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An overview

System overview

Novant Health is a not-for-profit, integrated healthcare system that serves patients and communities in Virginia, North Carolina, South Carolina and Georgia. Novant Health includes not-for-profit acute care medical centers, outpatient surgery centers, neighborhood medical plazas, rehabilitation programs, diagnostic imaging centers and community health outreach programs. Headquartered in Winston-Salem, North Carolina, Novant Health is committed to serving approximately 4 million patients annually.

Our promise to patients

We are making your healthcare experience remarkable. We will bring you world-class clinicians, care and technology – when and where you need them. We are reinventing the healthcare experience to be simpler, more convenient and more affordable, so that you can focus on getting better and staying healthy.

Mission

Novant Health exists to improve the health of communities, one person at a time.

Vision

We, the Novant Health team, will deliver the most remarkable patient experience, in every dimension, every time.

Values

- **Diversity and Inclusion:** We recognize that every person is different, each shaped by unique life experiences. This enables us to better understand one another and our customers. By engaging the strengths and talents of each team member, we ensure a strong organization capable of providing remarkable healthcare to our patients, families and communities.
- **Compassion:** We treat our customers and their families, staff and other healthcare providers as family members by showing them kindness, patience, empathy and respect.
- **Courage**: We act boldly in making the changes necessary to achieve our mission, vision and promise of delivering remarkable healthcare.
- **Personal excellence:** We strive to grow personally and professionally, and we approach each service opportunity with a positive, flexible attitude. Honesty and personal integrity guide all that we do.
- **Teamwork:** The needs and expectations of any one customer are greater than that which one person's service efforts can satisfy. We support each other so that together as a team, we can be successful in the eye of the customer as a quality service provider.

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Our leadership

Executive team

Carl S. Armato, president and chief executive officer

Peter S. Brunstetter, chief legal officer and general counsel

Jesse J. Cureton, chief consumer officer

Jacqueline R. Daniels, chief administrative officer

Fred M. Hargett, chief financial officer

Jeff T. Lindsay, executive vice president and chief operating officer

John D. Phipps, MD, president, medical group

Tom N. Zweng, chief medical officer

Board of trustees

Robert H. Stolz, chairman
Würth Group

Larry D. Stone, vice chairman
Lowe's Companies, Inc. (retired)

Peggy A. Valentine, EdD, secretary/treasurer
Winston-Salem State University

Michael B. Baughan, immediate past chairman
Chairman of Noranco

Carl S. Armato, president and chief executive officer
Novant Health

Trustees
Robert M. Barr, MD
Mecklenburg Radiology Associates

Richard A. Belden
Universal Service Administrative Company

Joseph H. Ely
Aon Hewitt (retired)
(ex-officio, nonvoting member)

Robert R. Gordon Jr.
R.J. Reynolds Tobacco Holdings, Inc. (retired)

James H. Hance Jr.
Bank of America (retired)
Emeritus trustee

Glenn E. Ketner Jr.
Ketner & Dees

Viola A. Lyles
Vi Lyles Consulting

Daniel W. Murphy, MD
Gastroenterology Associates of the Piedmont, P.A.

G. Patrick Phillips
Bank of America (retired)

David R. Plyler
Forsyth County Board of Commissioners

William K. Poston, MD
Novant Health Presbyterian Medical Center
(ex-officio, nonvoting member)

John B. Woodlief
Harris Teeter Supermarkets, Inc. (retired)

Our operations

Novant Health is a four-state integrated network of physician clinics, outpatient centers and hospitals that delivers a seamless and convenient healthcare experience to our communities. The Novant Health network consists of more than 2,500 physicians and 26,000 employees who make healthcare remarkable at nearly 500 locations, including 14 medical centers and hundreds of outpatient facilities and physician clinics. Headquartered in Winston–Salem, N.C., Novant Health is committed to making healthcare remarkable for patients and communities, serving more than 4 million patients annually.

North Carolina

Greater Winston-Salem

Novant Health Clemmons Medical Center (Clemmons, NC) offers emergency room services, diagnostic imaging, lab and surgical services.

Novant Health Forsyth Medical Center (Winston-Salem, NC) offers a full continuum of emergency, medical, surgical, rehabilitative and behavioral health services. Centers of excellence include the Rehabilitation Center, Maya Angelou Women's Health & Wellness Center, Heart & Vascular Institute, Derrick L. Davis Cancer Center, Stroke & Neurosciences Center, Orthopedic Center and Behavioral Health. 921 beds.

Novant Health Kernersville Medical Center (Kernersville, NC) is a community facility that provides surgery, emergency care, diagnostic testing, inpatient care and other medical services. 50 beds.

Novant Health Medical Park Hospital (Winston-Salem, NC) specializes in elective, outpatient and short-stay surgical procedures. 22 beds.

