Woodruff Health Sciences Center at a Glance | 2010
A Message from the Executive Vice President

The vision of the Woodruff Health Sciences Center (WHSC) is transforming health and healing ... together. With help from our partners and collaborators (see page 13) and with support from our trustees, donors, and friends, we are working to pioneer new ways to prevent and treat disease, prepare the next generation to save and improve lives, and provide the highest-quality clinical care possible. Following are examples of accomplishments over the past year:

- To date, the WHSC has received more than $54 million in funding from the 2009 American Recovery and Reinvestment Act, supporting research in areas ranging from cancer and heart disease to vaccines and gene regulation. Total research funding to the WHSC in fiscal year 2009 was $446.5 million.

- The nursing school recruited a new dean last year and received its largest research grant ever, $8.1 million from the Gates Foundation to improve maternal and newborn survival rates in rural Ethiopia.

- The Rollins School of Public Health had record enrollment last fall, and its new building, scheduled to open in May, will double its current space.

- The medical school had its largest enrollment in history and ranked 15th among all medical schools in research support received from the NIH.

- Scientists at Yerkes National Primate Research Center developed the first transgenic prairie voles to understand the genetics of pair bonding and associated social behaviors.

- Emory physicians provided $48.9 million in charity care in Emory facilities in addition to $23.1 million in uncompensated care at Grady Hospital. Emory Healthcare, the WHSC’s clinical enterprise, invested almost $70 million in our teaching and research missions last year.

These and other accomplishments throughout this book illustrate just some of the many ways that we are working to realize our vision together.

Fred Sanfilippo, MD, PhD
Executive Vice President for Health Affairs
CEO, Woodruff Health Sciences Center
Chairman, Emory Healthcare
Overview
Named for the legendary leader of the Coca-Cola Company, Emory University’s Robert W. Woodruff Health Sciences Center (WHSC) is an academic health sciences and service center focused on missions of teaching, research, health care, and public service. Its components include schools of medicine, nursing, and public health; a primate research center; Winship Cancer Institute; and Emory Healthcare, the largest, most comprehensive health system in Georgia.

Many WHSC facilities are located on Emory’s main campus, 6 miles east of downtown Atlanta (see map on page 16). Midtown campus is the site of Emory University Hospital Midtown and outpatient clinic facilities. Clairmont campus is the site of residential facilities for patients’ families.

In addition to the WHSC, Emory University includes Emory College, Oxford College, Laney Graduate School, Goizueta Business School, Emory Law School, and Candler School of Theology. Emory’s students, including the WHSC, total 12,930, and faculty total 3,777. Employees, including faculty, total 23,408 (as of Sept. 1, 2009). At $4.3 billion (as of fiscal year 2009), Emory’s endowment ranks 15th among U.S. universities.

Components
The Woodruff Health Sciences Center includes Emory University School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, Yerkes National Primate Research Center, Winship Cancer Institute, and Emory Healthcare. Emory Healthcare includes Emory University Hospital, Emory University Hospital Midtown, Emory University Orthopaedics & Spine Hospital, The Emory Clinic, Emory-Children’s Center, Wesley Woods Center, the jointly owned Emory-Adventist Hospital, and EHCA, which includes two joint venture hospitals with Hospital Corporation of America: Emory Eastside Medical Center and Emory Johns Creek Hospital. See also page 13 for a list of partners and affiliates.

Emory University School of Medicine (founded 1854)
Thomas Lawley, MD, Dean
Emory University School of Medicine is ranked among the nation’s finest institutions for education, biomedical research, and patient care, with 2,233 full- and part-time faculty and 999 volunteer faculty.

The school had 42 applications in 2009 for each of its first-year positions, and its students perform extremely well compared with their peers at other schools. In 2009 for example, the pass rate for first-time takers of part 1 of the National Board Exam was 98%. On graduation, almost half of the school’s students pursue residencies in primary care.

The school has 517 students and trains 1,117 residents and fellows in 85 accredited programs. The school has 73 MD/PhD students in one of the 40 Medical Scientist Training Programs sponsored by the NIH and trains 531 postdoctoral fellows. Some of the MD/PhD students are in a joint program with Georgia Institute of Technology, with which the medical school shares a biomedical engineering department ranked second in the country in 2009 by U.S. News & World Report. The medical school has 14 MD/MPH, two MD/MBA, and three MD/MSCR (master’s in clinical research) students. More than 245 medical faculty also train predoctoral bioscience researchers in one or more of the eight programs of the university’s Graduate Division of Biological and Biomedical Sciences.

