Mission
Provide quality health services to our community.

Vision
To be the health system of choice in our community by enhancing the health of our patients and other customers.

Values
- 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).*
Dear neighbors,

For Gwinnett Medical Center, 2017 was a year to remember. Not only did we continue to enhance and improve the care we currently provide, we also expanded our specialty services, implemented new technology, and increased our involvement within the communities we serve.

One of the most notable advancements was the opening of the new GMC Primary Care & Specialty Center-Suwanee. Community members can now access the high-quality care of GMC in a location that’s close to home. This revolutionary center offers convenient, one-stop access to primary care, cardiology, gastroenterology, OB/GYN and imaging services.

GMC’s growth didn’t stop there. We also opened the long-awaited Back Pain Center. As one of the most common medical conditions, it was essential for community members to have a convenient, comprehensive care option for back pain. This innovative center does just that, offering a seamless continuum of care provided by the experts of Gwinnett Medical Group’s Neurosurgery & Spine Associates.

Yet another example of how we’re supporting the health of even our tiniest patients was with the introduction of the new whole-body Tecotherm Neo technology. While the Circelli Family NICU has been utilizing cooling therapy for nearly a decade, this advanced device ensures the best health outcome possible by providing life-saving care to critically ill newborns while in transport.

GMC also celebrated two important milestones in 2017. The first being the inaugural Paint Gwinnett Pink 5K, where more than 1,000 participants raised more than $100,000 to support breast cancer patients and increase mammogram availability. We also hosted our first tourniquet training event in partnership with the national Stop the Bleed campaign.

Throughout 2017, our commitment to improving the health of community members has motivated us to make these achievements and more. Between the debut of 24-hour online scheduling for all GMG primary care practices, the launch of the new Academic Primary Care brand and the accreditation of our urgent care centers, we continue to redefine what it means to provide exceptional health care.

Sincerely,

Philip R. Wolfe, FACHE
President & CEO
Led by a board made up of community leaders, Gwinnett Medical Center is a licensed 553-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 are some of our FY 2017 awards:

- Get with the Guidelines - Heart Failure Silver Award
- Mission: Lifeline - Gold Award for Receiving Center
- Get with the Guidelines - Target Stroke Honor Roll Elite
- Get with the Guidelines - Stroke Gold Plus Award

American Heart Association
American Heart Association
American Stroke Association
American Stroke Association
CHARITY CARE

For fiscal year 2017, Gwinnett Medical Center reported costs of $51,043,953 for charity care, $25,456,772 for unreimbursed Medicaid and $4,269 for other means-tested government programs.
Accomplishments

Baby-Friendly® Designation
GMC and the Gwinnett Women’s Pavilion have always been dedicated to providing compassionate, comprehensive care to both mother and baby. In March, this commitment to excellent care was recognized when we were officially designated as a Baby-Friendly® facility—joining the ranks of 417 hospitals and birth centers across the country.

Tecotherm Neo Transport Technology
In May, GMC introduced the use of whole-body Tecotherm Neo technology as part of our cooling program in the Circelli Family Neonatal Intensive Care Unit (NICU). This specialized intensive care device, which can now be used during transport, is designed to treat a critically ill newborn who may have suffered brain injury around the time of birth.

Health(e)News
In October, GMC launched a monthly e-newsletter to provide community members with a convenient and timely way to get the health information that’s relevant to them. Each month, subscribers receive tools and tips to live healthier, expert health advice and information about the many health and educational resources that are available right here at GMC.

Back Pain Center
November marked the grand opening of the long-awaited Back Pain Center—with 24/7 scheduling—which combines the specialized expertise of Gwinnett Medical Group’s Neurosurgery & Spine Associates (formerly the Brain & Spine Institute) with the clinical resources of the hospital system. This innovative approach enables GMC to provide comprehensive, one-stop care.
GMC Primary Care & Specialty Center-Suwanee Opened

When this innovative center opened in April, it combined the expert care of GMC with a convenient new location. This unique facility offers community members access to primary care, cardiology, gastroenterology, OB/GYN and imaging services—all in a comfortable, spa-like environment.
GMC-Duluth celebrated its tenth anniversary of transforming healthcare in the Duluth community and beyond.
First Class of Residents Graduate
In June, we proudly recognized the graduation of our inaugural class of Graduate Medical Education residents. This class included five family medicine residents, one internal medicine resident and five transitional year residents. To continue advancing the future of medicine, GME welcomes a new class of residents to each program every year.

