It’s not just about living in Gwinnett... it’s about living healthy in Gwinnett.
Letter to the Community

Dear Neighbors,

The words float above us on twin water towers beside I-85: Gwinnett Is Great and Success Lives Here. Do you believe it? Most Gwinnettians do, and there are as many reasons to believe as there are subdivisions, houses of worship and shopping centers.

Within the 437 square miles that comprise our county, there are many “gators.” Every year, more businesses start up or move to Gwinnett, boosting our economy and strengthening our tax base. Our school system is the largest in the state. The average SAT score is 1036 and 86 percent of graduating seniors are heading for college or secondary education. This is one of the main draws for families looking for a great place to raise their children.

We have a thriving parks and recreation program, an extensive library system, public transit and highly skilled police officers and firefighters. There are churches, synagogues and temples of every creed and restaurants for every craving. We have lakes for boating and fishing, championship golf courses and a host of annual fall festivals in our towns. We even have our own Arena at Gwinnett Center for sports, concerts or rodeos, and the Gwinnett Civic and Cultural Center for a solid focus on the arts. So much to do, right in our own backyard!

You have to be healthy and energetic to enjoy all these great things, and Gwinnett Health System is right here, close to home, with the quality healthcare services you and your family need and deserve to keep pace with your active lifestyles. There are many ways that your community health system strives to be great, and you’ll read about them in the pages of this year’s Report to the Community. Here’s a sample of the ways we’re working to make ours a healthier — and greater — community:

- To live up to our mission of providing the medical services you need when you need them, we must constantly plan, build and expand. In fact, we’ve just broken ground on a new hospital in Duluth to replace the 60-year-old Joan Glancy Memorial Hospital. The new facility, scheduled to open in 2006, will offer general medical, surgical, intensive care, emergency and support services.

- Information technology’s advances give us more and more ways to make the provision of healthcare safer and more efficient. Gwinnett Health System is making plans for a new master information system that will link our sub-systems and networks. By fully integrating our online operations, we can achieve greater accuracy, efficiency, patient safety and privacy.
In April of 2004, the Gwinnett County Commission appointed a 16-member panel of residents, representing the local business, government, education and religious communities, to study the quality and cost of healthcare services so hospitals and health systems can continue to provide care to county residents.

You don’t have to drive south on I-85 to find great restaurants, great entertainment or great healthcare. We think that’s part of what’s great about Gwinnett!

Read on to learn more about the ways your community health system is working to keep you and your family healthy, fit and strong, because it’s not just about living in Gwinnett, it’s about living healthy in Gwinnett!

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
The Earth Will Move

Progress and change are good, but there are times when we must step into the future with bittersweet recollections of how things used to be. This is our position as we anticipate the excitement of building a new, state-of-the-art hospital in Duluth. Our joy is tempered by nostalgia for “the little hospital with the big heart” that will be sidelined by progress.

Since 1944, Joan Glancy Memorial Hospital has given its community quality medical care with a uniquely human touch. Built by the townspeople of Duluth with the backing of a generous benefactor, Joan Glancy Memorial’s presence became a catalyst for growth and prosperity that changed life for the better in the sleepy, hardscrabble cotton-farming community that had no local healthcare services. And as Duluth exploded with growth in the following years, so did the demand for quality medical services.

The new hospital is being built on the 27-acre site at Pleasant Hill and Howell Ferry Roads where Glancy Outpatient Center and Hudgens Professional Building are located. With expanded services, the latest equipment and twice the space, it will enable us to meet and exceed the community’s demand for quality services. The new Duluth hospital will bring together a full spectrum of care on one conveniently located campus.

Recognizing the dramatic growth in the Duluth area, the Department of Community Health in May 2004 approved a 21-bed expansion for the new hospital, bringing its total acute care bed capacity to 81, with 30 remaining at Glancy Rehabilitation Center. Construction of the new facility will be complete in 2006. The projected cost of the 175,476 square foot hospital is approximately $81 million.

The new hospital will feature:

- All private patient rooms.
- Twice the critical care capacity, with a family-friendly design.
- Expanded Emergency Services for an estimated annual volume of 60,000 visits.
- Expanded Surgical Services, with larger operating rooms, recovery and pre-op areas.
Though the Joan Glancy Memorial Hospital era is drawing to a close, its legacy of exceptional patient care and staff devotion will continue. We may be replacing the “shell” that has housed that unique Glancy spirit of caring since 1944, but we won’t forsake our roots. The Glancy spirit exists in the hearts of all who have provided care and support in that historic building, and it will thrive in the spacious new facility just a half mile down the road.

**A Legacy of Giving**

Caring and giving donors are important to a community-based hospital. Duluth entrepreneurs, neighbors and friends Billie and Jim Ellis and Henry and Barbara Howard have many things in common, including philanthropy. The Ellises donated $250,000 that will be designated for the chapel in the Joan Glancy Memorial replacement hospital. The Howards’ gift of $250,000 will help furnish the main lobby.

