About the cover

(left to right)

Michael Nnadi, PharmD, vice president of pharmacy, Novant Health, Perry Allen, PharmD, manager of pharmacy, Brunswick Community Hospital, and Karen Morano, medication reconciliation technician, Presbyterian Hospital, working together with others across Novant to ensure safe, high-quality healthcare.

Mary Eaker, pharmacist, Upstate Carolina Medical Center

Shannon Caddell, The Health Library, Presbyterian Hospital Matthews

“Remarkable People. Remarkable Medicine.”
SafeMed, a Novant Medical Group program, helps seniors who are taking multiple medications. The American Pharmacists Association Foundation recognized the Novant program last year with the 2009 Pinnacle Award for SafeMed’s work with patients after they leave the hospital. SafeMed pharmacists work one-on-one with patients by phone to educate and counsel them on proper medication usage. SafeMed patients achieve higher rates of medication compliance, fewer drug errors, improved health outcomes and fewer readmissions to the hospital.

In addition, many patients do not arrive at the hospital with an accurate and up-to-date list of medications, even though this information is critical to their care and treatment. The emergency departments at Presbyterian Hospital and Forsyth Medical Center now have dedicated pharmacy technicians who work with patients and family members to compile the medication list, which allows physicians and nurses to effectively manage the hospital medication process. The Society of Hospital Medicine awarded this unique approach to ensuring a safe medication culture within the hospital with the 2009 Team Approaches in Quality Improvement Award.

In 2009, Novant Health also maintained its focus on another safety initiative, proper hand hygiene. Over a five-year period, Novant staff achieved a 69 percent reduction in methicillin-resistant staphylococcus aureus (MRSA). This means that 359 patients have been spared the complications associated with hospital-acquired infections. And thousands of organizations are using our knowledge and resources from the Novant hand hygiene initiative, including healthcare facilities from 70 different countries.

We’re continuing our relentless focus on delivering a remarkable patient experience. Last year Novant began “First Do No Harm” training, which is a patient safety culture that every employee in our health system will learn and use in their day-to-day work to reduce and eliminate medical errors. Our patients and communities deserve the safest healthcare environment possible.

This year’s annual report describes many highlights of the important work Novant staff are prioritizing to meet the expanding healthcare needs of our communities. We’re proud of our 26,000 employees who work together to live out Novant’s not-for-profit mission to “improve the health of communities, one person at a time.”

Remarkable People. Remarkable Medicine.

More than 50 percent of Americans age 65 and older take at least three medications a day to treat illness or improve health. Medications, when taken correctly and under proper supervision, are safe and effective, but they can be deadly if improperly combined or not taken as directed.
Jennifer McDougal, MD, a Novant Medical Group vascular surgeon practicing at Presbyterian Hospital Huntersville

Bertrand Fote, MD, emergency department, Rowan Regional Medical Center
Patients in rural and small suburban areas can now access a higher level of emergency stroke and critical neurology care. Forsyth Medical Center developed a new **teleneurology medicine program**. Medical staff at participating hospitals can rapidly connect with board-certified neurologists using videoconferencing technology at the patient’s bedside.

**Thomasville Medical Center** focused on bringing care and diagnostic services closer to home in 2009. The hospital added digital mammography, mobile PET/CT services, cardiac CT testing that provides cardiologists with a noninvasive diagnostic tool to view the vessels of the heart, a new pain management clinic and a hospital-based dermatology clinic.

Rowan Regional Medical Center surgeons are using a new laparoscopic technique called **single-incision laparoscopic surgery**. It is used most commonly for gallbladder removals, appendectomies and colon resections. Patients experience less pain, faster recovery time and no visible scarring.

Presbyterian Hospital Matthews and Presbyterian Hospital Huntersville brought high-tech surgical care closer to home for residents in these communities with the **addition of a da Vinci robotic surgery program**, while Medical Park Hospital expanded its da Vinci surgical program for residents in the Triad. The da Vinci allows physicians to perform minimally invasive surgical procedures for patients with genitourinary or gynecological medical conditions.

Brunswick Community Hospital added **mobile lithotripsy services and diagnostic cardiac catheterization**, eliminating the need for patients to travel longer distances for these services. Lithotripsy technology uses ultrasonic shockwaves to remove kidney stones that are causing harm or pain to patients, while cardiac catheterization is commonly used to further diagnose coronary artery disease, valvular heart disease and congestive heart failure.

**Children in Rowan County** have more local healthcare options thanks to new partnerships between Rowan Regional Medical Center and Presbyterian Hospital:

- Presbyterian Blume Pediatric Hematology and Oncology Clinic opened a satellite office in Salisbury.
- The Community Care Cruiser, which has been caring for uninsured and disadvantaged children in Mecklenburg and Union counties, is now also serving kids in Rowan County.