Novant Health Rowan Medical Center (Salisbury, NC) provides emergency services, a maternity center and surgical services, including orthopedics, cancer care, cardiology, bariatrics, rehabilitation and other specialty care such as behavioral health and neurology. 268 beds.

Novant Health Thomasville Medical Center (Thomasville, NC) offers a full range of inpatient and outpatient services, birthing rooms and emergency department. Thomasville Medical Center specialty programs include heartburn treatment center, total joint center, spine center, geriatric behavioral health, chest pain center and sleep center. 146 beds.

Greater Charlotte

Novant Health Charlotte Orthopedic Hospital (Charlotte, NC) is the area's only orthopedic hospital and provides a full range of orthopedic services, including advanced diagnostic imaging, innovative treatments and rehabilitation services. 80 beds.

Novant Health Hemby Children's Hospital (Charlotte, NC) provides a wide range of inpatient and outpatient pediatric services, including a level IV intensive care nursery. The children's hospital is located inside Novant Health Presbyterian Medical Center.

Novant Health Huntersville Medical Center (Huntersville, NC) provides maternity, emergency and outpatient services, as well as cardiovascular and cancer care to the residents of north Mecklenburg County and surrounding communities. 75 beds.

Novant Health Matthews Medical Center (Matthews, NC) offers emergency services, maternity care, surgery, cardiac and cancer services. Additionally, the hospital offers outpatient services and high-level diagnostic capabilities. 137 beds.

Novant Health Mint Hill Medical Center (Mint Hill, NC) is currently in the planning stages and will open in 2018. When complete, the new community hospital will provide surgery, emergency care, diagnostic testing, inpatient care and other medical services. Planned for 50 beds.

Novant Health Presbyterian Medical Center (Charlotte, NC) serves as a regional facility with the latest in diagnostic and treatment services. Presbyterian Medical Center is a leader in providing specialized care to patients with cancer and heart disease. The hospital also provides maternity care and specialized neonatal intensive care to infants. Centers of excellence include the Heart & Vascular Institute, Cancer Center, Women's Center, Stroke & Neurosciences Center, Rehabilitation Center, Behavioral Health and children's emergency room. 622 beds.

Coastal communities

Novant Health Brunswick Medical Center (Bolivia, NC) is located in the southeastern corner of the state and provides maternity care, emergency services, surgery, outpatient diagnostic testing and other community healthcare programs. 74 beds.

Triangle

Novant Health Franklin Medical Center (Louisburg, NC) serves communities north of the Raleigh area and provides local residents with emergency and outpatient services, including surgery, imaging, laboratory, rehabilitation and infusion services. The hospital maintains two beds for inpatient admission. The hospital also has a geriatric behavioral health unit with 13 impatient beds. 15 beds (83 licensed).

Virginia

Northern Virginia communities

Novant Health Haymarket Medical Center (Haymarket, VA) provides emergency services, inpatient and outpatient medical services, surgery, maternity care and more. 60 beds.

Novant Health Prince William Medical Center (Manassas, VA) provides inpatient services in maternity, surgery, cancer, pediatrics, orthopedics and spine, behavioral health and other specialties. Additionally,

the hospital campus features comprehensive outpatient services, including surgery, diagnostics, physician offices and fitness center. 130 beds.

Novant Health physician clinics

Novant Health medical group physician clinics include more than 1,200 physicians and more than 400 clinic locations throughout North and South Carolina and Virginia. Physicians and clinics provide primary, specialty and urgent medical care in local neighborhoods, communities and hospitals. Collectively, they work together to improve the practice of medicine. The clinics have converted to electronic medical record and provide their patients with MyChart, an online portal for easy access to medical information, test results, prescription reorders and communication with physician and clinic staff.

Novant Health shared services

Novant Health shared services is the division of Novant Health with a dedicated focus on partnering with hospitals and the communities they serve through a wide range of partnership models that help address the needs of hospitals and health systems in today's challenging healthcare environment. Our innovative partnership models, designed to preserve local market ownership and autonomy, provide access to Novant Heath corporate resources and expertise; improve operational efficiencies through leveraging the size and scale of Novant Health; and create opportunities for best practice collaboration across a wide network of healthcare providers. Through strategic collaboration with our partners, we are creating best-in-class services, improving patient care and reducing costs.

Shared services partnerships	
Hospital/health system	*Location*
Ashe Memorial Hospital	Jefferson, NC
Cape Fear Valley Health	Fayetteville, NC
Halifax Regional Medical Center	Roanoke Rapids, NC
Hugh Chatham Memorial Hospital	Elkin, NC
Lenoir Memorial Hospital	Kinston, NC
Liberty Regional Medical Center	Hinesville, GA
Memorial Health	Savannah, GA
Mon Health System	Morgantown, WV
Morehead Memorial Hospital	Eden, NC
University Health Care System	Augusta, GA

Awards and recognition

Novant Health has twice received the prestigious **Ernest A. Codman Award** from The Joint Commission for improving systemwide the quality and safety of care provided to patients: in 2004 for improving care for patients taking blood-thinning medications; and again in 2008 for preventing MRSA infections by improving hand hygiene.

