Progress never stops and neither do we.

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,

One of the things I’m most proud of in 2015 is the spirit of communication, information and education that exists in our region. In fact, communication and collaboration between various health and community groups led to the Robert W. Johnson Foundation naming Gwinnett as Georgia’s second most healthy county in 2015, up from the fourth spot in 2014.

The Robert W. Johnson Foundation looked at health measurements and how they are affected by work, family and community factors such as education, obesity, unemployment, air quality, poverty and teen birth rates. While many of these factors are not impacted by Gwinnett Medical Center, we have sought out ways to be influential in those we can impact.

Recognition by this foundation means our collaboration has created and sustained programs that are well-matched to the needs of the community. The Gwinnett Coalition for Health and Human Services, the local county health department and the employees of Gwinnett Medical Center have long worked together to improve community health. In fact, this collaboration was also recognized by Georgia Watch, a consumer advocacy organization.

While many services have resulted from this partnership, Sequent Health Physician Partners, LLC, is the newest program designed to improve the health of the population. Established by GMC’s parent company, Gwinnett Health System, Sequent Health promotes communication and collaboration between doctors to promote better health in the patients they have in common. In addition, physicians in this clinically integrated network are able to determine best practices and promote accountability among each other.

Another way we’re working to impact population health is through expansion of services offered by our Center for Weight Management. Obesity is a major factor in population health, and we’re pleased to offer a medical weight loss program in addition to our bariatrics programs for adults and adolescents. In fact, the Center for Weight Management is one of only a few programs in Georgia targeting early intervention in adolescent obesity.

In addition, our expansion of services in Hamilton Mill is designed to improve access to care in the rapidly growing north Gwinnett community.

But those are just three aspects of the terrific work our associates and physicians have accomplished in 2015. In addition to improving population health, we’ve been busy establishing a research-based and educational affiliation with the Duke Cancer Network, welcoming our first class of internal medicine residents and more. I hope you’ll take the time to read about these changes, noted throughout this publication.

Sincerely,

Philip R. Wolfe, FACHE
President & CEO
Overview

Led by a board made up of community leaders, Gwinnett Hospital System, Inc. (GHS) is a licensed 464-inpatient, 89-skilled nursing bed health system providing quality health services to our community. Through the services of a medical staff of more than 870 physicians, we provide comprehensive medical services for more than 29,000 inpatient admissions and 378,000 outpatient and emergency visits annually. 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.

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

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
- **Georgia’s Top Large Hospital** by Georgia Trend magazine
- **America’s Best Hospitals for Obstetrics** by Women’s Choice Award
- **Platinum Performance Achievement Award** by the American College of Cardiology NCDR Action Registry – GWTG
- **Stroke Award Gold Plus, Target: Stroke Honor Roll** by the American Stroke Association
- **Mission: Lifeline – Gold Plus Award** Quality Achievement Award by the American Heart Association (heart attack care)
- **Beacon Award in Critical Care Excellence**, both hospitals by the American Association of Critical Care Nurses

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 Gwinnett Extended Care Center (skilled nursing and long-term care) at GMC-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 2015**

GMC entered into a research-based and educational affiliation with the Duke Cancer Network. This means that our patients have access to an array of clinical trials, expanding their treatment options to fight cancer. This affiliation also provides GMC with membership into the National Cancer Institute’s Alliance for Clinical Trials, as well as access to collaboration through Duke with IBM’s Watson Health division, which provides wider genomics matching for treatments.

And GMC’s **Office of Research** has added more clinical research studies, including a trial for stage IV breast cancer that is drawing patients from several other states.
Graduate Medical Education welcomed its first class of internal medicine residents and second class of family medicine residents. This program is moving forward with its goal of addressing the projected shortage of primary care physicians in our region.

Academic Internal Medicine Partners, as part of the Graduate Medical Education program, opened the office practice for the Internal Medicine Residency program, providing GMC geriatricians and clinicians with wider opportunities for out-of-the-hospital care for the elderly and those with complicated conditions.

Services at our Hamilton Mill campus expanded even more, providing convenient access for citizens of our northern region. Services at this campus include primary care, walk-in care, obstetrics and gynecology, cardiology and cardiac testing, orthopedics, gastroenterology and a full suite of imaging services. This campus is targeted to improve access to care in the rapidly growing north Gwinnett community.

The Center for Weight Management added new options for helping patients manage their weight, with the addition of medical weight loss; ORBERA™, an intragastric balloon procedure; and a program centered on adolescents. GMC was one of three programs selected to pilot the new ORBERA™ procedure in Georgia.

The GMC Sports Medicine Program continued to grow this year. The Concussion Institute at Gwinnett Medical Center-Duluth added sports psychology services and treatment of adult concussions. In addition, we expanded sports medicine coverage to North Gwinnett and Lanier High Schools this year. The GMC Sports Medicine Program now cares for approximately 42,000 recreational, high school and college athletes in our region – the largest sports medicine program in Georgia.