Introducing Academic Primary Care
To build greater awareness of GMC’s Graduate Medical Education program and its practices and services, the new umbrella brand of Academic Primary Care was created. This new branding strategy will help to support increased patient volumes, as well as the continued growth of the academic program.

GMC Health Park-Hamilton Mill
While GMC Health Park-Hamilton Mill isn’t new to providing exceptional, comprehensive care that’s close to home, there are several new services now available. With the addition of orthopedic and gastroenterology services, community members can continue enjoying an extensive range of health care services for every stage of life.

The Concussion Institute
The Concussion Institute continued to make innovative strides throughout 2016 and 2017, starting by becoming one of the first programs in the U.S. to offer ImPACT testing to pediatric patients. They were then named a provider for current and former professional football players who suffered concussions during their athletic careers.
Accomplishments

Urgent Care Center Accreditation
In 2016, GMC began its partnership with ChoiceOne Urgent Care to open two state-of-the-art urgent care centers in Hamilton Mill and Sugar Hill. These centers then went on to be the first in the state of Georgia to be accredited by the Urgent Care Association of America.

Online Scheduling for Gwinnett Medical Group
To make the scheduling process easier than ever, Gwinnett Medical Group introduced online scheduling for all of its primary care practices. This contemporary change to scheduling couples the convenience and comfort of making an appointment 24/7, with the familiarity of seeing a primary care provider.

Named A Top Performing Safety Net Hospital
Gwinnett Medical Center earned a top performance rating from Modern Healthcare for its performance of coronary bypass graft surgery, joining the list of safety net hospitals who are top performers in four clinical areas. Gwinnett Medical Center is the only hospital in Georgia to be included in any of the list, which is determined from CMS data.

Earned Four-Star Quality Rating From New CMS Tool
Gwinnett Medical Center earned a four-star rating from the Centers for Medicare and Medicaid Services’ (CMS) new Hospital Compare rating system – one of only two hospitals in metro Atlanta to receive a four-star rating or better. The rating system is a new service designed by CMS to help patients make decisions about where to receive non-emergency health care.
COMMUNITY HEALTH IMPROVEMENT

In FY 2017, more than $14,443,861 of community health improvement services and community benefit programs/outreach operations was provided, 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 community members through health education, health and wellness programs, health screenings and support groups.

In FY 2017...

<table>
<thead>
<tr>
<th>Cartoon Icon</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Brain Icon" /></td>
<td>There were more than 7,000 baseline concussion ImPACT tests conducted.</td>
</tr>
<tr>
<td><img src="image2.png" alt="Helmet Icon" /></td>
<td>We had 66 certified athletic trainers in 18 high schools with approximately 95,000 encounters.</td>
</tr>
<tr>
<td><img src="image3.png" alt="Ribbon Icon" /></td>
<td>There were 104 health and wellness events reaching 20,453 community members.</td>
</tr>
<tr>
<td><img src="image4.png" alt="A+ Icon" /></td>
<td>We had 3,012 members of PrimeTime Health, a program for adults 55 and older.</td>
</tr>
<tr>
<td><img src="image5.png" alt="A+ Icon" /></td>
<td>As a teaching facility, we had more than 1,600 students participate in professional training.</td>
</tr>
<tr>
<td><img src="image6.png" alt="A+ Icon" /></td>
<td>Through our Faith Community Nursing program, we had more than 20,500 contacts.</td>
</tr>
</tbody>
</table>
TOURNIQUET TRAINING

As part of Gwinnett Medical Center’s partnership with the national Stop the Bleed campaign, GMC’s trauma team, along with our community partners, hosted a tourniquet training event for community members and associates. This important program puts life-saving information into the hands of the public in the event of a traumatic injury.
In October, GMC sponsored the first Paint Gwinnett Pink 5K, an event created to help recognize, support and celebrate those who have been impacted by breast cancer in our community. With more than 1,000 participants, this event raised more than $100,000 which will help to support breast cancer patients undergoing treatment at GMC, as well as increase mammogram availability.
$90,948,855

Total value of quantifiable benefits provided to the community in FY 2017.
In fiscal year 2017, more than **1,600** students participated in professional training for many specialty positions, including:

