Community Benefits Self-Assessment 2003

Executive Summary

GWINNETT HEALTH SYSTEM

Promina®
Dear Neighbors,

Gwinnett Health System’s mission is to provide quality health services to the members of our community. For over 60 years, we’ve constantly expanded our range of services and programs in order to meet your growing needs. You have responded with strong and continuing support for our organization, through both good and challenging times. This is the reason we are fully committed to giving back to the community that supports us. In fact, providing benefits to our neighbors is such a high priority that we made Service to the Community one of our corporate guideposts.

This report is a self-assessment that shows some of the ways Gwinnett Health System – its physicians, staff, boards, programs and services – responds to the healthcare needs of our community. This is our tenth year of providing a detailed accounting of the scope of our provision of benefits and value in wellness, prevention, early screening and detection. We have always been committed to the underserved, uninsured and indigent populations, and we are vigilant in our efforts to join with physicians, community and other health organizations to treat disease and injury for all who seek our care.

As a not-for-profit and tax-exempt organization, Gwinnett Health System operates exclusively to serve all the members of the community. We are required to reinvest all profits back into facilities and services for the community. Investor-owned hospitals, on the other hand, are not tax-exempt and serve the interests of their private stockholders. Taxes paid by investor-owned hospitals are costs of doing business and are not acts of charity.

The 2003 Community Benefits Self-Assessment provides information about the components of our community outreach programs, including statistics on uncompensated care, programs and services focused on improving the health of local residents, and the calculated value and cost of these services.

Franklin M. Rinker
President and CEO

Gwinnett Health System is guided by five core values.

△ The Customer is First and Foremost
△ Respect for the Individual
△ The Pursuit of Excellence
△ The Promotion of Positive Change
△ Service to the Community
The community benefits provided by Gwinnett Health System go well beyond the financial contributions associated with Bad Debt, Indigent and Charity Care. It’s impossible to accurately measure the value of the relationships between individuals, families and the Gwinnett Health System associates who care for them. Though the benefits gained through human interactions in the acts of caring, listening, teaching, helping, sharing and encouraging are intangible, they are the essential foundation for healing.
The boards listed here demonstrate community involvement in the governance of Gwinnett Health System.

Gwinnett Health System, Inc.
Wayne Sikes
Charles Bannister
Clinton M. Day
Jay Desai, MD
Joseph C. Finley, MD
Willard C. Hearin, III, MD
Chung H. Lee
Miles H. Mason, III, MD
Edward W. Radford, Ph.D.
Franklin M. Rinker
Richard Sikes
Virgil Sosebee
Gregory Taylor
Marc Unterman, MD
Kathryn Parsons Willis

Gwinnett Hospital System, Inc.
Wayne Sikes
Charles Bannister
Chung H. Lee
Miles H. Mason, III, MD
Franklin M. Rinker
Marc Unterman, MD

Gwinnett Hospital System Foundation, Inc.
Carolyn Hill
Franklin M. Rinker
Bill Russell
Gay Wiley Shook
Wayne Sikes
Bruce R. Still
Kathryn Parsons Willis

Gwinnett Medical Services, Inc.
Joseph C. Finley, MD
Chung H. Lee
Franklin M. Rinker
Wayne Sikes
Kathryn Parsons Willis

Gwinnett Managed Care, Inc.
Jay Desai, MD
Franklin M. Rinker
Wayne Sikes
Gregory Taylor
Marc Unterman, MD

Gwinnett Medical Properties, Inc.
Charles Bannister
Clinton M. Day
Franklin M. Rinker
Richard Sikes
Wayne Sikes

Hospital Authority of Gwinnett County
Wayne Sikes
S. Scott Batterton
Roy Beaty
A. Keith Carnes, MD
J. Leonard Cyphers
Edward W. Radford, Ph.D.
Gay Wiley Shook
Bruce R. Still
Dennis T. Still, Esq.
Gwinnett Health System’s vision is to be the health system of choice in our community by enhancing the health of our patients and other customers. We live out our vision by joining with physicians, community and other health organizations to treat disease and injury and to provide early intervention and preventive care. This strategy enables us to create a measurably healthier community, and this can make a difference in people’s lives. Our health system works very hard to provide the services our community members need, regardless of their ability to pay.

