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 health system as Gwinnett Medical Center (GMC).*
With several noteworthy accomplishments this year, Gwinnett Medical Center continues to make tremendous strides in improving the way health care is delivered to our community. One key way we are advancing care is through the growth of our employed physicians group, Gwinnett Medical Group. With the additions of hospitalists, primary care physicians, neurosurgeons, general and trauma surgeons, otolaryngologists (ENT), pediatricians and obstetricians, patients have access to a wide range of specialties in many convenient locations.

Another example of how we’re making expert health care readily available for community members is our partnership with ChoiceOne Urgent Care. In 2016, Gwinnett Medical Center opened two new accredited urgent care centers, one in Hamilton Mill and one in Sugar Hill. With an extensive range of services to care for everything from allergies and illnesses to injuries and infections, as well as flexible hours and convenient locations, ChoiceOne Urgent Care provides high quality health care when it’s needed most.

In addition to these notable improvements, GMC also enhanced its commitment to education and the future of medicine by welcoming its first class of transitional year residents. This one-year program offers residents a unique opportunity to experience a broad range of specialties while working with a diverse patient population. To further support this endeavor, we also opened a simulation lab, which provides medical, nursing and respiratory residents invaluable experience. This lab is equipped with Human Patient Simulators so that residents are able to practice everything from routine procedures to new, cutting-edge procedures.

We recognize, though, that receiving the best care possible extends beyond having the latest in medical technology and treatment options. It also means supporting the day-to-day health of community members by providing valuable health information straight from GMC’s health experts. With that goal in mind, we launched our community e-newsletter, Health(e)News. Sent out monthly, this newsletter delivers tools and tips on how to live healthier, relevant information on trending health topics and the latest health news.

Our dedication to the lasting health of all in our community has allowed us to accomplish these improvements and many others. From the extensive renovations of GMC-Lawrenceville’s Emergency Department and our new state-of-the-art NICU ambulance to being one of the first programs in the U.S. to offer pediatric IMPACT testing at the Concussion Institute, 2016 has proven to be an exciting year.

Sincerely,

Philip R. Wolfe, FACHE
President & CEO
Led by a board made up of community leaders, Gwinnett Medical Center is a licensed 464-inpatient, 89-skilled nursing bed health system providing quality health services to our community. 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.

GMC has more than...

- **880** physicians
- **5,000** associates
- **30,000** inpatient admissions annually
- **630,000** outpatient visits across all settings
Awards & Recognitions

We take pride in providing metro Atlanta with the best medical care possible. Thanks to our dedicated staff, the latest in cutting-edge technology and the most advanced facilities, we’re transforming healthcare into an award-winning tradition.

Here’s some of our FY 2016 awards:

<table>
<thead>
<tr>
<th>Georgia’s Top Large Hospital</th>
<th>America’s Best Hospitals for Obstetrics</th>
<th>Beacon Award in Critical Care Excellence (GMC-Lawrenceville and GMC-Duluth)</th>
<th>Get with the Guidelines Stroke Gold Plus Award</th>
<th>Mission: Lifeline - Gold Award for Receiving Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia Trend Magazine</td>
<td>Women’s Choice Award</td>
<td>American Association of Critical Care Nurses</td>
<td>American Stroke Association</td>
<td>American Heart Association</td>
</tr>
</tbody>
</table>

Annual Report | 4
For fiscal year 2016, Gwinnett Medical Center reported costs of $44,698,682 for charity care, $25,112,906 for unreimbursed Medicaid and $24,069 for other means-tested government programs.
Accomplishments

GMC-Lawrenceville Emergency Department
The GMC-Lawrenceville Emergency Department underwent extensive renovations in 2016 to improve the flow of patients in one of the busiest areas of the hospital. This included a separate waiting room for the Children’s Emergency Center, a remodeled adult waiting room, two new consultation rooms and a new entrance complete with a greeter station.

New Operating Rooms for GMC-Lawrenceville
In FY 2016, GMC-Lawrenceville opened four new operating rooms which are nearly double the size of standard operating rooms, making them a better fit for the technology and resources needed for the diverse number of surgeries performed at GMC-Lawrenceville.

