sweet potato affections to another level recently and decided upon a

luscious, decadent Sweet Potato Chowder.

The delightful thing about this chowder is that it comes together easily (I love a good homemade soup, stew and chowder) and tastes quite good. And here's the reason for that: it's flavored with curry, which lends both phenomenal taste and color, coconut milk, and has a slight (not overbearing in case you're dubious) hint of spicy kick from chipotle

in adobo. Combined with the sweet, hearty potatoes and other flavorings, it's a chowder worth making, and savoring again and again.

As the cooler weather and holiday season unfold, this is one dish you'll want in your repertoire for certain. Go ahead and make it ... and thank me later.

Happy Eating!

SWEET POTATO CHOWDER

Ingredients:

5-6 large sweet potatoes, peeled and chopped
1 large onion, diced
2 garlic cloves, minced
2 tablespoons olive oil
2 tablespoons mild curry powder
1 chipotle pepper in adobo, diced
2 teaspoons kosher salt (plus more to taste, as needed)
1/2 teaspoon freshly ground black pepper
1 quart chicken broth
1 can coconut milk
Fresh parsley, chopped, for garnish (optional)
Sour cream (optional)

Method:

Heat oil in a large soup pot or dutch oven. Add onion and cook until they begin to soften slightly (about 2-3 minutes). Add in garlic and curry and cook until onions become softened and translucent (another 3-4 minutes). Add in potatoes, chipotle, salt, pepper, broth and coconut milk. Stir to combine well. Bring to a boil, then reduce to a simmer for 20 minutes or until potatoes are fork tender.

Ladle 3 cups of soup mixture into a blender and puree. Add pureed soup back into pot, stir to combine and taste for seasoning. Garnish with fresh parsley and a swirl of sour cream (optional). Serve warm and enjoy!

(Cook's Note: Recipe can be made ahead and stored in airtight container in the refrigerator for up to 24 hours before reheating and serving.) **AT**



Dawn M. Richards is the founder of the food and lifestyle brand, D.M.R. Fine Foods. With her food passion leading the way, Dawn shares recipes, travel stories, fashion, entertainment and lifestyle features on dmrfinefoods.blogspot.com and other media outlets, while maintaining a career as a FORTUNE 500 legal executive.

WE BIKE THIS CITY

Atlanta has been on a mission to boost its standing on the national urban-cycling scene and spike the city's safe mobility and public health index. The goal: Become a top 10 cycling city. So, when Atlanta's Relay Bike Share program exploded in less than a year from 100 to 500 blue cruisers, now positioned at 60 stations around town, it signaled the obvious and highly anticipated: Atlanta, proper, is becoming "bikable."

From Music Midtown to Mercedes-Benz Stadium and virtually every neighborhood festival, free bike-valet systems have now become the city's cycle infrastructure.

In June, Atlanta Streets Alive marked a record attendance of 110,000 people, according to the Atlanta Bicycle Coalition. Earlier this year, Buckhead's urban-reclamation PATH400 trail hit an impressive milestone: Half of the multi-use amenity has now been built (that's 2.5 miles), less than three years since the first segment broke ground.

Mayor Kasim Reed's investment to interweave bicycle riding into the fabric of Atlanta life has paid off. Several years back, for the first time in the city's history, the city of Atlanta was named one of the top cities in the country for bicycle riding, according to a major magazine devoted to cycling.

Every two years, *Bicycle* publication reviews Census and Department of Transportation data for more than 100 cities, consults with bicycle experts and interviews advocates and everyday riders to identify the 50 most bike-friendly cities in the United States. Atlanta ranked number 43 on the list for the first time.

"Atlanta is honored to be recognized as a leading bicycle city in the United States," said Mayor Reed. "Cycling has become an essential part of Atlanta's transportation network, and we see this mode increasingly growing in popularity. We will continue to invest in bicycle infrastructure for our residents and visitors to enjoy for generations to come."

Reed went on to launch Relay, the city's bike share program, in June 2016 where currently, 500 bikes are available for rent at 60 stations in heavily-trafficked downtown locations. The City of Atlanta has also invested in more than 30 miles of bike lanes, including four miles of protected and buffered bicycle lanes around Atlanta.



In addition, Becky Katz has been named the City's Chief Bicycle Officer. In her role, Katz supports Atlanta's efforts to achieve national recognition as a bicycle-friendly community. Her duties also include planning bicycle projects to completion, public outreach, project development and ensuring that the Relay bicycle share program was launched.

"When I first became Chief Bicycle Officer for the City of Atlanta, I was charged with advancing our bicycle initiatives," says Becky Katz. "I am so proud that the City of Atlanta was named a best bicycle city. This is just the beginning. We will grow our bike share system to 500 bikes by the end of the year, increase the amount of high-quality bike lanes in the city and create a connected bicycle infrastructure network making it safer for riders to get around."

And any day now, the Beltline should officially unveil three miles of new network (the Westside Trail) as work progresses on the partially open Eastside Trail extension.

Bike cities and health — a good combination. **AT**



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