Because of the early support shown by the Ellises, Howards and others, a Legacy Giving Committee was organized to encourage more people to take advantage of the opportunity to “leave their legacy” by supporting this new hospital. Dr. Miles H. Mason, III, serves as chairman. Other committee members include Jim Ellis, Barbara Howard, Tom Martin, Bill McCargo, Bartow Morgan, Bill Russell, Gay Shook, Dr. Jerry Tootle and Kathryn Parsons Willis.
Sunlight streams through the panes of the French doors, splashing rectangles of burnished gold across the polished hardwood floors. Just outside, on the balcony, cheery begonias in a pot dance in the breeze atop a patio table. Your home away from home at a seaside resort or mountain retreat? No, it’s the comfort and serenity of your private, well-appointed postpartum room at Gwinnett Medical Center.

Gwinnett Medical Center’s Women’s Pavilion “experience” is well-known among Gwinnett women. Designed with comfort and privacy in mind, the facility features home-like furnishings and warm décor masterfully blended with the latest medical technology to create an environment that is both high-tech and soothing and relaxing. In a county where 20,000 new residents set up hearth and home every month, word of a hospital like this travels quickly. Here’s what everyone’s talking about:

- Beautifully decorated Labor & Delivery suites feature Jacuzzi tubs as well as the latest technology and equipment.

- All-private postpartum rooms have French doors and private balconies. Family suites are also available.

- A High-Risk Pregnancy Unit provides semi-intensive care and emotional and physical support for moms-to-be who require long-term care during and after pregnancy. Spacious rooms have plenty of storage space, a kitchenette, microwave, refrigerator and even his-and-her computer ports.
The Level III Neonatal Intensive Care Unit is staffed by highly-qualified neonatal physicians and nurses who provide tender care for sick newborns and preemies in a developmentally friendly environment.

The Women’s Pavilion Boutique offers a range of maternity and lactation products, as well as items for women undergoing chemotherapy.

A full range of classes and programs are available, including childbirth preparation, lactation, sibling preparation, car seat safety, and infant and child safety.

Did you Know?
In 2004, the first GHS Nursing Annual Report was published, celebrating our nursing excellence.
Our Specialty Services Give You Home Field Advantage

There will be times when you need specialty care for health conditions that slow you down or keep you sidelined. From Orthopedics and Neurology to Cardiology and Oncology, we have the specialists, equipment and programs that help you stay healthy. And it’s all right here, in your own community.

With so many active people moving to and living in our growing county, our Orthopedics services are getting more and more “exercise.” Whether you’re a side-lined high school track star, a middle-aged weekend warrior or a candidate for a knee replacement, you don’t have to hop, limp or hobble to a hospital in downtown Atlanta to get back in the game. Gwinnett Medical Center has a team of highly-trained orthopedic surgeons, nurses, technicians and rehabilitation specialists who offer the care you need right here, where you can enjoy home field advantage. Our get-healthy-and-fit playbook includes some very effective game plans. Here are just a few:

- The Center for Orthopedics at Gwinnett Medical Center specializes in treatment and rehab for people of all ages. Our Total Joint Program offers state-of-the-art medical and surgical care for joint replacement patients. The Center has a full array of orthopedic surgical services, educational programs for patients and their families, pain management, physical and occupational therapy and early mobility after surgery.
Joint Classes are offered to help patients considering joint replacement feel more confident and comfortable about their surgeries, which often leads to better surgical outcomes.

The Center’s Rehab Gym, where joint-replacement patients can socialize as they work to rebuild strength and flexibility, is an encouraging atmosphere where a little friendly competitiveness goes a long way in promoting recovery and healing.

Did you Know?
GHS joined 70 other hospitals nationwide in the Get with the Guidelines stroke treatment and prevention program.
Online Integrated Ties that Bind

Technology is a wonderful ally in the provision of healthcare services, especially if all your technologies are linked, integrated and on speaking terms. In fiscal year 2004, plans were developed to more effectively use technology to support the delivery of care and to enhance the safety of our patients.

GHS has already put into place a pharmacy system and a medication dispensing robot that provide efficient ordering and filling of patient medications. Soon, wireless networks and bar-coding will allow nurses to scan drugs and patient information at the bedside as a final accuracy check before the drug is given. Projects completed in 2004 also include improvements to the fetal monitoring system and the system at the Center for Sleep Disorders. In addition, the Clinical Laboratory implemented a robotic specimen tracking system and the Joan Glancy Emergency Department was automated. Other major technology projects continue or are in the planning stages. The highlights include:

- A new Hospital Information System.
- A new clinical information system that includes:
  - A new physician online patient data system.
  - A clinical documentation system to allow nurses to review and chart patient information at the bedside.
  - A Computerized Physician Order Entry system to allow physicians to enter orders directly into the computer, reducing legibility problems and errors.
- A new general financial system.
- A new human resources system.

Additional clinical systems are planned, including a new surgery management system and a radiology information system with digitized images that are stored in an integrated Picture Archiving and Communication System, which can be immediately retrieved for review. This will be an enormous improvement over the storage of thousands of films in large storage warehouses!

Did you Know?
In 2004, GHS recognized 79 associates for earning certification or recertification; 235 for perfect attendance; and 128 on their 15, 20, 25, 30, 35 and 40 year anniversaries with our organization.
Ongoing Education, Inside and Out

Technology, technique and trends move forward quickly in the healthcare industry, and that makes continuing education an essential strategy for staying on the cutting edge. We put a high priority on health education for patients and members of our community. Educationally speaking, 2004 was a busy year. Among the staff learning opportunities were:

- A Leadership Academy, offered in partnership with the Healthcare Advisory Board in Washington, D.C., to enhance the skills of GHS leaders to meet the demands and challenges of our industry and our rapidly growing hospital system.