Sequent Health Physician Partners, LLC.
Our clinically integrated physician network, Sequent Health Physician Partners, LLC, now features 535 providers. Throughout FY 2016, Sequent Health continued expanding with the introduction of population health management software and a care management program to support the needs of patients with chronic conditions.

NICU Ambulance
The Gwinnett Women’s Pavilion introduced a state-of-the-art NICU ambulance which ensures quick and safe transportation for premature babies. With the latest technology and medical resources, providers can customize care while in transport.

Acute Rehab Services
The Glancy Rehabilitation Center adapted the delivery of acute rehab services to improve patient flow and overall experience.
The Concussion Institute continued advancing pediatric concussion care in FY 2016. Using innovative ImPACT testing, the Concussion Institute became one of the first programs in the U.S. to offer this service to pediatric patients.
The open heart program celebrated its fifth year of saving hearts in Gwinnett and the surrounding areas.
Accomplishments Continued

New Urgent Care Centers
In FY 2016, GMC partnered with ChoiceOne Urgent Care to increase access to high quality, convenient care. With the opening of two new urgent care centers, one in Hamilton Mill and one in Sugar Hill, patients can receive comprehensive care exactly when they need it, seven days a week from 8 a.m. to 8 p.m.

Welcoming New Residents
In 2016, our Graduate Medical Education program welcomed 19 new residents and added a track for transitional year residents. This track, under the direction of John Harvey, MD, provides residents with a well-rounded foundation in overall patient care prior to doing a specialized practice residency.

Hamilton Mill Services Expanded
Services at our Hamilton Mill campus expanded even more, providing convenient access for people of our northern region. Services include cardiac testing, lab, imaging, walk-in care, a women’s health navigator and a range of physician specialties.
Meet Lucinda.

She is 5’ 9”, weighs in at 111 pounds and is our very first simulator. The simulator comes with scenarios that address all body systems and experience all kinds of medical issues. Lucinda provides a safe environment for nurses, as well as medical and respiratory residents to build their clinical and behavioral skills.
In FY 2016, more than $12,003,953 was provided in community health improvement services and community benefit programs/outreach operations, including:

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

GMC values cooperative efforts with local organizations and other health care providers to improve the health of the communities we serve. One of the ways GMC demonstrates its value for collaborative efforts is through our many partnerships.

An example of this is our continued effort to meet the evolving needs of the community members through health education, health and wellness programs, health screenings and support groups.

In FY 2016...

- There were more than 50,000 baseline concussion ImPACT tests conducted.
- We had 66 certified athletic trainers in 18 high schools with approximately 30,000 encounters.
- Approximately 1,652 screening mammograms were performed on our mobile mammography unit, the Care-a-Van.
- We had 2,109 members of PrimeTime health, a program for seniors 55 and older.
- As a teaching facility, we had more than 1,400 students participate in professional training.
- Through our Faith Community Nursing program we had 41,781 contacts.
GMC is an active participant in the Junior Achievement program, located at our local Discovery Center. Junior Achievement partners with Gwinnett County Schools to provide middle school students with a hands-on opportunity to build a variety of skills related to work readiness, entrepreneurship and financial literacy. This program plays a key role in student development both inside and outside of the classroom. Through this partnership, GMC associates have the opportunity to support the future of children throughout our community.
Concussion Baseline Testing Day

Concussions can happen to anyone. That’s why GMC offered FREE baseline concussion testing at 19 Gwinnett public high schools in FY 2016.
$76,538,063

Total value of quantifiable benefits provided to the community in FY 2016.
Training & Education

In fiscal year 2016, 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
- Phlebotomists
- Medical interpreters
- Nuclear medicine technologists
- Pharmacists
- Radiology technicians
- Rehabilitation physical therapists
- Respiratory therapists
- Social workers
- Surgical technicians
- Ultrasound technologists

We are associated with more than 25 academic institutions.
Gwinnett Health System, Inc. Board of Directors

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Manfred Sandler, MD
Vice Chairman

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Renee Byrd-Lewis

A. Keith Carnes, MD

C. Norwood Davis

Carolyn Hill

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Philip R. Wolfe
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Roy Beaty
Tommy Hughes
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Bruce Still
David Peterson
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Philip R. Wolfe (non-voting, ex-officio)

