2001

report to the community

healthy progress

GWINNETT HEALTH SYSTEM
... in fiscal year 2001, the familiar refrain of “improvement”
took on a new, more compelling significance.
DEAR NEIGHBORS,

An old adage teaches that there’s always room for improvement. We in the healthcare industry have found this to be true countless times, especially over the past two decades. But in fiscal year 2001, the familiar refrain of “improvement” took on a new, more compelling significance.

For 2001, our industry adopted new standards of quality and patient safety, took new steps and dreamed big dreams. All of these inner workings are helping us achieve higher levels of care, even in times when shrinking reimbursements from Medicaid, Medicare and managed care companies challenge us to make ends meet.

Financial issues weren’t the only challenge of 2001. In the past year, our industry has also faced other hurdles — an ongoing worker shortage, nationwide concerns over medical errors, and the puzzle of enhancing accessibility of medical records to caregivers while safeguarding patient privacy.

The shortage of healthcare workers is a serious problem for hospitals all across the country. Here at Gwinnett Health System, we’ve redoubled our recruitment and retention efforts to attract and keep talented caregivers.

To address concerns about quality and safety, new standards of patient safety were adopted by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and are now required of hospitals seeking accreditation.

Concerns about patient safety peaked after publication of a 1999 Institute of Medicine report titled “To Err Is Human,” resulting in specific improvement initiatives being implemented industry-wide. In March of 2001, the Institute of Medicine weighed in again with a follow-up report. “Crossing the Quality Chasm: A New Health System for the 21st Century” outlines areas for improvement that are expected to increase quality of care across the board.

Against this backdrop, leaders from a number of Fortune 500 companies formed the Leapfrog Group to mobilize employer purchasing power and initiate breakthrough improvements in healthcare safety and value.

What does all this mean to Gwinnett Health System, your community healthcare system? At the very least, we have confirmation that our Mission, Vision and Corporate Values, which we adopted over a decade ago, have guided us effectively to a position of strength for the industry-wide changes to come. Still, we have our work cut out for us.

With the cornerstones of quality and safety in place, we will continue to grow and change to best meet your healthcare needs.

Please read on to learn how we’ve prepared ourselves for this new era of healthcare, about the steps we’ve already taken and the measures we’ve planned to ensure that the care we offer at our 21st century healthcare system is both safe and of high quality.

Sincerely,

Franklin M. Rinker
President and CEO, Gwinnett Health System

Wayne Sikes
Chairman, Gwinnett Hospital System
Board of Directors and Gwinnett Health System Board of Directors
With the cornerstones of quality and safety in place,

Gwinnett Health System will continue to grow and change
to best meet your healthcare needs.

Gwinnett Health System, a member of PROMINA Health System, is a not-for-profit healthcare network providing a wide array of high quality services and facilities to Gwinnett and surrounding counties. With roots that go back over 50 years with the founding of Joan Glancy Memorial Hospital in 1943, Gwinnett Health System now includes three hospitals plus supporting facilities. We have over 3,500 employees and over 700 affiliated physicians on our medical staff. In fiscal year 2001, Gwinnett Health System served 364,268 inpatients, outpatients, emergency patients and newborns.

- **Our Vision** is to be the health system of choice in our community by enhancing the health of our patients and other customers.
- **Our Mission** is to provide quality health services to our community.
- **Our Corporate Values** guide our success:
  - The Customer is First and Foremost
  - Respect for the Individual
  - The Pursuit of Excellence
  - The Promotion of Positive Change
  - Service to the Community
Quality and Safety – the Cornerstones of 21st Century Healthcare

The Institute of Medicine’s “Crossing the Quality Chasm” report contains many recommendations for achieving consistently higher quality care in our national healthcare system.

The good news for our community is that Gwinnett Health System had a big head start on building a 21st Century healthcare system. Back in the early 1990s, we started working on standardized protocols of care, which we call clinical pathways, for the most common conditions. Today, we have pathways for a much wider range of conditions to extend our consistency of care across most diagnoses.

From the beginning, our goal has been to strengthen our organization for more profoundly important changes – redesigning the way we deliver care to our patients. We put our newly designed processes into place in 1999 and continue to refine them as we find new and better ways to provide care.