Comprehensive Figures
The Woodruff Health Sciences Center’s annual operating expenditures total $2.5 billion (economic impact of approximately $5.7 billion), and its patient care component, Emory Healthcare, provided $48.9 million in charity care in fiscal year 2009. Research funding for FY 2009 was $446.5 million. Faculty: 2,511, plus 1,557 adjunct faculty and collaborative scientists. Students and medical residents: 4,709, including 446 students in the Graduate Division of Biological and Biomedical Sciences and 728 postdoctoral fellows. Staff employees, including Emory Healthcare: 15,167. Total employees, including faculty: 17,678. Including joint ventures, the WHSC has 1,739 hospital beds, 51,708 annual hospital admissions, 581 nursing home admissions, and 2.6 million annual outpatient/other patient services. Physicians in Emory Healthcare and affiliate hospitals are responsible for 4.4 million patient services a year.
Faculty in five allied health programs train 447 students. These include a physician assistant program ranked third in the nation by *U.S. News & World Report* and a physical therapy program ranked 11th.

Medical school faculty received $383.5 million in sponsored research in fiscal year 2009, including funds received by medical faculty at Yerkes National Primate Research Center, Atlanta VA Medical Center, Winship Cancer Institute, and Emory’s Center for Comprehensive Informatics. Ranked 15th nationally in NIH dollars received, the school is one of the fastest-growing recipients of NIH awards in the country.

Physician faculty in Emory’s own hospitals, affiliate teaching hospitals, and outpatient venues are responsible for 3.8 million patient services annually.

The school has 13,980 alumni (5,345 medical school and 8,635 residency and fellowship alumni). One of every four physicians in Georgia was trained at Emory.

In addition to the school’s regular education programs, 8,319 physicians and other health care professionals came to Emory last year to participate in continuing medical education.

**Nell Hodgson Woodruff School of Nursing (founded 1905)**

*Linda McCauley, PhD, FAAN, RN, Dean*

The Nell Hodgson Woodruff School of Nursing has 210 bachelor’s, 163 master’s, and 16 doctoral students. Bachelor’s degree graduates go on to become national and international leaders in patient care, public health, government, and education. Master’s degree graduates are qualified to seek certification as nurse practitioners, nurse midwives, and/or clinical nurse specialists. The PhD program focuses on clinical research, with emphasis on health policy, health outcomes, and ethics.

The school offers a dual-degree undergraduate program with several colleges and a dual-degree master’s program with the Rollins School of Public Health. Beginning in summer 2010, the school will offer an accelerated BSN/MSN program for students with degrees in other fields who want to serve the community as advanced practice nurses.

In fiscal year 2009, the school received $2.4 million in research funding. *U.S. News & World Report* ranked the school’s graduate programs 26th overall and its nurse midwifery graduate program eighth in the nation. Major programs within the school include the Fuld Fellowship, targeting second-career students with interest in serving vulnerable populations; the Lillian Carter Center for International Nursing; and the Center for Research on Maternal and Newborn Survival.

The nursing school has 58 faculty, and students can learn from adjunct faculty at some 300 clinical sites. Learning sites include an alternative spring break in three countries and a multiuniversity, multidisciplinary collaborative summer program with Georgia migrant farmworkers. The school has 6,300 alumni.

**Rollins School of Public Health (founded 1990)**

*James Curran, MD, MPH, Dean*

The Rollins School of Public Health has 866 master’s degree students and 104 PhD students who choose from degree options in behavioral sciences and health education, biostatistics, epidemiology, environmental and occupational health, health policy and management, and global health.

A leader in interdisciplinary studies, the school offers dual-degree programs with medicine, nursing, health professions, business, and law. Master’s degrees also are available with a concentration in clinical research. The Career MPH is a distance-learning program for mid-career professionals who wish to pursue a degree while employed.

In fiscal year 2009, the school received $60 million in research funding, supporting efforts in cancer epidemiology, nutrition, environmental and occupational health, HIV/AIDS education and prevention, addictive behaviors, youth violence, antibiotic resistance, diabetes and obesity, and allocation of health resources.