- A Diversity Initiative, led by a Council of “Diversity Champions,” to promote cultural sensitivity and understanding within our organization and in the community at large.

- The chartering of a Toastmasters Club at GMC to help associates be better speakers, presenters and organizers.

- The first Frances Greer Nursing Scholarship, awarded to a long-time LPN who wanted to further her career by earning her RN degree.

And here’s a sampling of this year’s community education efforts:

- GHS partnered with Junior Achievement and Lawrenceville Elementary School to teach students about the free enterprise system. Over 70 GHS staff members volunteered to spend one hour each day for a week in classes doing age-appropriate, hands-on activities with the children. The effort was so successful that Lawrenceville Elementary School won the inaugural Junior Achievement School of the Year award.

- GHS hosted its first annual conference on child abuse and neglect, entitled Child Abuse and Neglect: Yes, It Is Your Problem. Over 80 attendees heard a range of distinguished speakers and participated in an expert panel discussion.

- The Gwinnett Hospital System Foundation hosted its first-ever Women’s Conference, featuring sessions on peri- and post-menopause, appearance issues and health lessons for life.

- The 2004 Gwinnett Community Health Status Report, a comprehensive resource about the health of Gwinnett residents, was published.
Quality Gwinnett Deserves

Continuous improvement and new services are key elements of the GHS corporate culture because our associates take great pride in their work, whether they care for patients or play a supporting role. Every year, our constant quest for excellence produces a list of accreditations, awards and new services. In 2004 . . .

- **Gwinnett Medical Center’s Trauma Center** received Level II Adult Trauma Designation, recognizing strict adherence to criteria set by the American College of Surgeons’ Committee on Trauma.

- **Gwinnett Women’s Pavilion’s Diagnostic Center** won a Center of Excellence Award for its Mammoth Bone Biopsy System.

- **The Cancer Program** earned three-year accreditation from the Commission on Cancer of the American College of Surgeons.

- **Glancy Rehabilitation Center** received the highest level three-year accreditation offered by the Commission on Accreditation of Rehabilitation Facilities (CARF).

The Vascular Lab earned re-accreditation through the Intersocietal Commission for the Accreditation of Vascular Laboratories for Peripheral Venous and Peripheral Arterial Testing.

Our Center for Sleep Disorders received a five-year accreditation from the American Academy of Sleep Medicine.

The Cardiac Wellness Program was re-awarded program certification by the American Association of Cardiovascular and Pulmonary Rehabilitation.

The Chest Pain Center in the GMC Emergency Department opened, offering advanced diagnostic techniques and technology for fast diagnosis and treatment.

A new Dialysis Unit opened on GMC’s first floor in March 2004.

PET/CT technology came to GMC, setting the stage for advanced cancer management by reducing the number of diagnostic tests, providing faster, more complete clinical information and efficient interpretation of test results.

GMC joined the SAINT-II stroke clinical trial to study an investigational drug that may offer a new treatment option for stroke patients.

The new Care-a-Van hit the road, bringing the latest in mobile mammography right to the doorsteps of area businesses, shopping centers, libraries, schools and churches.

Did you Know?
The Cardiac Cath Lab, which opened in the spring of 1988, performed its 20,000th procedure in December 2003.
Gwinnett Health System

Boards of Directors and Corporate Structure

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**Gwinnett Health System, Inc.**

**Board of Directors**

Wayne Sikes
Charles Bannister
Steve Boyd
Jay Desai, MD
Joseph C. Finley, MD
Willard C. Hearin, III, MD
Eric Kreimer
Chung H. Lee, JD

Miles H. Mason, III, MD
David McCleskey
Bartow Morgan
Franklin M. Rinker
Bill Russell
Richard Tucker
Marc Unterman, MD
Kathryn Parsons Willis

---

**Gwinnett Hospital System Foundation**

**Board of Trustees**

Carolyn Hill
Franklin M. Rinker
Bill Russell
Wayne Sikes
Gay Wiley Shook
Bruce R. Still
Kathryn Parsons Willis

---

**Gwinnett Hospital System, Inc.**

**Board of Directors**

Wayne Sikes
Charles Bannister
Chung H. Lee, JD
Miles H. Mason, III, MD
Franklin M. Rinker
Marc Unterman, MD

---

**Gwinnett Managed Care, Inc.**

**Board of Directors**

Jay Desai, MD
Charles Bannister
Franklin M. Rinker
Wayne Sikes
Marc Unterman, MD
Kathryn Parsons Willis

---

**Gwinnett Medical Services, Inc.**

**Board of Directors**

Joseph C. Finley, MD
Chung H. Lee, JD
Franklin M. Rinker
Wayne Sikes
Kathryn Parsons Willis

---

**Gwinnett Medical Properties, Inc.**

**Board of Directors**

David McCleskey
Willard C. Hearin, III, MD
Eric Kreimer
Franklin M. Rinker
Wayne Sikes

