## What’s Inside

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foreword</td>
<td>Our relentless pursuit of excellence</td>
</tr>
<tr>
<td>3</td>
<td>In One Day</td>
<td>At Atrium Health</td>
</tr>
<tr>
<td>5</td>
<td>Caring for All</td>
<td>Partnerships help us transform healthcare – inside our hospital walls and beyond</td>
</tr>
<tr>
<td>7</td>
<td>First and Best</td>
<td>Achieving our vision of excellence</td>
</tr>
<tr>
<td>15</td>
<td>Improve Health</td>
<td>Delivering world-class clinical care</td>
</tr>
<tr>
<td>25</td>
<td>Elevate Hope</td>
<td>Bringing light to more lives</td>
</tr>
<tr>
<td>33</td>
<td>Advance Healing</td>
<td>Powering breakthroughs in research and innovation</td>
</tr>
<tr>
<td>41</td>
<td>For All</td>
<td>Caring across our community</td>
</tr>
<tr>
<td>49</td>
<td>Gifts That Go Above and Beyond</td>
<td>Philanthropic gifts help us change and save</td>
</tr>
<tr>
<td>51</td>
<td>Diversity and Inclusion</td>
<td>Providing care for all – by all</td>
</tr>
<tr>
<td>57</td>
<td>Key Stats</td>
<td>Leadership, facilities and financial information</td>
</tr>
<tr>
<td>69</td>
<td>Awards and Recognition</td>
<td>Displaying the impact of caring for all</td>
</tr>
</tbody>
</table>
One patient at a time, 365 days a year

It’s often said that change is the only constant. This seems to be truer today than it was ever before, throughout our nation and within the dynamic field of healthcare. Over the last year and decade there have been several seismic shifts across our landscape that have brought forth new opportunities for health systems to re-think, re-shape and re-form the ways we care for those in our communities.

Every day, the passion and commitment of our teammates keep us firmly rooted in our mission to improve health, elevate hope and advance healing – FOR ALL. What’s more, Atrium Health and our nearly 70,000 teammates continue to welcome this crucial moment in our existence to truly lean in and tell our story in new and meaningful ways.

Two years ago, we began a bold new chapter for our organization when we changed our name to Atrium Health. And by the end of 2019, 18 of our hospitals, and so many more of our facilities, had re-painted our teal tree-of-life design with our new name beneath it. Our story of change, growth and evolution was echoed throughout our communities, on the street and on social media, in 2019. And not only does this signify that our communities and patients are #AtriumHealthProud but so are our teammates.

In 2019, we proudly opened new doors and expanded care sites throughout North Carolina. In addition, we planted many seeds that will blossom over the coming years – new trees that will look vastly different 10 years from now. And continuing to extend our growing branches beyond state lines, we’ve also seeded new and promising relationships with Wake Forest Baptist Health, Wake Forest University and Floyd Health. Our shared visions with these organizations will lay a foundation upon which we can continue to expand our clinical excellence and financial capacity – not to mention opening Charlotte’s first medical school.

However, notwithstanding the excitement of breaking news headlines, featuring new partnerships, new buildings and new innovations, at the end of the day, the core of Atrium Health is about delivering great, quality care – one patient at a time, 365 days a year.

And while we closed 2019, certainly one of the most pivotal years in our recent history, little did we know what 2020 would have in store for us.

In fact, as I write this to you now, we’re just weeks into caring for our patients and communities during the coronavirus pandemic. With each passing day, the world as we knew it last year seems more and more like a distant memory. These times are shaped by uncertainty and change ... however, one thing is very clear to me: I’ve never been prouder of our heroes in teal, our Atrium Health family. In the selfless ways they’re serving our communities right now, our teammates are proving, yet again, that when confronted with the worst, we rise with our best.

