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,

As we continue to work to build community health, we are following lots of avenues.

Inside GMC, in 2015 we advanced general knowledge through our Office of Research, and a research-based and educational affiliation with the Duke Cancer Network. In addition, our Graduate Medical Education program added its first class of internal medicine residents, and second class of family medicine residents. These residency programs are designed to help address the projected shortage of primary care physicians in our region.

And outside our walls, we continue to reach out to the community with a range of coalition-building activities with regional partners to address the root causes of health problems.

In fact, communication and collaboration between various health and community groups here 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 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 in such a capacity. In fact, this collaboration was also recognized by Georgia Watch, a consumer advocacy organization.

But that’s just some of the terrific work our associates and physicians have accomplished in 2015. I hope you’ll take the time to read about all these changes, noted throughout this publication.

Sincerely,

Philip R. Wolfe, FACHE
President & CEO
Our Commitment

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 the purpose of this community benefits report, the term Gwinnett Medical Center (GMC) includes Gwinnett Hospital System.

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: Gwinnett Women’s Pavilion and 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.

Full-time emergency departments operate in both Lawrenceville and Duluth. No one requiring emergency care is denied treatment. The 60-bed emergency department at GMC-Lawrenceville is one of the busiest in Georgia. This location has a 12-bed Children’s Emergency Center, an accredited Chest Pain Center and is designated as a Level II Trauma Center providing 24 hours a day, seven days a week trauma team coverage. Only 24 of the state’s 152 acute-care hospitals are designated trauma centers. GMC-Duluth has a 24-bed emergency department that is stroke care certified.

By the Numbers

The 2015 Community Benefit Report is the executive summary of our community benefit plan and follows the guidelines outlined by the Catholic Health Association of the United States, VHA, Inc. and guidance from the Internal Revenue Service.

Charity care is reported as the cost of care provided and does not include uncollectible charges that the hospital recorded as revenue but wrote off due to failure to pay by the patients. For fiscal year 2015, Gwinnett Hospital System reported $48,085,097 charity care costs.

Medicaid shortfalls are created when a facility receives payments that are less than the cost of caring for the public program beneficiaries. For fiscal year 2015, GMC reported $17,262,629 unreimbursed Medicaid and $5,892 other means-tested government programs. The cost of community benefit programs at GMC for fiscal year 2015 was $11,184,445.
Figure 1: Gwinnett Medical Center Community Benefit, Fiscal Year 2015

<table>
<thead>
<tr>
<th>Financial Assistance (at cost) $48,085,097</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government-sponsored health care $17,268,521</td>
</tr>
<tr>
<td>• Unpaid cost of Medicaid and PeachCare for Kids</td>
</tr>
<tr>
<td>Community Benefit Programs $11,184,445</td>
</tr>
<tr>
<td>• Community health education and improvement services</td>
</tr>
<tr>
<td>• Health professions education</td>
</tr>
<tr>
<td>• Subsidized health services</td>
</tr>
<tr>
<td>• Research</td>
</tr>
<tr>
<td>Total value of quantifiable benefits provided to the community $76,538,063</td>
</tr>
</tbody>
</table>

Community Benefit Definition and Objectives

Programs or activities that provide treatment or promote health as a response to community needs and meet at least one community benefit objective:

- Improve access to health services
- Enhance public health
- Advance increased general knowledge through research
- Relieve or reduce the government burden to improve health

Community benefit activities are not intended to be:

- Provided primarily for marketing purposes
- Required for hospital licensure or accreditation
- Restricted to individuals affiliated with the organization
- Counted as community benefit by another organization or person
- Questionable in the eyes of the community

Community building activities include programs that address root causes of health problems and are captured in the categories of coalition building and workforce development in an effort to enhance public health. According to IRS guidelines, these activities are not usually reported as community benefit; however, some community building activities may also meet the definition of community benefit. Our organization did not participate in these activities to increase referrals or to fulfill regulatory requirements or current standards of care. In fiscal year 2015, $203,607 was reported in community building activities.