---

**Hospital Authority of Gwinnett County**

**Board of Directors**

Wayne Sikes
S. Scott Batterson
Roy Beatty
A. Keith Carnes, MD
J. Leonard Cyphers
Gale Hey, Ph.D.
Edward W. Radford, Ph.D.
Gay Wiley Shook
Bruce R. Still
Dennis T. Still, Esq.
Gwinnett Health System
Executive and Leadership Council

Executive Council
Franklin M. Rinker - President and CEO
J. Thomas Karr, Jr. - Executive Vice President and COO
Thomas Y. McBride, III - Sr. Vice President and CFO
J. Thomas Shepherd - Vice President and CSO
Ed Brown - Vice President and CIO
Tom Mitchell - Vice President, Managed Care
Georgia Brogdon - Vice President, Operations
Lea Bay - Vice President, Operations
Reg Gilbreath, MD - Vice President, System Clinical Services
Steve Nadeau - Vice President, Human Resources
Susan Hunter - Vice President, Chief Nurse Executive
John Riddle - Vice President, Marketing & Development
Janet Schwalbe - Vice President, Physician
& Community Alliances
Scott Orem - Corporate Controller

Leadership Council
Rick Allen - IS Operations
Lea Bay - Vice President, Operations
Georgia Brogdon - Vice President, Operations
Ed Brown - Vice President, Information Services
Ron Corder - Clinical Services
Polly Dorminey - Physician Services
Cathy Dougherty - Revenue Management
Patrick Green - Imaging & Cardiovascular Services
Mike Hemphill - Facilities
Peggy Hotz - Maternal-Child Health
Susan Hunter - Vice President, Chief Nurse Executive
J. Thomas Karr, Jr. - Executive Vice President and COO
Judy Keller - Emergency Services
Steve Nadeau - Vice President, Human Resources
Mary Nash - Surgical Services
Scott Orem - Financial Services
Diana Potts - Post-Acute Services
Janet Schwalbe - Vice President, Physician
& Community Alliances
Wendy Solberg - Quality Resources
Laura Tucker - Specialty Services
Vital Statistics

Total Admissions (excluding newborns)

<table>
<thead>
<tr>
<th>Year</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>20,329</td>
</tr>
<tr>
<td>2001</td>
<td>21,789</td>
</tr>
<tr>
<td>2002</td>
<td>22,976</td>
</tr>
<tr>
<td>2003</td>
<td>23,807</td>
</tr>
<tr>
<td>2004</td>
<td>25,658</td>
</tr>
</tbody>
</table>

Total Deliveries

<table>
<thead>
<tr>
<th>Year</th>
<th>Deliveries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>4,998</td>
</tr>
<tr>
<td>2001</td>
<td>5,354</td>
</tr>
<tr>
<td>2002</td>
<td>5,607</td>
</tr>
<tr>
<td>2003</td>
<td>5,574</td>
</tr>
<tr>
<td>2004</td>
<td>5,792</td>
</tr>
</tbody>
</table>

Total Emergency Visits

<table>
<thead>
<tr>
<th>Year</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>104,958</td>
</tr>
<tr>
<td>2001</td>
<td>109,097</td>
</tr>
<tr>
<td>2002</td>
<td>110,511</td>
</tr>
<tr>
<td>2003</td>
<td>109,186</td>
</tr>
<tr>
<td>2004</td>
<td>111,569</td>
</tr>
</tbody>
</table>

Total Outpatient Visits

<table>
<thead>
<tr>
<th>Year</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>214,561</td>
</tr>
<tr>
<td>2001</td>
<td>228,028</td>
</tr>
<tr>
<td>2002</td>
<td>230,919</td>
</tr>
<tr>
<td>2003</td>
<td>232,322</td>
</tr>
<tr>
<td>2004</td>
<td>243,308</td>
</tr>
</tbody>
</table>

Statistical Profile

Personnel and Facilities

<table>
<thead>
<tr>
<th></th>
<th>6/30/04</th>
<th>6/30/03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total system employees</td>
<td>3,911</td>
<td>3,772</td>
</tr>
<tr>
<td>Active and provisional medical staff</td>
<td>542</td>
<td>484</td>
</tr>
<tr>
<td>Licensed beds</td>
<td>479</td>
<td>479</td>
</tr>
</tbody>
</table>

Patient Care Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>6/30/04</th>
<th>6/30/03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of patients admitted (excluding newborns)</td>
<td>25,658</td>
<td>23,807</td>
</tr>
<tr>
<td>Patient days of service rendered (excluding newborns)</td>
<td>151,629</td>
<td>143,143</td>
</tr>
<tr>
<td>Average daily census (adult only)</td>
<td>388</td>
<td>368</td>
</tr>
<tr>
<td>Occupancy (acute care)</td>
<td>87%</td>
<td>79%</td>
</tr>
<tr>
<td>Average acute length of stay (in days)</td>
<td>4.2</td>
<td>4.1</td>
</tr>
<tr>
<td>Outpatient visits (hospital-based)</td>
<td>243,308</td>
<td>232,322</td>
</tr>
<tr>
<td>Number of births</td>
<td>5,792</td>
<td>5,574</td>
</tr>
<tr>
<td>Inpatient and outpatient surgical cases</td>
<td>26,892</td>
<td>26,082</td>
</tr>
<tr>
<td>Hospital-based emergency department visits</td>
<td>111,569</td>
<td>109,186</td>
</tr>
</tbody>
</table>