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Novant Health is **ranked a top 20 integrated healthcare delivery network** in the United States, according to an analysis by IMS Health. The ranking is based on critical success factors used to evaluate health systems throughout the country.

In 2013, Novant Health received the prestigious Health Information and Management Systems Society (HIMSS) Stage 7 Ambulatory Award for its adoption and use of an electronic health record (EHR). One of a handful of systems in the country – and the first in the Carolinas – to attain the highest level of EHR use, this award represents the successful transformation of care in Novant Health's more than 400 physician clinics across three states.

U.S. News & World Report's **2014-2015 Best Hospitals** report ranked Novant Health Presbyterian Medical Center high-performing in six specialties, Novant Health Forsyth Medical Center in nine specialties and Novant Health Matthews Medical Center in five specialties. U.S. News evaluates hospitals in 16 adult specialties. In most specialties, it ranks the nation's top 50 hospitals and recognizes other high-performing hospitals that provide care at nearly the level of their nationally ranked peers.

Novant Health was named one of the **top 50 "Best Places for Diverse & Women Managers to Work"** by *Diversity MBA Magazine*.

The American Nurses Credentialing Center recognizes the **nursing programs** at seven Novant Health medical centers for their excellence and quality in nursing care: Charlotte Orthopedic Hospital, Forsyth Medical Center, Huntersville Medical Center, Kernersville Medical Center, Matthews Medical Center, Medical Park Hospital and Presbyterian Medical Center. These facilities and their nurses join a national select group that have received this honor, referred to as "**Magnet Recognition**." The purpose of the program is to recognize healthcare organizations that provide the very best in nursing care.

Novant Health was the recipient of the 2009 **Team Approaches in Quality Improvement Award** from the Society of Hospital Medicine. Novant Health was recognized for its multidisciplinary team approach to improve medication safety within its acute care facilities.

Forsyth Medical Center and Presbyterian Medical Center were the first hospitals in the state to receive **National Primary Stroke Center Certification** from The Joint Commission. Rowan Medical Center, Matthews Medical Center, Thomasville Medical Center and Huntersville Medical Center also have earned this designation, which is awarded only to those healthcare facilities that have demonstrated excellence in healthcare quality and meet the rigorous national standards. In 2013, Forsyth Medical Center was among the first 24 hospitals nationwide to earn the **Advanced Comprehensive Stroke Center** designation.

Presbyterian Medical Center was **named one of the "100 Great Hospitals in America"** by *Becker's Hospital Review* in 2014. To develop its list, Becker's editorial team accepted nominations, conducted research and considered other reputable hospital ranking sources such as *U.S. News & World Report*, Truven Health Analytics' 100 Top Hospitals, HealthGrades, Magnet Recognition by the American Nurses Credentialing Center and the Malcolm Baldrige National Quality Award program.

Six Novant Health medical centers – Forsyth Medical Center, Huntersville Medical Center, Matthews Medical Center, Presbyterian Medical Center, Rowan Medical Center and Thomasville Medical Center –

are designated as national **Accredited Chest Pain Centers**. To receive accreditation, the medical centers demonstrated their expertise and commitment to quality cardiac care by meeting or exceeding stringent criteria and completing on-site evaluations by a national review team from the Society of Chest Pain Centers. In addition, Presbyterian Medical Center became the first facility in North Carolina to achieve advanced accreditation for Cycle II Chest Pain with Percutaneous Coronary Intervention.

Nine Novant Health facilities – Brunswick Medical Center, Forsyth Medical Center, Franklin Medical Center, Huntersville Medical Center, Matthews Medical Center, Presbyterian Medical Center, Prince William Medical Center, Rowan Medical Center and Thomasville Medical Center - have been recognized by the American Heart Association/American Stroke Association with **"Get with the Guidelines" achievement awards**. The awards recognize a hospital's commitment and success in ensuring patients receive the most appropriate treatment for stroke and heart failure according to nationally recognized, research-based guidelines built on the latest scientific evidence.

Forsyth Medical Center was the first hospital in the Carolinas to receive national certification for its **Congestive Heart Failure Program** and **Total Hip and Total Knee Joint Replacement Surgery Program**. The Joint Commission certifies hospital programs that meet national standards for quality and safety.

