Transforming Healthcare for Our Community

Gwinnett Medical Center
2011 Annual Report
Our vision is to enhance the health of our patients and other customers, partner with physicians and health organizations to treat disease and injury, provide early intervention and preventive care to create a healthier community and to increase community involvement through philanthropy and education.

Our mission is to deliver innovative services of superior quality to our community at the best value: to offer a full range of preventive, diagnostic, treatment and rehabilitative services in a holistic manner. We strive continually for improvement in everything we do.

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
Dear neighbors,

At long last, Gwinnett is giving up the title of being the largest county in the nation without open heart services. It took many years and lots of community support to bring the Strickland Heart Center to fruition, but an experienced and dedicated staff of clinicians, physicians and surgeons was in place to begin performing open heart surgery in our new cardiac surgical suites in January 2012.

Along the way, in March 2011, Gwinnett Medical Center began a Percutaneous Coronary Intervention (PCI) program, the formal name for coronary angioplasty and stenting. In our first nine months, 822 PCI procedures were completed, giving cardiovascular patients access to care closer to home.

GMC worked to transform healthcare in other ways, as well, in 2011. The Gwinnett Breast Center opened at GMC-Lawrenceville, including not only state-of-the-art imaging, but also a patient-centered approach to care, including an access navigator to coordinate any follow-up care a patient might need.

We opened the Johns Creek Orthopedic Surgery Center, which allows us to bring our outstanding surgical services to the Johns Creek community.

In other milestones, the Center for Surgical Weight Management celebrated its 100th patient, the first robotic thoracic surgery was completed at GMC-Duluth and the Gwinnett Women’s Pavilion celebrated its 20th anniversary. More than 97,000 babies have been delivered in those 20 years, and as part of the celebration, a new NICU ambulance was dedicated.

GMC’s Sports Medicine program continues to thrive, including our partnership that provides athletic trainers to Gwinnett and North Fulton high schools. And the ImPACT Concussion Testing program continues to help athletes return safely to play.

It’s been a very exciting year for all of us at Gwinnett Medical Center. As we move into 2012, we look forward to continuing to transform healthcare in our community.

Sincerely,

Philip R. Wolfe, FACHE
President & CEO
Advanced Cardiovascular Care

Strickland Heart Center

The Strickland Heart Center opened in December 2011, preparing for the first open heart surgery in Gwinnett in January 2012. Named in honor of the significant generosity from Clyde and Sandra Strickland, this 40,000-square-foot facility features advanced catheterization labs and operating rooms and provides access to some of the best cardiac care professionals in the nation.

New PCI Services

In March 2011, GMC began a Percutaneous Coronary Intervention (PCI) program, the formal name for coronary angioplasty and stenting. In 2011, the hospital completed 822 PCI procedures.

The addition of open heart surgery and PCI adds to GMC’s suite of existing cardiac care programs, including the certified Cardiac Wellness Program, accredited Chest Pain Center and diagnostic laboratories.

LifeNet

Activated this spring, LifeNet enables EMS crews to transmit highly-detailed cardiovascular data to GMC’s Emergency Department, which can then be forwarded directly to the mobile device of the appropriate physician. This technology, which is in all Gwinnett County ambulances, was generously donated by cardiologists at the Cardiovascular Group and Gwinnett Consultants in Cardiology through the GMC Foundation.

Learn more about GMC’s cardiac services at gmcheart.org.
State-Of-The-Art Minimally Invasive Robotic Surgery

Robotic Thoracic Surgery

Since 2009, Gwinnett Medical Center-Duluth has offered minimally-invasive surgery utilizing robotic technology for prostatectomies, hysterectomies and other urologic or gynecologic procedures.

Robotic technology has revolutionized these surgeries, and in 2011 another use was added—thoracic surgery, which is surgery on the organs inside the chest (thorax). Now the most common procedures—such as lung resection or lobectomy for lung cancer, surgery on the esophagus, hiatal hernia or lymph node biopsy—can be performed without opening the ribs or sternum.

Visit gwinnettmedicalcenter.org/robotic to learn more about robotic surgery and procedures offered at GMC-Duluth.
Gwinnett Breast Center

Located at GMC-Lawrenceville, the Gwinnett Breast Center opened its doors in August 2011. With fully-digital imaging that patients have come to expect from GMC, along with more exam rooms to better meet their needs, the Gwinnett Breast Center also offers the convenience of having all diagnostic and screening services in one location.

Even more importantly, the new center takes a distinctly patient-centered approach to delivering care, providing an access navigator to coordinate patients’ care. This process is designed to ease patient anxiety and reduce the confusion of negotiating the multiple aspects of follow-up care.

To learn more, visit gmcimaging.org.

Sports Medicine

GMC-Duluth is home to the state’s leading sports medicine program. In addition to having sports medicine fellowship-trained surgeons and radiologists, GMC-Duluth provides full-time athletic trainers to local high schools and professional teams. GMC also offers the ImPACT Concussion Testing program, a breakthrough technology designed to manage concussion treatment and ensure a safe, timely return to play for injured athletes.

Gwinnett Medical Center is the official healthcare provider for the Gwinnett Braves, Gwinnett Gladiators, Georgia Force and Atlanta Tennis Championships.