**Presbyterian Hospital Huntersville** opened an endovascular suite, bringing leading-edge treatments for peripheral vascular disease (PVD) and peripheral arterial disease (PAD) to the community. Services offered in the new suite include angiography, balloon angioplasty and stenting.

Forsyth Medical Center, with a grant from The Duke Endowment, created **Hospital to Home, a new senior care program**. This program is the first of its kind in N.C., helping older adult patients recover in their homes after a hospital stay.

Presbyterian Hemby Children’s Hospital unveiled the **new Hemby Movie Theater**. The theater gives hospitalized children with compromised immune systems a chance to experience normalcy by going to the movies without the risks of germs and infection. The theater shows free movies and includes backdrops and a stage so children can act out their own plays and puppet shows. Kids can even record their performances to take home on DVDs.
“Remarkable People. Remarkable Medicine.”

George White, MD, family practitioner with Novant Medical Group, the 5th largest medical group in the nation.

Kathleen Green, radiology technologist, Brunswick Community Hospital.
MedQuest developed and implemented a new **mobile ultrasound program** for Novant Medical Group and community physician practices in North Carolina. This mobile service provides timely and convenient testing for patients and physicians. The program is being expanded to physician clinics in other states where MedQuest diagnostic imaging centers are located.

The Solomon House, a faith-based education center with Presbyterian Hospital, received a **grant from the Kate B. Reynolds Charitable Trust** to fund a collaboration between the house and three Mecklenburg County area free clinics. Staff at the house will provide health education and chronic disease management for underserved individuals with diabetes.

Carolina Family Practice and Sports Medicine, a Novant Medical Group practice, established the **Triangle’s first fully credentialed sports concussion clinic** for Wake County student athletes.

**Presbyterian Hospital added a 3 Tesla MRI.** This technology facilitates earlier detection of cancer and more detailed images of small and difficult-to-study parts of the body. The 3 Tesla also reduces exam time for pediatric patients and provides quick and accurate tests for time-sensitive treatment of stroke and cardiac conditions.

Maplewood Family Practice, a Novant Medical Group practice in Winston-Salem, is one of only four medical organizations in North Carolina to earn **recognition as a Patient-Centered Medical Home™** from the National Committee for Quality Assurance. In this model of care, a physician-led team of nurses, physicians’ assistants and others collaborates to ensure that every patient receives appropriate preventive and medical care, education and support.

Rowan Regional Medical Center became the first hospital in its region to offer **radial artery catheterizations.** Diagnostic catheterizations and stent and balloon placements can be performed via the radial artery. This benefits patients by decreasing blood loss, eliminating the need for bed rest and providing additional comfort and convenience.

Presbyterian Healthcare partnered with **Solace for the Children,** a nonprofit organization that coordinates travel to the United States so children can receive medical and dental care. The partnership helped 30 children from Afghanistan receive essential medical care in Charlotte.

Three nurses from **Ridge Hospital in Accra, Ghana** visited Forsyth Medical Center’s Sara Lee Center for Women’s Health to learn new ways to treat their country’s high-risk pregnancy patients. This initiative is part of an ongoing exchange established in 2004 by Kybele, a nonprofit organization dedicated to improving childbirth conditions worldwide.

When the new **H1N1 influenza virus** hit in 2009, Novant Health hospital and clinic staff were prepared. Novant physicians and staff provided medical care and served as a source of education for our communities. In addition, Novant’s flu Web site **www.noflu.org** shared information with the public.

The **Foundations** at Forsyth Medical Center, Kernersville Medical Center, Presbyterian Healthcare, Prince William Hospital, Rowan Regional Medical Center and Thomasville Medical Center have raised tens of millions of dollars in support of local healthcare and patients. Brunswick Community Hospital and Presbyterian Hospital Matthews are working to establish charitable foundations to help support patient care programs and services in the local communities.

Presbyterian Hospital Huntersville launched a new partnership called “**Learn Well. Be Well!**” with three local schools. The program promotes healthy lifestyles through education and fitness activities for students and teachers.
“Remarkable People. Remarkable Medicine.”

Cynthia Alston,
unit secretary and monitor technician,
Franklin Regional Medical Center

Mark Hnilica, MD, neurosurgeon, Novant Medical Group
Thanks to a grant from the GlaxoSmithKline Foundation, Forsyth Medical Center worked with local colleges and hospitals to establish a new associate degree program for pharmacy technicians. The degree will allow pharmacy techs to assume some medication distribution tasks currently performed by pharmacists which, in turn, will allow pharmacists to focus attention on medication safety and direct patient care. The first class of students enrolled last year at community colleges in Forsyth, Davidson and Guilford counties.