Gwinnett Health System continues to grow, annually building on past performance. Here is a sampling of fiscal year 2003, (July 2002 through June 2003), service volumes:

- Hospital-based emergency departments had 109,186 visits.
- 232,322 non-emergency outpatients received care.
- Gwinnett Women’s Pavilion delivered 5,574 babies.
- Total admissions (excluding newborns) was 23,749.
- Care was provided for 26,082 surgical patients on either an inpatient or outpatient basis.
- 1,381 mammograms were performed at community locations on our Care-a-Van mobile mammography unit.
- There were 24,359 visits at our Kids’ Clinic and 4,103 visits at our Miles H. Mason, Jr. Community Clinic.
- There were 24,535 visits at our OB/GYN Clinic with 1,463 deliveries.

Highlights of the wide array of health services offered by Gwinnett Health System include:

- The Center for Orthopedics and The Center for Neuroscience, both at Gwinnett Medical Center.
- Gwinnett Extended Care Center, an 89-bed nursing home, offering both skilled and intermediate care.
- Gwinnett DaySurgery and Glancy Outpatient Center ambulatory surgery centers.
- Level II Trauma Center and Emergency Department at Gwinnett Medical Center.
- SummitRidge Center for Psychiatry and Addiction Medicine, offering a full range of inpatient, outpatient and partial hospitalization programs for adults and adolescents.
- A Pain Management Center, offering management of acute, chronic and cancer pain.
- A Level III Neonatal Intensive Care Unit and a 10-bed High Risk Pregnancy Unit at the Gwinnett Women’s Pavilion.
- A comprehensive Breast Health Services program, including the Women’s Pavilion Boutique, the Marion Allison Webb Center for Screening Mammography, the Breast Health Education and Resource Center, the Care-a-Van mobile mammography unit, genetic risk assessment and a full range of screening, diagnostic, consulting, treatment and support services.
- The Gwinnett Physicians Group, a multi-location primary care and OB/GYN physician network.
- A comprehensive program of Imaging Services, including Mammography, Magnetic Resonance Imaging (MRI), CT and Positron Emission Tomography (PET) scanning.

Over 325 individuals from the community annually donate about 40,000 hours of expertise, time, energy and bright spirit to the Hospital – a contribution roughly equal to the number of hours worked in one year by 20 full-time employees. That’s nearly 110 daily hours of very welcome assistance.

In this tenth annual self-assessment of our Health System’s benefits to the community, the focus will be two-fold. First, the System’s cost of providing uncompensated care will be depicted. In addition, community benefits will be defined from the aspect of contributions made by the System in the following areas:

- Clinics for the medically underserved.
- Community education.
- Counseling for individuals.
- Donations.
- Health screenings.
- Training for healthcare and related professionals.
- Support groups.
- Miscellaneous/other activities.
Cost of Uncompensated Care

Uncompensated care is care provided but not paid for. It includes care provided to patients who are indigent or qualify for charity as defined by policy and have no insurance or insufficient insurance and cannot afford to pay for services. It also includes bad debt which is the result of patients’ inability or unwillingness to pay for services and who have not otherwise requested qualification as an indigent or charitable patient.

The Gwinnett Health System is the parent corporation of four organizations, including the Gwinnett Hospital System. The Gwinnett Hospital System provides a majority of the Health System’s healthcare services. As such, detailed charts and graphs within this report will reference the Gwinnett Hospital System for financial and volume statistics.

Over the years, Gwinnett Hospital System has encountered significant expenses related to the provision of uncompensated care. In fiscal year 2003, the actual cost of providing this care was more than $33 million. The indigent care is net after $500,000 we received from Gwinnett County government to help offset our costs. The following chart illustrates in percentages the cost of uncompensated care by type.
How We Work to Improve the Health of Our Community

Beyond our commitment to providing medical care to everyone, regardless of their financial status, our System strives to provide services and programs that aim to improve the health status of the community and increase access to healthcare for many who traditionally have not had that access. Though many of these services and programs are provided at a financial loss, our commitment to the community’s needs remains firm.

The value of these additional services can be calculated in terms of the cost of providing them (staff expenses, operating expenses, etc.). The 158 services and programs catalogued in this year’s self-assessment are not an exhaustive list, but serve to illustrate the types of value-added activities provided by the Health System. The calculations indicate that paid and donated staff time combined with paid expenses gives these services an estimated value of $8,100,000. Even after subtracting revenue donations and other compensation received for these services, the Health System still contributes $3,340,000 to provide these services.