Fiscal 2004 System Gross Revenue
(Before Contractual Adjustments)

- Outpatient Revenues $473,333,000
- Other Revenues $12,770,000
- Inpatient Revenues $415,607,000

Fiscal 2004 System Expenses

- Operating Expenses $316,627,000
- Uncollectible Accounts $63,665,000
- Interest & Depreciation $24,922,000
### Balance Sheet

**Assets (in thousands)**

<table>
<thead>
<tr>
<th>Item</th>
<th>Year Ending 6/30/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$163,921</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>88,912</td>
</tr>
<tr>
<td>Property and equipment, net of accumulated depreciation and amortization</td>
<td>142,787</td>
</tr>
<tr>
<td>Other assets</td>
<td>8,043</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$403,663</strong></td>
</tr>
</tbody>
</table>

**Liabilities and net assets (in thousands)**

<table>
<thead>
<tr>
<th>Item</th>
<th>Year Ending 6/30/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$43,393</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>9,029</td>
</tr>
<tr>
<td>Accrued pension cost</td>
<td>11,751</td>
</tr>
<tr>
<td>Long-term debt and lease obligations, less current maturities</td>
<td>159,397</td>
</tr>
<tr>
<td>Financing obligations</td>
<td>22,458</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$246,028</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td>157,635</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$403,663</strong></td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
<td>$121,860</td>
</tr>
<tr>
<td>Excess of revenues, gains and other support over expenses</td>
<td>28,463</td>
</tr>
<tr>
<td>Effective and efficient resource management by the medical and management staffs 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></td>
</tr>
<tr>
<td>Reduction in liability owed to related parties</td>
<td>2,284</td>
</tr>
<tr>
<td>Unfunded pension gain</td>
<td>5,420</td>
</tr>
<tr>
<td>Change in net unrealized gain on investments</td>
<td>(898)</td>
</tr>
<tr>
<td>Transfers to related parties</td>
<td>917</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(318)</td>
</tr>
<tr>
<td>Other</td>
<td>(93)</td>
</tr>
<tr>
<td><strong>Net assets at end of year</strong></td>
<td><strong>$157,635</strong></td>
</tr>
</tbody>
</table>

### Statement of Revenues and Expenses

**Our Revenue (in thousands)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending 6/30/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient revenue</td>
<td>$415,607</td>
</tr>
<tr>
<td>Outpatient revenue</td>
<td>473,333</td>
</tr>
<tr>
<td><strong>Total patient revenue</strong></td>
<td><strong>$888,940</strong></td>
</tr>
<tr>
<td>Deductions for indigent, charity and other contractual allowances including managed care, Medicare and Medicaid</td>
<td>(468,033)</td>
</tr>
<tr>
<td><strong>Net revenue from patient services</strong></td>
<td>$420,907</td>
</tr>
<tr>
<td>Other revenue and investment income</td>
<td>12,770</td>
</tr>
<tr>
<td><strong>Total revenues, gains and other support</strong></td>
<td><strong>$433,677</strong></td>
</tr>
</tbody>
</table>

**Our expenses (in thousands)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending 6/30/04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses such as salaries, benefits, professional fees and supplies</td>
<td>$316,627</td>
</tr>
<tr>
<td>Financial costs, primarily interest and depreciation</td>
<td>24,922</td>
</tr>
<tr>
<td>Provision for uncollectible accounts</td>
<td>63,665</td>
</tr>
<tr>
<td><strong>Total expenses for the year</strong></td>
<td><strong>$405,214</strong></td>
</tr>
</tbody>
</table>

**Net Results**

**Excess of revenues, gains and other support over expenses**

28,463

Effective and efficient resource management by the medical and management staffs 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.
GWINNETT HOSPITAL SYSTEM MEDICAL STAFF

Allergy and Immunology
Robert M. Cohen, MD
Mark D. Livezey, MD
Kathleen A. Sheerin, MD
Jon E. Stahlman, MD
John A. Zora, MD

Anatomic and Clinical Pathology
Richard G. Delgado, MD
Paul S. Fekete, MD
Althea H. McPhail, MD
Alice B. Schultz, MD
Robert J. Siegel, MD

Anesthesiology
M. Daud Azizi, MD
Jerome L. Bronikowski, MD
A. Keith Carnes, MD
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Our own Andrew T. Doris, MD, is a regular participant in triathlons — where you swim 1500 meters, immediately cycle 40 kilometers and then run 10 kilometers — setting a good fitness example for his patients.
The Gwinnett Hospital System Auxiliary and Joan Glancy Memorial Hospital Volunteers donate hours of skill, energy and service to our organization and also provide significant gifts. Throughout the year, funds are raised from profits from the gift shops and special sales, then returned to the hospital to enhance patient care.

In fiscal year 2004, the GHS Auxiliary contributed $199,708 for equipment and supplies, including a $50,000 pledge to the Foundation’s TIME MATTERS campaign. Gifts presented to departments that requested help included funds to purchase blanket warming units for the ICU, bears for pediatric surgery patients and a hand therapy treatment table for Sports Medicine & Rehab.

The Joan Glancy Memorial Hospital Volunteers donated $14,057 to their hospital for needed medical equipment.