- Nurses
- Biomedical technologists
- Cardiology technicians
- Certified nursing assistants
- Chaplains
- Community health
- Corporate counsel
- Dietitians
- Diabetes educators
- Health information managers
- Emergency medical technicians
- Exercise and health science professionals
- Health informatics professionals
- High school programs
- Laboratory technologists
- Paramedics
- Phlebotomists
- Medical interpreters
- Nuclear medicine technologists
- Pharmacists
- Radiology technicians
- Rehabilitation therapists
- Respiratory therapists
- Social workers
- Surgical technicians
- Ultrasound technologists

We are associated with more than **60** academic institutions.
Gwinnett Health System, Inc. Board of Directors

J. Mike Levengood, JD  
Chairman

Manfred Sandler, MD  
Vice Chairman

Carlton Buchanan, MD

Renee Byrd-Lewis

A. Keith Carnes, MD

C. Norwood Davis

Carolyn Hill*  
Completed board term prior to end of fiscal year.

L.C. Johnson

Terri Jondahl

Thomas Martin*  
Completed board term prior to end of fiscal year.

Miles H. Mason, III, MD

Bill McGann, MD

Charles Oglesby

Greg Shumate

Jeff Wages

Philip R. Wolfe
HOSPITAL AUTHORITY OF GWINNETT COUNTY
Wayne Sikes, Chairman
S. Scott Batterton, DDS
Roy Beaty
A. Keith Carnes, MD
Tommy Hughes
Lois Love
Bruce Still
Claudia Walters
J. Mike Levengood, JD

GWINNETT HOSPITAL SYSTEM, INC.
J. Mike Levengood, JD, Chairman
Carlton Buchanan, MD
A. Keith Carnes, MD
Terri Jondahl
L.C. Johnson
Philip R. Wolfe (non-voting, ex-officio)

GWINNETT MANAGED CARE, INC.
Bill McGann, MD, Chairman
A. Keith Carnes, MD
L.C. Johnson
Terri Jondahl
J. Mike Levingood, JD (non-voting, ex-officio)
Philip R. Wolfe (non-voting, ex-officio)

GWINNETT MEDICAL PROPERTIES, INC.
L.C. Johnson, Chairman
Renee Byrd-Lewis
Charles Oglesby
J. Mike Levingood, JD (non-voting, ex-officio)
Philip R. Wolfe (non-voting, ex-officio)

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
Marvin Barge
Sharon Bartels
Kimberly Bates, MD
Carlton Buchanan, MD
Greg Cantrell
Lori Carnes
Bruce E. Carter, DMD
Murtaza Cassoobhoy, MD
Cynthia Chandler
Richard Chandler
Lisa Cink
Frank Circelli
Kristi Ellis Cohron
Guni & Snehal Dalal, MD
Julia Webb Davis
Dan Dunwody, DDS
Tom Ferrin
Gaston Garcia, MD
Will Grant
David Greene
Stan Hall
Paige Havens
Greg Hayes
Janna Hayes
Bill Head
Carolyn Hill
Stephen K. Hill
Barbara Howard
Cole Hudgens
Kimberly Hutcherson, MD
North Johnson
Terri Jondahl
Dan Kaufman, Ph.D
Daniel King
Mohan Krishnamachary, MD
Lynne Kytle-Henderson
Leslie Leigh, MD
Bin Liu
Jim Maran
Tom Martin
Suzy Martin
Wayne Mason
David McCleskey
Bill McGann, MD
Chuck Moomey, MD
Charles Oglesby
Debra Oglesby
Stacy Patterson
Denise Pecht, MD
Beth Phelps
Donny Phillips
Randy Redner
Nora Rozin
Bill Russell, Ph.D
Raymer Sale
Jeff Seebeck
Chuck Smith
David Snell
Sheila Stevens
Matt Stinchcomb
Clyde Strickland
Mike Tennant
Sid Theus
Perry Tindol
Mike Townsend
Richard Tucker
Jeff Wages
Steve Williams
Kathryn Parsons Willis
Bedri Yusuf, MD
## Financial Report/Balance Sheet