I hope you find that the pages of this report breathe life into their everyday, heroic efforts – ones that are sure to bring health, hope and healing FOR ALL, for generations to come.

sincerely
EUGENE A. WOODS
PRESIDENT AND CEO
In One Day at Atrium Health

- 34,000 patient encounters (1 every 2 seconds)
- $4.5 million each day in uncompensated care and other benefits to our community
- 21,000 physician visits
- 700 home health visits
- 480 surgeries
- 215 virtual care encounters
- 4,700 unique patient visits
- 70 babies delivered
- 3,300 ED visits
- 34,000 patient encounters (1 every 2 seconds)
- $4.5 million each day in uncompensated care and other benefits to our community
- 21,000 physician visits
- 700 home health visits
- 480 surgeries
- 215 virtual care encounters
- 4,700 unique patient visits
- 70 babies delivered
- 3,300 ED visits
As we continue to grow, we remain committed to creating a personalized care experience for every patient we serve and bringing the next generation of healthcare to communities in need.

We kicked off 2019 by officially combining with Georgia-based Navicent Health. This relationship provides us with the opportunity to boost health for everyone we serve across the region.

Later in 2019, we announced plans with Wake Forest Baptist Health and Wake Forest University to create an innovative and transformative academic healthcare system, including a School of Medicine campus in Charlotte. Together, we can expand virtual care capabilities across the state, making care more accessible and affordable for the nearly 7 million North Carolinians who live in rural and urban areas served by Atrium Health and Wake Forest Baptist Health. Additionally, we can coordinate efforts to advance large, multi-site, patient-centered research collaborations in high blood pressure, diabetes, hypertension, arterial disease and other conditions that affect millions of Americans.

Also in late 2019, we signed a letter of intent to create a strategic combination with Georgia-based Floyd Health System, with the goal of bringing enhanced capabilities and new investments in skills and talent, facilities, and technology to the communities served by Floyd.

In combining with these organizations, we are revolutionizing how people become and stay healthy, ultimately enriching countless lives and communities throughout North Carolina, the Southeast, and the nation.
First and Best
Achieving our vision of excellence
A Big Feat for Tiny Feet

Premature infant became one of only a handful worldwide to receive clot-busting treatment

Two weeks after she was born, Scarlett LaPierre developed a massive blood clot in her heart, with little time to spare. In most patients, surgery would be the answer, but Scarlett was tiny. Delivered at just 26 weeks, she weighed less than a pound and a half, meaning surgery could do more harm than good.

Fortunately, her team of neonatologists, pediatric hematologist-oncologists and pediatric cardiologists at Levine Children’s Hospital had advanced knowledge of a rare, lifesaving treatment: a powerful clot-busting medicine called tPA.

Tissue plasminogen activator, or tPA, had been used in only a handful of babies around the world, including at Levine Children’s Hospital, but few were as small as Scarlett. In fact, only 10 similar cases with premature babies had been reported worldwide. Though tPA presents some bleeding risks, Scarlett’s doctors knew she could be a candidate, and it might be her only chance to survive.

Within 3 days of starting tPA, the clot disappeared. “We were prepared to say our goodbyes, but Scarlett is a fighter,” said Tracey, Scarlett’s mother. “We owe her life to her doctors’ expertise.”

After 4 more months in the NICU, this once-tiny baby was on the road to recovery and growing fast.
In 2019, we saw the successful outcome of a new procedure for locally advanced liver cancer pioneered by Atrium Health.

Historically, only 2 surgical options have been available:

• Ex vivo, where the liver is removed, cleared of the cancer outside of the body, then transplanted back to the patient.

• ALPPS, where the liver is split to promote regeneration, then the cancer is removed.

And while surgery is considered the only potentially curative treatment for liver cancer, only select patients are eligible.

But now, a third option has emerged: Atrium Health performed the world’s first ex vivo-ALPPS procedure, a combination of the existing techniques that gives more patients access to a potential cure.

The surgical first highlights the importance of collaborative care: When experts from multiple disciplines come together, powerful breakthroughs are possible.

Hepato-pancreato-biliary surgery and transplant experts worked with cancer specialists from Levine Cancer Institute to develop ex vivo-ALPPS, which requires a team of 25 healthcare providers to carry out.

A small number of patients qualify for the procedure, but it’s given new hope to those who do.