Salisbury’s city council and mayor recognized Rowan Regional Medical Center’s “Healthy Harvest Farmer’s Market” as a community leader in promoting healthy eating and supporting local farmers. The farmer’s market is held weekly on the hospital’s campus and features locally grown fruits, vegetables, organic beef and fresh-cut flowers. Brunswick Community Hospital, Forsyth Medical Center, Medical Park Hospital and Presbyterian Hospital hold similar markets for employees and visitors.

Brunswick Community Hospital and the South East Area Health Education Center sponsored MASH Camp, the Medical Academy of Science and Health program for area middle school students. The two-day camp introduces children to a wide variety of healthcare career choices with the goal of encouraging youth to pursue health-related careers in their own communities.

Novant and Presbyterian teamed up with the Charlotte Regional Air Quality Board to help reduce pollution and traffic congestion by promoting carpooling. Novant initiated several other “green” projects, including high-tech videoconferencing capabilities, which reduces the need for employees to travel for meetings, and recycling of plastic bottles.

Prince William Health System, a regional organization based in Manassas, Va., joined Novant Health in 2009. Prince William includes a 170-bed community hospital, an ambulatory surgery center, outpatient diagnostic imaging centers, an assisted-living facility, a free-standing satellite emergency department, wellness and fitness centers. The health system provides patient care to residents in Prince William County and surrounding communities in northern Virginia.

Franklin Regional Medical Center and Upstate Carolina Medical Center joined Novant Health in 2009. Franklin Regional is a 70-bed hospital located in Louisburg, N.C. Upstate Carolina, a 125-bed hospital, serves the Gaffney, S.C. area. Both hospitals serve as community hospitals with longstanding traditions of providing emergency, medical, surgical and other services to patients and families.

Many of our communities need new facilities to meet the growing healthcare demands in our regions. The following projects are currently under construction or in the planning phase:

- Ambulatory freestanding surgery center in Youngsville, N.C.
- Bed expansion in the Elizabeth C. Stanback rehabilitation unit at Rowan Regional Medical Center in Salisbury, N.C.
- Clemmons Medical Center, a 50-bed hospital near Winston-Salem, N.C.
- Presbyterian Hospital Mint Hill, a 50-bed hospital near Charlotte, N.C.
- Prince William Hospital Haymarket, an 80-bed hospital in western Prince William County, Va.
- Presbyterian Hospital expansion in Charlotte, N.C.
- Ambulatory freestanding surgery center in Wilmington, N.C.
- Brunswick Novant Medical Center, currently under construction and anticipated to open in summer 2011 in Supply, N.C.
- Kernersville Medical Center, on schedule to open in spring 2011 near Winston-Salem, N.C.

MedQuest offers imaging services in three new communities including Greenville, S.C. as well as Snellville and Stockbridge, Ga.
“Remarkable People. Remarkable Medicine.”

Yun Meng, software developer, Novant Health

Karla Pereira, interpreter, Forsyth Medical Center, named the 2009 International Medical Interpreters Association “Medical Interpreter of the Year.”
State and national organizations recognized Novant staff for their work to improve patient care and safety.

Of the 26 North Carolina hospitals rated as “High Reliable” in 2009 by the North Carolina Hospital Quality Center, eight were Novant Health hospitals: Brunswick Community Hospital, Forsyth Medical Center, Presbyterian Hospital, Presbyterian Hospital Huntersville, Presbyterian Hospital Matthews, Presbyterian Orthopaedic Hospital, Rowan Regional Medical Center and Thomasville Medical Center. “High Reliable” means that the hospitals consistently achieved 90 percent compliance or higher with best practices in the areas of heart attack care, surgical infection prevention, heart failure or pneumonia care. In addition, Forsyth Medical Center and Presbyterian Hospital were recognized for the second year in a row with Superior System Performance quality honors from the national VHA organization.

The Oaks at Forsyth nursing home in Winston-Salem and the Presbyterian Orthopaedic Hospital nursing home unit were named two of the state’s best nursing homes by the federal government.

The cardiac surgery team at Forsyth Medical Center earned three stars, the highest rating from the Society of Thoracic Surgeons. This honor places the hospital in the top 13 percent of all cardiac surgery programs in the U.S.

Presbyterian Hospital was awarded the American College of Cardiology Foundation’s Gold Performance Achievement Award for exceptional heart attack care. The hospital was one of just 121 in the nation to receive this honor.