Many of the 165 regular and 404 adjunct faculty members in six academic departments are linked by appointments, shared programs, or research grants with the CDC, Carter Center, American Cancer Society, CARE, Arthritis Foundation, Task Force for Global Health, and state and local public health agencies. Through these partnerships and in its role as a center for international health research and training, the school helps make Atlanta the public health capital of the world. The school is ranked seventh among peer institutions by *U.S. News & World Report*. It has 4,936 alumni.
Yerkes National Primate Research Center (founded 1930)
Stuart Zola, PhD, Director
One of eight national primate research centers funded by the NIH, Yerkes National Primate Research Center provides leadership, training, and resources to foster scientific collaboration and discoveries. Supported by $57 million in funding, Yerkes’ research program includes 161 research awards. Studies involve 3,300 nonhuman primates. Approximately 1,300 of the animals are at the main center on the Emory campus, and another 2,000 are at a 117-acre facility in Lawrenceville, Ga. The center also has 13,000 rodents in its research vivariums.

Yerkes has 365 staff members, 52 faculty scientists, 150 graduate and undergraduate students participating in research programs, and 62 postdoctoral fellows.

Yerkes is making landmark discoveries in microbiology and immunology, neuroscience, psychobiology, and sensory-motor systems.

Other research focuses on vaccine development, progressive illnesses such as Alzheimer’s, memory, drug addiction, vision disorders, evolutionary links between biology and behavior, and interpretation of brain activity through imaging. Yerkes is the only U.S. primate center to have on-site MRI, PET, and cyclotron facilities.

Collaboration is key to Yerkes research. At the Living Links Center, scientists collaborate to study the animal roots of human social behaviors, such as cooperation, affiliation, and reconciliation. Yerkes researchers, who also are members of the Center for Behavioral Neuroscience (CBN), collaborate with scientists from the CBN’s consortium of eight Atlanta-based institutions in research and education.

Winship Cancer Institute of Emory University (founded 1937)
Walter Curran, MD, Executive Director
The only National Cancer Institute–designated cancer center in Georgia, Winship Cancer Institute has 235 faculty involved in clinical services, scientific and epidemiologic research, outreach, and education. Winship provides care in its 275,000-sq-ft outpatient facility on the Emory campus and at Emory University Hospital, EUH Midtown, Grady Memorial Hospital, and the Atlanta VA Medical Center. In addition to using conventional therapies, Winship facilitates prevention, treatment, and survivorship through support groups and integrated complementary therapies. Winship currently has approximately 200 clinical trials.

Emory Healthcare (founded 1997)
John Fox, President and CEO
Fred Sanfilippo, MD, PhD, Chairman, EHC Board
Emory Healthcare, the largest, most comprehensive health system in Georgia (see pages 8-9), includes Emory University Hospital (EUH), EUH Midtown, Emory University Orthopaedics & Spine Hospital, The Emory Clinic, Emory-Children’s Center, Wesley Woods Center, the jointly owned Emory-Adventist Hospital, and EHCA, a limited liability company created with Hospital Corporation of America. EHCA includes two joint venture hospitals: Emory Eastside Medical Center and Emory Johns Creek Hospital.

Emory Healthcare has $1.7 billion in net revenue and provides $48.9 million in charity care annually. It has 10,294 employees and 1,310 hospital beds (1,739 counting joint ventures). Annual inpatient admissions total 51,708, and annual outpatient services, 2.6 million.

Emory Specialty Associates, a component of Emory Healthcare, is an outreach physician practice organization that includes divisions of primary care, cardiology, anesthesiology, pathology, and emergency medicine. Its largest member is Emory Clark-Holder Clinic, a multispecialty group serving LaGrange, Ga., and its newest addition is a primary care practice in Stockbridge.

In conjunction with Air Methods Corporation, Emory provides medical oversight for five Emory Flight helicopters that cover Georgia and surrounding states. The helicopters are on 24-hour standby to lift critically ill patients to the closest appropriate hospital.