Cardiac care expanded with new electrophysiology services and valve procedures. GMC also introduced a transcatheter aortic valve replacement (TAVR) procedure. TAVR is a less invasive alternative to traditional valve replacement for some patients.

GMC started an Intensivist program to better serve our ICU patients.

Sequent Health Physician Partners, LLC, began enrolling physicians into this physician-led, clinically integrated network to create widespread improvements in care coordination, cost efficiency and patient outcomes.

GMC received population health accolades from Georgia Watch and the Robert W. Johnson Foundation.

Charity Care

For fiscal year 2015, Gwinnett Medical Center reported costs of $48,085,097 for charity care, $17,262,629 for unreimbursed Medicaid and $5,892 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., 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 partners government, education, healthcare and business in an economic development plan. In addition to the Chamber, GMC is involved with individual cities in the county.

GMC is involved with state and county government agencies including the Georgia Department of Health and Human Services, Gwinnett Public Health Department, ViewPoint Health, Georgia Trauma Care Network Commission, Georgia State Office of Emergency Medical Services and Trauma, Partnership Against Domestic Violence, Gwinnett County Sexual Assault Center, Gwinnett County Justice System, Gwinnett County Police Department, Gwinnett County Public Library, Gwinnett County Public School System, Department of Family Children Services, Department of Aging Services, Gwinnett County Senior Services and the Georgia Medicare Foundation.

GMC works with national agencies which have local chapters including the American Heart Association, the American Red Cross, March of Dimes, American Stroke Association, American Cancer Society, American Diabetes Association and the United Way.

In our community, we have found the most effective way to meet the needs of providing community health education, self-help, preventive health and wellness programs, health screenings and support groups is by providing these services at community sites. Our largest community outreach departments, serving the communities of both GMC-Lawrenceville and GMC-Duluth, include Faith Community Nursing, Sports Medicine, Cancer Institute, Health Education & Wellness and Women’s Services. In 2015, more than $5,181,375 was provided in community health improvement service and community benefit programs/outreach operations, 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 $76,538,063.

**Training and Education**

In fiscal year 2015, 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

**GWINNETT HEALTH SYSTEM, INC.**
David McCleskey, Chairman
Manfred A. Sandler, MD, Vice Chairman
Carlton Buchanan, MD
Renee Byrd-Lewis
A. Keith Carnes, MD
C. Norwood Davis
Carolyn R. Hill
L.C. Johnson
Terri Jondahl
J. Michael Levengood, JD
Thomas J. Martin
Miles H. Mason, III, MD
William McGann, MD
Charles Oglesby
Gregory D. Shumate
Jeff Wages
Philip R. Wolfe

**HOSPITAL AUTHORITY OF GWINNETT COUNTY**
Wayne Sikes, Chairman
S. Scott Batterton
Roy Beaty
Tommy Hughes
A. Keith Carnes, MD
Gay Shook
Bruce Still
David Peterson
Claudia Walters

**GWINNETT HOSPITAL SYSTEM, INC.**
David McCleskey, Chairman**
Carlton Buchanan, MD
A. Keith Carnes, MD
Carolyn Hill
L.C. Johnson
Philip R. Wolfe*

**GWINNETT MEDICAL GROUP, INC.**
William McGann, MD, Chairman
Renee Byrd-Lewis
Carolyn Hill
Miles H. Mason, III, MD
Jeff Wages
David McCleskey*
Philip R. Wolfe*

**GWINNETT MANAGED CARE, INC.**
Manfred A. Sandler, MD, Chairman
A. Keith Carnes, MD
L.C. Johnson
Charles Oglesby
David McCleskey*
Philip R. Wolfe*

**GWINNETT MEDICAL PROPERTIES, INC.**
L.C. Johnson, Chairman
J. Michael Levengood, JD
Thomas J. Martin
David McCleskey*
Philip R. Wolfe*

*non-voting, ex officio member
**voting, ex officio member

**GWINNETT HOSPITAL SYSTEM FOUNDATION, INC.**

*Executive Committee*
Tammy Shumate, Chairman

Manfred Sandler, MD
Tom Andersen
Bartow Morgan
Philip R. Wolfe

*Board*
Julius Ajayi, MD
Ethel Andersen
Kerry Armstrong
Sharon Bartels
Carlton Buchanan, MD
Greg Cantrell
Lori Carnes
Bruce E. Carter, DMD
Cynthia Chandler