Thomasville Medical Center, one of the first community hospitals its size to become a nationally certified stroke center, received its re-certification by The Joint Commission last year. The hospital was also re-certified as a national chest pain center.

Novant Health ranked 12th nationally among the 2009 Top 100 Healthcare Networks by the SDI health informatics company. The Top 100 listing of the nation’s leading integrated healthcare networks is based on eight critical success factors.

The national Blue Cross Blue Shield Association named Forsyth Medical Center and Presbyterian Hospital as Blue Distinction Centers for Cardiac Care. This honor recognizes hospitals with national quality standards, proven track records on patient safety, consistent delivery of quality care and positive cardiac outcomes.

Forsyth Medical Center’s stroke program became the first in North Carolina, and one of only 19 in the country, to receive the Gold Plus Quality Achievement Award, the highest level of national recognition from the American Stroke Association.

Prince William Hospital earned multiple national recognitions from The Joint Commission in 2009, including the national Gold Seal of Approval for healthcare quality; disease-specific care certification for total knee and hip replacement, making this the second time the programs received two-year certification; and disease-specific certification for pneumonia.

The Derrick L. Davis Forsyth Regional Cancer Center and Presbyterian Breast Center have been granted a three-year accreditation by the National Accreditation Program for Breast Centers, a program administered by the American College of Surgeons. The college awards accreditation only to those centers that have voluntarily committed to provide the highest level of quality breast care.
Shirmin Nicholls, food service, Prince William Hospital

Donna Spehar, RN, labor and delivery, Presbyterian Hospital, poses with Emily, baby Walter and “Flat Darryl,” a cardboard cutout of husband, Darryl, who was stationed overseas at the time of his son’s birth. Hospital staff maneuvered “Flat Darryl” all over the maternity unit to create a more memorable experience for the military family.

“Remarkable People. Remarkable Medicine.”
Ten Novant nurses were recognized as Top 100 Nurses for 2009 by the North Carolina Nurses Association. Congratulations to Judy Bell, Robin Denny, Cynthia Smart and Kelly Swauger, Forsyth Medical Center; Julie Delcasino and Susan Perrella, Presbyterian Hospital; Pat McKinney, Presbyterian Hospital Huntersville; Becky Greenspan, Presbyterian Hospital Matthews; and Martha Musselman and Karen Pledger, Thomasville Medical Center.

Women across Novant received accolades in 2009 for their extraordinary achievements.

- **Pat Campbell**, vice president of women’s and children’s services, Presbyterian Hospital, and **Ophelia Garmon-Brown, MD**, Novant’s vice president of community partnerships, became two of the Top 25 Women in Business, chosen by the Charlotte Business Journal.

- **Monika Stanley**, director for employment and recruitment in Winston-Salem, and **Katherine Anderson**, practice manager, Winston-Salem WomanCare, were named as 2009 Women Extraordinaire by Business Leaders magazine.

- **Sharon Murphy**, vice president, Derrick L. Davis Forsyth Regional Cancer Center, was named a Healthcare Hero by the Triad Business Journal; and Presbyterian Healthcare employees **Paula Vincent, Pat Wilburn, Ashlyn Armstead, Pearl Floyd, Allison Horton** and **Margie Komito** received Healthcare Hero honors by The Mecklenburg Times.

Presbyterian Healthcare received the Spirit of the Center award, an honor given by the Afro-American Cultural Center to celebrate individuals and organizations whose exceptional accomplishments elevate artistic development and cultural awareness.

Carolina Parenting magazine named Novant Health to the Family-Friendly 50 Companies list for the 10th year in a row for offering family-friendly benefits and emphasizing a work-life balance environment for employees.

Presbyterian Hospital ranked fourth among the Charlotte Business Journal’s 2009 Best Places to Work. The award was based on an assessment of the organization’s employee services and benefits, as well as responses from an employee survey.

Bob Seehausen, Novant senior vice president for business development and sales, helped develop Inclusive Health, a new statewide effort to offer health coverage options for N.C. residents who don’t have access to group health insurance plans due to exhaustion of COBRA benefits or pre-existing medical conditions.

Akinyele Aluko, MD, of the Presbyterian Cardiovascular Institute and Mid Carolina Cardiology, was one of just five people honored nationwide with an Award of Excellence from the Thurgood Marshall College Fund. Dr. Aluko was honored for his efforts to encourage and challenge young people to pursue a college education.

