This is Gwinnett Medical Center. This is now.
Our mission is to provide quality health services to our community.

Our vision is to be the health system of choice in our community by enhancing the health of our patients and other customers.

Our corporate values guide our success:

• Safety is first and foremost
• The customer is at the center of everything we do
• Respect for the individual
• The pursuit of excellence
• Promotion of positive change
• Service to the community

*For purposes of this annual report, we will refer to the system as Gwinnett Medical Center (GMC).
Dear Neighbors,

While there were a number of transformative changes at Gwinnett Medical Center this year, the first one I want to tell you about is our Graduate Medical Education program. We are now officially a teaching hospital. This program was developed in response to the region’s primary care physician shortage. Our plan is that the physicians we train will choose to stay in our community after graduation and improve access to high-quality care.

Our first class of family medicine residents started in June 2014, and in the fall we began recruiting our first class of internal medicine residents. We’re excited to be off to such a strong start.

Another transformation this year was the addition of two new, high-tech electrophysiology (EP) labs for detecting and treating heart arrhythmias. As part of these state-of-the-art facilities, we became the only hospital in the Southeast with the MediGuide system. And we led the way as the first hospital in our service area to offer a subcutaneous implantable cardiac defibrillator procedure, a new technology which does not require a wire into the heart.

In helping our community fight cancer, we added a lung cancer screening program for early detection, STAR® oncology rehabilitation services to improve quality of life after treatment and the Cancer Transitions® course to help survivors return to their normal lives. Plus, our clinical research expanded with a trial for stage IV breast cancer. This trial is drawing patients from other states like Florida.

And finally, but certainly one of our more important transformations going forward, we began working with area physicians to develop a clinically integrated network, Sequent Health Physician Partners, LLC. This organization, led and managed by physicians, will create widespread improvements in care coordination, cost efficiency and patient outcomes. The goal is to improve health not only for those who are hospital patients, but for the population in our region as a whole.

All in all, in 2014, Gwinnett Medical Center continued its tradition of compassionate, high-quality health care, implementing new programs and processes to improve the health of the community. We believe that the entire community benefits when excellent health care is available close to home, when top clinical outcomes are combined with compassionate care, when the latest technology is implemented, and when we provide a working environment that respects individuals.

Thanks to our associates, physicians, volunteers and board members for continuing to transform healthcare in 2014.

Sincerely,

Philip R. Wolfe, FACHE
President & CEO
Overview

Led by a volunteer board made up of community leaders, Gwinnett Health System, Inc. is a licensed 464-inpatient, 89-skilled nursing bed health system and a growing network of outpatient services with physician practice and other outpatient locations throughout Gwinnett County. Through the services of a medical staff of more than 870 physicians, we provide comprehensive medical services for more than 27,000 inpatient admissions and 357,000 outpatient and emergency visits annually. Our patients come from more than 87 Georgia counties, as well as 38 other states. As a not-for-profit health system, all revenue generated above operating expenses is returned to the community through improved services and innovative programs. The hospital system’s charity care policy supports the provision of care for indigent patients, regardless of their ability to pay.

Gwinnett Medical Center’s expert level of care has been recognized on a national and statewide level including:

- Full accreditation (all campuses) by The Joint Commission
- Mission: Lifeline – Gold Plus Award Quality Achievement Award by the American Heart Association (heart attack care)
- Stroke Award Gold Plus, Target: Stroke Honor Roll by the American Stroke Association
- Chest Pain Center: full accreditation with Percutaneous Coronary Intervention (PCI)
- STAR® certification for oncology rehabilitation program
- Joint Commission Disease Specific Care Certification for Hip and Joint Replacement – Knee Certification
- Best Nursing Home – Second year in a row (Gwinnett Extended Care Center) by US News & World Report
- Top 100 Most Social Media Friendly Hospitals for 2014 rankings by nursejournal.org; #15 in the United States and #1 in Georgia

Gwinnett Medical Center offers a full range of health care services through its two acute care hospitals: Gwinnett Medical Center-Lawrenceville and Gwinnett Medical Center-Duluth. Additional facilities include: the Gwinnett Women's Pavilion and the Gwinnett Extended Care Center (skilled nursing and long-term care) in Lawrenceville; Glancy Rehabilitation Center in Duluth; three outpatient surgical centers; four imaging centers including a mobile mammography unit; and outpatient physical, occupational and speech therapy facilities.

GMC Recognition/News in 2014

Graduate Medical Education moved forward with the first class of family medicine residents starting in June 2014. In addition, staff was hired for the Internal Medicine residency, whose first class of residents is expected in June 2015.