There’s still much to do in our quest to be a true health system of the 21st Century. We gave ourselves a head start with our change initiative and our new care delivery processes. In 2001, we continued to grow, build and change by making some exciting improvements – and some cutting edge plans for the future – at the PROMINA level and here at home in Gwinnett.

PROMINA-Wide Improvements For Patient Safety and Error Reduction

PROMINA was one of the first health systems in the country to launch a joint patient safety initiative with members of The Leapfrog Group. Under this agreement, Gwinnett Health System and its PROMINA partners instituted six new patient safety measures adopted from federal error-prevention guidelines.

The PROMINA Quality and Performance Institute was established to evaluate, organize and integrate areas that have an impact on quality and performance at all PROMINA partner hospitals.

Using the purchasing power of the PROMINA partnership, in 2001 Gwinnett Health System contracted to purchase a Computerized Physician Order Entry (CPOE) system. Capabilities of the system include:

- Transmission of medication orders directly to the pharmacy.
- Resource information on dosing, allergy and drug interactions.
- Warnings for duplicate orders.

To begin building corporate cultures based on patient safety, a group of physicians, medical directors, performance improvement specialists and risk and quality control managers from all PROMINA facilities participated in a Patient Safety Summit in 2001. Hosted by PROMINA, the event focused on how small, manageable adjustments or modifications to care processes can make a positive impact on patient safety and how to apply rapid cycle change to improve patient safety.
All Roads Lead to Quality – Progress on the Home Front

Quality has been a key focus at Gwinnett Health System since the early 1990s, when we initiated a Continual Quality Improvement (CQI) program. CQI ultimately evolved into a primary emphasis on our change process and is now part of our corporate culture.

Our Quality Council, a voluntary group of hospital and medical staff members, serves as a conduit for physician input on quality improvement issues or suggestions. In addition, our Physician-Hospital Alignment Program has produced a number of initiatives that will reduce the variation in care, improve the quality of patient outcomes and lower costs.

In 2001, we continued to pave the GHS road to continual quality improvement in a number of ways. Here’s a sampling of our accomplishments in 2001:

- Gwinnett Health System Pharmacy staff participated in a six-month Voluntary Hospitals of America (VHA) initiative to reduce medication errors and increase patient safety.

- To improve accessibility of medical records to our clinical staff while protecting patient confidentiality, we implemented a new electronic information system that eliminates the wait time for paper records when patients move from one care area to another.

- In response to a new Joint Commission on Accreditation of Healthcare Organization (JCAHO) standard, we officially made pain the fifth vital sign – after blood pressure, temperature, pulse and respiration – and instituted an aggressive pain management program.
Growth Leads to Expanded Services and Facilities

In April 2001, on its 10th anniversary, we completed a major expansion of the Gwinnett Women’s Pavilion that allowed us to open our 10-bed High Risk Pregnancy Unit, a new service for moms-to-be who must spend weeks in the hospital to ensure delivery of healthy babies.

The Georgia Division of Health Planning gave its approval for a facility redesign for Joan Glancy Memorial Hospital in Duluth.

GHS filed a Certificate-of-Need application with the State to establish an outpatient center on 17 acres adjacent to the Mall of Georgia.

To make more space available for clinical services at Gwinnett Medical Center, we began construction on a new Support Services Addition in March 2001.

During 2001, GHS services, programs and departments received recognition for excellence and quality of service.

Quality? Here’s Evidence It’s Alive and Well at GHS

During 2001, GHS had more than its share of services, programs and departments that received recognition for excellence and quality of service. Among them are:

- **Gwinnett Extended Care Center**, which, in a national survey, was the number one facility in the nation for the lowest rate of infections originating in hospitals (of facilities participating in the survey).
- **The Kids’ Clinic**, which was second in the state in child immunizations, out of 860 physician offices statewide.
- **Glancy Rehabilitation Center**, which earned another three-year accreditation from the national Rehabilitation Accreditation Committee.
- **The Gwinnett Medical Center Emergency Department**, which surpassed the benchmark in a National Registry of Myocardial Infarctions Study involving 25 percent of U.S. hospitals.
- **GHS Diabetes Education Services**, which received recognition from the American Diabetes Association for Outpatient Diabetes Education Programs.
- **The GHS Cardiac and Pulmonary Wellness and Reconditioning Programs**, which were certified by the American Association of Cardiovascular and Pulmonary Rehabilitation.
- **The GHS Laboratory**, which passed the College of Pathologists inspection without a single deficiency.
Located in a community with only two percent unemployment, we must be very creative in our efforts to attract qualified caregivers.