Fifty-five unique and remarkable employees and physicians were featured in the inaugural edition of One Person at a Time, a Novant Health coffee-table book designed to celebrate the 26,000 employees who bring life to the phrase “Remarkable People, Remarkable Medicine.”
Novant Health achieved a $197 million positive net income in 2009. Our not-for-profit health system’s net income, also referred to as excess of revenue over expenses, breaks down as follows: operating income of $74 million and investment income of $123 million.

Paul Wiles, president and CEO of Novant, explained that the health system embraces four annual goals, one of which is financial. “Each is equally important and together they provide our organization with balance and focus.” The other three goals involve exceeding national benchmark levels in the quality of medical care, patient satisfaction and employee satisfaction.

“Even though our four annual goals are equal, Novant staff are most proud of their accomplishments in providing quality care,” Paul commented. Like the majority of healthcare facilities in the country, Novant hospitals participate in the Medicare program’s public quality reporting program, which includes 25 separate measurements ranging from heart disease to surgery to pneumonia care. In 2009, Novant hospitals, and these measurements, ranked in the top 10 percent nationwide 88 percent of the time.

Paul believes that accomplishments in improving quality directly impact the health system’s other three goals, including financial performance.

The year 2009 ended in stark contrast to 2008 when Novant experienced a net loss of $174 million. “The loss in 2008 stemmed from investments during a time period when most organizations experienced a dramatic shift in net incomes due to the poor economy,” Paul added. “We utilize our investment income to strengthen overall financial resources, prioritize funding of capital projects, support community outreach and provide care for uninsured individuals and those on Medicaid.”

Novant Health grew as an organization in 2009. Three hospitals joined the system from three different states: Franklin Regional Medical Center in Louisburg, N.C.; Prince William Hospital in Manassas, Va.; and Upstate Carolina Medical Center in Gaffney, S.C.

Fred Hargett, chief financial officer of Novant Health, explained that significant advantages occur when the health system grows. “First and foremost, we have dramatically reduced MRSA infections in our hospitals and improved medication safety. These successes and challenges can always be accomplished together, across all facilities.

“Second, we can purchase supplies and equipment together and achieve substantial savings, whether it’s expensive diagnostic imaging technology such as MRIs or millions of smaller supplies such as saline syringes,” Fred explained.

Novant’s growth also occurred from the introduction of new services at its facilities which, in turn, attract more physicians and patients. Fred shared three examples: 1) Brunswick Community Hospital added mobile lithotripsy for kidney stone treatment and a mobile diagnostic cardiac catheterization lab; 2) Forsyth Medical Center implemented a telemed program so other hospitals could more easily access its clinical expertise; and 3) the Presbyterian Hospitals in Matthews and Huntersville added da Vinci robotic surgery.

Novant plans to invest $1.5 billion in capital over the next five years. The health system is currently finishing two new community hospitals: Kernersville Medical Center near Winston-Salem and Brunswick Novant Medical Center, a replacement for Brunswick Community Hospital in Supply, N.C. In addition, Presbyterian Hospital continues its major construction project that involves modernization and expansion, and Prince William Hospital is adding a cardiac catheterization lab.
Novant Health Facilities

Novant Health is a not-for-profit integrated group of hospitals and physician clinics, caring for patients and communities in North and South Carolina, Georgia and Virginia. The Novant Medical Group consists of 1,058 physicians in 344 clinic locations. Hospital affiliates include Presbyterian Hospital, Presbyterian Orthopaedic Hospital, Presbyterian Hospital Matthews and Presbyterian Hospital Huntersville in the Charlotte area; Forsyth Medical Center and Medical Park Hospital in Winston-Salem; Thomasville Medical Center in Thomasville; Brunswick Community Hospital in Supply; Rowan Regional Medical Center in Salisbury; Franklin Regional Medical Center in Louisburg; Prince William Hospital in Manassas, Va.; and Upstate Carolina Medical Center in Gaffney, S.C. Other Novant facilities and programs include nursing homes and assisted living, outpatient surgery centers, medical plazas, rehabilitation programs, community health outreach programs and the national MedQuest organization with 105 diagnostic imaging centers in 13 states.

SUMMARY BALANCE SHEET
(IN 000’s) AS OF DECEMBER 31, 2009

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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
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SERVICE VOLUME GROWTH

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NET INCOME (in 000’s)

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NET REVENUES (in 000’s)

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<td>2009</td>
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Non-Discrimination and Access to Healthcare
Novant Health does not discriminate against any person on the basis of race, color, religion, sex, national origin, age, disability, veteran’s status or sexual orientation with regard to admission, treatment or participation in its programs, services and activities, or in employment. Free foreign language interpreters are available for individuals who are limited-English proficient. 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’s director of internal audit & compliance, 1-704-384-7638 or TDD 1-800-735-8262.