

Reach:

Expanding excellence, advancing safety and quality



Novant Health 2022 annual report

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Reaching for more: Celebrating 25 years of remarkable



Carl S. Armato,
president and CEO



Robert M. Barr, MD,
board chair (2020 - 2022)

Milestones matter.

They allow us to pause and reflect on where we've been and where we're headed. They remind us of obstacles overcome, memories made and successes achieved together.

That's why we at Novant Health were so proud in 2022 to mark 25 years as a healthcare system. That milestone is impressive because it's so much more than a number. It means a quarter-century of caring for our communities, forging lasting bonds as a team and changing lives.

When Novant Health got its start in 1997, few of us could have foreseen the incredible opportunities ahead of us. Today our clinical team routinely saves lives using innovative, advanced treatments that once would have sounded like science fiction. We harness the power of data analytics to prevent disease before it begins, shorten hospital stays and prevent readmissions. We have learned to mobilize immediately when a health threat looms over our communities.

All of our achievements, and the worthy milestone of 25 years, have come because of the single most powerful part of Novant Health: our people.

The people of Novant Health make up the best team in healthcare. They serve with compassion, dedication and excellence — and truly fulfill our mission of making communities healthier, one person at a time. You'll read in the pages that follow about how we're growing expertise, services and facilities to better serve our region, and you'll read about the people making that happen. We're excited to share with you in this report stories of physicians, nurses and advanced practice providers passionate about healthcare, and patients we've helped restore to health.

Milestones matter — but they are markers, not destinations. As we look to the next 25 years, the vision is bright. We're finding new ways to reach more patients than ever. We're reaching across barriers to extend care to those who haven't always had it. We're reaching in to further strengthen our team.

Novant Health has a long, proud history of providing healing and offering hope. The best part is, we've only just begun.

Sincerely,

Carl S. Armato, Novant Health president and CEO,

Robert M. Barr, MD, Novant Health board chair (2020-2022)

Growing our network



- Medical centers
- Managed medical center
- Physician offices
- Imaging centers

Strong employment opportunities. Scenic mountains and unspoiled ocean coast. Warm, welcoming communities.

It's no wonder North Carolina's population is growing so fast. And along with the region's remarkable growth comes the need for world-class healthcare focused on safety and quality.

That's why Novant Health accelerated growth in 2022, expanding outpatient facilities, physician clinics and hospitals.

"We're always looking for opportunities to reach new people with the medical excellence they deserve," said Carl S. Armato, Novant Health president and CEO. "The Novant Health mission is to make communities healthier, one person at a time — and we're growing to make that happen."

Novant Health signed an agreement with Cone Health, giving Novant Health an interest in HealthTeam Advantage (HTA) — the

Medicare Advantage company started by Cone Health. Cone Health remains the majority shareholder.

The agreement means more choices for consumers, thereby growing the number of people we can care for. With the addition of Novant Health as a partner, more consumers, more care teams and the facilities they use will have HTA as an insurance option.

"Becoming a joint owner in HealthTeam Advantage allows us to further deliver on that mission by expanding access to care," Armato said. "I'm proud we are one step closer to offering seniors in the communities we serve additional choice when it comes to insurance program options across the state."

HTA is one of a small number of Medicare Advantage programs in North Carolina with a 5-star rating from Centers for Medicare and Medicaid Services. It counts 15,000 Medicare beneficiaries in seven North Carolina counties as members. •

IN WINSTON-SALEM

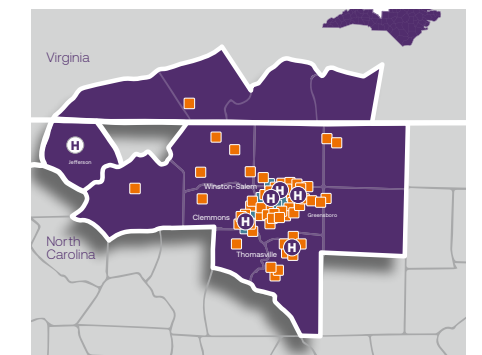
Building a new critical care tower

What does better access to hospital care for patients in Winston-Salem and the surrounding area look like? A five-story, 193,000-square-foot critical care tower under construction at Novant Health Forsyth Medical Center, which is part of an overall \$400 million multiphase construction project initially launched in 2019. The project will ensure Novant Health keeps pace with fast growth in the region.

The critical care tower will include 60 critical care rooms and 36 patient rooms designed to offer added privacy and abundant natural light. As a tertiary care referral destination focused on safety and quality, Forsyth Medical Center's surgical services department will also feature completely redesigned operating rooms equipped with the latest in advanced technology to perform leading-edge and minimally invasive procedures, including brain, spine, heart and vascular surgery.

"Working within our existing footprint, Forsyth Medical Center has grown tremendously over the last decade, offering the latest in AI-enabled critical care and robotic-assisted surgery," said Chad Setliff, senior vice president, Novant Health, and president of Novant Health Forsyth Medical Center and the greater Winston-Salem market. "Drawing on patient-centered design principles, the new tower will strengthen the safe, high-quality care experience that our community deserves and facilitate our continued growth and innovation."

Novant Health Kernersville Medical Center launched work on its 60,000-square-foot expansion, which will include the



construction of a new fourth-floor birthing center. This will be the first time maternity care services have been offered at Kernersville Medical Center, which will provide a more convenient labor and delivery care option for expecting mothers in eastern Forsyth and western Guilford communities. The \$55 million expansion project will also include the addition of medical beds, an expanded intensive care unit and the installation of a new heart and vascular lab.

"Over the last 10 years, we have seen tremendous population growth," said Kirsten Royster, senior vice president, Novant Health, and chief operating officer of Kernersville Medical Center. "This expansion will offer our patients the very latest in advanced maternity and cardiovascular care services, closer to home." •



Chad Setliff, Novant Health senior vice president and president of Novant Health Forsyth Medical Center and the Winston-Salem market, speaks at the ribbon cutting for the new Novant Health Community Care Cruiser.

IN CHARLOTTE

Expanding women's services and children's emergency care

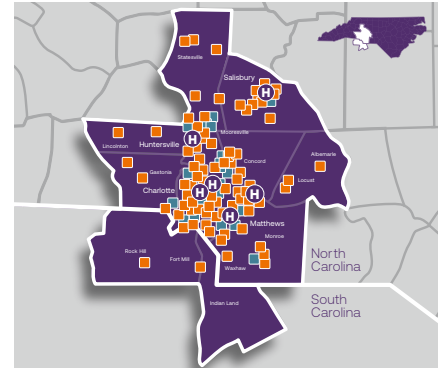
The year brought the kickoff of even more construction projects designed to better serve patients. We launched a \$15 million investment project, the Novant Health Agnes Binder Weisiger Breast Health Center, which will expand the current breast health center in the medical tower adjacent to Novant Health Presbyterian Medical Center to 13,500 square feet and function as a brand-new, stand-alone and comprehensive breast health center. Through the Novant Health Foundation, philanthropic partners have provided over \$2.5 million in gifts toward the \$5 million goal for the new center to ensure that all patients in and around Charlotte have equitable access to breast health services.

Novant Health Matthews Medical Center in 2022 broke ground on its four-story, 150,000-square-foot tower and 50,000-square-foot renovation project. With this \$169 million expansion, Matthews Medical Center will be better positioned to meet the healthcare needs of this rapidly growing community.

Located on the south side of the hospital campus, the new tower will house 58 new patient beds along with surgical services to include seven operating rooms, three endoscopy suites, a post-anesthesia care unit and an ambulatory care unit. Additionally, there will be three cardiac procedural suites.

"This investment helps address the medical center's long-term sustainability," said Jason Bernd, Matthews Medical Center president and chief operating officer. "It also ensures that we are able to grow advanced services in the clinical areas our patients need."

Saad Ehtisham, DHA, Novant Health senior vice president and president of Novant Health Presbyterian Medical Center and the Charlotte market, celebrates at the groundbreaking of Novant Health Matthews Medical Center's expansion.



The year also saw the opening of the Martin Truex Jr. Foundation Children's Emergency Services at Novant Health Huntersville Medical Center, a project funded by the Martin Truex Jr. Foundation and additional donors. The 5,000-square-foot children's emergency services space located within Huntersville Medical Center will provide specialized treatment to children and teens in the Huntersville and Lake Norman areas, where there was previously limited access.

The space is specifically designed to be a child-friendly environment, featuring nine private treatment rooms, a triage room, a family consultation room, advanced medical equipment specifically designed to treat children, a treatment room for minor injuries and sleep chairs for emergencies late at night. Longtime philanthropic partners Sherry Pollex and NASCAR driver Martin Truex Jr. helped celebrate the opening of the center, which features a family-friendly waiting room with NASCAR-themed décor, bold colors and blurred speed images at a child's eye level.

"The Martin Truex Jr. Foundation Emergency Services center demonstrates Martin Truex Jr. and Sherry Pollex's shared and continued commitment to providing the very best in quality care for our community," said Ann Caulkins, senior vice president of Novant Health and president of Novant Health Foundation. "As a parent, I know just how much it means to have this kind of specialized emergency care available, close to home."

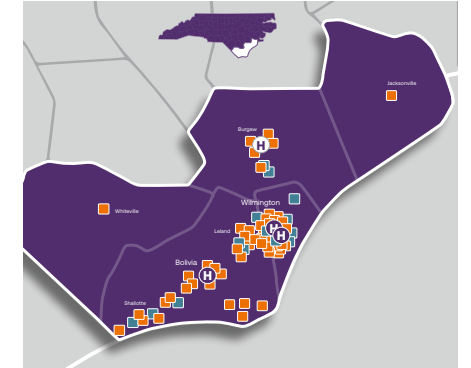
Novant Health in 2022 marked the midpoint of an exciting new project: the construction of a new hospital in Charlotte's fast-growing Ballantyne area.

"Soon, south Charlotte residents will have their own community-focused, state-of-the-art hospital," said Saad Ehtisham, DHA, senior vice president and president of Novant Health Presbyterian Medical Center and Novant Health's greater Charlotte market.

Novant Health Ballantyne Medical Center and medical office building will offer services that include emergency care, inpatient care (medical/surgical and intermediate), women's care (including birthing suites), expanded diagnostic and surgical services. To foster connection among local residents, we're constructing walking trails and space for community events. •

AT THE COAST

Expanding safe, high-quality specialty care



Novant Health broke ground in early 2022 on a new medical office building being constructed on the campus of Novant Health Brunswick Medical Center. The new building will expand access to heart and vascular care, including cardiac rehabilitation; family medicine, orthopedics and sports medicine; surgical care and infusion services. Patients can also receive urology and OB-GYN services at the new location.

In late 2022, we prepared for the opening of Novant Health Neurosciences Institute - New Hanover. This 108-bed facility, located on the 17th Street campus of Novant Health New Hanover Regional Medical Center in Wilmington, will house our Comprehensive Stroke Center. The institute will provide the latest in stroke, brain, spine and neurological care for patients from seven counties. There, patients will receive high-quality specialized care for strokes, aneurysms and other neurological needs.