According to the IRS, charity care does not include: bad debt or the cost of care provided to patients who fail to pay for services; the difference between the costs of care provided under Medicare and the revenue derived therefrom; or contractual adjustments with any third-party payors. The Hospital System in fiscal year 2015 experienced $76,496,698 in bad debt expenses and Medicare Shortfalls of $29,821,970 excluding the Medicare shortfall reported as part of subsidized services and prior year adjustments.
Patient Financial Assistance Policy

GMC provides financial assistance to Gwinnett County residents who meet the established eligibility requirements. At GMC, our guidelines indicate that indigent care is for a family who has an income that does not exceed 125 percent of the Federal Poverty Income Guidelines. The charity care criteria apply when a family’s income is between 125 and 300 percent of the Federal Poverty Income Guidelines. However, a family that has unusual financial circumstances may qualify for charity care with a reduced patient liability. Families are responsible for making application for these types of financial assistant services.

The financial assistance policy and application is available on the Gwinnett Medical Center website in four languages (English, Spanish, Vietnamese and Korean). Financial counselors are available at all facilities to assist patients and their families with billing questions as well as assisting patients with making application for federal, state and local programs including Medicare, Medicaid and local medical assistance programs for which they may be eligible.

Billing Services

GMC provides price estimates in advance of services and treatment at a patient’s request. In addition, our goal is to ensure that our medical bills are accurate and easy to understand. We are committed to finding ways to help every patient pay the portion of their bill they are responsible for without experiencing an overwhelming financial burden. Billing statements include information about how to contact financial representatives and arrange payment plans. If an individual has questions regarding costs associated with services at Gwinnett Medical Center please contact the patient price estimation line at 678-312-4242 (8 a.m. – 4 p.m., Monday through Friday) or email your questions to ghsbilling@gwinnettmemorycenter.org.

Our Vision: Investing in 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. We live that vision by joining with physicians, community and other health care organizations to treat injury and disease as well as by providing preventive and early intervention care. The GHS Board of Directors is comprised of community leaders dedicated to providing quality health care to our community. The majority of board members are persons who reside in our primary service area and neither they (nor their family members) are employees or contractors of the organization.
Gwinnett Health System Board of Directors

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

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

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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
GMC Recognitions/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.

Community Service Collaborations

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 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, American Red Cross, March of Dimes, American Stroke Association, American Cancer Society, American Diabetes Association and the United Way.

Our Values: Service to the Community

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.

Faith Community Nursing has completed more than 20 years of service to the community. Research has shown that people who are healthy in their spiritual and emotional life are better able to cope and become healthier in their physical bodies. GMC encourages faith communities to provide health ministry in their congregations by training, supervising and supporting faith community nurses in their faith communities to promote whole person health. Faith community nurses function as case managers, personal health counselors, educators and volunteer coordinators for creative programs to improve the health of community members. In fiscal year 2015 the program made more than 56,000 community member contacts for both GMC-Lawrenceville and GMC-Duluth. Our relationships with area faith communities are a key link in providing health outreach and last year the Faith Community Nursing program collaborated with more than 200 service agencies.
Health Education & Wellness Services (HEWS) is responsible for planning, coordinating and providing health education programs and services for community members from both GMC-Lawrenceville and GMC-Duluth. Activities include PrimeTime Health, Physician’s Speakers Bureau and fitness classes. PrimeTime Health is a senior program providing health information to meet the needs of community members over 50 years of age. In fiscal year 2015, HEWS had 11,610 community contacts.

The Diabetes & Nutrition Education Center (DNEC) provides outpatient services at both GMC-Lawrenceville and GMC-Duluth. Outpatient services include an American Diabetes Association accredited diabetes education program. In addition, insulin pump training, nutrition, weight management and bariatric surgical weight management consultations are offered. The staff includes registered nurses and registered dietitians who are certified diabetes educators. DNEC had a total of 9,311 outpatient contacts which include clients and community groups in fiscal year 2015. As a resource to the community, the center strives for adequate access to and excellence in diabetes and nutrition education that positively impacts lives. DNEC maintains partnerships with physicians, community groups (e.g., churches, businesses, senior centers) indigent care clinics and other hospital departments in this pursuit. The Diabetes Education Grant Program is sponsored by Cisco Systems, Inc. and has provided diabetes education to 470 uninsured patients.