Partnerships

Presbyterian Medical Center and Forsyth Medical Center are **affiliate heart hospitals of the internationally renowned Cleveland Clinic.** The affiliation combines the unparalleled research and expertise of Cleveland Clinic's heart program with Novant Health's cardiovascular programs to provide high quality, comprehensive patient care across the Carolinas. They teamed up to deliver world-class cardiovascular services, including the spectrum of heart care from prevention, medical cardiology to cardiovascular surgery.

Hemby Children's Hospital is an **affiliate clinic of St. Jude Children's Research Hospital**. Formerly known as Novant Health Blume Pediatric Hematology & Oncology, the St. Jude Affiliate Clinic at Novant Health Hemby Children's Hospital physicians and staff will work in close collaboration with their peers at St. Jude to bring life-saving treatment protocols to children with cancer living in Charlotte and across the southeastern United States.

Novant Health has partnered with the **University of Virginia Health System** (UVA) to bring remarkable healthcare to the state of Virginia. Under the proposed agreement, Novant Health's Virginia operations – including Novant Health Haymarket Medical Center, Novant Health Prince William Medical Center and Novant Health Cancer Center – will join UVA Culpeper Hospital to form a new regional health system.

Serving our communities

Novant Health is continuously investing time, energy and resources to provide communities with remarkable care that puts the patient first. The health of the communities we serve is our priority and a commitment we take very seriously. **Our community benefit in 2014 equaled $639.2 million, including $134 million of direct charity care**. Our outreach programs range from free wellness initiatives, health screenings, support groups, educational information to enrollment assistance for government funded health programs.

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In 2014, Novant Health launched Remarkable You, a long-term community wellness initiative designed to create awareness of health and wellness in our communities. Through the Remarkable You program, Novant Health has screened more than 500,000 people in inpatient, outpatient and community settings for prediabetes, high blood pressure and obesity.

Financial assistance

Novant Health is committed to providing high quality care delivered with dignity and respect to all patients regardless of their ability to pay.

Novant Health provides free care, also known as **financial assistance**. As with most financial aid programs, our financial assistance guidelines use the income levels set each year by the federal government to define poverty. Our eligibility threshold provides assistance to patients if their household income is at or below 300 percent of the federal poverty level.

Our financial assistance program covers about 90 percent of all uninsured patients. For the other 10 percent who do not qualify because their incomes are above the guidelines, we offer a **discount on their bill** that is similar to a managed care contract discount. That means that patients in this category will not pay more than what an average insurance company may pay.

Novant Health has a **catastrophic benefit** for patients whose balance is determined to be above their means, even if they have health insurance. With this program, a Novant Health financial counselor evaluates patients' individual situations to determine if they qualify for a discount on the remaining balance or a full write-off.

The North Carolina Justice Center published a report entitled "How Charitable Are North Carolina Hospitals?" In that February 2010 document, the Justice Center stated that Novant Health has the most sound and clear charity care policy of any hospital system in North Carolina, a policy that recognizes the realities of modern family finances. The Justice Center report also recognized Novant Health and several other healthcare organizations for their openness and accountability in making our charity and financial assistance programs publicly available online.

MedQuest diagnostic imaging centers

The MedQuest organization of Novant Health owns and operates 79 outpatient diagnostic imaging centers in the eastern United States, the majority of which are located in the three-state region of North Carolina, South Carolina and Georgia. MedQuest centers offer services such as magnetic resonance imaging (MRI), computed tomography (CT), nuclear medicine, ultrasound, mammography, bone densitometry, fluoroscopy and X-ray.

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At a glance...

Novant Health medical centers	Licensed beds
Novant Health Brunswick Medical Center	74
Novant Health Charlotte Orthopedic Hospital	80
Novant Health Clemmons Medical Center	-
Novant Health Forsyth Medical Center	921
Novant Health Franklin Medical Center	83*
Novant Health Haymarket Medical Center	60
Novant Health Huntersville Medical Center	75
Novant Health Kernersville Medical Center	50
Novant Health Matthews Medical Center	137
Novant Health Medical Park Hospital	22
Novant Health Presbyterian Medical Center	622
Novant Health Prince William Medical Center	130
Novant Health Rowan Medical Center	268
Novant Health Thomasville Medical Center	146

*Franklin Medical Center is a licensed acute care hospital with 83 licensed beds. The facility staffs two inpatient beds and 13 geriatric behavioral health beds.

Novant Health statistics	01/01/14 to 12/31/14
Admissions	121,819
ER visits	508,357
Births	18,525
Surgeries (inpatient and outpatient)	119,691
Novant Health physician clinic visits	3,800,000

Facilities and resources	
Inpatient medical centers	14
Outpatient locations	404
Assisted living facility	1
Main service area	NC, SC, VA, GA
Team members	26,000
Novant Health physician clinics:	
Locations	509
Physicians	1,153
2014 operating revenue	$3.8 billion
2014 net income	$202 million

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