When Novant Health partnered with New Hanover Regional Medical Center in 2021, the health system committed to invest \$600 million to fund major facilities and other expenses, and another \$2.5 billion to fund strategic capital needs to care for the region. One example: the planned 66-bed Novant Health Scotts Hill Medical Center, a new community hospital with an orthopedic focus and commitment to safety and quality.

"One of the most pressing priorities facing our region is how we meet the needs of our rapidly growing population. It was a driving factor behind the sale of New Hanover Regional Medical Center to Novant Health in 2021," said Jeff Lindsay, Novant Health executive vice president and chief operating officer. "Today, we're excited about the ways we're investing in the long-term health and well-being of the entire Wilmington community. We are committed to ensuring the region has the next-level medical facilities and healthcare services it needs — now, and for generations to come." •

Coastal-area patients now can receive even more advanced, specialized care for brain, spine and neurological needs at the new Novant Health Neurosciences Institute - New Hanover.



Expanding services and changing lives

The best healthcare reaches patients where they are, when they need it. That's why

Novant Health expanded services in 2022, bringing around-the-clock care to new locations and offering new, leading-edge treatments close to home.

"Illness, injury and healthcare concerns don't care what time of day it is, or where you live," said Onyeka Nchege, Novant Health senior vice president and chief information officer. "The same should be true of expert, compassionate care. We've widened our reach by expanding treatment and healthcare visits past typical borders of time and geography. And we've deepened the level of advanced care available to people right in their hometowns."

That advanced care is clearly seen in the teams that make up Novant Health Medical Group. In 2022, our Medical Group added 28 new clinics, 165 new physicians and 258 new advanced practice providers.

"Our continued growth allows us to reach even more in our communities with the preventive care that enables people to flourish," said Pam Oliver, MD, Novant Health executive vice president and chief medical officer. "At the heart of our growth are our team members, physicians and advanced practice providers who deliver on our mission, vision and values. Our physician-administration partnership — and Novant Health's strong commitment to physician and APP leadership — enable us to create a seamless network of innovative care for everyone we serve."

Care that comes to you

Delivering next-level care at Novant Health starts with our smallest patients and their families. Novant Health is proud that in 2022, six of our hospitals were named to *U.S. News & World Report's* list of High Performing Hospitals for Maternity Care. This is the highest award a hospital can earn. Novant Health also participates in the Baby-Friendly Hospital Initiative, a global program sponsored by the World Health Organization and the United Nations Children's Fund to encourage and recognize hospitals and birthing centers that offer an optimal level of care for infant feeding. >>

As part of our commitment to promoting mother-and-baby health, in 2022 we launched a new service: overnight lactation support.

By providing private, one-on-one video consultations between 7 p.m. and 7 a.m., we connect North Carolina families who need overnight support with a lactation expert.

"We understand the importance of overnight support for new parents as there are so many nuances to breastfeeding," said Laura Corsig, an International Board Certified Lactation Consultant, also known as an IBCLC, and manager of lactation services in Charlotte. "Our lactation consultants are here to assist at any time of night for one-on-one video calls while the family is in the privacy of their own home to ask any questions or get advice."

Virtual care options grew in other ways, as well. At the coast, we expanded video visits to nights and weekends. Nothing showed us the convenience of virtual healthcare more than the COVID-19 pandemic, when so many in the community needed a medical visit without leaving home. But the truth is, visiting your doctor over your phone or computer screen can be a huge help at many other times. Now, patients in the Coastal region can conveniently access and video chat with an expert Novant Health clinician 24/7 for diagnosis and treatment of common medical conditions. By logging in to their MyChart account, a patient can have a scheduled or on-demand visit.

We're also expanding the reach of our prenatal breastfeeding classes by offering specialty classes on Zoom, including virtual classes for parents in the LGBTQ community, parents with a high-risk pregnancy and parents of multiples. •

REACHING MORE WITH INNOVATIVE CANCER TREATMENTS

Novant Health Cancer Institute in Huntersville will reach more patients with the latest in advanced radiation and medical oncology, thanks to an expansion that began in 2022. We're bringing cancer patients new technology that will allow them to receive top-of-the-line minimally invasive radiation treatment, as well as expanded medical oncology services.

For patients, this means all of their radiation and medical oncology treatments, as well as any future surgical consult and follow-up appointments, will be easily accessible at one convenient location. The clinic will also provide on-site genetic counseling and testing, designed to help patients determine their hereditary risk of developing certain cancers.

continued



SCAN to listen to one man's cancer journey.



Topping off ceremony for the new Novant Health Kernersville Medical Center maternity unit.

“We’re very excited to expand and reintroduce our cancer services to the community,” said Kevin Roof, MD, medical director of radiation oncology at Novant Health Cancer Institute in Huntersville. “For more than seven years, we have proudly served patients in and around Huntersville, and this enhancement of services will allow us to continue to offer the very latest in external beam radiation therapy treatment options.”

The radiation oncology center installed new equipment, including a state-of-the-art, four-dimensional CT simulator allowing for gated treatments and triggered-imaging treatments. A brand-new TrueBeam linear accelerator was also added to the department. The linear accelerator delivers high-energy radiation beams to the target and destroys cancer cells in the body. This new technology is equipped to provide precise treatment for a variety of complex cancers.

Cancer patients have additional therapies available, thanks to our expansion of lymphoma treatment. Chimeric antigen receptor CAR-T cell therapy is now available on an outpatient basis for lymphoma patients at the Novant Health Cancer Institute in Charlotte. This newer treatment is considered if a patient isn’t responding to chemotherapy or if the cancer recurs. It uses a patient’s own cells to enhance their fight against cancer and recovery from chemotherapy by reprogramming a patient’s immune cells to attack and kill cancer cells.

Since 2020, Novant Health has offered CAR-T cell therapy in an inpatient setting. In 2022, we launched the same therapy on an outpatient basis in Charlotte, making Novant Health the only provider of outpatient CAR-T cell therapy in North Carolina. Additionally, in



Peter Turk, MD, speaks with Agnes and Ed Weisiger at the groundbreaking ceremony for Novant Health Agnes Binder Weisiger Breast Health Center.

November 2022, we began offering CAR-T cell therapy at Novant Health Forsyth Medical Center in Winston-Salem, to bring it closer to patients in that market. We’re one of the few healthcare systems in the nation to offer this advanced lymphoma treatment in more than one location within the system — and one of only 90 treatment centers in the United States that’s accredited to offer the game-changing therapy.

“CAR-T cell therapy has changed the treatment paradigm for recurrent lymphomas in the past few years,” said Alan Skarbnik, MD, director of the lymphoma and chronic lymphocytic leukemia program and director of the immune effector cell therapy program at Novant Health Cancer Institute. “But access to it is has been the main issue because there’s a limited number of institutions that are able to offer this. We were very keen on bringing this technology to our patient population within Novant Health, so our patients have easy access to it.”

Thanks to a generous gift made to Novant Health Presbyterian Medical Center Foundation, cancer patients will have even more access to advanced treatments. Agnes and Ed Weisiger, longtime philanthropic partners of Novant Health, donated \$1.5 million in 2022 to create an endowed chair in the Novant Health Agnes B. and Edward I. Weisiger Cancer Institute. The endowment will in part be used to fund advanced cancer research that can help patients who have nowhere else to turn. “This endowed chair is the first of its kind at Novant Health,” said David Rizzieri, MD, physician executive for the Cancer Institute. “Thanks to this gift, and others like it, the Novant Health Cancer Institute is a leader in offering innovative approaches to save lives.” •

ADVANCES IN ORTHOPEDICS, CHRONIC CONDITIONS

Novant Health has made a significant investment in bringing the latest in robotic-assisted orthopedic surgery to patients in southeastern North Carolina. Since 2022, the healthcare system has installed two surgical robots at Novant Health New Hanover Orthopedic Hospital and one at Novant Health Brunswick Medical Center. These robots are specifically designed to assist with knee and hip replacement surgery.

“We perform more than 9,000 orthopedic surgeries in the Wilmington region each year,” said Grant Rush, vice president of cardiovascular and surgical services for the Novant Health Coastal region. “Of those, more than 2,000 are joint-related procedures. Today, most knee replacement cases can benefit from the latest in robotic-assisted surgery. Unlike conventional surgery, this new technology allows our surgeons to perform incredibly precise procedures, resulting in better outcomes and shorter recovery times.”

Over the years, Novant Health has established itself as an industry leader in providing comprehensive and specialized orthopedic and sports medicine care. New Hanover Orthopedic Hospital is designated as a Blue Distinction Center+ in Knee and Hip Replacements by Blue Cross and Blue Shield of North Carolina. This designation demonstrates that the hospital is

committed to high-quality, good outcomes, lower rates of complications and cost efficiency. Outside of joint replacements, the hospital also specializes in hand and shoulder, foot and ankle, spine and sports medicine care.

To improve access to the latest in specialty care for patients with multiple sclerosis and other autoimmune disorders, Novant Health opened Novant Health Multiple Sclerosis Care in SouthPark and Novant Health Infusion - SouthPark, each a department of Novant Health Presbyterian Medical Center. The clinics are conveniently located in the same suite as Novant Health Rheumatology & Arthritis. The expansion allows patients with multiple sclerosis and other autoimmune disorders to receive all of their care, lab work, imaging and infusion treatments in one convenient location.

“About 1 million people in the United States have MS,” said Jill Conway, MD, medical director of Novant Health’s multiple sclerosis program in Charlotte. “Research and treatment options have come a long way over the years. Our goal with the new clinic and infusion center is to ensure that care and treatment are not only accessible, but also uniquely suited to meet each patient’s individual needs.” •

PARTNERSHIP HELPS PATIENTS REGAIN AN ACTIVE LIFE



Chronic conditions related to weight gain plagued North Carolina resident Holly Lloyd for years. She struggled with back pain and migraines as her weight climbed, and her conditions limited her from living the active life she longed for.

That changed after she had gastric bypass surgery performed by Thomas Walsh, MD, with Novant Health Bariatric Solutions and worked with CoreLife Novant Health, a partnership that brings together medical excellence and weight loss expertise. Through the partnership, we’re expanding the services we offer to patients who want to enjoy the active, healthy lives they deserve.

Lloyd worked with the team to pursue health goals in preparation for bariatric surgery, and said the results have been transformative. “CoreLife supported me during my entire journey, and Dr. Walsh gave me the tools I needed to make this lifestyle change, losing over 130 pounds overall,” Lloyd said. “My entire team has been great in helping me reach my goals and keeping me motivated.”

Now more patients can experience the help and health Lloyd has, because we added new CoreLife Novant Health locations in the Charlotte area as an extension of the CoreLife Novant Health care model that launched in 2020 in the Piedmont Triad.

Unlike stand-alone weight loss programs, CoreLife Novant Health works in coordination with the patient’s greater care team to reduce the impact of chronic conditions, to prepare for surgery or advanced medical treatment, or to simply achieve better health.