The Center for Neuroscience leads our organization’s efforts in maintaining our Primary Stroke Center certification by the Joint Commission. The elements are surveyed on-site every two years. In addition, interim data is submitted annually, which includes leadership support, processes for timely and appropriate treatment, guideline updates and education to providers, patients and the community as well as performance improvement efforts. Since February 2005, both GMC-Lawrenceville and GMC-Duluth have been certified as Primary Stroke Centers. Community education is supported through the efforts of the nursing team who provide presentations and screenings for at-risk groups. In fiscal year 2015, the center’s community outreach programs had 1,421 participants.

Glancy Rehabilitation Center has 30 rehabilitation beds and is located in Duluth. It has a comprehensive, interdisciplinary treatment program designed to help survivors of stroke, accident or debilitating illness increase their level of functioning and independence. In addition to the inpatient program, the center provides support for a peer visitor program and four support groups with a total of 700 persons served in fiscal year 2015.

Women’s Services are provided at the Gwinnett Women’s Pavilion, located at GMC-Lawrenceville. This facility has 35 Mother/Infant Unit beds and 15 High-Risk Pregnancy Unit beds and is a leading provider of obstetrical services in the state. Services provided at this facility include the High-Risk Pregnancy Unit, labor and delivery suites and the Level III Neonatal Intensive Care Unit (NICU). In fiscal year 2015, the Gwinnett Women’s Pavilion had 5,083 deliveries and the NICU had 523 admissions. Community education programs provided by Women’s Services include childbirth education, lactation support, infant and child safety as well as additional classes to meet the educational needs of women of all ages with 16,118 community contacts for fiscal year 2015.
The Care-a-Van is a mobile mammography unit that provides low-cost breast health screenings throughout Gwinnett County. In fiscal year 2015, 1,592 screening mammograms were performed on the Care-a-Van. The unit distributes educational literature and provides a video on breast care to help further the education and awareness of the participants. Working together with the Gwinnett Breast Program, the Care-a-Van participates in health fairs and travels to underserved areas throughout Gwinnett County and surrounding areas. This service addresses the need of accessibility and prevention by providing screenings to those who otherwise would not have had access to regular testing.

Oncology Services’ mission is to offer the citizens of our community compassionate cancer care in partnership with our patients and physicians through a network of integrated services and programs promoting the delivery of health and wellness. Our program is accredited through the Commission on Cancer of the American College of Surgeons and the National Accreditation Program for Breast Centers. Our professional healthcare services include advanced practice genetics/cancer risk specialist, two breast health navigators, a thoracic oncology navigator, an oncology social worker and a registered dietitian. Since 2007, GMC has had an American Cancer Society Patient Resource Navigator position which is a collaborative between GMC and the American Cancer Society. The Breast Health Navigators made 4,819 patient contacts in fiscal year 2015 and the Hereditary Cancer Risk Assessment Program had 147 unique patients.

The Level II Trauma Center at GMC-Lawrenceville cares for patients who have sustained trauma-related injuries in Gwinnett County and the surrounding area. Our trauma center is one of only 24 in the state. In fiscal year 2015, the Trauma Services department reported 1,315 trauma patients on the registry.

The Sports Medicine Program was established with the goal of improving the level of care and access to care provided to athletes in Gwinnett County. The department offices are at GMC-Duluth. Under the direction of the Sports Medicine Committee physicians, the athletic trainers are responsible for the care of injured athletes, from adolescents to geriatrics, at community sporting events (including 14 high schools in Gwinnett County and two other counties) at no cost to community members. The athletic trainers assess, educate, instruct and treat athletes with movement dysfunction, emergency injuries or physical disabilities, both acute and chronic. The athletic trainers administer immediate, on-site medical care and develop an ongoing plan of care based on the nature of the injury. In fiscal year 2015, our certified athletic trainers provided direct on-site care in approximately 30,000 encounters.