Sequent Health Physician Partners, LLC, a clinically integrated network, was established with physician leadership as a way to produce material improvements in care coordination, cost efficiency and patient outcomes across the region.
Cancer care at GMC got a boost in 2014 in several ways:

- The lung program began offering lung cancer screening via a low-dose CT scan; we now have a multidisciplinary team approach for diagnosis and treatment of lung cancer.
- The Cancer Support Center, located at GMC-Lawrenceville, was opened to better address patients’ needs, such as support groups, genetic risk counseling, patient navigators, an appearance specialist, an American Cancer Society wig bank and a resource library for independent research. The center offers classes on educational topics, like survivorship and wellness, and has a dedicated oncology nutrition counselor and social worker to serve patients.
- The STAR® oncology rehabilitation program offers individualized therapy programs for dealing with cancer and its side effects, maximizing function and improving quality of life.
- The Cancer Transitions® course is a free six-week workshop designed to help cancer survivors make the transition from active treatment to post-treatment care.

Clinical research expanded with GMC’s first National Institutes of Health grant, to study expanded treatment options for stroke patients. The study, Minimally Invasive Surgery + rt-PA for Intracerebral Hemorrhage Evacuation, explores the use of tPA (a thrombolytic or clot-busting drug) delivered via a catheter placed using CT guidance.

Cardiac care options grew with the opening of two state-of-the-art electrophysiology (EP) labs. EP is the diagnosis and treatment of heart arrhythmias, including atrial fibrillation (AFib). Our new EP labs are the only ones in the Southeast to offer the MediGuide system and certain other advanced technologies. In addition, GMC became the first hospital in north metro Atlanta to conduct a subcutaneous implantable cardiac defibrillator procedure. This defibrillator was recently approved by the FDA and has advantages over the conventional implanted defibrillators in that it does not require a wire into the heart.

The Faith Community Network is now in full swing, with a dedicated in-hospital nurse navigator and seven participating churches. This program bridges care from hospital to home through a hospital-based faith community nurse navigator and the clergy or liaison for a participating faith community. The goal is to build healthier communities and stronger relationships.

ER Express, an online service for patients to reserve a spot at the emergency department before leaving home, was started to expedite patient care and reduce the time patients spend in our emergency department waiting rooms.

Gwinnett Medical Group added more employed physician practices to meet the growing needs of our community. A complete list of participating practices can be found at gwinnettmedicalgroup.com.

Surgical Services added a second daVinci robot, located at GMC-Lawrenceville.

Sports Medicine expanded their relationship with Gwinnett County Public Schools to become its first official health care provider. In addition, the Concussion Institute added a second neuropsychologist and our sports medicine program enlarged services to the general community with the creation of the Running Clinic, including running gait analysis and personal training.
Charity Care

For fiscal year 2014, Gwinnett Medical Center reported costs of $43,709,253 for unreimbursed charity care, $17,368,780 for unreimbursed Medicaid and $7,302 for other means-tested government programs.

Community Outreach

GMC values cooperative efforts with community services and other health care providers to improve the health status of area citizens. GMC demonstrates its value for collaborative efforts within the community through many partnerships ranging from partnering with the Gwinnett Coalition for Health and Human Services as a founding and permanent member, to collaboration with AID Gwinnett, J. M. Tull - Gwinnett YMCA, Gwinnett United in Drug Education, Inc. (GUIDE), Gwinnett Foster Children’s Foundation and Boy Scouts’ Medical Explorers program. Our organization works closely with the Gwinnett Chamber of Commerce and actively participates in Partnership Gwinnett, which is a comprehensive plan that connects government, education, health care and business in an economic development plan. In addition to the Chamber, GMC is involved with individual cities in the county.

In our community, we have found the most effective way to provide our community with health education, self-help, preventive health and wellness programs, health screenings and support groups is to do so at community sites. Our largest community outreach departments, serving the communities of both GMC-Lawrenceville and GMC-Duluth, include Faith Community Nursing, Sports Medicine, Health Education & Wellness and Women’s Services.

In 2014, $11,729,729 was provided for community benefit programs, including:

- Community health education and improvement services
- Health professions education
- Subsidized health services
- Research

The total value of quantifiable benefits provided to the community was $72,815,064.

Training and Education

In fiscal year 2014, more than 1,400 students participated in professional training for many specialty positions, including nurses, biomedical technologists, cardiology technicians, chaplains, dietitians, diabetes educators, health information managers, emergency medical technicians, exercise and health science professionals, health informatics professionals, laboratory technologists and phlebotomists, medical interpreters, nuclear medicine technologists, pharmacists, radiology technicians, rehabilitation physical therapists, respiratory therapists, social workers, surgical technicians and ultrasound technologists. We are associated with more than 25 academic institutions.
Gwinnett Health System Board of Directors

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C. Norwood Davis
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Carolyn R. Hill
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Charles Oglesby
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*non-voting, ex officio member
**voting, ex officio member

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Bartow Morgan, Jr.
Philip R. Wolfe