“Through our integrated care model that coordinates medical care, nutritional counseling, behavioral health and exercise in one location, CoreLife Novant Health provides evidence-based, personalized care to patients looking for a better way to manage their weight and chronic diseases,” said Jacques Laguerre, MD, Novant Health senior physician executive. “This comprehensive approach to the treatment of obesity as a disease is unique in the healthcare landscape, and we are thrilled to expand our services into Charlotte.” •



SCAN to read more about Holly’s weight loss journey.



Reaching patients with remarkable

Primary care — and a caring relationship



Heather Yates-Davis, PA

When patients talk about the care they receive from Heather Yates-Davis, PA, the word they keep circling back to is “relationship.” They talk about the relationship she has with her patients — and their families. The relationship she has with her community.

Yates-Davis cares for patients at **Novant Health Lexington Primary Care** and, as patient Kelli Tesh put it, she excels at being truly present.

“She really listens to me,” said Tesh. “She hears what I’m saying and then she offers feedback. Or I will say something to her, and she’ll put it in terms where I can understand it.”

Tesh relies on Yates-Davis for her primary care, which includes managing some chronic conditions and connecting her with specialists when necessary. “She has just done a great job of helping me manage all the symptoms. She’s really easy to talk to and get in touch with,” Tesh said.

That quarterbacking is why Yates-Davis loves practicing primary care. “I get to take care of every aspect of a patient’s life,” she said. “It’s the hardest job — because I may have to manage 12 to 15 problems for every patient. In this field of medicine, we’re the gatekeepers.”

Yates-Davis credits the close-knit care team at Lexington Primary Care for creating a supportive environment that allows clinical professionals to flourish, even during challenging times.

For Nick Jarvis, being a patient of Yates-Davis means knowing he’s got a medical expert in his corner, no matter what.

“I got COVID before we all really knew what COVID was,” Jarvis said. “And she just kept diagnosing, trying to figure it out. I was the sickest I’ve ever been in my life. She was relentless, calling to check on me. She’s so responsive. Very rarely in today’s world do you feel like you have someone who genuinely cares and will genuinely do whatever they need to do to make you healthy. And that’s Heather.”

Key to Yates-Davis’ successful primary care are the roots she’s sunk deep in the Lexington area. Patients see her at Walmart, at restaurants, at basketball games. She knows who’s getting married, who just graduated from college.

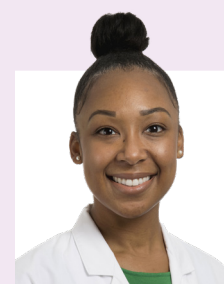
“She’s very well-known in our community,” Tesh said. “She’s a fixture.”

Jarvis agreed: “I know five in our neighborhood where Heather sees the whole family. She just connects with every single person,” he said. “She just goes above and beyond. She is my PA, but she’s family to me. I hope she never retires.” •



Healthcare is my calling.

In my own words: Amanda Christopher-Thomas, PA-C



Amanda Christopher-Thomas, PA-C

Novant Health Pineville Primary Care

When I walk into an exam room at our clinic, I see a patient — but more than anything, I see a person.

Because of the longstanding relationships we form as primary care clinicians, I know there’s so much more to our patients than a list of medical concerns. I know where she went on vacation. I know who his daughter is. I know about their work, their hobbies, even some of their lifelong dreams.

Just as I see patients as people, I see myself as not only a dispenser of treatments — but as a partner. My goal is to partner with patients in helping them along to better health. That’s my approach and it’s one of the most rewarding parts about serving in healthcare.

It all starts by really listening. Patients need to feel heard, and that takes time and attention. I read the comments they leave after a visit, and it sounds like that’s happening, because they’ll often write that they felt like I listened to what they had to say. That’s encouraging to hear.

I want people to take their health seriously and be their own advocates. When I see patients, I’ll say, ‘I want you to make a plan with me. What can we do to get that A1C down for your diabetes?’ or ‘What do you think is realistic to help you lose weight or lower your blood pressure?’ I let them know I’m here to help them as they work toward living the healthiest life possible.

Sometimes serving as a partner to my patients includes connecting them to our outstanding network of specialists, and that’s another part of the job that I love. I chose Novant Health three years ago in part because of the supportive network of clinicians. Partnering with specialists allows me to get patients seamlessly to the care they need, and I learn a lot in the process. I see how a specialist treats a condition, and that expands my knowledge. The collaboration is amazing, not only for the patient’s benefit, but also for my own.

Although the last couple of years in healthcare have been difficult, this time also has been really rewarding. It’s reignited why I went into medicine in the first place. Also, for me as a clinician of color, the experience of the last couple of years has meant a lot. We all knew there were health disparities among different populations, and COVID-19 highlighted those. It made me see that I can play an important role as a clinician of color. I’m grateful to make it more comfortable for some patients to get the healthcare they need and help bridge some of that gap.

I’m careful to maintain a solid work-life balance and make time for myself, family and friends. My job allows me to do that, and I can truly say I enjoy going to work every day.” •



SCAN to learn about the people behind our promise.



Growing mental health treatment



When school counselors, behavior specialists, school social workers and school psychologists in Brunswick County Schools, a district located along the coast of North Carolina, identify a student in need of crisis intervention, they call Malika Neal.

The licensed clinical social worker with Novant Health Telepsychiatry is dedicated exclusively to Brunswick County public school students. She gets notified almost immediately when there's a student in crisis and can be on a video conference within minutes.

The benefits are clear. Students miss far less school because they receive near-instant assessments. They don't face the possibility of a frightening ambulance ride to the emergency room. There's no cost to the family, and the family may receive help on seeking further assistance.

The process wasn't always so seamless.

Before the program was established, school officials had to get emergency medical services involved to transport children to the Novant Health Brunswick Medical Center ER if parents couldn't be reached or weren't available to pick up their student.

"When an ambulance takes a student to the hospital, we can insistently explain they're not in trouble," said Neal. "But it's disconcerting nonetheless for students who don't understand why EMS is involved."

And the ride to the hospital was just the beginning of the ordeal. "From the ER, the doctor would refer the student to someone in behavioral health. That also typically involved a wait," Neal said. "They would see someone in behavioral health who would complete their assessment and safety plan. By then, the student may have missed a full day or more of school."

The new mental health program is all thanks to a three-year, \$400,000 Duke Endowment grant received by Novant Health

continued

Malika Neal, clinical social worker



Foundation. It began with five middle schools and is now in all schools in the district, ensuring students have access to Neal and the care she provides.

Now, when a student shows signs of violence, aggression, depression, anxiety, thoughts of self-harm or other worrisome behavior, school support staff contacts Neal.

Since the Novant Health telepsychiatry program began, 86% of students referred to the program have not required ER evaluations due to the crisis management and safety planning services we provide. Students miss less school. Parents don't have to take time away from their jobs. And families aren't billed for the evaluation. The program — and Neal's services — are provided at no charge.

A growing crisis

There has been a growing mental health crisis among children that has been exacerbated by the isolation brought on by COVID-19. In fact, it's considered a national emergency.

The past couple of years have seen a significant increase in self-reports of anxiety, depression and ER visits for mental health issues. In addition, ER visits for suicide attempts increased more than 50% for adolescent girls (and about 4% for adolescent boys) between 2019 and 2021.

But there's more than a pandemic playing into the urgency. "A lot of variables contribute to the increased mental health need with our students — poverty, domestic violence, devastating hurricanes, living with family members who have their own mental health conditions," said Melissa Quinlan, executive director of exceptional children and student support services for Brunswick County Schools.

Immediate support for students and families

Here's how the process works. The school counselor, school psychologist or anyone in student support services calls Novant Health's dedicated call center and the parent of the student in crisis. The call center creates a medical chart and notifies Neal of the student in need. Neal ensures the parent or guardian has given consent, and then she emails a Zoom link to the school.

The child comes into a secure room, and the counselor sets them up in front of a laptop designated for this telehealth purpose. Neal meets with the child virtually. Parents have the option of dialing in or being present in person. Neal also contacts parents post-assessment if they are unavailable. In the case of a student having suicidal thoughts or thoughts of self-harm, Neal

and the student work together to craft a safety plan. If there are any specific at-school stressors the student identifies, Neal will work with school staff to devise a plan to include frequent — sometimes daily — check-ins.

"I also talk to the family about not having (or locking up) firearms, sharp objects and medication," Neal said. "We talk about outpatient therapy support and get them connected to a therapist if they don't have one already. We also discuss medication management and involve their primary care clinician, as well. We really want to emphasize how our mental health can affect our physical health, which is why integrated healthcare is important to us."

She follows up with the family within a few days or weeks. If there's going to be a wait for a student to meet with a therapist — because there are limited mental health resources in the area — Neal can serve as a stopgap measure. "I'm available to complete some short-term, solution-focused therapy, while they wait to get in with a long-term therapist," she said.

Neal determines if the student is ready to return to the classroom. Usually, students are able to return the same day. With the program expanding, another part-time teletherapist has been hired to support Neal and provide bilingual support in conjunction with interpreter services for non-English-speaking families and the Brunswick County students who need them.

Building a safety net

It's all part of the safety net provided to children and families, something that the Novant Health Foundation team is passionate about.

It's why philanthropic partners through the foundation provided \$150,000 to help launch a partnership between Novant Health and HopeWay, an accredited nonprofit that offers three types of mental health help: residential, day treatment and an outpatient center. HopeWay is now offering mental health services at the Novant Health Michael Jordan Family Medical Clinic and the Hope Community Clinic of East Charlotte, with plans to serve additional clinics in the future.

"We know that mental health is just as critical as physical health in allowing people to live full, vibrant lives," said Ann Caulkins, Novant Health senior vice president and president of Novant Health Foundation. "Our goal is to increase access to in-person and virtual mental healthcare in underserved communities and those in crisis." •



"We know that mental health is just as critical as physical health in allowing people to live full, vibrant lives. Our goal is to increase access to in-person and virtual mental healthcare in underserved communities and to those in crisis."

– Ann Caulkins, senior vice president,
Novant Health, and president of
Novant Health Foundation

Innovating to reach new frontiers



In 2022, we launched Novant Health Enterprises, an innovative catalyst for growth, partnerships and new service offerings.

The creation of this new business division was one of the ways the Novant Health team took us to new levels of expanding safety, quality, health equity and advanced options for diagnosis and treatment.

The newly launched Novant Health Enterprises (NHE) is designed to innovate and support scalable solutions for some of the healthcare industry's biggest challenges. As a business incubator, NHE will better enable ventures with other healthcare partners, create diversified growth and generate value for Novant Health's core business. Some of Novant Health's existing services have moved or will move into this new division, and additional service

offerings will be developed and acquired. NHE will accelerate the improvements Novant Health is making through our investments and partnerships focused on clinical, operational and technological advancements.

"Novant Health Enterprises convenes the industry's leading partnerships to deliver on our promise to make healthcare remarkable for all our patients, in every dimension, every time," said Dean Swindle, executive vice president of Novant Health and president of Novant Health Enterprises. "The events of the past two years underscored the value that technology and transformational capabilities can bring to patient care. Novant Health Enterprises has never been more confident in the potential for technological innovation to alleviate the most pressing problems in healthcare."