Coping with a Workforce Shortage

There are many factors at play in the nationwide shortage of nurses, but two most clearly illustrate the situation. First, enrollment of nursing students in entry-level BA programs has fallen for six consecutive years. At the same time, the average age of nurses now working is approximately 45 years—and rising. As more nurses move closer to retirement, there are fewer and fewer young people choosing medical careers and filling in the ranks.

Gwinnett Health System, located in a community with only two percent unemployment, must be very creative in its efforts to attract qualified caregivers. In 2001, our Human Resources Department stepped up recruitment and retention efforts, developed some long-range strategies and began some innovative programs to attract new and experienced clinical workers to our organization:

1. Our Internship program clinically prepares new nurse graduates for the acute care hospital setting through classroom and hands-on clinical training.
2. Our Externship program provides clinical instruction to nursing students in the summer between their junior and senior years. Those who participate in this program will have enough clinical experience to reduce their internship time by one half.
3. For licensed RNs who have been out of practice for three or more years, we offer a Nurse Re-Entry program, which gives participants the training they need to update and refresh their clinical skills in exchange for a two-year commitment to Gwinnett Health System.
4. To support new or returning nurses or staff members, we offer Preceptorship and Peer Mentor programs.
5. To build interest in medical careers in area high school students, Gwinnett Health System has sponsored a Medical Explorers Post for the last 15 years. We also offer a summer Volunteer program for teens that gives them a firsthand look at the many job possibilities in the healthcare field.
6. Internally, we kicked off an Associate Referral Award program to encourage our associates to earn a monetary reward for successfully recruiting for us. We also implemented an Incentive program for clinical associates who agree to transfer to understaffed areas.
7. To make continuing education more affordable for our associates, GHS offers a Tuition Reimbursement program.
Community Outreach Adds Value to Quality

Where there is quality, there should also be value. One of the ways Gwinnett Health System adds value to its programs is through service to the community, which, not coincidentally, is our fifth and final Corporate Value.

Along with our commitment to provide medical care to everyone regardless of economic status, we strive to go the second mile by providing free or low-cost health screenings, educational opportunities and services to the community that so faithfully supports us. Here are some highlights of a wide range of health-related programs we offer to the community:

- The Gwinnett Hospital System Foundation sponsors several events every year to raise funds for programs designed to improve the health of our community. In 2001, the foundation kicked off a three-year, $2 million campaign to make screening and diagnostic mammography services more accessible and to expand services for breast cancer patients.

- Our Parish Nurse Program extends the reach of health education, support groups and referrals into 10 local congregations.

- The Miles Mason, Jr. Community Clinic, the OB/GYN Clinic and the Kids’ Clinic provide free or low-cost care to the growing number of underserved and/or uninsured families, moms-to-be and children in our community.

- Our Care-a-Van travels all over Gwinnett and surrounding areas to provide low-cost screening mammograms to community residents.

- Through our Let’s Talk family communication initiative and a National Safety Council Defensive Driving program, we respond to the specific needs of teens and families.

- We reach out to community residents age 50 and over through our free Healthy Seniors program. Members have access to the program’s health screenings, social events, quarterly newsletter and health and wellness information.

On the Horizon

The coming months will be busy ones. We’ll be working hard to customize and implement our Computerized Physician Order Entry (CPOE) system, which will help us achieve new levels of quality care and patient safety. Hand-in-hand with that will be our concerted effort to balance the demands of the privacy regulations under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) with our need to make patient information more accessible to caregivers.