Total community benefit is calculated by adding the cost of uncompensated care to the cost of providing value-added services to the community. During fiscal year 2003, the cost of our uncompensated care ($33,156,000) combined with the estimated cost of value-added services ($3,340,000) totalled $36,496,000. After deducting revenues and donations received for these services, this is what our Health System estimates as the cost of providing essential medical care and health improvement services for those who otherwise may not have been able to access them. The following benefit summaries outline some of the programs and services that fall into the activity categories covered by this year’s report.

Clinics for the Medically Underserved

Gwinnett Health System provides three countywide community-based clinics for targeted populations. The Miles H. Mason, Jr. Community Clinic offers healthcare for adults eligible for Medicaid or those who meet federal poverty guidelines. The Kids’ Clinic provides care for Medicaid and PeachCare patients, as well as uninsured and underinsured children. Our OB/GYN Clinic offers services to uninsured and underinsured women. The total community benefit value of clinic services was $5,507,621. The final cost to the Gwinnett Health System of providing these services (expenses after consideration of total compensation/revenue) was $1,409,646.

Community Education

In fiscal 2003, Gwinnett Health System provided $175,072 worth of health education programs. With revenue and compensation deducted, our System’s contribution was $82,689. Presented in class, seminar and workshop format, topics included parenting, lactation, childbirth, nutrition, lifestyle issues, safety and first aid, and health issues such as cancer, chronic diseases and mental health.

Emergency Department RNs who volunteered forENCARE (Emergency Nurses Cancel Alcohol-Related Emergencies) made 30 presentations on the dangers of drinking and driving and gun safety to area teens at local high schools and churches.

Health Education and Wellness Services provided “Medical Explorers,” a post of the Boy Scouts of America’s Exploring Program. At monthly meetings during the school year, Gwinnett County high school students learned about various professions in the healthcare field.

PrimeTime Health gave seniors the opportunity to improve their quality of life by providing exercise and educational events throughout the year including “T’ai Chi” classes, “Heart Healthy for Life,” “Alzheimer’s Family Caregiver Seminar” and “Critical Conditions,” an end-of-life decision workshop.

Counseling

In fiscal year 2003, the Health System provided counseling in the community at a cost of $107,528 to the System. More than 10,200 contacts were generated to assist women dealing with problematic breastfeeding as well as routine follow-up with lactating mothers. These lactation services were valued at $98,000.

The Coordinated Care Department offered community counseling for more than 500 community members seeking health resources and support for themselves, family members or friends. The total contribution from the Health System was more than $8,900.

Donations

The value of donations of medical equipment by the organization and school supplies, toys, food, personal items and other donations from our associates, totalled $322,662 in fiscal year 2003. The cost to our System was $143,549.

The Laboratory Departments throughout our Health System provided school, art, and cleaning supplies, as well as a Holiday Party for the Gwinnett Children’s Shelter for a total value in donations of $1,100. Twice during the year the Laboratory held Food Drives for the Lawrenceville Food Ministries for a total value of $1,260. In addition, in April during Laboratory Week the Laboratory gave $500 worth of gift cards and two snow cone machines to residents of Gwinnett Extended Care Center.
Training for Healthcare and Related Professionals

Many professions depend on institutions such as Gwinnett Health System to make their training complete. Training may take the form of clinical rotations, internships or education classes and workshops. The value of these educational opportunities is calculated at $888,273. Our System subsidized $883,836 after offsetting revenues or other compensation.

The range of training offered included nursing, pharmacy, parish nursing, imaging, rehabilitation (physical, speech and occupational therapy), lactation services, health promotion, pastoral care, enterostomal therapy and sterile processing.

Gwinnett Health System also provides support for professionals in our community by offering continuing educational opportunities. This gives these community-based professionals the opportunity to receive educational support locally to more effectively serve our community.

Support Groups

For those with similar healthcare and social needs and concerns, access to support groups is an important part of their healthcare continuum. Gwinnett Health System provides this access by offering space and other essential resources, as well as coordinating staff for support groups. Our System contributed $17,845 toward the provision of these support groups, which offer a total community benefit value of $18,300.

Support groups included Diabetes, Parkinson’s, Breastfeeding, Stroke, Grief, NICU, Breast Cancer, Ostomy and Caregivers, as well as 12-step recovery groups.