Artificial intelligence sharpens diagnostics and treatment

Patients facing brain bleeds, pulmonary embolism and other life-threatening conditions will receive new, advanced treatment at Novant Health, thanks to our system's embrace of artificial intelligence and analytics. We forged a partnership in 2022 with Aidoc, a key provider of enterprise-grade AI solutions for medical imaging. Aidoc's AI platform includes a range of FDA-cleared solutions for triage and notification of patients with acute medical conditions, including intracranial hemorrhage (brain bleeds), pulmonary embolism (lung blood clots) and cervical spine fracture.

Novant Health is taking proactive steps to improve patient outcomes and reduce the time patients must spend in the emergency department — especially important in times when resources are stretched thin as throughout the COVID-19 pandemic.

With a dedication to digital transformation for improving workflow efficiencies and patient outcomes, Novant Health is one of the first health networks in North Carolina to adopt Aidoc's AI platform. We have been recognized by the College of Healthcare Information Management Executives' "Digital Health Most Wired" program five years in a row for the way we harness advanced technology to improve health and care in our communities.

"When diagnosing and treating critical pathologies like pulmonary emboli and hemorrhagic strokes, every second counts," said Shelly Hall, Novant Health vice president of imaging. "For years, we've been committed to harnessing innovative technologies to improve patient safety and outcomes through the Novant Health Institute of Innovation & Artificial Intelligence. With Aidoc's technology, our physicians will be able to more quickly identify and prioritize these patients and provide rapid lifesaving treatments."

New AI products provide advantages to physicians and patients across multiple specialties and services. That is why Novant Health Heart & Vascular Institute was eager to pilot a new AI-enabled tool called The HeartFlow Analysis.

HeartFlow is a diagnostic tool that allows cardiologists and radiologists to get a clearer picture of a patient's coronary arteries, helping to identify the impact that blockages have on blood flow to the heart. More importantly, all of this can be done without resorting to the more traditional techniques such as a stress test or cardiac catheterization, both of which are highly variable and subject to interpretation.

"Ultimately, HeartFlow provides us, and our patients, with a more anatomic and physiologic picture of what is going on with the plumbing in the heart," said Bradley Clark, MD, a Novant Health cardiologist. "This is a faster and better option for diagnosing potential cardiac issues while offering patients a safer and noninvasive alternative. It is a win-win for both physician and patient."

continued



Today, Novant Health Kernersville Medical Center and Novant Health Matthews Medical Center are two of only about 400 hospitals worldwide using the technology to more quickly and accurately diagnose heart issues.

Novant Health Enterprises partners with Privia Health

Novant Health Enterprises formed a joint venture and strategic partnership with Privia Health to launch Privia Medical Group - North Carolina. It's expected to support the transition to value-based care through a clinically integrated network model, providing a new alternative for community physicians and clinician groups.

New clinicians joining Privia Medical Group - North Carolina will have access to the Privia Platform, including a breadth of interoperable solutions and population health expertise to reduce administrative burden, enable care insights and collaboration.

"The Novant Health Medical Group has set the standard for unparalleled patient experience paired with high-quality, safe, affordable healthcare for our patients," said Carl S. Armato, president and CEO of Novant Health. "Our partnership with Privia Health is the next evolution of our commitment, expanding on our value-based approach to population health through a top-tier independent primary care network across North Carolina and beyond. Novant Health is committed to providing options that best meet the needs of our physician partners."

Extending health equity with remote patient monitoring

We launched a remote patient monitoring system in partnership with Health Recovery Solutions. The partnership launched with a pilot program focused on bariatric patients, with plans to expand to other patient populations.

With a goal to prevent hospital readmissions and improve outcomes, remote patient monitoring provides patients the option to receive ongoing or follow-up care related to their procedure or condition from the comfort of their own home.

Once enrolled in the program, patients receive a 4G Samsung tablet and Bluetooth biometric monitoring devices to record their vital signs, report their symptoms, engage in educational content and track their medication. The devices are provided to patients to ensure access and remove barriers to this critical follow-up monitoring. Through the program, patients become more educated about their conditions and engaged in their care — setting them up for long-term success.

"Novant Health is committed to using industry-leading technology that enhances the patient experience, improves outcomes and advances our ability to meet each person where they are," said Amber Fencl, Novant Health senior vice president and chief digital health officer. "As we look to the future of care delivery, telehealth and remote patient monitoring will be critical in helping us deliver safe, high-quality care to patients, regardless of location."

During the COVID-19 pandemic, while facing hospital capacity constraints and growing concern among patients, Novant Health accelerated efforts to deploy telehealth services and shift care delivery in-home. To date, the health system has completed more than 1.62 million virtual visits. •



Reaching patients with remarkable

Ethan Bradshaw: Lifesaving cardiac care for a 30-year-old



Samuel Turner, MD

Kernersville resident Ethan Bradshaw was pumped for the day. The North Carolina state trooper was just a few weeks past his 30th birthday, and his wife, Mickaela, was four months pregnant with their first child.

Ethan and two buddies met up that February morning at a gym for

their Muay Thai and Brazilian jiu-jitsu practice. The training helped him keep prepared for his job, where he was set to work a night shift.

Toward the end of the martial arts session that day, Ethan didn't feel well and left early, which was unusual for him. Young and healthy, he almost never saw a doctor.

But by 2 p.m., he couldn't ignore the symptoms. Pain in his chest. Pain in his left arm. Pain in his jaw. Nausea. After calling Mickaela, he decided to drive himself to Novant Health Kernersville Medical Center. Upon arrival, Ethan collapsed in the wheelchair. He was in full cardiac arrest.

Mickaela couldn't believe what was happening. Her young, athletic husband, a man who exercised six days a week and had no risk factors for heart disease, was struggling to stay alive. His care team shocked him with a defibrillator to try to reset the heart to its normal beat. Just when they thought they had brought him back, his heart failed again.

After 20 minutes of CPR and seven shocks with the defibrillator, hospital staff finally felt a pulse. An ambulance

transported Ethan to Novant Health Forsyth Medical Center in Winston-Salem, where Novant Health cardiologist Samuel Turner, MD, was waiting.

Ethan hovered between death and life, in cardiogenic shock. Turner, with Novant Health Cardiology - Kimel Park Main in Winston-Salem, said he began by implanting a tiny Impella pump to help Ethan's heart pump blood to his vital organs — his brain, kidneys, liver. A coronary angiography revealed a 100% blockage in the left main artery down the front of Ethan's heart.

Over the next several hours in surgery, Turner repaired the blockage by placing two stents in the artery. By the time Turner came out to tell Mickaela the surgery had been successful, about a hundred state troopers had gathered in the waiting room with Mickaela and her family.

After three weeks in the hospital, Ethan was transferred to a Novant Health rehabilitation center and was cleared to resume work in mid-May, about three months after the cardiac event.

Ethan is filled with gratitude for all the Novant Health team did. "To the ER staff at Kernersville Medical Center, the critical care EMS personnel, Dr. Turner and his cardiac staff, I will never be able to say thank you enough. If it wasn't for y'all I would not have been able to see the birth of my son," he said. "I would also like to say thank you to the rehabilitation staff for their hard work and dedication. The care I received was above and beyond anything I could have ever imagined." •



Healthcare is my calling.

In my own words: John Card, MD



John Card, MD

Novant Health Adult Primary Care Harper Hill

I've been a doctor for 25 years, all of them with Novant Health. I've had the privilege of partnering with patients who want to stay healthy, or to steer a course back to the active life they once enjoyed. I've been honored to work as a healer with patients who struggle with

chronic conditions, sometimes because they haven't had enough resources, such as employment opportunities, healthy food and access to medical care.

In all my work, I've been motivated by one thing: to help people live healthier lives.

I grew up the son of a single mother on Chicago's South Side. While my mom was on deployment in the U.S. Army, my grandmother cared for me — care that came with a protective edge. That protection was needed because gang activity was prevalent in my neighborhood, and when I was just a seventh-grader, I was relentlessly bullied to join a gang. Beyond gang violence, the community suffered through a lack of resources. The neighborhoods around me didn't have groceries with affordable fresh food, libraries and bookstores, or medical care.

But I was fortunate. I was blessed with a scholarship to go to Howard University and a scholarship to go to medical school. Opportunities were put in front of me — and in my mind, that gave me a responsibility to go out and help others the way I'd been helped.

When my wife, Alison, and I left Chicago for Winston-Salem, I arrived at my Novant Health clinic not knowing anyone in the community. I saw right away the most important thing I could do was to build trust. I joined groups. I volunteered — anything to help patients see that I wanted to help this community thrive. Today in my role as clinical physician executive for Winston-Salem, I help develop strategies for meeting the needs of the underserved in our area.

While I'm nowhere close to the finish line of all I want to accomplish in internal medicine, I do think about the legacy I hope to leave. I want people to be able to say, "Dr. Card really listened" and "Dr. Card really cared about me."

One of the things I learned during the pandemic is how knowledge is so important. There were many concerns in our community about the vaccine, as well as about the COVID-19 virus. I went to churches, participated in radio ads, attended community meetings and had as many conversations as possible — all trying to explain that the virus was real and the vaccine would help. It meant so much to be able to guide people to healing and hope.

We as medical professionals have been through several tough years now. Sometimes we have to remember why we came into medicine — or why medicine chose us. You know, preachers talk about their jobs as a calling. I think medicine is a calling, as well. It is for me. I tell other physicians, if you still long to help people get well, to make an impact on their lives and families — well, then your path is clear. You're in the right place." •

Reaching out to strengthen our team

Our business is the care of all people, starting with our own team members. That's the opening line of the Novant Health people credo, and it's the star by which we steer. In 2022 we again recognized and celebrated the vital importance of our team — the best team in healthcare.

The year began with a surprise announcement for the team. During a bi-weekly, systemwide town hall, Novant Health President and CEO Carl S. Armato announced a reward that gave each full-time team member the option of receiving an additional week of paid time off or an equivalent cash award. Part-time team members received a proportionate award.

Team members who opted for the extra days off said this valuable time allowed them to reconnect with family and friends, or just to recharge. Those who received the extra pay spoke of the positive impact that gift made.

Wendy Fant's son was set to begin his college career in 2022 when a family situation suddenly jeopardized his college tuition.

"My son came to me in tears thinking that all his hard work and dedication to studying was for nothing. There was no time to apply for a loan through the financial aid office because classes were to begin in just weeks," said Fant, an assistant nurse manager at Novant Health Presbyterian Medical Center. "I was working as many hours as I could, cutting back on leisure items, selling items I no longer needed and still falling short. I was working in the COVID unit and had all the trauma we all experienced during those difficult times. In addition, as a mother, I wanted to fix it, and the bonus money did just that! I was able to pay for my son's first semester at UNC Chapel Hill. I felt so happy and so relieved, so thankful that I was appreciated by Novant Health."