We will continue to seek new strategies for error prevention and innovative ways to improve the quality and safety of our programs and services. We will press forward in our effort to standardize care delivery processes to enhance consistency and continuity of care.

To accommodate our growing community and our expanding services, we will continue to build and renovate our facilities with patient safety, comfort and convenience as top priorities.

To ensure that the care you receive at our facilities is safe and of the highest quality possible, we will constantly support and build our team of dedicated, qualified caregivers and support staff and provide them with the tools and technologies they need to achieve excellence in their work.

Strategic plans for the future – immediate and long-range – give us the edge in an environment where sudden shifts and turns are commonplace.

We look forward to serving you and continuing our tradition of excellence in the 21st Century!
TOTAL ADMISSIONS (excluding newborns)

- 17,039 in 1997
- 17,604 in 1998
- 18,001 in 1999
- 18,579 in 2000
- 17,940 in 2001

TOTAL DELIVERIES

- 6,326 in 1997
- 5,406 in 1998
- 4,597 in 1999
- 4,399 in 2000
- 5,334 in 2001

TOTAL EMERGENCY VISITS

- 110,529 in 1997
- 101,663 in 1998
- 87,313 in 1999
- 34,159 in 2000
- 29,937 in 2001

TOTAL OUTPATIENT VISITS

- 17,577 in 1997
- 16,511 in 1998
- 17,489 in 1999
- 15,560 in 2000
- 22,025 in 2001

FISCAL 2001 SYSTEM GROSS REVENUE (before contractual adjustments)
- Inpatient Revenues $216,127,000
- Outpatient Revenues $160,918,000
- Other Revenues $21,619,000

FISCAL 2001 SYSTEM EXPENSES
- Operating Expenses $531,427,000
- Interest & Depreciation $21,679,000
- Uncollectible Accounts $28,318,000
All of our inner workings are helping us even in times when

| BY THE NUMBERS |

**Balance Sheet**

<table>
<thead>
<tr>
<th></th>
<th>6/30/01</th>
<th>6/30/00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS (in thousands)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$74,548</td>
<td>$66,069</td>
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<tr>
<td>Assets leased as to use</td>
<td>41,533</td>
<td>27,926</td>
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<tr>
<td>Property, plant and equipment</td>
<td>133,060</td>
<td>120,596</td>
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<tr>
<td>Other assets</td>
<td>9,700</td>
<td>10,103</td>
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<tr>
<td>Total assets</td>
<td>$278,841</td>
<td>$244,594</td>
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<tr>
<td><strong>LIABILITIES AND NET ASSETS (in thousands)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$28,067</td>
<td>$19,370</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>1,997</td>
<td>2,190</td>
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<tr>
<td>Long-term debt and loan obligations</td>
<td>121,237</td>
<td>124,376</td>
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<tr>
<td>Total liabilities</td>
<td>$151,281</td>
<td>$146,536</td>
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<tr>
<td>Net assets</td>
<td>127,560</td>
<td>118,058</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$278,841</td>
<td>$244,594</td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
<td>$118,058</td>
<td>$118,058</td>
</tr>
<tr>
<td>Excess of revenues, gains and other support over expenses effective and efficient resource management by the medical and management staff kept our expenses below our revenue and left the following amount to reinvest in programs to further improve patient care and services in the future</td>
<td>9,338</td>
<td>8,105</td>
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<tr>
<td>Change in net unrealized gain on investments</td>
<td>1,355</td>
<td>(2,534)</td>
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<tr>
<td>Transfers</td>
<td>(8,110)</td>
<td>(10,045)</td>
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<tr>
<td>Contributions</td>
<td>—</td>
<td>1,000</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>(336)</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>58</td>
<td>68</td>
</tr>
<tr>
<td>Net assets at end of year</td>
<td>$127,560</td>
<td>$118,058</td>
</tr>
</tbody>
</table>
achieve higher levels of care, shrinking reimbursements from Medicaid, Medicare and managed care companies challenge us to make ends meet.