Richard Chandler
Lisa Cink
Frank Circelli
Julia Webb Davis
Dr. Jay Desai
Dan Dunwody, DDS
Beth Elsey
Tom Ferrin
Gaston Garcia, MD
David Greene
Stan Hall
Paige Havens
Greg Hayes
Bill Head
Carolyn Hill
Stephen K. Hill
Barbara Howard
Terri Jondahl
North Johnson
Dan Kaufman, PhD
Leslie Leigh, MD
Bin Liu
Jim Maran
Tom Martin
Wayne Mason
Bill McGann, MD
Chuck Moomey, MD
Charles Oglesby
Beth Phelps
Donny Phillips
Randy Redner
Nora Rozin
Bill Russell, Ph.D
Sherry Russell
Raymer Sale
Jeff Seebeck
Joe Shafer†
Gay Shook
Chuck Smith
David Snell
Sheila Stevens
Bruce Still
Matt Stinchcomb
Clyde Strickland
Perry Tindol
Mike Townsend
Richard Tucker
Jeff Wages
Steve Williams
Kathryn Parsons Willis

† Deceased
## Financial Report/Balance Sheet

### Assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$272,857</td>
<td>$238,877</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>$367,425</td>
<td>$360,696</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>$293,242</td>
<td>$309,874</td>
</tr>
<tr>
<td>Other assets</td>
<td>$23,655</td>
<td>$19,238</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$957,179</strong></td>
<td><strong>$928,685</strong></td>
</tr>
</tbody>
</table>

### Liabilities and net assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$85,444</td>
<td>$74,112</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>$33,568</td>
<td>$23,797</td>
</tr>
<tr>
<td>Accrued pension cost</td>
<td>$24,184</td>
<td>$23,808</td>
</tr>
<tr>
<td>Long-term debt, excluding current portion</td>
<td>$287,992</td>
<td>$294,057</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>$36,736</td>
<td>$33,548</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>$2,338</td>
<td>$3,048</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$492,720</strong></td>
<td><strong>$474,828</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td>$464,459</td>
<td>$453,857</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$957,179</strong></td>
<td><strong>$928,685</strong></td>
</tr>
</tbody>
</table>
Statement of Revenues & Expenses

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Our Revenues (in thousands)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net patient revenue before deductions for indigent, charity and uncollectable accounts</td>
<td>$936,994</td>
<td>$891,896</td>
</tr>
<tr>
<td>Deductions for indigent and charity care</td>
<td>$157,397</td>
<td>$136,143</td>
</tr>
<tr>
<td>Deductions for uncollectable accounts</td>
<td>$80,870</td>
<td>$89,165</td>
</tr>
<tr>
<td>Net revenue from patient services</td>
<td>$698,727</td>
<td>$666,588</td>
</tr>
<tr>
<td>Other revenue and investment income</td>
<td>$24,293</td>
<td>$41,810</td>
</tr>
<tr>
<td>Total revenues, gains and other support</td>
<td>$723,020</td>
<td>$708,398</td>
</tr>
<tr>
<td><strong>Our Expenses (in thousands)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating expenses such as salaries</td>
<td>$657,621</td>
<td>$625,391</td>
</tr>
<tr>
<td>Financial costs, primarily interest and depreciation</td>
<td>$50,070</td>
<td>$50,002</td>
</tr>
<tr>
<td>Total expenses for the year</td>
<td>$707,691</td>
<td>$675,393</td>
</tr>
<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>$15,329</td>
<td>$33,005</td>
</tr>
</tbody>
</table>

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

## Personnel and Facilities

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total system employees</td>
<td>5,004</td>
<td>4,878</td>
</tr>
<tr>
<td>Active and provisional medical staff</td>
<td>546</td>
<td>559</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>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of patients admitted (excluding newborns)</td>
<td>29,212</td>
<td>27,991</td>
</tr>
<tr>
<td>Patient days of service rendered (including newborns)</td>
<td>184,101</td>
<td>178,294</td>
</tr>
<tr>
<td>Patient days of service rendered (excluding newborns)</td>
<td>175,755</td>
<td>160,055</td>
</tr>
<tr>
<td>Average daily census (excluding newborns)</td>
<td>482</td>
<td>439</td>
</tr>
<tr>
<td>Occupancy - Acute Care*</td>
<td>85%</td>
<td>76%</td>
</tr>
<tr>
<td>Average acute care length of stay (days)</td>
<td>4.8</td>
<td>4.4</td>
</tr>
<tr>
<td>Outpatient visits (hospital-based)</td>
<td>228,549</td>
<td>217,057</td>
</tr>
<tr>
<td>Total births</td>
<td>5,083</td>
<td>4,970</td>
</tr>
<tr>
<td>Inpatient and outpatient surgical cases</td>
<td>25,592</td>
<td>25,505</td>
</tr>
<tr>
<td>Emergency Department visits</td>
<td>149,535</td>
<td>140,308</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