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The Gwinnett Hospital System Foundation is a private, not-for-profit corporation that supports Gwinnett Hospital System in fulfilling its mission — providing quality health services to our community. Specifically, the GHS Foundation supports one of Gwinnett Hospital 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 and the Development Board develops and coordinates all fundraising strategies. The Development Council, made up of all active volunteers, implements our fundraising activities.

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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.

Latest Campaign Developments

The Women’s Pavilion Boutique
Completed in September 2003, this boutique offers a wide variety of breast cancer support products, including post-mastectomy garments and wigs, as well as a certified fitter. This is the first boutique in Gwinnett County for breast cancer patients.

Care-a-Van Mobile Mammography Unit
Our new Care-a-Van Mobile Mammography Unit was delivered in March 2004. The Care-a-Van brings screening mammograms right to the doors of businesses, churches and organizations in our community.

Computer-Aided Detection (CAD)
The incorporation of computer-aided detection (CAD) technology in mammography was completed during the summer of 2004. CAD is a software program that actually “reads” the mammogram and points out areas that are hard to find or may be overlooked by the human eye. If CAD detects any breast abnormalities on the mammogram film, it marks them. The radiologist can then review the mammogram film to determine whether the marked areas are suspicious and require further examination.

Digital Mammography Campaign
Bringing state-of-the-art technology to the women of Gwinnett
Last year, over $560,000 was raised for the Digital Mammography Project. Digital mammography is revolutionizing breast care by delivering extremely clear, detailed images that enable significant reductions in call-back rates, image retakes and exam times. Digital mammography allows physicians to electronically see and adjust images with the ability to zoom in, magnify and concentrate on different parts of the breast tissue. The first mammography center that will be upgraded to digital mammography (at a cost of $1,000,000) is the Marion Allison Webb Center for Screening Mammography, located on the Gwinnett Medical Center Campus.

“It is my personal goal that the women of Gwinnett County have the newest and best technology available for breast cancer detection. Digital mammography is a state-of-the-art system that will be extremely beneficial to the women in our community.”

-Carolyn Hill, Chair
TIME MATTERS Campaign

Participating in the ribbon-cutting ceremony on April 28, 2004, were (l-r) Maureen O’Rourke, Auxiliary Board Member; Gay Shook, GHS Foundation Trustee; Marion Allison Webb, Honorary Chair of the TIME MATTERS Campaign; Bruce Still, Foundation Trustee; Carolyn Hill, President, GHS Foundation; Franklin M. Rinker, GHS President & CEO; Vangie Dennis, Chair, STARS Associate Giving Program; Del Podsiadlo, Auxiliary Board Member; Lynn Roberts and Sheila Stevens, Valley for a Cure; Sue Woodall, Care-a-Van Supervisor; and Dr. Kimberly Hutcherson, Radiologist, GHS.
**GHS Foundation Donors**

**The Keystone Society**

“Caring people caring for people”

The Keystone Society was established to honor the philanthropic spirit of those who have made a personal pledge of $10,000 to help promote healthcare excellence in Gwinnett. Keystone Society members who make a one-time pledge or gift of $100,000 or more are recognized in Keystone Leadership.

**Keystone Leadership**

Jim & Billie Ellis ^
Henry & Barbara Howard ^
Scott & Jacqueline Hudgens
Marion Allison Webb

**Keystone Society**

Dave & Cindy Ames
Margaret Parsons Andrews
Madelyn C. Baker
Charles & Glenda Bannister
Howard & Lora Breda
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Marion Allison Webb
& Gertrude S. Allison†
Kathryn Parsons Willis*

† In Memoriam
* Indicates cumulative level of $25,000 or more
^ Recognized on page 4

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Keystone Society members Clyde & Sandra Strickland have been strong supporters of the GHS Foundation’s TIME MATTERS Campaign.

Far right - Gay Shook, Chair, Special Gifts Committee and Franklin M. Rinker, President & CEO, GHS, recognize new members of the Keystone Society at a dinner held in September 2003. (Front row, l-r) Shelly and Dr. Gregory Mauldin, Drs. Rekha and Jay Desai, (top left) Howard and Lora Breda, (top center) Judge Chung and Sandra Lee and (top right) Spencer Snedécor.

Franklin M. Rinker, President & CEO, GHS (far left) and John Riddle, Vice President, Marketing & Development, GHS (far right), thank new Keystone Society members Dave and Cindy Ames for their contribution to provide video entertainment for children in waiting areas throughout the replacement hospital for Joan Glancy Memorial Hospital.
Opportunities for Support

The Gwinnett Hospital System Foundation exists today because of the generosity and philanthropy of our community. Our donors help us build a solid framework to assure that the healthcare needs of our community are met. These various giving societies were established to recognize those donors.