Statement of Revenues & Expenses

<table>
<thead>
<tr>
<th></th>
<th>YEAR ENDED 6/30/01</th>
<th>YEAR ENDED 6/30/00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUR REVENUE (In thousands)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatient revenue</td>
<td>$240,127</td>
<td>$210,404</td>
</tr>
<tr>
<td>Outpatient revenue</td>
<td>277,829</td>
<td>234,046</td>
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<tr>
<td>Total patient revenue</td>
<td>$517,956</td>
<td>$444,450</td>
</tr>
<tr>
<td>Deductions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indigent, charity and other contractual allowances including managed care, Medicaid and Medicare</td>
<td>(235,732)</td>
<td>(199,633)</td>
</tr>
<tr>
<td>Net revenue from patient services</td>
<td>$281,224</td>
<td>$245,819</td>
</tr>
<tr>
<td>Other revenues and investment income</td>
<td>10,018</td>
<td>10,268</td>
</tr>
<tr>
<td><strong>Total revenues, gains and other support</strong></td>
<td><strong>$291,242</strong></td>
<td><strong>$255,887</strong></td>
</tr>
</tbody>
</table>

**OUR EXPENSES (In thousands)**

|                          |                    |                    |
| Opening expenses         |                    |                    |
| such as salaries, benefits, professional fees and supplies | $231,427 | $205,430 |
| Financial costs, primarily interest and depreciation | 25,179 | 20,960 |
| Provision for uncollectable accounts | 28,398 | 21,172 |
| **Total expenses for the year** | **$283,904** | **$247,762** |

**NET RESULTS**

Excess of revenues, gains and other support over expenses 5,334 8,185

Effective and efficient resource management by the medical and management staff kept our expenses below our revenues and left the following amount to reinvest in programs to further improve patient care and services in the future.

**STATISTICAL PROFILE**

| Personnel and Facilities |                    |                    |
| Total system employees  | 3,539              | 3,166              |
| Active and provisional medical staff | 476 | 431 |
| Licensed beds           | 479                | 479                |

| Patient Care Activities |                    |                    |
| Number of patients admitted (excluding newborns) | 21,789 | 20,329 |
| Patient days of service rendered (including newborns) | 142,446 | 133,044 |
| Average daily census (adult only) | 347 | 322 |
| Occupancy (adult care) | 74% | 76% |
| Average acute length of stay (days) | 4.1 | 4.1 |
| Outpatient visits (hospital-based) | 228,028 | 214,561 |
| Number of births | 2,354 | 4,998 |
| Inpatient and outpatient surgical cases | 24,176 | 23,127 |
| Hospital-based emergency department visits | 103,097 | 104,958 |
Long-range strategies and innovative programs attract new and experienced people to our organization.
GWINNETT HEALTH SYSTEM

AUXILIARY & VOLUNTEERS

Gwinnett Hospital System Auxiliary, Inc. Executive Board 2001 - 2002

Cheryl Gifford, President
Barbara A. Stegall, President-elect
Helen Jenkins, Vice President
Gladys Micklas, Recording Secretary

Chris Kesler, Treasurer
Peggy Brit, Corresponding Secretary
Del Podsiadlo, Parliamentarian
Ann Bracey, Director of Volunteer Services

GWINNETT HEALTH SYSTEM

\[\text{AUXILIARY & VOLUNTEERS}\]

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\[\text{Chris Kesler, Treasurer}\]
\[\text{Peggy Brit, Corresponding Secretary}\]
\[\text{Del Podsiadlo, Parliamentarian}\]
\[\text{Ann Bracey, Director of Volunteer Services}\]
The Gwinnett Hospital System Foundation is a private, not-for-profit corporation that exists to support Gwinnett Health System in fulfilling its Mission of providing quality health services to our community. Specifically, the GHS Foundation supports one of Gwinnett Health System’s core values: Service to the Community. We do this by funding programs that meet community needs for awareness, preventive medicine, health education and indigent care. Our Board of Trustees manages the business affairs of the Foundation. A Development Board is responsible for the development and coordination of all fundraising strategies. The Development Council, made up of all active volunteers, implements our fundraising activities.

Volunteers: The Prescription for Success!
The Gwinnett Hospital System Foundation exists today because of the generosity and philanthropy of our community. As our donors help us build a solid framework to assure that the healthcare needs of our community are met, the Gwinnett Hospital System Foundation annually acknowledges and thanks those donors who make contributions at various giving levels.