“If I didn’t do the surgery, I wouldn’t have had but a year to live,” said Robin Jeter, one of the first patients to undergo ex vivo-ALPPS. In December 2019, Robin celebrated 1-year cancer-free.
Better Together

When the brightest minds in medicine come together, our patients and teammates benefit

It’s been a year since Atrium Health and Georgia-based Navicent Health embarked on a strategic partnership.

Early on, leaders from both organizations put a lot of focus and energy into bringing their teams together in an authentic way, knowing that connection would be best for everyone involved and foster greater value down the road.

“When it comes to integration, relationship and culture building must come first,” said Eugene A. Woods, president and CEO of Atrium Health. “Yes, we’ll integrate so we can find savings and best practices, and we’re going to be a well-operated organization on the back end, but none of that short- or long-term success is possible if we don’t approach integration with a high degree of emotional intelligence.”

Ninfa M. Saunders, PhD, FACHE, president and CEO of Navicent Health agreed, “The combination of Atrium Health and Navicent Health brings together two highly aligned healthcare systems with similar missions and culture.”

This partnership exceeded our initial goals, and together, we’re bringing better care to everyone we serve – from the Carolinas to Georgia and throughout the Southeast.

“‘The combination of Atrium Health and Navicent Health brings together two highly aligned healthcare systems with similar missions and culture.’

Together we:

- Launched virtual behavioral health services Connecting patients to mental health experts virtually during primary care visits in our Georgia locations
- Expanded heart care Bringing greater access to specialized care and experts in Macon, GA, including cardiac surgeons, valve specialists and advanced cardiac imaging
- Hired 80+ nurses Now working in locations throughout Georgia
- Achieved $30+ million in savings By combining vendor contracts, finding inventory efficiencies and improving revenue collection techniques, we more than doubled our initial estimates
- $109+ million improvement In financial performance (EBITDA) over previous year, including revenue cycle, volume growth and other improvements
Improve Health
Delivering world-class clinical care
Breaking Ground, Building Access

Expanded footprint makes specialized care available to more patients in more places

**Sanger Heart & Vascular Institute Tower**
Atrium Health Cabarrus opened a new Sanger Heart & Vascular Institute tower on its campus. Located in Concord, NC, the tower increases access to advanced cardiovascular care for patients across the region, with new technologies, the latest design concepts in space planning and enhanced integration of multidisciplinary care.

- 163,000 square feet
- 60 patient beds
- 2 cardiac catheterization labs
- 1 electrophysiology lab

**Levine Cancer Institute II**
Levine Cancer Institute II (LCI II) was opened as an extension of Levine Cancer Institute’s research and academic headquarters in Charlotte, NC. Additional square footage, infusion chairs and isolation bays mean greater capacity for patients, making us better equipped to meet our community’s need for comprehensive cancer care.

- 260,000 square feet
- 60 infusion chairs
- 8 isolation bays

**Beverly Knight Olson Children’s Hospital**
Navicent Health is now home to Beverly Knight Olson Children’s Hospital in Macon, GA. Within days of its grand opening, newborn patients were transferred to the new NICU, the first surgeries were performed, and a dedicated pediatric emergency department was opened – the only one in central and south Georgia.

- 160,000 square feet
- 21 pediatric critical care beds
- 4 pediatric operating rooms
For years, Scott Anderson lived in fear. When would his next seizure strike?

Scott developed epilepsy as the result of a traumatic brain injury he suffered in a motorcycle accident. His seizures – which ranged from a nauseated trance to a body-shaking blackout – sometimes happened daily.

Medication didn’t work, and while brain surgery is an effective treatment for some, Scott didn’t think he was eligible. Previous doctors had told him that the part of his brain that caused seizures – called the seizure focus – couldn’t be safely removed. He began losing hope.

Things changed when Scott started seeing Dan-Andrei Dimitriu, MD, an epileptologist at our Neurosciences Institute. Based on his initial evaluation, Dr. Dimitriu suspected that Scott’s seizure focus was misdiagnosed and recommended advanced testing to pinpoint the source.