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Joseph Shafer
Gay Shook
Tammy Shumate
Chuck Smith
David Snell
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Sheila Stevens
Bruce Still
Matt Stinchcomb
Clyde Strickland
Perry Tindol
Mike Townsend
Richard Tucker
Jeff Wages
Judy Waters
Steve Williams
Kathryn Parsons Willis
# Financial Report/Balance Sheet

## Assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$238,877</td>
<td>$222,684</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>$360,696</td>
<td>$337,232</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>$309,874</td>
<td>$304,675</td>
</tr>
<tr>
<td>Other assets</td>
<td>$19,238</td>
<td>$19,276</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$928,685</strong></td>
<td><strong>$883,867</strong></td>
</tr>
</tbody>
</table>

## Liabilities and net assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$74,112</td>
<td>$60,283</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>$23,797</td>
<td>$18,049</td>
</tr>
<tr>
<td>Accrued pension cost</td>
<td>$23,808</td>
<td>$24,646</td>
</tr>
<tr>
<td>Long-term debt, excluding current portion</td>
<td>$294,057</td>
<td>$299,865</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>$33,548</td>
<td>$33,352</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>$3,048</td>
<td>$2,741</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$474,828</strong></td>
<td><strong>$461,394</strong></td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td><strong>$453,857</strong></td>
<td><strong>$422,473</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$928,685</strong></td>
<td><strong>$883,867</strong></td>
</tr>
</tbody>
</table>
## Statement of Revenues & Expenses

<table>
<thead>
<tr>
<th>Our Revenues (in thousands)</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient revenue</td>
<td>$894,422</td>
<td>$840,963</td>
</tr>
<tr>
<td>Outpatient revenue</td>
<td>$1,271,709</td>
<td>$1,077,630</td>
</tr>
<tr>
<td>Total patient revenue</td>
<td>$2,166,131</td>
<td>$1,918,593</td>
</tr>
<tr>
<td>Deductions for indigent, charity managed care and other contractual allowances including Medicare and Medicaid</td>
<td>$1,410,378</td>
<td>$1,217,193</td>
</tr>
<tr>
<td>Provision for other uncollectable accounts</td>
<td>$89,165</td>
<td>$105,299</td>
</tr>
<tr>
<td>Net revenue from patient services</td>
<td>$666,588</td>
<td>$596,101</td>
</tr>
<tr>
<td>Other revenue and investment income</td>
<td>$41,810</td>
<td>$43,176</td>
</tr>
<tr>
<td>Total revenues, gains and other support</td>
<td>$708,398</td>
<td>$639,277</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Our Expenses (in thousands)</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses such as salaries</td>
<td>$625,391</td>
<td>$546,597</td>
</tr>
<tr>
<td>Financial costs, primarily interest and depreciation</td>
<td>$50,002</td>
<td>$49,525</td>
</tr>
<tr>
<td>Total expenses for the year</td>
<td>$675,393</td>
<td>$596,122</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>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Results</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue, gains and other support in excess of expenses and losses available for reinvestment in the system</td>
<td>$33,005</td>
<td>$43,155</td>
</tr>
</tbody>
</table>

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

## Personnel and Facilities

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total system employees</td>
<td>4,878</td>
<td>4,875</td>
</tr>
<tr>
<td>Active and provisional medical staff</td>
<td>559</td>
<td>563</td>
</tr>
<tr>
<td>Licensed beds 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>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of patients admitted (excluding newborns)</td>
<td>27,991</td>
<td>27,535</td>
</tr>
<tr>
<td>Patient days of service rendered (including newborns)</td>
<td>178,294</td>
<td>174,153</td>
</tr>
<tr>
<td>Patient days of service rendered (excluding newborns)</td>
<td>160,055</td>
<td>155,545</td>
</tr>
<tr>
<td>Average daily census (excluding newborns)</td>
<td>439</td>
<td>426</td>
</tr>
<tr>
<td>Occupancy - Acute Care*</td>
<td>76%</td>
<td>73%</td>
</tr>
<tr>
<td>Average acute care length of stay (days)</td>
<td>4.4</td>
<td>4.4</td>
</tr>
<tr>
<td>Outpatient visits (hospital-based)</td>
<td>217,057</td>
<td>210,594</td>
</tr>
<tr>
<td>Total births</td>
<td>4,970</td>
<td>4,854</td>
</tr>
<tr>
<td>Inpatient and outpatient surgical cases</td>
<td>25,505</td>
<td>26,233</td>
</tr>
<tr>
<td>Emergency Department visits</td>
<td>140,308</td>
<td>140,470</td>
</tr>
</tbody>
</table>

* Occupancy based on licensed acute beds
Locations

Connect with us!

Gwinnett Medical Center–Lawrenceville
1000 Medical Center Boulevard
Lawrenceville, GA 30046
678-312-1000

Gwinnett Medical Center–Duluth
3620 Howell Ferry Road
Duluth, GA 30096
678-312-6800