2001 Ball Sponsors

PRINCIPAL UNDERWRITER
Gwinnett Medical Systems

BEGINNING
Gwinnett Hospital System Auxiliary
Gwinnett Hospital System Medical Staff
Scientific Atlanta

GOLD PATRON
Robert & Del Podsiadlo

PERKINS & WILL, INC.

PLATINUM PATRON
SunTrust Bank
Discover Mills

DINNER UNDERWRITER
Scientific Atlanta
Gwinnett Hospital System Medical Staff
Gwinnett Hospital System Auxiliary

BENEFACTOR
Siemens Medical Systems

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THE GHS FOUNDATION DONORS

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BENEFACTOR
Siemens Medical Systems

2001 Ball Sponsors

THE GHS FOUNDATION DONORS
Our supporters help us build a solid framework
to assure that the healthcare needs of our community are met.
2001 REPORT TO THE COMMUNITY

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Susan Hunter  
Terry James  
John Jenkins  
Kris Jean  
Jacqueline Johnson  
Brandy Jordan  
George Johnson  
Shawn Johnson  
Katherine Johnston  
Gwendolyn Jones  
Debbie Jones  
Karen J. Jones  
Linda Jordan  
Sharon Jordan  
Flavia Greenworth  
Pat Kaufman  
Karen Knott  
Linda Kornblum  
Karen Koster  
Sandra Khalil  
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Elaine King  
Jim Krilov  
Laura Krinicki  
Lynette Komissar  
Margaret Kotula  
Julie Ann Laione  
Kathy Lasker  
Denise Lass  
Deborah Latta  
Joe Lee  
Baby L. Lenker  
Michelle Lenzworth  
Teresa Lemons-Garner  
Lyn Leonard  
Alen Lelucos  
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Amy Murray  
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Roman Markowski  
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Margaret McNichol  
Sandra McReynolds  
Shannon Mikol  
Jennifer McSwain  
Joy Mitchell  
Michele Mitchell  
Myra Morano  
Sherri Mundy  
Eric Moore  
Stuart More  
Kendal Morgan  
Daia Nakas  
Andi Nickols  
Jane Nifong  
Irma Nix  
Mary Nix  
Mary Ruth  
Michael Nunnage  
Sandra Nunnage  
Drina Neveu  
Sara Neveu  
Alma Nelson  
Alex Nordyke  
Bill Nichols  
Kathy Nichols  
Charles Nix  
Jodi O’Dellman  
Cheryl O’Hara  
Peggy Olsmeyer  
Elena Orsini  
Mani Orser  
Renee O’Toole  
Shawn O’Toole  
Deborah O’Toole  
Tom O’Toole  
Deborah O’Toole  
Sara O’Toole  
Judy O’Toole  
Sara O’Toole  
Deborah O’Toole  
Sara O’Toole  

2001 REPORT TO THE COMMUNITY
TIME MATTERS in the fight against Breast Cancer

A campaign to improve access to routine and diagnostic mammograms for the women of our community and to expand services for breast cancer patients.

GOAL: $2,000,000

Phase I - $400,000
The Marion Allison Webb Center for Screening Mammography at Gwinnett Medical Center adds three new mammography machines, with space for four, and a bone density machine.

Phase II - $800,000
A renovated and expanded center for diagnostic mammography and expanded support services for breast cancer patients at the Gwinnett Women’s Pavilion.

Phase III - $400,000
An additional center for screening mammography in the Mall of Georgia area adds two new mammography machines, with space for four, and a bone density machine.

Phase IV - $400,000
Replacement of the Gwinnett Health System Care-a-Van, a mobile mammography unit.
We look forward to serving you and continuing our tradition of excellence in the 21st century.
SURROUNDING OUR COMMUNITY WITH CARE

- Gwinnett Medical Center
- Gwinnett Women’s Pavilion
- Gwinnett Extended Care Center
- Joan Glancy Memorial Hospital
- Glancy Outpatient Center
- SummitRidge Center for Behavioral Health
- Gwinnett Physicians Group