Giving Clubs

**Vousoir Society ($2,500 - $9,999)**
Anthea Andrade
Helen Atwood
Russell & Dr. Susan Pearson
Blank
John Cummings
Clinton M. & Lori Day
Simon & Veronica Deli
Polly Dorminey
Martha Fannin
Dr. Steven A. & Margaret Freedman
James Friedlander
Dr. Reg Gilbreath
Marie Griffin
Reagan & Paige W. Havens
Kathryn Johnston
Keith & Mary Lawder
Dr. David Lenz & Dr. Hisa Yamaguchi
Mack & Charlotte Meeks
Thomas Mitchell
Dr. Claud & Elaine Morgan
Mrs. Raymond Nash
Rich Panyik
Dr. Stephen G. Quill &
Dr. Carole J. Hickman
Donna Stoudenmire
Tara Traylor
Danita Turner
Mr. Ernest L. Whitefield, Jr.
Anthony & Terra Winter

**Gold Level ($500 - $999)**
J.W. & Sara Benefield
Byron & Janice Bullock
Myron & Theresa Bullock
Dr. Bradley & Laura Lord

**Silver Level ($250 - $499)**
Brian G. Booth
Robert & Donice Bowman
Dr. Keith & Patricia Buchanan
Robert & Grace Cain
Ruth Ann Chapin
Donald B. Daves
Jef & Kathy Fincher
Alan & Dale Golden
Al Hombroek
The Honorable Dawson & Marsha Jackson
Dave & Tara Josephson
Richard & Barbara Krajec
Mark Limmer
Felix & Carole Martin
James H. & Shelby Maughon
Lee & Laura Mitchell
Robert & Mary Naugle
Ken & Donna Odum
Donny & Sandra Phillips
David & Vicki Still
Paul & Janina Van Leeuwen

**Bronze Level ($100 - $249)**
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Ann Antoci
Dr. David & Eva Arkin
Charles & Trellis Arnold
Roy & Carolyn Beaty
Drs. Sunil & Adriana Bhole
Tracey Mason Blasi
Lynn Bowman
Marilyn Bowman
Jimmy & Malinda Brannan
Jack & Peggy Britt
Jerry & Patricia Brown
Charles & Carol Bullock
Timothy & Mary B. Byerly
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Geraldine Cates
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Travis & Traci Roland
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Wayne & Laura Slaughter
Don & Shirley Smith
John D. & Beverly Stephens
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George & Lynn Thorndyke
Dr. Michael & Margaret Tim
Lisa Tully
Mark & Diann Tyrrell
Wayne & Kathy Vashaw
Jean White
Juliana Williams
Vicky Wilson
Bob Wood

**Business Drive**

**Platinum Level ($1,000 - $2,499)**
First Bank of the South

**Silver Level ($250 - $499)**
Allstaff/Professional Personnel
Bank of North Georgia
Brownlee’s Furniture
CNA Foundation
J.R. Dorough Construction Company
Narcissus Women’s Club
R&S Floor Covering, Inc.

**Bronze Level ($100 - $249)**
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Alpha Delta Kappa Beta Sigma
Buford Lanier Women’s Club
Cinderella’s Closet
Columbia Engineering & Service, Inc.
E2E Resources, Inc.
First Security National Bank
Gwinnett County Hockey Partitions, Inc.
Premier Food Services, Inc.
SKH Enterprises
Solid Ground Resources, Inc.
**STARS Associate Giving Program**

STARS (Standing Together Associates Reach Success) is a voluntary giving program created by the employees of Gwinnett Health System to fund projects that benefit our patients, their families and our community. There are currently 1,500 associates who give to the STARS program through payroll deduction, representing every department of the Health System. Donations received through the program represent a significant part of all money raised by the GHS Foundation each year.

Currently, proceeds from the STARS program benefit the TIME MATTERS in the fight against Breast Cancer campaign and the Associate Benevolence Fund. The Benevolence Fund helps associates in the event of a sudden or chronic illness of the associate, spouse or child; death of a close family member; an accident or catastrophic loss; or job loss due to illness, injury or unforeseen circumstances.

**Corporate Builders Club**

Support from corporations, businesses, foundations and civic organizations are a vital part of the fundraising efforts of the GHS Foundation. A corporate donation to the Foundation is really an investment in helping to ensure that our community’s Hospital System maintains its status as the leading healthcare provider in our area.

American Cancer Society  
Atlantic States Bank  
BB&T  
“Brighter Smiles for Brighter Futures”  
Buford Community Thrift Shop  
Causey & Associates  
Coca-Cola Bottling Company  
David, Helen & Marian Woodward Fund  
DCT Systems Group  
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Georgia Power Company  
R.J. Griffin & Company  
Gwinnett Anesthesia Services  
Gwinnett Community Bank, PC  
Gwinnett Community Foundation  
Gwinnett Daily Post  
Gwinnett Emergency Specialists, PC  
Gwinnett Hospital System Auxiliary  
Gwinnett Neonatology, PC  
Kroger  
Joan Glancy Memorial Hospital Volunteers  
Lawrenceville Woman’s Club  
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Perkins & Will, Inc.  
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SunTrust Bank Atlanta Foundation and the English, Marshall and Rich Memorial Funds  
Susan G. Komen Breast Cancer Fund  
Suzanna’s Kitchen, Inc.  
Tara Materials, Inc.  
Harry Varnadoe Grading & Piping  
“Volley for a Cure”  
Wachovia Bank & Mary Allen Lindsay Branan Foundation

![Coca-Cola Bottling Company joins Corporate Builders Club.](image1)  
((l-r) Steve Wood and Robin Hite, Coca-Cola Representatives; Cynthia Chandler, Director of Development, GHS Foundation; and John Riddle, Vice President, GHS.  
![Primerica’s Citigroup Foundation awarded a $4,000 grant to the Care-a-Van.](image2)  
((l-r) Cynthia Chandler, Director of Development, GHS Foundation; Barbara King, Executive Vice President, Primerica; and Paige Havens, GHS Foundation volunteer.  
![The Kids’ Clinic, a GHS clinic for uninsured and underinsured children in our area, was presented with a $30,000 grant from the McKesson Foundation.](image3)
Community, civic and volunteer organizations contribute to TIME MATTERS Campaign

The GHS Foundation received support from various community organizations during the past year. These organizations not only contributed financially to the TIME MATTERS campaign, but also helped to create awareness within the community about the campaign.