The PTO/pay award, a more than \$40 million investment in our team members, "was another way to recognize the tremendous sacrifices, hard work and commitment of everyone on our team, particularly as we battled continued surges in COVID-19 cases," Armato said. "It was an unprecedented move on the part of Novant Health, made to recognize our heroic team's performance in unprecedented challenges." •



HIRING NEW TALENT, CELEBRATING EXPERIENCE

Healthcare systems nationwide were challenged by a shortage of clinical team members, and Novant Health was no exception. To add more talent to our team we increased our bonus for referrals to \$3,000 and made more positions eligible for the referral bonus.

Those steps made an impact, as did another: piloting a centralized hiring process for nurses.

Our people and culture and P-NRT leaders trialed a centralized nursing hiring process for medical-surgical RNs and LPNs at Novant Health Forsyth Medical Center.

The pilot kicked off in March 2022. After just 10 weeks, eight RNs and 11 LPNs were hired, along with psych techs who were added to the pilot. Under the new, centralized process, P-NRT leaders called each applicant, scheduled an interview within a day or two and offered a unit tour with the receiving nurse manager. They extended offers on the spot, and positions were filled within 24 to 48 hours.

In May, the program expanded to Novant Health Presbyterian Medical Center and, in June, to the entire Winston-Salem and Charlotte markets as Novant Health implemented the new care associate role. Care associates are unlicensed assistive personnel who complete on-the-job training and work under the supervision of a registered nurse. They support the RNs and certified nursing assistants by taking vital signs, making unoccupied beds and removing meal trays from patient rooms.

Care associate positions were centrally hired through Zoom interviews in this pilot, and 94% of the 200 positions were filled within three months. After the end of the pilot, we moved to a centralized nursing recruitment process. The goal is for all nursing applicants to flow through the new senior nursing recruiters for each market and be placed in a best-fit unit for their specialty.

As we added to our team, we also focused on celebrating those who have worked long and hard to deliver on our mission. To honor the career milestones of physicians, advanced practice providers and team members, the Novant Health Medical Group relaunched its recognition committee. The effort dovetailed with the wider organization's celebration of team members' years of service. The people and culture team created a "Find Your Name" list of more than 4,500 team members who in 2022 celebrated milestone years of service between five and 50 years, as well the more than 7,600 team members who hit one of these milestones in 2020 or 2021. It was just another way Novant Health honors the team that consistently delivers on our mission of making communities healthier, one person at a time. •

continued



SCAN to view our nursing recruitment video.



CARING FOR THE WHOLE PERSON

As we serve our patients, there's another group whose well-being is vital: our own team. That's why we continued to invest in Thriving Together, a concerted campaign we launched early in the COVID-19 pandemic that supports our collective, holistic well-being in times of crisis. We offered resources for a range of needs, from webinars on healthy cooking and help for parents of children facing challenges, to education on meditation, exercise and financial health.

To encourage team members to reconnect to their purpose, we introduced 5 to Thrive, a series of small, inspiring five-minute weekly exercises. The 5 to Thrive practices and challenges focused on patient engagement, safety and quality, diversity, inclusion and equity, personal development, and well-being and resiliency. Among the activities: a daily word puzzle game to celebrate Novant Health's 25th anniversary, a create-your-own vision board challenge, a chair yoga tutorial, a stress-management quiz and virtual e-cards to send to colleagues who need a lift.



To ensure that Novant Health is a remarkable place for all team members, in 2022 we launched a new self-identification program that allows team members to share if they have a disability. The program, which is anonymous and voluntary, helps us identify opportunities to better support our team.

Inviting employees to self-identify whether they have a disability or not is a national best

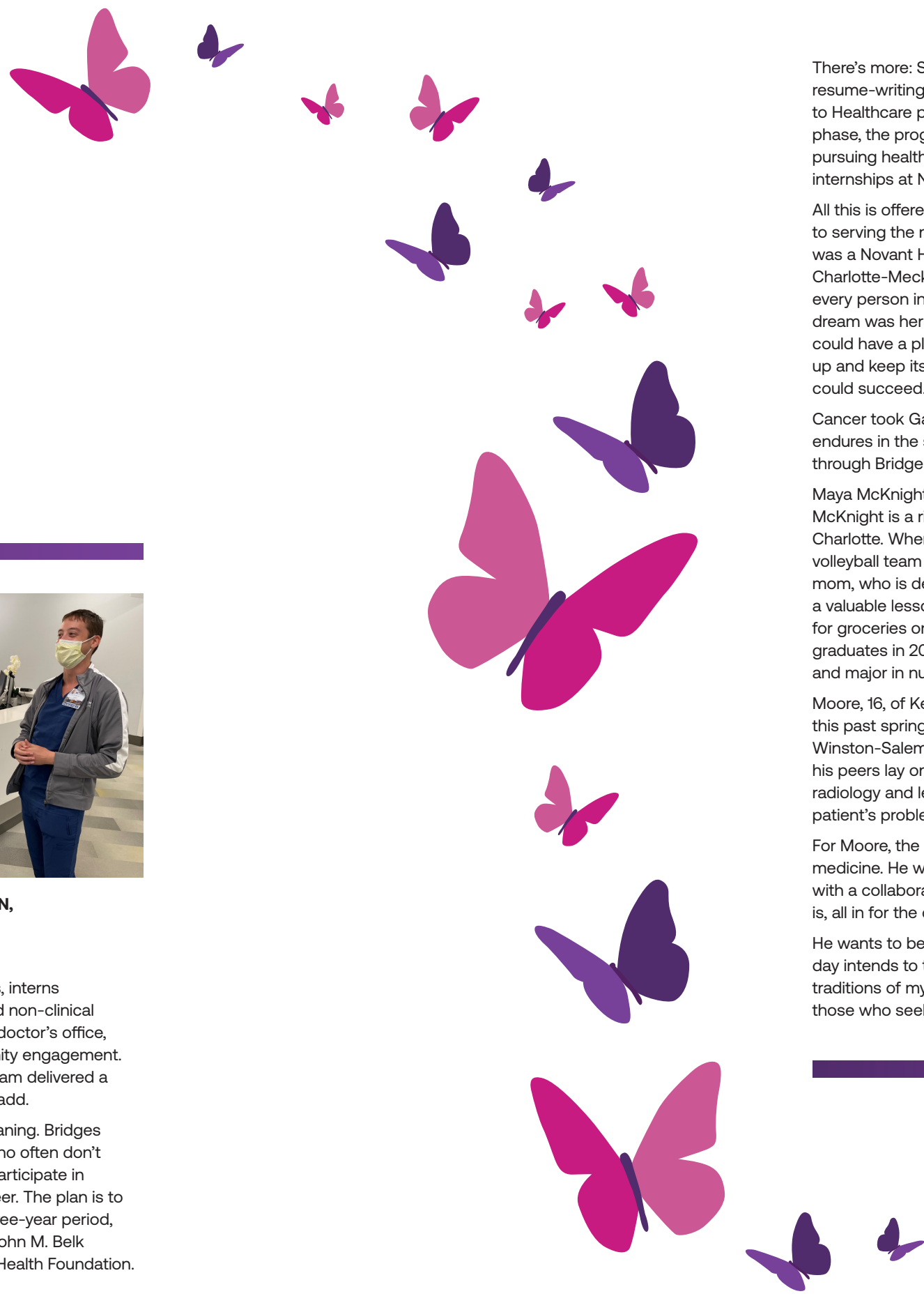
practice for disability inclusion as identified by Disability:IN and the American Association of People with Disabilities. We are proud that in 2022, Novant Health was recognized for the third straight year as one of the "Best Places to Work for Disability Inclusion" by those groups, with a top score of 100 on the Disability Equality Index.

With the generosity of philanthropic partners through the Novant Health Foundation, we

continued to invest in the future of our nursing team through the Upward Mobility RN Educational Assistance Fund. The fund provides team members up to two years of upfront coverage of tuition and fees for the accredited nursing program leading to licensure as a registered nurse, flexibility of working a reduced schedule without a reduction in current compensation and benefits, and access to mentorship and career coaching. In 2022, 20 remarkable team members were chosen for the work-study and scholarship program.

"The Upward Mobility scholarship allows me to advance in my career, removes financial stress and provides me with a flexible work schedule," said recipient Brittney Weems, a licensed practical nurse on the behavioral health floor at Novant Health Forsyth Medical Center. "I also get to honor my ancestors who were not allowed to go to school by taking advantage of furthering my education. I am forever grateful for this scholarship." •

Building tomorrow's healthcare team



Maya McKnight

An effective new program is helping high school students find their calling in caring for others. “Not a lot of kids have this opportunity — hands-on activity in a hospital,” said participant Maya McKnight.

Bridges to Healthcare offers paid internships to students from high schools in the Winston-Salem and Charlotte areas that largely serve at-risk communities. Ten students at Novant Health Forsyth Medical Center and 10 at Novant Health Presbyterian Medical Center experience the many dimensions of healthcare in the after-school program, which is made possible by the support of philanthropic partners through the Novant Health Foundation.



Maya McKnight and Kyle Houser, RN, nurse manager

The strategy? Over eight to 16 weeks, interns rotate through a variety of clinical and non-clinical areas, including nursing, radiology, a doctor’s office, information technology and community engagement. Josh Moore of Kernersville said his team delivered a baby. “A fake baby,” he was quick to add.

The program’s name holds deep meaning. Bridges to Healthcare connects teenagers who often don’t get such powerful opportunities to participate in experiences that could lead to a career. The plan is to engage up to 180 students over a three-year period, thanks to a \$1.4 million gift from the John M. Belk Endowment, secured by the Novant Health Foundation.

There’s more: Students attend workshops to learn about resume-writing, handling personal finances and other life skills. Bridges to Healthcare plans to expand to the North Carolina coast. In its next phase, the program will offer financial aid to high school graduates pursuing health-related education at a community college. Paid internships at Novant Health will be part of the package.

All this is offered in the name of a physician who devoted her life to serving the neediest among us. Ophelia Garmon-Brown, MD, was a Novant Health family physician and co-chair of the Charlotte-Mecklenburg Opportunity Task Force. She worked so that every person in her community has an equal chance to prosper. Her dream was her fuel. “We could have a different place,” she said. “We could have a place where Charlotte-Mecklenburg could hold its head up and keep its back straight and know it is a place where all people could succeed.”

Cancer took Garmon-Brown in 2021 at the age of 67. Her legacy endures in the students who are writing a new story for themselves through Bridges to Healthcare.

Maya McKnight’s inspiration comes from caring for her mother. McKnight is a rising senior at Julius L. Chambers High School in Charlotte. When she isn’t maintaining a 3.9 GPA, playing on her school’s volleyball team or helping in her aunt’s boutique, she dotes on her mom, who is dealing with health issues. McKnight has already learned a valuable lesson. Healing comes in many forms, whether it’s shopping for groceries or making spinach shakes for mom. When McKnight graduates in 2023, she plans to attend Winston-Salem State University and major in nursing. But first, there’s Bridges to Healthcare.