Emory University Hospital (founded 1905)
Robert Bachman, COO
A 579-bed adult, tertiary care facility, Emory University Hospital is staffed by 1,129 Emory School of Medicine faculty and 37 community physicians. It includes a 20-bed psychiatric facility, 93 ICU beds, a 56-bed rehab center, and a nine-bed clinical research center sup-
EMORY HEALTHCARE

- **Emory Hospitals and Long-term Care**
  1. Emory University Hospital
  2. Emory University Hospital Midtown
  3. Wesley Woods Center (geriatric/chronic care, includes Wesley Woods Hospital and Budd Terrace Nursing Home)
  4. Emory University Orthopaedics & Spine Hospital

- **Joint Venture Hospitals**
  5. Emory-Adventist Hospital
  6. Emory Eastside Medical Center (EHCA)
  7. Emory Johns Creek Hospital (EHCA)

- **Emory-Children’s Center**
  8. Pediatric Clinic

- **The Emory Clinic**
  9. The Emory Clinic (Buildings A&B, Winship Cancer Institute, and 1525 Building)
  10. Wesley Woods (geriatric)
  11. Emory Orthopaedics & Spine Center (Exec. Park)
  12. Emory Midtown (12 specialties)
  13. Decatur (heart & vascular, primary care)
  14. Perimeter (heart & vascular, primary care)
  15. Smyrna (heart & vascular, primary care)
  16. Flat Shoals Parkway (primary care)
  17. Sugarloaf (heart & vascular, primary care)
  18. Dunwoody (primary care)
  19. Emory Eastside (heart & vascular)
  20. Emory Johns Creek (heart & vascular)
  21. Wellstar-Kennestone (heart & vascular, neurosurgery)
  22. Rockdale (heart & vascular)
  23. Hillandale (heart & vascular)
  24. DeKalb Medical Center (heart & vascular)
  25. Emory at Eagles Landing in Stockbridge (primary care)
  26. Cartersville (heart & vascular)
  27. Cumming (heart & vascular)
  28. Villa Rica (heart & vascular)

For a complete list of heart & vascular centers, see http://www.emoryhealthcare.org/heart-center-atlanta/locations/index.html.
ported by the NIH. Patients in 2009: 23,419 admissions and 90,099 outpatient services. Employees: 3,812. The hospital is long known for cardiology, cardiac surgery, orthopaedics, oncology, and neurology/neurosurgery. It is home to the Emory Center for Critical Care and is one of the region’s most comprehensive transplant centers. It was named in 11 of 16 specialties ranked by U.S. News & World Report in 2009. For the 12th year in a row, members of the Atlanta community named the hospital as the Consumer’s Choice Award winner.

**Emory University Hospital Midtown (founded 1908)**  
*Dane Peterson, COO*

Emory University Hospital Midtown, formerly known as Emory Crawford Long Hospital, is a 511-bed tertiary care facility staffed by 1,006 Emory medical faculty and 510 community physicians. Medical services include 56 intensive care beds, a level III neonatal intensive care unit, and four hyperbaric oxygen units. Patients in 2009: 22,666 admissions and 166,996 outpatient services. Employees: 2,779. The hospital’s case-mix index (a measure of complexity of illness treated) is higher than that of most community hospitals. It is well known for services in cardiology, cardiac surgery, gastroenterology, neurosurgery, cancer, and emergency medicine. Women’s services include prenatal and postnatal education, bone density testing, mammography, and obstetrics, with a specialization in high-risk pregnancy.

**Emory University Orthopaedics & Spine Hospital (founded 2007)**  
*Robert Bachman, COO; June Connor, Administrator*

An extension of Emory University Hospital’s acute care services, Emory University Orthopaedics & Spine Hospital is located 7 miles east of the university campus. It has 120 licensed beds and six operating rooms. It provides medical and surgical care for orthopaedic and spine patients as well as general acute care for patients with nonsurgical needs. Staff employees: 203.