Scott was admitted to the epilepsy monitoring unit at Carolinas Medical Center for a comprehensive neurodiagnostic evaluation, including a video EEG to record his seizures. Based on the results, Scott’s care team determined that surgically removing the seizure focus was not only possible – it was his best chance of a seizure-free life.

In early 2019, Scott underwent an intracranial EEG to identify his seizure focus even more accurately, and then a temporal lobectomy to remove it. He hasn’t had a seizure since.

“I feel amazing, just as I did before the accident,” Scott said. “I don’t have to worry. Now, I have peace of mind.”
Soaring After Psychosis

Early intervention program provides crucial combination of care

When psychosis occurs, the unreal becomes real. Or at least that’s what it feels like, looks like and sounds like to those who experience it. For Marquis Brown, 23, it looked like a bunch of men chasing him down the street with gleaming knives.

Psychosis – often a symptom of mental health conditions like bipolar disorder – negatively impacts the brain. Those who face recurring episodes find it difficult to keep up with work, struggle with addiction and homelessness, and face a high rate of suicide.

The sooner someone receives the right diagnosis, medication and support after experiencing psychosis, the better the outcome. But all too often people fall through the healthcare cracks and don’t receive the timely care they need.

That’s where Atrium Health’s Eagle Program comes in. Offering wrap-around services, like therapy, medication management and employment support, the program provides a crucial combination of care to young adults who’ve recently experienced their first episode of psychosis.

“Early intervention is the main goal,” said Ashlynn Reed, an Eagle Program coordinator. “We also help participants not only live with their condition but thrive.”

In 2019, 81% of participants who’d been in the program for at least 6 months were employed or in school, exceeding the program’s 80% goal.

For Marquis, who eventually diagnosed with schizophrenia, the program was profoundly impactful. He’s now pursuing a psychology degree so he can one day help others with mental health conditions.
The Best Medicine

Coupled with compassionate care, breakthrough cancer treatment yields amazing outcomes

When Bill Briggs went to the hospital in early 2018, he expected it would be a trip to treat kidney stones. Instead, the visit led to an alarming diagnosis: stage 4 prostate cancer.

With cancer as advanced as his, Bill said he wanted a “best of the best” medical team. Seeking to learn all he could, he read up on emerging treatments and joined a prostate cancer support group.

There, new friends suggested finding a cancer center renowned for both research and care. Bill was thrilled to find one close to home in Charlotte.

When he went to see Earle Burgess, MD, an oncologist at Levine Cancer Institute (LCI), Bill was instantly comfortable. “Dr. Burgess had such compassion and professionalism when he laid out my treatment options,” he recalled.

Bill chose to enter a Phase II clinical trial led by Dr. Burgess, available only at LCI. During this trial, patients received hormone therapy, chemotherapy and an anti-androgen medication at the same time, rather than the standard approach of providing them separately.

One year after he began treatment, Bill received exciting news: Tests showed that his once widespread cancer was nearly undetectable. “This clinical trial is truly groundbreaking,” Bill said. “It feels great to contribute to research that will help thousands and thousands of other men in the future.”
Elevate Hope
Bringing light to more lives
In March 2019, Cyclone Idai made landfall in Beira, Mozambique, destroying 90% of the coastal city. It was the worst natural disaster to strike southern Africa in at least 20 years, leaving hundreds of thousands of people in urgent need of humanitarian assistance.

In partnership with Team Rubicon, a veteran-led disaster response organization, emergency physicians from Atrium Health deployed to Beira to provide lifesaving care.

On-site, the World Health Organization-verified Type 1 Mobile Emergency Medical Team (EMT) provided triage, clinical care and basic laboratory and pharmacy services.

David W. Callaway, MD, MPA, Atrium Health’s professor of Emergency Medicine as well as chief medical officer and medical director of Team Rubicon, aided with the Mozambique response.

According to Dr. Callaway, whose prior experience in conflict zones and military relations lends to Team Rubicon’s efforts, serving those affected by crisis is a calling.