Gwinnet Hospital System Auxiliary
In addition to their annual Ball donation each year, the GHS Auxiliary has pledged $150,000 to the TIME MATTERS campaign. Cynthia Chandler, GHS Foundation Director of Development, and John Riddle, GHS Vice President, accepted the second installment in the amount of $50,000 from Maureen O’Rourke, Auxiliary President and Ann Bracey, Director of Volunteer Services.

Volley for a Cure
Volley for a Cure committee members presented a check to GHS Foundation representatives in May 2004. In attendance were (l-r) John Riddle, GHS Vice President; Sheila Stevens and Lynn Roberts, co-chairs at TPC Sugarloaf; Carolyn Hill, President, GHS Foundation; Robin Johnson and Debbie Groff, co-chairs at Summit Chase and Cynthia Chandler, Director of Development, GHS Foundation. Sheila Stevens, founder of Volley for a Cure said, “This event is about neighborhoods banding together to make a difference in their community — by combining our time, efforts and resources we can make an even bigger difference.” This statement proved true as the three neighborhoods collectively raised $125,000 in 2004 for the digital mammography project of the TIME MATTERS campaign.

Brighter Smiles for Brighter Futures
Over 50 metro Atlanta dental offices joined forces with Dr. Bruce E. Carter and his staff, collectively raising over $113,000 by exchanging professional home bleaching services for a $200 donation to the TIME MATTERS campaign. GHS Foundation representatives Cynthia Chandler, Director of Development (far left) and Ginger Powell, Development Coordinator (far right) accept a $113,000 check from a few of the dentists who participated in the Brighter Smiles for Brighter Futures fundraiser, including (middle, l-r) Dr. Eddie Pafford, Dr. Susan Anderson, Dr. Harry McCool, Dr. David Anderson, Dr. Carey Norton and Dr. Bruce E. Carter. “We decided to raise money for the TIME MATTERS campaign this year because many of our friends have been diagnosed with breast cancer in the past year and we wanted to do something locally to help,” said Dr. Bruce E. Carter.
12th Annual Ball and Silent Auction

The 12th Annual Ball & Silent Auction, Southern Summer Nights, held on May 8, 2004, was a tremendous success! A crowd of over 430 friends and patrons attended the fundraising gala, held at the Atlanta Marriott Gwinnett Place to support the TIME MATTERS in the fight against Breast Cancer campaign. This was another record-breaking year for the Ball, with proceeds totaling $235,000 to be used to upgrade Gwinnett Hospital System’s current mammography machines with the latest digital mammography technology for the detection of breast cancer.

A special thanks to Siemens Medical Solutions, Presenting Sponsor, for their generosity!

A special thanks to the 2004 Ball Committee, especially Steering Committee members: (l-r) Carolyn Hill, President, GHS Foundation; Ann Still, Silent Auction Decorating Chair; Wendy Wellborn, 2004 Ball Chair; Brenda McBride, Sponsorship Co-Chair; Kathryn Parsons Willis, Silent Auction Chair; Gay Brulé, Past Ball Chair and Alan Golden, Sponsorship Co-Chair (not pictured).

Siemens Medical Solutions representative Les Friend (right) is recognized by Franklin M. Rinker, GHS President & CEO and Wendy Wellborn, Ball Chair.

Charles Bannister and J.D. Caswell take a break from bidding in the Silent Auction.

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Weinberg, Wheeler, Hudgins, Gunn & Dial, LLC
Kathryn Parsons Willis
6th Annual Dr. Miles H. Mason, Jr. Memorial Golf Tournament

Fifty-six teams “teed it up” for the sixth annual Dr. Miles H. Mason, Jr. Memorial Golf Tournament that was held on Thursday, October 2, 2003, at Chateau Elan Golf Club. The $55,000 raised from the tournament was directed through the Foundation to help build the replacement hospital for Joan Glancy Memorial Hospital in Duluth.

Franklin M. Rinker, GHS President & CEO (left) and Anthony Landis, DO, Golf Tournament Chair (right) present a plaque to Brenda Franz, BellSouth representative, for supporting the tournament as a Gold Sponsor.

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BellSouth

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Wachovia Bank
Weinberg, Wheeler, Hudgins, Gunn & Dial
William Early Cochran, Jr., Memorial Team

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Road Race Benefits TIME MATTERS Campaign

The Duluth Fall Festival 5K Road Race was held in September 2003 in conjunction with the Duluth Fall Festival at Taylor Memorial Park in downtown Duluth. Over $4,700 was raised to benefit the TIME MATTERS in the fight against Breast Cancer campaign and the Duluth Fall Festival.

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29
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