Moore, 16, of Kernersville, bubbles over with what he experienced this past spring at Bridges to Healthcare at Forsyth Medical Center in Winston-Salem. There was that “baby” his team helped deliver. One of his peers lay on a table for a simulated CT scan. His favorite part was radiology and learning how to take an X-ray. Getting to the root of a patient’s problem, he said, is fascinating.

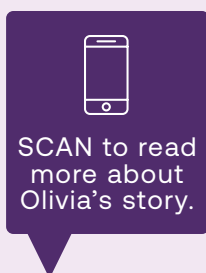
For Moore, the most memorable part went beyond the science of medicine. He was struck by how doctors and nurses talk to each other with a collaborative spirit. He was moved by how kindhearted everyone is, all in for the cause of healing.

He wants to become an anesthesiologist, living up to the oath he one day intends to take: “May I always act so as to preserve the finest traditions of my calling and may I long experience the joy of healing those who seek my help.” •



Reaching patients with remarkable

Olivia Reardon: A 10-year-old's fighting spirit inspires others.



If anyone can see the light on Miserable Monday, it's Olivia Reardon.

That's what Olivia and her parents, mom Christie Meyers and dad Kevin Reardon, have named the day she reports for chemo at the St. Jude Affiliate

Clinic at Novant Health Hemby Children's Hospital in Charlotte. So far, there are far too many Miserable Mondays in the life of a 10-year-old cancer patient. But Olivia is a fighter.

Olivia's determination, and her desire to help kids like her, have inspired her caregivers and other patients. In 2022, to celebrate her 10th birthday, she gave \$500,000 through the Novant Health Foundation to support Novant Health Hemby Children's Hospital and the talented physicians, child life specialists, nurses and other team members who are improving outcomes for all kids.

In 2021, a rare soft tissue cancer was found in Olivia's nasal cavity area, around one eye socket. This type of cancer can spread, most commonly to the bones, bone marrow, lungs and brain. Luckily, Olivia's cancer had not spread. It is difficult to treat due to the location and type of cancer, alveolar rhabdomyosarcoma.

Surgeons have removed all of the tumor they can. Olivia's treatment took her to St. Jude Children's Research Hospital in Memphis, Tennessee, where she spent seven weeks receiving 28 proton radiation treatments. She is also enrolled in a national research study involving St. Jude and other cancer centers working toward the most

effective treatment.

The St. Jude Affiliate Clinic at Novant Health Hemby Children's Hospital is one of eight clinics nationwide affiliated with St. Jude hospital, and the only one in the Carolinas.

As she undergoes treatment, Olivia is brave and deeply engaged in this journey.

"She's definitely older than her years," said her primary pediatric oncologist, Joanne McManaman, MD. "She understands everything that is going on. She wants to understand it." At first, Olivia, like so many cancer patients of all ages asked, "Why me?" But now, "Olivia is fully focused on fighting," said McManaman.

That fight is why Olivia's parents established the OliviaStrong Foundation, whose mission is to grow awareness of childhood cancer, raise funds to help families facing this challenge and, ultimately, find a cure. The donation on her 10th birthday is part of that effort. "I'm so lucky to be a part of the Novant Health family," Olivia said. "I've spent a lot of time in Novant Health Hemby Children's Hospital. All of the doctors, nurses and staff have always taken good care of me. It's been a lot of fun giving back through our foundation so far. I want to use this special birthday donation to help pay it forward."

The remarkable thing about Olivia is that while still in the midst of treatment, "she is busy finding new ways to encourage others going through similar challenges," said Katie Spizzirri, chief philanthropy officer of the Novant Health Presbyterian Medical Center Foundation. "At 10 years old, she's providing a gift that will help others for years to come." •



Healthcare is my calling.

In my own words: John Broyles, RN



John Broyles, RN

Novant Health Thomasville Medical Center, geriatric behavioral health unit

I see them arrive every week from the emergency room: elderly patients who are deeply confused, angry, maybe lashing out. Most are alone.

I've been a nurse for 19 years, and have spent a number of those years working with patients who are "the forgotten" in our society: people in long-term care facilities. Men in prison. And now, older patients who have dementia, Alzheimer's, mental illness and other issues that make it impossible for them to live safely. My job is to help them participate in their medical and psychiatric treatment regimen, get them stabilized and hopefully well enough so that they can return home.

Sometimes it's a simple infection that is causing their confusion, and it's wonderful to watch them return to themselves once their medical problem is healed. Others have deep-rooted issues that are more complex.

I've always wanted to be a nurse, but I think it was watching my mom, a mental health nurse, that inspired me to consider this branch of nursing. I'll be honest: It's a challenging field. You have to have a thick skin, be a good

listener and have the ability to overcome fear and see past the external signs of mental illness. People come in with extreme paranoia, and some are violent or deeply depressed. So many Americans struggle with some form of mental illness, and what I always think is, but for the grace of God, that could be me. That's why I want to help. We have an incredibly smart, talented team here on the geriatric behavioral health unit.

For so many of our patients, their family or friends did not know how to care for them. And some don't have a support network at all. I had one lady who was with us a year and did not have a single visitor. Many patients never had someone sit down and talk to them and hold their hands. When you do that, so many of them open up. That gives me a sense of fulfillment.

Often in the afternoon, I'll go sit with my patients and engage them in conversation — "Hey Mr. Jones, tell me something good" or "Tell me what you did for a profession before you came to the hospital." When you can make that connection and get them to participate in their treatment and, ultimately, watch them walk out to go back to their lives, it's a very good feeling." •

Bridging gaps in our communities



Novant Health takes to the road to bring healthcare to the community.



Sheriff Bobby F. Kimbrough Jr. getting care at the Novant Health cruiser

Forsyth County Sheriff Bobby F. Kimbrough Jr. can't always find a break in his schedule to stay on top of his health needs, so Novant Health came to him.

Kimbrough boarded the Novant Health Community Care Cruiser we brought to the Triad area in 2022 and took advantage of the health screenings our team of experts offered. The cruiser allows Triad-area community members to receive physicals, vaccinations, health screenings, management of chronic diseases and referrals to specialty care clinics and other social services.

“The Novant Health Community Care Cruiser attended a community event we hosted in downtown Winston-Salem. With my busy schedule, I had the opportunity to receive my screening results in less than 15 minutes,” Kimbrough said. “The staff was friendly and engaging throughout the process, helped me better understand my numbers, recommended ways to continue to improve my health and provided resources. This is a great service to help prevent serious health events.”

Kimbrough is just one of thousands of people in our communities Novant Health reached as we brought care outside clinic and hospital walls.

As part of our mission as a not-for-profit healthcare organization, we give back to our region — in financial assistance for medical care, in free or reduced-cost health screenings, immunizations and mammograms, and in hundreds of hours of volunteering in the communities we serve. We're focused on extending health equity and opportunity, ensuring that all have access to health and well-being.

Addressing health disparities

That access sometimes comes on wheels, as many in our communities have found. Our new \$627,060 Community Care Cruiser, which joins those operating in Charlotte and New Hanover, was funded through Novant Health Forsyth Medical Center Foundation.

continued



Novant Health hosted the first Black Men in White Coats Youth Summit in Charlotte.

“We’re very excited to expand healthcare beyond the traditional clinic or hospital setting in order to reach patients where they are and with the services they need close to home,” said Chad Setliff, Novant Health senior vice president and president of Novant Health Forsyth Medical Center and the greater Winston-Salem market. “The new community care cruiser will allow us to continue to work strategically with our community partners, including our local faith leaders, to close the gaps in healthcare delivery.”

In 2022, our work to advance equity earned Novant Health a special recognition, as part of the first cohort of the National Committee for Quality Assurance Health Equity Accreditation Plus program. Novant Health was one of only two health systems in the country to leverage expertise, resources and commitment to simultaneously achieve both Health Equity Accreditation and Health Equity Accreditation Plus designations.

Health Equity Accreditation Plus helps organizations use new processes and partnerships to address inequities in care and health outcomes. Novant Health partners with community-based organizations, offers resources that support clinical and social needs, collects data on community social risk factors and patients’ social needs, and makes clear to members and patients how their data is used, shared and protected.

“Health equity is a shared driver in improved safety, quality and human experience, and Novant Health has designed, launched and committed to health equity strategies beyond merely a program. Instead, it is a culture change strategy,” said Chere Gregory, MD, senior vice president and chief health equity officer at Novant Health. “It was an honor to participate in the NCQA Health Equity Accreditation Plus pilot program, helping NCQA expand its vision while sharing and learning best practices. We look forward to advancing health equity through continued partnership and sharing best practices with the other organizations in the program.”

Expanding opportunity for all

One of the ways we improve well-being is by expanding economic and career opportunities wherever we can. The Novant Health Orthopedics & Sports Medicine Institute team realized that one such opportunity lies in the field of orthopedic surgery. Fewer than 2.2% of orthopedic surgeons are Black, 2.2% are Hispanic, only 0.4% are Native American and 6.7% are Asian American.

To help create more opportunities for exceptionally talented, historically underrepresented candidates in this highly specialized field of medicine, the Orthopedics & Sports Medicine Institute partners with Nth Dimensions, an educational nonprofit, for an eight-week clinical and research summer internship in Charlotte.

Nth Dimensions encourages, educates and supports students of color, women and underrepresented minorities qualified to enter orthopedics. Since its founding in 2004, Nth Dimensions has mentored and educated over 350 orthopedic surgeons. Interns, such as those who joined the program in 2022, are paired with a surgeon mentor during clinics and in the operating room. They also complete a research project, which may be shared at the National Medical Association’s annual meeting.

To encourage students of younger ages to consider healthcare as a career, Novant Health hosted the inaugural Black Men In White Coats Youth Summit at Johnson C. Smith University in Charlotte. Boys and girls, many historically underrepresented, in sixth grade and up attended the day of inspiration and education, meeting doctors, participating in workshops and networking over lunch to learn about the careers they could explore in medicine.

continued



SCAN to learn more about our efforts to diversify orthopedic surgery.



Preparing a drone to deliver a ball to a basket, part of the effort to connect young people to innovation in healthcare technology.

Through the Bridges to Healthcare program, made possible by a \$1.4 million gift from the John M. Belk Endowment secured by the Novant Health Foundation, we introduced high school students in marginalized communities to a wide variety of healthcare careers throughout our organization. (See Building tomorrow's healthcare team, page 26.)

The innovative program gives students from Title 1 high schools (serving high-poverty populations) in the Charlotte and Winston-Salem areas the opportunity to rotate through both clinical and non-clinical areas during a paid internship. Students gain valuable real-world experience and mentorship, with the goal of creating avenues for high school graduates from systemically under-resourced areas to more easily enter the healthcare workforce in high-demand roles. It's an exciting way that Novant Health is supporting education — and expanding economic opportunity for students most in need.

Connecting people to resources

Novant Health MyCommunity is an online search and connection platform for free and reduced-cost social service programs. Areas of support include food, housing, healthcare, education and legal support and the platform can be used by clinicians, team members and the community.

This innovation assists community members such as one recent patient, a dedicated grandmother who is busy caring for her grandchildren while managing her own health concerns.