**The Emory Clinic (founded 1953)**  
*Wright Caughman, MD, Director  
Donald Brunn, COO*

The largest, most comprehensive group practice in Georgia, The Emory Clinic has more than 1,500 physicians, nurse clinicians, physician assistants, and other providers and more than 30 locations in Atlanta and throughout the state. Employees: 2,336. Patient services in 2009: 2,074,095. Clinic facilities on the Emory University campus include multispecialty and primary care sites, Winship Cancer Institute, and geriatric outpatient care at Wesley Woods. Clinic physicians practice at numerous sites throughout metro Atlanta (see map on pages 8-9): Emory Midtown (12 specialties), Executive Park (orthopaedics), Decatur, DeKalb Medical Center, Dunwoody, Emory Eastside, Emory Johns Creek, Flat Shoals Parkway, Hillandale, Perimeter, Rockdale, Smyrna, Sugarloaf, WellStar Kennestone, Cumming, Cartersville, Stockbridge, and Villa Rica. In addition to those in metro Atlanta, the clinic has heart and vascular sites throughout the state. The clinic also manages Emory Specialty Associates, an outreach physician group practice organization that includes Emory Clark-Holder Clinic, serving LaGrange, Ga.

**Emory-Children’s Center (founded 1997)**  
*Barbara Stoll, MD, CEO*

The largest pediatric multispecialty group practice in Georgia, the Emory-Children’s Center (ECC) is a joint venture between Emory and Children’s Healthcare of Atlanta. It comprises 120 Emory physician faculty involved in pediatric clinical services, teaching, research, and child advocacy. In addition to Children’s Healthcare of Atlanta (at Egleston and at Scottish Rite hospitals), ECC provides specialty pediatric care at Emory University Hospital Midtown and at pediatric clinics on Emory’s campus and throughout the state. Patient services in 2009: 180,164 (inpatient), and 49,665 (outpatient). Staff employees: 120.

**Wesley Woods Center (founded 1954)**  
*Albert Blackwelder, COO*

This geriatric center includes Wesley Woods Hospital (founded 1987), a 100-bed geriatric specialty facility. Founded by the United Methodist Church and Emory University, Wesley Woods Center serves more than 30,000 elderly and chronically ill patients each year. In addition to the hospital and a 25-bed inpatient hospice service, Wesley Woods has an outpatient primary care clinic, a 250-bed skilled nursing care facility (Budd
Terrace), and a 201-unit residential retirement facility (Wesley Woods Towers), with one floor of 18 units dedicated to personal care. Patients in 2009: 2,123 admissions and 12,221 outpatient services. Employees: 640 (Wesley Woods Center) and 277 (Wesley Woods Senior Living residential retirement facilities, for which Emory Healthcare has management responsibilities). Wesley Woods is well known for its programs in depression, sleep disorders, rehabilitation, and Alzheimer’s, Parkinson’s, and Huntington’s disease.

Emory Healthcare Joint Ventures

EHCA, LLC (founded 1999)
Lawrence Kloess, Chairman of the Board
EHCA is a limited liability company overseen by a board jointly governed by Emory Healthcare and Hospital Corporation of America (HCA). Through this and another parent company, EHCA Johns Creek Holdings, Emory is responsible for clinical performance and HCA manages day-to-day operations in the following two local facilities:

- Emory Eastside Medical Center (founded 1980)
  Kim Ryan, CEO
  Located in Snellville, Ga., Emory Eastside Medical Center is a 231-bed acute care hospital with 450 Emory and community physicians. The hospital has a 22-bed labor and delivery unit, an 18-bed neonatal intensive care unit, and a 17-bed joint and spine pavilion. Services also include specialty care for cardiology, neurosurgery, orthopaedics, and oncology in addition to other specialties. Patients in 2009: 12,019 admissions and 71,249 outpatient services. Employees: 1,400.

- Emory Johns Creek Hospital (founded 2007)
  John Quinlivan, CEO
  Located in the north metro area, Emory Johns Creek Hospital is a 110-bed acute care facility staffed by 687 Emory and community physicians. Services include emergency care, digital imaging, a birth center with level III neonatal intensive care, adult intensive care, a bariatric center, advanced cardiac care, and women’s services. Patients in 2009: 4,436 admissions and 45,092 outpatient services. Employees: 545.

Emory-Adventist Hospital (founded 1974)
Dennis Kiley, President
As part of its commitment to community care, Emory Healthcare jointly owns Emory-Adventist Hospital with Adventist Health System. Located in Smyrna, Ga., this hospital has 88 acute care beds and is staffed by more than 175 physicians. Patients in 2009: 2,065 admissions and 46,224 outpatient services. Employees: 450.

Partners in Patient Care, Research, and Teaching

- Grady Memorial Hospital, 953 beds. Staffed by 285 FTE Emory faculty and 363 Emory residents in collaboration with Morehouse School of Medicine, with Emory clinicians providing 85% of care.