### Assets (in thousands)

<table>
<thead>
<tr>
<th>Item</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$244,588</td>
<td>$259,419</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>$385,801</td>
<td>$370,650</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$266,206</td>
<td>$276,465</td>
</tr>
<tr>
<td>Other assets</td>
<td>$29,275</td>
<td>$29,297</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$925,870</strong></td>
<td><strong>$935,831</strong></td>
</tr>
</tbody>
</table>

### Liabilities and net assets (in thousands)

<table>
<thead>
<tr>
<th>Item</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$86,173</td>
<td>$86,876</td>
</tr>
<tr>
<td>Self-insurance reserves</td>
<td>$37,312</td>
<td>$37,999</td>
</tr>
<tr>
<td>Accrued pension cost</td>
<td>$13,395</td>
<td>$37,100</td>
</tr>
<tr>
<td>Long-term debt, excluding current position</td>
<td>$272,001</td>
<td>$278,449</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>$35,770</td>
<td>$50,373</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>$2,848</td>
<td>$2,819</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$469,957</strong></td>
<td><strong>$516,074</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td><strong>$455,913</strong></td>
<td><strong>$419,757</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$925,870</strong></td>
<td><strong>$935,831</strong></td>
</tr>
</tbody>
</table>
## Statement of Revenues & Expenses

### Our Revenues (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient revenue before deductions for indigent, charity and uncollectable accounts</td>
<td>$1,037,388</td>
<td>$987,045</td>
</tr>
<tr>
<td>Deductions for indigent and charity care</td>
<td>$178,592</td>
<td>$160,577</td>
</tr>
<tr>
<td>Deductions for uncollectable accounts</td>
<td>$100,635</td>
<td>$91,443</td>
</tr>
<tr>
<td>Net revenue from patient services</td>
<td>$758,161</td>
<td>$735,025</td>
</tr>
<tr>
<td>Other revenue and investment income</td>
<td>$50,507</td>
<td>$14,329</td>
</tr>
<tr>
<td>Total revenues, gains and other support</td>
<td>$808,668</td>
<td>$749,354</td>
</tr>
</tbody>
</table>

### Our Expenses (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses such as salaries</td>
<td>$743,507</td>
<td>$731,778</td>
</tr>
<tr>
<td>Financial costs, primarily interest and depreciation</td>
<td>$47,181</td>
<td>$48,823</td>
</tr>
<tr>
<td>Total expenses for the year</td>
<td>$790,688</td>
<td>$780,601</td>
</tr>
</tbody>
</table>

### Net Results (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2016</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>$17,980</td>
<td>($31,247)</td>
</tr>
</tbody>
</table>

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

### Personnel and Facilities

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total system employees</td>
<td>5,555</td>
<td>5,164</td>
</tr>
<tr>
<td>Active and provisional medical staff</td>
<td>566</td>
<td>577</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>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of patients admitted (excluding newborns)</td>
<td>29,709</td>
<td>30,518</td>
</tr>
<tr>
<td>Patient days of service rendered (including newborns)</td>
<td>185,862</td>
<td>190,707</td>
</tr>
<tr>
<td>Patient days of service rendered (excluding newborns)</td>
<td>177,965</td>
<td>181,633</td>
</tr>
<tr>
<td>Average daily census (excluding newborns)</td>
<td>488</td>
<td>498</td>
</tr>
<tr>
<td>Occupancy - Acute Care*</td>
<td>88%</td>
<td>89%</td>
</tr>
<tr>
<td>Average Acute Care length of stay (days)</td>
<td>4.9</td>
<td>4.8</td>
</tr>
<tr>
<td>Outpatient visits (hospital-based)</td>
<td>246,970</td>
<td>246,988</td>
</tr>
<tr>
<td>Total births</td>
<td>4,790</td>
<td>5,532</td>
</tr>
<tr>
<td>Inpatient and outpatient surgical cases</td>
<td>26,621</td>
<td>26,561</td>
</tr>
<tr>
<td>Emergency Department visits</td>
<td>148,064</td>
<td>151,435</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
STAY CONNECTED
with Gwinnett Medical Center

Like GMC on Facebook at facebook.com/gwinnettmmedical.
Follow GMC on Twitter at twitter.com/gwinnettmmedical.
Follow GMC on Instagram at instagram.com/gwinnettmmedical.

Subscribe to our monthly Health(e)News. Visit everydaywellness.org/newsletter.
Learn more about your health at gwinnettmmedicalcenter.org/blog.