She reached out to our community health worker program to help her find a balance between her health management journey and the well-being of her family. Her community health worker (see next page) was able to connect the patient with resources to help her with family needs — and her own health.

A team that gives back

The pandemic at first made in-person volunteering challenging, but in 2022, our team's spirit of selflessness found new outlets, as individuals and teams headed out into the community to serve others. Whether it was a stream cleanup in Charlotte, a communitywide baby shower for Brunswick County mothers in need or outreach for jobs in healthcare cybersecurity for South Carolina high school students, Novant Health team members gave generously of their time in 2022.

That generosity has been magnified in 2022 through a reintroduced initiative: Novant Health Cares. The volunteering platform lets team members connect with fellow team members who serve, find year-round volunteer opportunities that support nearby local nonprofits and community partner agencies, and create their own opportunities for their entire team to volunteer.

Through Novant Health Cares, in 2022, team members did everything from collecting canned goods to staffing free pharmacy events to building playgrounds in underserved areas.

"At its heart, Novant Health is a team of people helping people," said Jessica James, corporate director, community engagement. "As we bridge gaps in health, wellness and opportunity, we're fulfilling our mission of making all our communities healthier." •

Community health workers bring care to patients' homes

**Jasmine Swain,
community health worker**



Jasmine Swain assists pediatric patients and their families at a specialty pediatric clinic in Wilmington, North Carolina. But what she does for her clients goes far beyond addressing their physical health.

Swain, a community health worker at Novant Health Nunnelee Pediatric Multispecialty Care Clinic who also works with the senior population, said her job description is simple. "I'm here to connect patients to the resources they need to help them thrive," she said.

Swain helps families drill down on complex challenges that can be connected to the child's health issues, advocates with schools and other institutions, and sometimes makes home visits so she can assess what's really going on. Swain's work was supported by the Novant Health New Hanover Regional Medical Center Foundation, which provided a grant for the community health worker pilot. Multiple specialties are housed in Nunnelee's two clinic locations for pediatric patients who need special treatment and interventions. Those include pulmonary, GI, endocrinology/diabetes, cardiology, neurology, urology, pre- and post-surgical care, hematology and the pediatric infusion program, among others. With her expertise, Swain can help patients in any of those departments.

Doctors and team members refer a patient to Swain if they think the patient could benefit from the extra help she offers. Some triggers that may get Swain involved include the patient having uncontrolled diabetes, a need for advocacy at school, a developmental delay diagnosis or family barriers such as housing or food insecurity, lack of transportation or financial struggles.

Swain previously worked in a mental health facility for five years and worked with a family with a special needs child for four years. "It's just always been in my world to be there for others," Swain said. "It made sense with this job. I do love getting to go out into the community and help people."

Vanessa Van Gilder manages the clinic where Swain works. "Jasmine and other community health workers take care of things that aren't in the realm of healthcare but affect people's health," Van Gilder explained. "If those simple, basic things — housing, food, transportation — aren't met, then your health won't be a priority."

Not long ago, doctors at Nunnelee had a young patient struggling with his weight and behavioral issues. He and his mom were missing appointments, and the staff worried about the care the boy was getting at home. They looped in Swain.

"When Jasmine got involved, she discovered that the mom couldn't read well," Van Gilder said. "There's so much verbal information given to patients, so we provide written information they can refer to after their appointment. But if you struggle with reading, then that information isn't useful. It was a real aha moment." Because of her reading difficulty, the mom had missed appointments and was confused about her son's medicine.

"Jasmine put it all together and was able to help her take better care of her child," Van Gilder said. "Jasmine's discovery helped our team members understand, 'OK, with this parent, we have to do things a little differently. Maybe we need to check on this mom more and give her a call and see how things are going and not just wait until the next appointment.'"

It's all about achieving health equity. Swain's involvement — and home visits — helped solve a mystery. And ultimately this mom can take better care of her child.

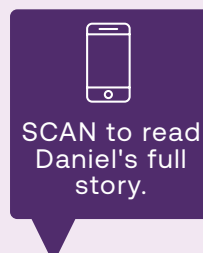
Another patient, a teen, struggled with his health and needed testing for autism. "His last school, his middle school, wasn't supportive at all," the boy's mom said. "They kind of treated him like a bad kid. So, when Jasmine offered her help, I said yes. I needed the school board to take me seriously. Jasmine just stepped right in. I was having trouble finding testing for him for autism. And she immediately found someone for that. She attended the Zoom meeting. Anything I had questions about, she was on it immediately. She went above and beyond."

Having Swain on our team is crucial to providing the best possible care, Van Gilder said. "We see patients at a point in time; we see them when they come into the clinic. What Jasmine can do is to see a unique perspective, and that's outside the clinic — generally in the home," Van Gilder said. "What I love about community health workers is that they are peers to our parents." •



Reaching patients with remarkable

Daniel Perry: A new dad saved from COVID



In the darkest moments of their story, all three members of the Perry family were in the ICU at Novant Health New Hanover Regional Medical Center in Wilmington. Daniel Perry, then 34, Mindy Perry, then 32, and their newborn, Tucker, survived their harrowing ordeals thanks to the Novant Health team.

On July 17, 2021, the Perrys enjoyed a day on their boat. The next day, Daniel awakened at 4 a.m. with a slight fever. Six days later, he went to the ER. He was diagnosed with pneumonia due to COVID-19 and was sent home to quarantine. On July 27, unable to breathe, with New Hanover Regional Medical Center's AirLink Critical Care Transport team, Daniel was rushed by ambulance to New Hanover Regional Medical Center.

Meanwhile, Mindy, eight months pregnant, also had contracted COVID. She began struggling to breathe and was rushed by ambulance to New Hanover Regional Medical Center.

The day after his mom was admitted to the ICU, Tucker Perry came into the world by emergency C-section. Born a month early, he went straight to the neonatal ICU. Twice he tested negative for COVID. It was six days before Mindy could hold him. Four days later, Tucker went home.

But Daniel's condition worsened. As breathing became more difficult, he was placed on a ventilator. It wasn't

enough, so his medical team turned to ECMO, or extracorporeal membrane oxygenation. The machine pumps blood outside the body to a heart-lung machine. In all, Daniel spent nearly 47 days on ECMO, under sedation.

At one point, Daniel was given a 6% chance of surviving. As sick as he was and for as long as he was under their care, nurses embraced him in ways that went beyond meds and machines. Early on, ICU nurse Jamie Hopkins, sensing his depression, sat and chatted with Daniel.

ICU nurse Hyla Smith was there when Daniel nearly died. "I can't tell you how many times this sweet man coded (suffered cardiac or respiratory arrest), and we brought him back," she said.

In a year filled with COVID death and heartbreak, Smith remembers Sept. 17. Mindy was planning to visit Daniel. Smith wanted him to look his best, so she bathed him and washed his hair. "I looked at him and his eyelashes fluttered. I said, 'Oh my gosh Daniel, can you hear me?' His eyelashes fluttered again. I said, 'Daniel, if you can hear me, open your eyes.' And he opened his eyes."

The road had begun to take a new direction. Daniel was removed from ECMO and the ventilator, then moved to inpatient rehab. Finally, after 127 days in the hospital, Daniel came home, and in 2022, celebrated his very first Father's Day at home with his little boy.

The Perrys looked back with gratitude to those who they believe made that Father's Day possible: God and the people who do his work. "He placed us in a great hospital," Mindy said.

"I can name 50 people in the hospital that he used," Daniel said. •



Healthcare is my calling.

In my own words: Bethany Hart, critical care transport paramedic



Bethany Hart

Novant Health Brunswick Medical Center

When we at Novant Health say we meet our patients wherever they are, sometimes that means in the sky. That's where I often am, as a critical care transport paramedic

with New Hanover Regional Medical Center's AirLink Critical Care Transport Team.

I care for patients we're transporting from one hospital to another, and for those suffering traumatic injury or illness. I love every part of what I do — from the moment when the helicopter's rotor blades start spinning to when I'm on the ground treating patients to when we're caring for them as we fly to a hospital. For me, it's the perfect combination of medicine, adrenaline and compassion. I like to say I'm an all-in kind of person, and being a flight paramedic is an all-in kind of job.

When I'm on an emergency call, our helicopter might land anywhere — a front yard, a baseball field, a highway — and I'm ready to treat anything from stroke to heart attack to injuries from car accidents. Paramedics stay purposeful and

focused when all around them is utter chaos, and that's something I've trained to do well. I'll hold a patient's hand and speak in a reassuring voice to keep that person calm.

I have this belief that says a smiling, compassionate face can sometimes do a lot more than pain medicines even can. In some of the most traumatic instances of someone's life, it's so important as I'm treating them to lean into the compassion and reassure them that we're doing everything we can for them.

I've been working in emergency medical services since 2012 and in helicopters since 2018 and truly feel I've found the ideal job for me. That's one of the reasons I love to visit schools to share about EMS as a career. I'll walk in wearing my uniform, with the chopper outside, and you can see the kids' faces light up with interest. I've been able to talk to students who've never seen someone who looks like them in a flight suit.

In this work, there's something new happening every day. I love that — and I love my interaction with patients. I can't imagine doing anything else." •



FOUNDATION FEATURE

Hidden hunger — helping patients experiencing food insecurity

“Within the last 12 months, have you worried that your food would run out before you could buy more?”

Care teams at Novant Health Medical Group clinics began asking patients that question and others like it in 2022 — looking for “hunger vital signs” and taking action to address the food insecurity taking a toll on patients’ health.

When patients screen positive for food insecurity and have an immediate need, Novant Health is able to supply them with emergency food through our new program, Novant Health Nourishes.

“In North Carolina, about 14% of our population is food-insecure, meaning that sometimes or often, they’re not sure they’re going to be able to feed their family that day,” said William Hammill, MD, a pediatric cardiologist at Novant Health Pediatric Cardiology - Elizabeth in Charlotte. Hammill is leading the systemwide effort to address food insecurity among patients and communities Novant Health serves. “We embarked on a screening program, and by the end of November, we’d screened over 1 million patients,” he said.

Thanks to support from our own team, philanthropic partners through the Novant Health Foundation and other donors that include Food Lion, Second Harvest Food Bank and the American Heart Association, Novant Health is able to offer eligible patients emergency food packs featuring nonperishable groceries.

“When families come to Novant Health for medical care, we’re interested in treating the whole person,” said Sharon Harrington, Novant Health Foundation vice president. “That means addressing food insecurity at its root. We know that over 1.5 million people across North Carolina lack ready access to the food they need — and the COVID-19 pandemic stretched limited family resources even further,

continued

“In North Carolina, about 14% of our population is food insecure, meaning that sometimes or often, they’re not sure they’re going to be able to feed their family that day.” – William Hammill, MD



aggravating existing medical conditions and health outcomes. We understand that just to reach a place with healthy groceries for sale can mean hours on public transportation for some members of our community. Unfortunately, food insecurity can have a dramatic impact on patients’ health and well-being. We knew this was a place the Novant Health team could make a difference.”