For more information, visit gwinnettsportsmed.com.
Orthopedic procedures are off to a great start at Johns Creek Orthopedic Surgery Center (JCOSC), an affiliate of GMC-Duluth. The addition of JCOSC provides much needed operating capacity for our orthopedic surgeons and is creating more surgery schedule space for other surgical specialties at our Outpatient Center in Duluth.

New Option for Hip Replacement

Hip replacement has traditionally been performed via posterior lateral incision, which cuts muscles to reach the joint. Now, thanks to GMC’s investment in a special fracture table to maintain the leg and pelvis in a stable position, and thanks to orthopedic surgeons who complete extensive training in the new procedure, anterior hip replacement is available at GMC.

With anterior hip replacement the surgeon uses spaces between the muscles to reach the joint, providing the patient with a shorter recovery time and fewer movement restrictions.

For more information, visit gwinnettjointprogram.com.
Glancy Rehabilitation Center

Returning survivors of an accident, stroke or a debilitating illness to mainstream life is the primary goal at Glancy Rehabilitation Center (GRC). With services designed to help patients progress toward the highest possible level of function, the staff at GRC prepares patients for the next step in their rehabilitative process.

Established in 1988, Glancy’s inpatient program has earned the Three Year Award, the highest level of accreditation available through the Commission on Accreditation of Rehabilitation Facilities (CARF). In addition, GRC earned CARF designation as a Stroke Specialty Program by demonstrating that the program meets the highest national and international standards of quality for stroke rehabilitative care.

In 2011 Glancy Rehabilitation Center served 587 patients, including 180 stroke survivors, 33 survivors of traumatic brain injury and 24 patients with other neurological conditions.

To learn more, visit gwinnettemedicalcenter.org/glancyrehab.

Bariatrics

The Center for Surgical Weight Management at GMC-Duluth has developed the first and only comprehensive bariatric surgery program in Gwinnett. In the program’s first two years, 167 surgeries have been performed.

As a leading bariatric center in metro Atlanta, our comprehensive program can assist patients in achieving significant weight loss, long-term weight maintenance and improvement in obesity-related medical conditions. Our program includes: informational sessions, surgery-specific educational sessions, nutritional counseling, psychological assessment, physical fitness classes, surgical planning, long-term support and follow-up care.

For more information, visit gwinnettbariatrics.org.
Gwinnett Women’s Pavilion Marks 20th Anniversary

The doors to GMC’s Gwinnett Women’s Pavilion first opened in April 1991. Since that time, associates have helped deliver more than 97,000 babies, incorporated leading technology to meet healthcare needs of women and children and provided support to highly-experienced physicians.

As a hallmark of the 20th anniversary celebration, GWP dedicated a new NICU ambulance that’s specifically designed to meet the needs of the smallest babies.

For more information about GWP, visit gwinnettmemorycenter.org/women.

Improving Diabetes Care in Gwinnett

Based on a grant from Cisco, Gwinnett Medical Center can now provide the underserved community population with additional access to the necessary education and information to help improve quality of life for those with Type 2 diabetes.

Education at GMC’s Diabetes & Nutrition Education Center includes an individual assessment with a diabetes educator and seven hours of education in a classroom setting. Follow-up appointments at four and eight months after education are also offered to monitor patient progress.

For more information, contact the DNEC at 678-312-6040 or visit gwinnettmemorycenter.org/diabetes.
Renovations

In addition to opening the Strickland Heart Center and the Gwinnett Breast Center, these GMC-Lawrenceville areas were also renovated in 2011:

**Imaging Corridor:** redesigned reception, waiting areas, offices, radiology reading areas and corridors to improve space utilization, work flow and visitor comfort.

**South Tower:** Four patient floors (5, 6, 7 and 8), including creation of satellite nursing stations, medication, supply and equipment rooms, upgraded electrical, networking and telecommunications infrastructure and renovations to patient rooms.
Patient Care Excellence

Gwinnett Medical Center is committed to providing the highest level of care possible. To do this, there are numerous measures we take to ensure our staff and physicians are providing medical care at exceptional levels, our patients are receiving the best care and we as an organization are doing everything we can to transform healthcare.

In 2011, we were recognized with the following clinical quality awards:

- Presidential category, Georgia Hospital Association’s Partnership for Health and Accountability Quality Honor Roll
- Stereotactic biopsy accreditation, GMC-Duluth, by the American College of Radiology
- Gold Performance Achievement Award, GMC-Duluth, by the American College of Cardiology Foundation’s NCDR ACTION Registry-GWTG
- AACN Beacon Award for Excellence by the American Association of Critical Care Nurses, awarded for the fourth time to GMC-Lawrenceville’s Intensive Care Unit.
- For the sixth consecutive year GMC hospitals were designated as Primary Stroke Centers by the Joint Commission
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Gale Goff Hey
Edward W. Radford, Ph.D.
Gay Shook
Bruce Still
David Peterson
# Financial Report/Balance Sheet

## Assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$204,024</td>
<td>$261,236</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>$320,641</td>
<td>$259,361</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>$306,230</td>
<td>$298,946</td>
</tr>
<tr>
<td>Other assets</td>
<td>$15,439</td>
<td>$13,465</td>
</tr>
<tr>
<td>Total assets</td>
<td>$846,334</td>
<td>$833,008</td>
</tr>
</tbody>
</table>

## Liabilities and net assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$63,653</td>
<td>$70,419</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>$17,377</td>
<td>$17,825</td>
</tr>
<tr>
<td>Accrued pension cost</td>
<td>$27,486</td>
<td>$47,521</td>
</tr>
<tr>
<td>Long-term debt, excluding current portion</td>
<td>$312,053</td>
<td>$317,461</td>
</tr>
<tr>
<td>Financing obligation</td>
<td>$22,458</td>
<td>$22,458</td>
</tr>
<tr>
<td>Fair Value of Interest Rate Swaps</td>
<td>$25,007</td>
<td>$30,561</td>
</tr>
<tr>
<td>Grant funding to be received and expected</td>
<td>$0</td>
<td>$5,000</td>
</tr>
<tr>
<td>Other</td>
<td>$2,370</td>
<td>$1,244</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$470,404</td>
<td>$512,489</td>
</tr>
<tr>
<td>Net assets</td>
<td>$375,930</td>
<td>$320,519</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$846,334</td>
<td>$833,008</td>
</tr>
</tbody>
</table>
## Statement of Revenues & Expenses

**Our Revenues (in thousands)**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient revenue</td>
<td>$620,899</td>
<td>$578,395</td>
</tr>
<tr>
<td>Outpatient revenue</td>
<td>$877,964</td>
<td>$828,027</td>
</tr>
<tr>
<td><strong>Total patient revenue</strong></td>
<td><strong>$1,498,863</strong></td>
<td><strong>$1,406,422</strong></td>
</tr>
<tr>
<td>Deductions for indigent, charity managed care and other contractual allowances including Medicare and Medicaid</td>
<td>$907,227</td>
<td>$834,422</td>
</tr>
<tr>
<td>Net revenue from patient services</td>
<td>$591,636</td>
<td>$572,000</td>
</tr>
<tr>
<td>Other revenue and investment income</td>
<td>$35,074</td>
<td>$22,799</td>
</tr>
<tr>
<td><strong>Total revenues, gains and other support</strong></td>
<td><strong>$626,710</strong></td>
<td><strong>$594,799</strong></td>
</tr>
</tbody>
</table>

**Our Expenses (in thousands)**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses such as salaries</td>
<td>$433,574</td>
<td>$429,713</td>
</tr>
<tr>
<td>Financial costs, primarily interest and depreciation</td>
<td>$59,079</td>
<td>$45,369</td>
</tr>
<tr>
<td>Provision for other uncollectable accounts</td>
<td>$113,380</td>
<td>$92,271</td>
</tr>
<tr>
<td><strong>Total expenses for the year</strong></td>
<td><strong>$597,433</strong></td>
<td><strong>$567,353</strong></td>
</tr>
</tbody>
</table>

**Net Results**

Revenue, gains and other support in excess of expenses and losses available for reinvestment in the system

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$29,277</strong></td>
<td><strong>$27,446</strong></td>
</tr>
</tbody>
</table>

*Financial data for Gwinnett Health System, Inc*
### Statistical Profile

#### Personnel and Facilities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total system employees</td>
<td>4,179</td>
<td>4,133</td>
</tr>
<tr>
<td>Active and provisional medical staff</td>
<td>597</td>
<td>564</td>
</tr>
<tr>
<td>Licensed excluding rehab and long-term care</td>
<td>434</td>
<td>434</td>
</tr>
<tr>
<td>Licensed rehabilitation beds</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Licensed acute care beds</td>
<td>464</td>
<td>464</td>
</tr>
<tr>
<td>Licensed long-term and skilled nursing beds</td>
<td>89</td>
<td>89</td>
</tr>
</tbody>
</table>

#### Patient Care Activities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of patients admitted (excluding newborns)</td>
<td>24,384</td>
<td>23,182</td>
</tr>
<tr>
<td>Patient days of service rendered (including newborns)</td>
<td>155,901</td>
<td>158,437</td>
</tr>
<tr>
<td>Patient days of service rendered (excluding newborns)</td>
<td>138,223</td>
<td>139,011</td>
</tr>
<tr>
<td>Average daily census (excluding newborns)</td>
<td>378</td>
<td>381</td>
</tr>
<tr>
<td>Occupancy - Acute Care*</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>Average acute care length of stay (days)</td>
<td>4.4</td>
<td>4.7</td>
</tr>
<tr>
<td>Outpatient visits (hospital-based)</td>
<td>235,237</td>
<td>241,080</td>
</tr>
<tr>
<td>Total births</td>
<td>4,914</td>
<td>5,272</td>
</tr>
<tr>
<td>Inpatient and outpatient surgical cases</td>
<td>27,461</td>
<td>27,297</td>
</tr>
<tr>
<td>Emergency Department visits</td>
<td>132,293</td>
<td>134,058</td>
</tr>
</tbody>
</table>

* Occupancy based on licensed acute beds