In addition, the program has implemented a county-wide concussion testing program called ImPACT. This initiative provided free neuro-cognitive baseline testing for 21 high schools, three private schools, one local college, 27 county middle school basketball and cheerleading teams, local recreational soccer leagues, local recreational ice and roller hockey leagues and the local youth football association. This concussion program potentially touched every high school football, basketball and soccer player as well as youth athletes in the county. More than 50,000 baseline tests were provided in fiscal year 2015.
Training and Education

The Learning Resources department coordinates the majority of health professional education training at GMC. In fiscal year 2015, over 1,400 students participated in professional training for many specialties including nursing, biomedical technologist, cardiology technicians, chaplaincy, dietitians, diabetes educators, health information management, emergency medical technicians, exercise and health science, health informatics, laboratory technologists and phlebotomists, medical interpreters, nuclear medicine technologists, pharmacists, radiology technicians, rehabilitation physical therapists, respiratory therapist, social workers, surgical technicians and ultrasound technologists. We are associated with more than 25 academic institutions.

Figure 2: GMC Service Volumes Fiscal Years 2012 – 2015

<table>
<thead>
<tr>
<th>Service Type</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Admissions (total system excluding newborns)</strong></td>
<td>26,571</td>
<td>27,535</td>
<td>27,991</td>
<td>29,212</td>
</tr>
<tr>
<td><strong>Emergency Departments visits</strong></td>
<td>137,796</td>
<td>140,470</td>
<td>140,308</td>
<td>149,535</td>
</tr>
<tr>
<td>(GMC-Lawrenceville and GMC-Duluth)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GMC Outpatients visits</strong></td>
<td>207,598</td>
<td>210,594</td>
<td>217,057</td>
<td>228,549</td>
</tr>
<tr>
<td><strong>Care-a-Van screening mammograms</strong></td>
<td>1,508</td>
<td>1,499</td>
<td>1,594</td>
<td>1,592</td>
</tr>
<tr>
<td><strong>Surgical cases (inpatient and outpatient)</strong></td>
<td>26,915</td>
<td>26,233</td>
<td>25,505</td>
<td>25,592</td>
</tr>
<tr>
<td><strong>Gwinnett Women’s Pavilion deliveries</strong></td>
<td>4,819</td>
<td>4,854</td>
<td>4,970</td>
<td>5,083</td>
</tr>
<tr>
<td><strong>Neonatal Intensive Care Unit admissions</strong></td>
<td>615</td>
<td>682</td>
<td>518</td>
<td>523</td>
</tr>
<tr>
<td><strong>Diabetes &amp; Nutrition Education Center contacts</strong></td>
<td>8,543</td>
<td>9,370</td>
<td>8,599</td>
<td>9,311</td>
</tr>
<tr>
<td><strong>Dialysis treatments</strong></td>
<td>3,084</td>
<td>4,553</td>
<td>5,010</td>
<td>5,379</td>
</tr>
<tr>
<td>(GMC-Lawrenceville and GMC-Duluth)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pain Management visits</strong></td>
<td>7,549</td>
<td>9,621</td>
<td>9,918</td>
<td>9,976</td>
</tr>
<tr>
<td><strong>Wound Treatment Center visits</strong></td>
<td>5,033</td>
<td>4,341</td>
<td>4,583</td>
<td>4,646</td>
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<tr>
<td><strong>Faith Community Nursing contacts</strong></td>
<td>206,501</td>
<td>122,026</td>
<td>65,165</td>
<td>56,124</td>
</tr>
</tbody>
</table>

Source: GMC Operating Statistics and department reports FY 2012-2015

Conclusion

Gwinnett Medical Center is committed to transforming healthcare in our community. We continue to provide the quality of care and clinical excellence that this community has come to expect, and strive to identify and plan for future needs.

The health care needs of the community continue to evolve with our changing demographics, and as an organization, we continue to adjust to meet these needs. GMC provides a wide range of services to meet medical needs, whether wellness-based services, acute illnesses or chronic conditions.

Patient safety and quality care are of the utmost importance, and GMC has increasingly implemented measurements and systems to ensure these meet the highest standards in the nation. As GMC continues to face the financial challenges of operating a growing health care system with ever-changing pressures of socioeconomic and governmental influences, we strive to be proactive in meeting our community’s growing identified health care needs.