A \$30 gift can provide four days of food for up to a family of four — alleviating their immediate need. We don’t stop there. Novant Health Medical Group clinics then connect those families with the community resources to address ongoing need.

“When someone doesn’t have food for the day, there’s now an interventional response,” said Christina Cammon, Novant Health program manager for social determinants of health. “Before we started offering these food packs, some of our clinic staff would use their own money to buy food for patients in need.”

“North Carolina ranks as one of the most food-insecure states in the country,” Hammill said. “Too many of our patients not only lack money for groceries, but also do not have grocery stores in their neighborhoods that stock healthy, fresh food. Lastly, lack of transportation to healthy food options also is a barrier.”

On average, about 3,000 Novant Health patients a month answer “yes” to the hunger vital signs. “Food insecurity is associated with multiple increased health risks — from birth defects, diabetes and high blood pressure to anxiety and depression,” Hammill said. “We’re focused on the opportunity to address a root cause of so many health issues. It’s a key part of fulfilling our mission of making communities healthier, one person at a time.” •



Novant Health team members and volunteers assembled emergency food packs that can be distributed to patients experiencing an immediate need for food.

Looking back, reaching forward

When we at Novant Health Foundation consider the many accomplishments of 2022, we are grateful and humbled by all the ways in which we were able to touch the lives of patients and families.

We set ambitious goals for all our teams in 2022 and reached most of them, which is exactly the sort of positive performance to set the stage for even larger aspirations. Now is the right time to acknowledge our many successes, assess our challenges and look to 2023 with a sleeves-up work ethic as we keep reaching forward.

The foundation-funded programs celebrated in this report reflect the many ways we reach out to the communities we serve — while reaching within ourselves to find the best ways to help philanthropic partners support the causes they most care about.

To put it simply, Novant Health Foundation connects deep generosity with profound need. And when we do that, the results are astounding.

Through the foundation, our philanthropic partners enabled high school students in at-risk communities to get an inside look at healthcare careers and to help strengthen our pipeline of talent. The Bridges to Healthcare program makes it possible for talented teens to intern with Novant Health and get hands-on experience in a wide range of medical roles.

Together, philanthropic partners and the foundation tackled inequities that lead to poor health by launching a community health worker pilot. The program helps solve stubborn problems — such as a lack of transportation or struggles in school — that prevent people from enjoying lives of health and well-being.

Recognizing that children in our communities need better access to mental healthcare, we funded the launch of Novant Health Telepsychiatry in Brunswick County. The service is part of the Novant Health Foundation's larger work in getting vital mental health treatment to those who need it most.

Our philanthropic partners continue to make it possible for all people in their communities to live healthier lives. Last year, ongoing funding assured easier access to care through our community cruisers, we partnered with the clinician team at Novant Health Hemby Children's Hospital to elevate critical care for babies with a funded NICU expansion, and patients facing hunger at home were prescribed emergency food packs.

Our commitment to expand access to healthcare for all people is stronger than ever, our momentum is truly remarkable, and we are grateful to be your strategic philanthropic team in this complex but essential work. We are forever learning the needs of our community and listening to the expectations of our philanthropic partners — reaching back to lessons learned and reaching forward to the future that we are all building together.

Sincerely,

Ann Caulkins

Senior vice president, Novant Health, and president, Novant Health Foundation



2022 PHILANTHROPIC GIFTS

Dec. 31, 2022

Market	2022 Gift Total
Brunswick Medical Center Foundation	\$ 138,504
Forsyth Medical Center Foundation	2,879,483
Presbyterian Medical Center Foundation	8,445,825
Rowan Medical Center Foundation	3,011,275
Thomasville Medical Center Foundation	485,602
New Hanover Regional Medical Center Foundation	3,326,336
Grants	7,877,791
System initiatives	775,225
Total	\$ 26,940,041

Leadership

NOVANT HEALTH EXECUTIVE LEADERSHIP TEAM

Carl S. Armato

President and CEO

Frank E. Emory Jr.

Executive vice president and chief legal officer

John H. Gizdic

Executive vice president and chief administrative officer

Fred M. Hargett

Executive vice president and chief financial officer

Kimberly A. Henderson

Senior vice president, chief of staff to the CEO, and enterprise patient experience officer

Jeffery T. Lindsay

Executive vice president and chief operating officer

Denise B. Mihal

Executive vice president and chief nursing and clinical operations officer

Onyeka N. Nchege

Senior vice president, chief information officer

Pamela A. Oliver, MD

Executive vice president and chief medical officer

J. Dean Swindle

Executive vice president and president of Novant Health Enterprises

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Meeting challenges with measured impact and growth

In a year that brought challenges to the healthcare industry nationwide, Novant Health continued our careful, considered path toward growth with a commitment to improving access to care for all.

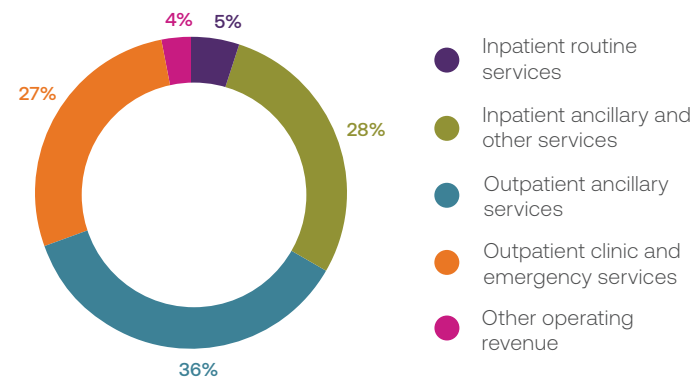
“Record inflation driving increased expenses, contract labor needs and costs, decreased investment income and surges from COVID-19, flu and RSV, 2022 brought many challenges for Novant Health,” said Fred M. Hargett, Novant Health executive vice president and chief financial officer. “We met these challenges and continue to evaluate how we can be the best stewards of resources to carry us forward and ensure our team members are cared for and our communities receive remarkable care.”

Novant Health finished 2022 reporting \$222.8 million of net losses on operating revenues of \$7.6 billion. The fiscal year 2022 net income was comprised of \$68.2 million in operating income and \$291 million in non-operating losses. Those non-operating losses included an investment loss of \$251.1 million, which compared to 2021 investment income of \$452.8 million.

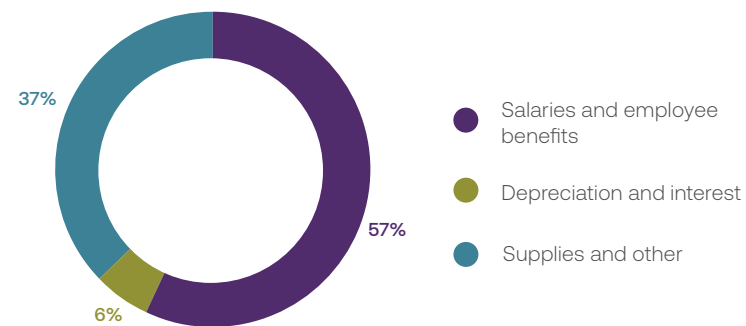
In serving our mission to make our communities healthier, one person at a time, we care for everyone in our communities — regardless of their ability to pay. That’s why we’re deeply proud of our robust financial assistance policy — a cornerstone of Novant Health’s culture. In 2022, Novant Health gave back to our region by providing more than \$1.5 billion in total community benefit. That benefit includes \$212.6 million in financial assistance or traditional charity care, \$973.5 million in the unpaid cost of Medicare, \$229.6 million in the unpaid cost of Medicaid and \$150 million in community benefit programs.

In 2022, Novant Health community engagement contributed more than \$1.9 million in charitable contributions to community partners in Charlotte, Winston-Salem and Wilmington that offer community-based health and human services.

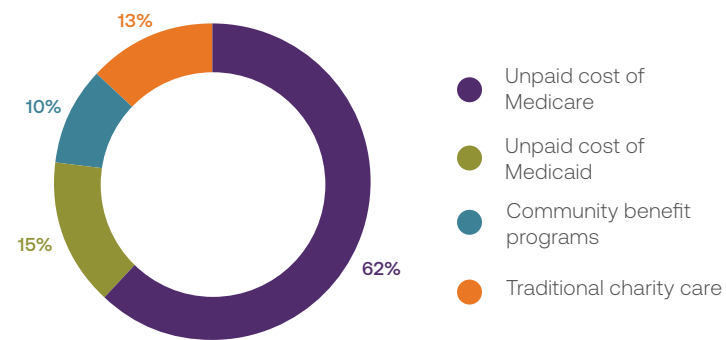
SOURCES OF REVENUE



DISTRIBUTION OF EXPENSES



COMMUNITY BENEFITS



SUMMARY BALANCE SHEET

(in 000s) as of Dec. 31, 2022

Cash and investments	\$ 3,908,218
Other current assets	1,590,141
Property and equipment, net	3,004,232
Other assets	1,764,218
Total assets	\$ 10,266,809
Current liabilities	\$ 1,359,920
Long-term debt	2,589,153
Other liabilities	804,101
Total liabilities	\$ 4,753,174
Net assets	
Unrestricted	\$ 5,418,248
Restricted	95,387
Total net assets	\$ 5,513,635
Total liabilities and net assets	\$ 10,266,809

SERVICE VOLUME GROWTH

	2022	2021	2020
Licensed beds	3,297	3,292	2,671
Inpatient discharges	142,080	154,175	128,946
Adjusted patient days	1,994,586	2,016,853	1,297,526
ER visits	576,914	609,886	480,058
Surgeries	167,236	169,380	128,366
Physician office visits	6,475,515	6,438,597	5,312,677
Newborn deliveries	22,766	23,111	19,256
Employees	36,877	35,742	30,552

SUMMARY STATEMENT OF REVENUE AND EXPENSES

(in 000s) for the year ended Dec. 31, 2022

Operating revenue	\$ 7,552,110
Operating expenses	
Salaries and employee benefits	\$ 4,250,720
Supplies and other expenses	2,773,908
Depreciation, amortization and interest	459,273
Total operating expenses	\$ 7,483,901
Operating income	\$ 68,209
Non-operating loss	(291,048)
Deficit of revenues over expenses	\$ (222,839)

Novant Health does not exclude from participation, deny benefits to, or otherwise discriminate against patients, students, or visitors on the basis of race; color; religion; national origin; culture; language; physical or mental disability; age; sex, including pregnancy, childbirth or related medical conditions; marital status; sexual orientation; gender identity or gender expression; socioeconomic status; source of payment; or any other protected status in admission to, participation in, or receipt of the services and benefits of any of its programs and activities, whether carried out by Novant Health directly or through a contractor or other entity with whom Novant Health arranges to carry out its programs and activities. Free foreign language interpreters are available for individuals with limited English proficiency. Free sign language and oral interpreters, TTYs and other services are available to deaf and hard-of-hearing persons. For further information about this policy, contact: Novant Health director of internal audit and compliance, 704-384-7638 or TDD 800-735-8262.

Novant Health, 2085 Frontis Plaza Blvd., Winston-Salem, NC 27103

NovantHealth.org    

Expect Remarkable.