Health Screenings

A number of health screenings were provided to our community in fiscal 2003, resulting in a financial investment by our System of $404,357 and a community benefit value of $541,698. Almost 32,000 people were screened this past year.

The different types of screenings offered included low-cost screening mammograms by the Care-a-Van, crisis line calls and screening psychiatric and substance abuse assessments by SummitRidge, stroke risk assessments, blood pressure monitoring, diabetes screenings and sports physicals for high school athletes. Our PrimeTime Health program sponsored bone density screenings, thyroid and cholesterol screenings and prostate cancer screenings for community seniors.

Miscellaneous/Other Activities

The total community benefit of all activities cataloged in ‘Other Activities’ was $538,974, and Gwinnett Health System’s contribution totalled $290,497. Other programs offered to the community by our Health System included Congregational Ministry for Health and Wellness’ extensive Parish Nurse program in 10 area churches. These Parish Nurses provide health counseling, support groups, education and referrals. In fiscal year 2003, the Parish Nurses were involved in 231 health education programs with almost 10,000 people attending and 4,300 individuals participating in health screenings and fairs. Parish Nurses provided health counseling for 8,825 individuals by visiting hospitals, nursing homes and homes; and by interacting in their churches or by phone. And finally, there were 755 meetings of support groups with over 4,100 participants.
Conclusions

This report recognizes the two components of total community benefit: the cost of uncompensated care and the additional services and programs offered expressly for the purpose of providing added value to the community. For fiscal year 2003, Gwinnett Hospital System has calculated a total expense of $33.2 million for providing essential medical care and health improvement services to persons who may have been unable to pay all or part of the cost of their care. The Health System also contributed $3.3 million in the provision of community benefit healthcare resources. The total cost of providing uncompensated care and delivering value-added healthcare services to the community equals $36.5 million for fiscal year 2003.

It has been estimated that Gwinnett Hospital System would be responsible for $10.8 million in all forms of taxes if we were a tax-paying entity. If the $10.8 million is excluded from the fiscal year 2003 costs for providing services to the underserved ($36.5 million), the Hospital System still has invested $25.7 million in our community.

Clearly, then, community benefit cannot be defined just as taxes paid, for then all tax-paying businesses, regardless of their purpose, could be construed as “charitable.” The commitment of the Gwinnett Hospital System, and the Gwinnett Health System as a whole, far exceeds that, as evidenced in this report.

In fact, the benefits Gwinnett Health System provides to the community go well beyond our financial contributions associated with Indigent and Charity care and other services. The intangible benefits of the personal interaction between patients and their families and the Gwinnett Health System associates who provide their care, however, cannot be measured. Listening, caring, teaching, helping and sharing, along with the spirit of hope, encouragement and support, are the framework within which healing takes place. These relationships result in intangible community benefits that are also invaluable. Ultimately, it’s all about people helping people.

Changes in the healthcare industry over the past several years have dramatically impacted the way we do business. Still, we must share our vision of what we believe is possible and what is needed to improve our community’s health status, even as we manage issues of cost and access. We will never lose sight of the one true measure of accomplishment for Gwinnett Health System – the good health of individuals and communities.

Working together with schools, churches, the public and private sectors in a wide array of agencies and services, we in the healthcare arena strive to provide leadership to build healthier communities and a healthier Gwinnett. The medical staff, associates, volunteers and board members of Gwinnett Health System are challenged to assume greater responsibility for this vision of community health. We invite all who share this vision to join in meeting this challenge with us.

Gwinnett Hospital System
Community Investment
FY 2003
in millions

$33.2 Cost of Bad Debt, Indigent and Charity Care
+ 3.3 Cost of Value-added Community Benefit Programs and Services
$36.5 Cost of Bad Debt, Indigent and Charity Care and Value-added Community Benefit Programs and Services

$-10.8 Taxes (all forms – estimated, if we were a tax-paying entity)
$25.7 Amount Gwinnett Hospital System invested in our community (in excess of estimated tax expense)
Gwinnett Health System is comprised of the following:

- Gwinnett Medical Center
- Joan Glancy Memorial Hospital
- SummitRidge Center for Psychiatry & Addiction Medicine
- Glancy Rehabilitation Center
- Gwinnett DaySurgery
- Gwinnett Physicians Group OB/GYN
- Gwinnett Physicians Group at Duluth
- 575 Outpatient Imaging Center