- Children’s Healthcare of Atlanta
  - Children’s at Egleston, 255 beds (Emory campus). Staffed by 268 Emory and 370 community physicians, with Emory clinicians providing 80% of care.
  - Children’s at Hughes Spalding, 24 beds (Grady Hospital campus). Staffed by 26 Emory physicians, 12 Morehouse physicians, and 20 community physicians, with Emory clinicians providing 50% of care.
  - Some Emory pediatric faculty also teach and have admitting privileges at Children’s at Scottish Rite, 250 beds (north Atlanta).
  - Emory and Children’s share a group practice (see page 11) and a joint chief research officer. Soon they will share expanded research space in a new research building planned for construction.

- Atlanta Veterans Affairs Medical Center, 165 hospital beds, 100 nursing home beds. Staffed by 250 Emory physicians, providing virtually all physician care.

- Georgia Institute of Technology
  Emory and Georgia Tech share a joint Department of Biomedical Engineering, ranked second in the nation by U.S. News & World Report. The two institutions also share the Emory-Georgia Tech Predictive Health Institute and collaborate on initiatives ranging from nanotechnology to regenerative medicine.

- U.S. Centers for Disease Control and Prevention
  In addition to support and collaboration in research, CDC officers frequently serve as adjunct faculty in Emory’s schools of medicine and public health.
Since the 1990s, the WHSC has helped Emory bring more than $775 million into Georgia in licensing revenues from drugs, diagnostics, devices, and consumer products. Currently, more than 50 products are in various stages of development or regulatory approval, with 27 having reached the marketplace and 12 more in human clinical trials. Over the past decade, Emory has launched 47 start-up companies.

Winship Cancer Institute is a key participant in the Georgia Cancer Coalition, which invests in cancer research at Emory and works to make the latest advances in care available to all Georgians. Winship also works with the Georgia Center for Oncology Research and Education to partner with community-based physicians to make more clinical trials of new treatments available to patients throughout the state.

The Emory Vaccine Center is one of the largest academic vaccine centers in the world, with scientists working on vaccines for AIDS, malaria, hepatitis C, flu, and other diseases. Emory’s Hope Clinic, which conducts clinical trials for promising vaccines, is part of the country’s premier networks for vaccine and prevention trials for infectious diseases.

Emory is the lead partner in the Atlanta Clinical and Translational Science Institute, an NIH-funded collaborative created to increase availability and enhance efficiency of clinical trials for patients.

The Center for Health Discovery and Well-Being in the Emory-Georgia Tech Predictive Health Institute is currently studying healthy participants to determine disease risk and predict health outcomes.

The WHSC helps lead Emory’s Office of Critical Event Preparedness and Response, created to improve Emory’s ability to deliver a coordinated and effective response to catastrophic events.

Emory provides medical direction of Grady Health System’s Ponce de Leon Center, one of the largest, most comprehensive AIDS treatment centers in the country. Emory is also a primary site in the nation’s premier NIH-funded AIDS clinical trials network.
Frequently Called Numbers

- Emory HealthConnection (patient information and physician referral): 404-778-7777
- Admissions
  - Medical School: 404-727-5660
  - Health Professions: 404-727-5682
  - School of Nursing: 404-727-7980
  - School of Public Health: 404-727-0195
- Health Sciences Communications: 404-727-5686
- Emory University Office of Government and Community Affairs: 404-727-5166
- Yerkes National Primate Research Center, Office of Public Affairs: 404-727-7709

Woodruff Health Sciences Center Officers

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Executive VP for Health Affairs, Emory University CEO, WHSC Chairman, Emory Healthcare

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Senior Associate VP, Space Planning and Construction

Shari Capers
Associate VP, Health Sciences Strategic Planning

Wright Caughman, MD
VP, Clinical and Academic Integration
Director, The Emory Clinic

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VP, Academic Health Affairs, WHSC
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Walter Curran, MD
Associate VP for Cancer, WHSC
Executive Director, Winship Cancer Institute

John Fox, MBA
President and CEO, Emory Healthcare

Gregory Jones, EdD, MBA, MSC
Associate VP for Health Affairs

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James Wagner, PhD
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Douglas Ivester
Chairman, WHSC Board