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

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Beth Phelps
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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>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$259,419</td>
<td>$272,857</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>$370,650</td>
<td>$367,425</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$276,465</td>
<td>$293,242</td>
</tr>
<tr>
<td>Other assets</td>
<td>$32,451</td>
<td>$23,655</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$938,985</strong></td>
<td><strong>$957,179</strong></td>
</tr>
</tbody>
</table>

### Liabilities and net assets (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$86,876</td>
<td>$85,444</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>$37,999</td>
<td>$33,568</td>
</tr>
<tr>
<td>Accrued pension cost</td>
<td>$37,100</td>
<td>$24,184</td>
</tr>
<tr>
<td>Long-term debt, excluding current position</td>
<td>$281,603</td>
<td>$287,992</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>$50,373</td>
<td>$36,736</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>$2,819</td>
<td>$2,338</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$519,228</strong></td>
<td><strong>$492,720</strong></td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td><strong>$419,757</strong></td>
<td><strong>$464,459</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$938,985</strong></td>
<td><strong>$957,179</strong></td>
</tr>
</tbody>
</table>
## Statement of Revenues & Expenses

### Our Revenues (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient revenue before deductions for indigent, charity and uncollectable accounts</td>
<td>$987,045</td>
<td>$936,994</td>
</tr>
<tr>
<td>Deductions for indigent and charity care</td>
<td>$160,577</td>
<td>$157,397</td>
</tr>
<tr>
<td>Deductions for uncollectable accounts</td>
<td>$91,443</td>
<td>$80,870</td>
</tr>
<tr>
<td>Net revenue from patient services</td>
<td>$735,025</td>
<td>$698,727</td>
</tr>
<tr>
<td>Other revenue and investment income</td>
<td>$14,329</td>
<td>$24,293</td>
</tr>
<tr>
<td>Total revenues, gains and other support</td>
<td>$749,354</td>
<td>$723,020</td>
</tr>
</tbody>
</table>

### Our Expenses (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses such as salaries</td>
<td>$731,778</td>
<td>$657,621</td>
</tr>
<tr>
<td>Financial costs, primarily interest and depreciation</td>
<td>$48,823</td>
<td>$50,070</td>
</tr>
<tr>
<td>Total expenses for the year</td>
<td>$780,601</td>
<td>$707,691</td>
</tr>
</tbody>
</table>

### Net Results (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue, gains and other support in excess of expenses and losses available for reinvestment in the system</td>
<td>- $31,247</td>
<td>$15,329</td>
</tr>
</tbody>
</table>

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

### Personnel and Facilities

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total system employees</td>
<td>5,164</td>
<td>5,004</td>
</tr>
<tr>
<td>Active and provisional medical staff</td>
<td>577</td>
<td>546</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>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of patients admitted (excluding newborns)</td>
<td>30,518</td>
<td>29,212</td>
</tr>
<tr>
<td>Patient days of service rendered (including newborns)</td>
<td>190,707</td>
<td>184,101</td>
</tr>
<tr>
<td>Patient days of service rendered (excluding newborns)</td>
<td>181,633</td>
<td>175,755</td>
</tr>
<tr>
<td>Average daily census (excluding newborns)</td>
<td>496</td>
<td>482</td>
</tr>
<tr>
<td>Occupancy - Acute Care*</td>
<td>81%</td>
<td>79%</td>
</tr>
<tr>
<td>Average Acute Care length of stay (days)</td>
<td>4.7</td>
<td>4.7</td>
</tr>
<tr>
<td>Outpatient visits (hospital-based)</td>
<td>278,944</td>
<td>257,384</td>
</tr>
<tr>
<td>Total births</td>
<td>5,532</td>
<td>5,083</td>
</tr>
<tr>
<td>Inpatient and outpatient surgical cases</td>
<td>26,561</td>
<td>25,592</td>
</tr>
<tr>
<td>Emergency Department visits</td>
<td>151,435</td>
<td>149,535</td>
</tr>
</tbody>
</table>

*Occupancy based on licensed acute beds
LOCATIONS

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
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Gwinnett Medical Center
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