“I’ve been given great opportunity, and with that opportunity comes great responsibility,” says Dr. Callaway. “Oftentimes, people most affected by disaster are those already disenfranchised from society. If in these moments, we can show them that humanity does actually care, then we’ve made a difference.”

Dr. Callaway leads Atrium Health’s Operational and Disaster Medicine Fellowship program — one of just a few fellowships of its kind in the country. Since inception, the program has deployed Atrium Health doctors and nurses to Nepal, Guatemala, Honduras, Ecuador, Mexico, Dominica and more.

“The mission of the Operational and Disaster Medicine Division is to build resilience and provide emergency response capabilities globally,” says Dr. Callaway.
Letting Hope Bloom

Infertility treatment helps families get their best diagnosis yet: parents

At 16 weeks pregnant with twins, Loren Bassett suffered pregnancy loss. That’s when she first saw the azaleas blooming in her front yard.

Infertility can be heartbreaking. And Loren and her husband Mike had their share of heartbreak. After a year of trying naturally, followed by 5 unsuccessful rounds of intrauterine insemination (IUI), they were starting to give up hope. But their team at Atrium Health Women’s Institute had one more treatment option they knew might work: in vitro fertilization, or IVF.

There’s a lot of misinformation out there about IVF, like that it’s a surefire path to having multiples. But advances at Atrium Health and elsewhere have made this perception outdated. In fact, the number of IVF single-embryo transfers has increased each year and is a reassuring option for families like the Bassetts, who have a history of complicated twin pregnancies.

Loren’s first embryo transfer resulted in a pregnancy, and she gave birth to a healthy baby, Ellie, on March 27, 2019. Exactly a year to the day of her pregnancy loss.

What’s more, when they returned home from the hospital, the Bassett family was greeted once again by those azaleas – blooming just in time to meet their little girl.

“The number of IVF single-embryo transfers has increased each year and is a reassuring option for families like the Bassetts, who have a history of complicated twin pregnancies.”
ELEVATE HOPE

From Homeless to Healthy

A homeless Georgia artist’s health and life were turned around in 2019 thanks to the Healthy Communities High Utilizers of the Emergency Department program at Navicent Health.

This program identifies and works with patients who have come to the emergency department (ED) at least 3 times in 60 days.

Steve Reynolds has been an artist since childhood, drawing mostly religious artwork which he enjoys gifting to people. Drawing is more than his business – it gives him purpose in life.

About 6 years ago, Steve suffered a heart attack and underwent heart surgery at The Medical Center, Navicent Health (MCNH). But after discharge, he had nowhere to go and lived on the streets, battling severe heart failure and behavioral health issues that made his situation dire.

Steve made just enough money to survive by drawing on his sketchpad – until he ran out of paper. Then, someone stole everything he had.

With his health and life situation in crisis, Steve visited MCNH 7 times in 2 weeks. During one of these visits in March 2019, Carol Babcock, MFT, director of palliative care and healthy communities, met Steve in the cafeteria, offered to pay for his meal and convinced him to get the help he needed through the high utilizers of the ED program.

Through the program - which MCNH launched in 2019 - care coordinators connected Steve with the clinical and social support he needed after determining needs through financial, housing, health literacy, medication adherence and other screenings.

“Teammates provided Steve art supplies and a place to draw, inspiring him to create some of his best work yet and moving his life back on track. Steve has continued to have the support of a care coordinator and is using his artistic talents to bring in the finances to manage his situation.”

Steve Reynolds

Georgia artist draws new life from hospital program

With the Healthy Communities team also partners with many community-based organizations to meet the needs of these patients.”

“The results of these interventions lead to a decrease in ED visits and hospitalizations,” Babcock says of the program. “The Healthy Communities team also partners with many community-based organizations to meet the needs of these patients.”
Advance Healing

Powering breakthroughs in research and innovation
Our doctors have embraced a breakthrough technology that easily and permanently treats heart arrhythmias or irregular heartbeats: the high-density grid mapping catheter, also known as “the Grid.”

Light-years ahead of traditional treatment methods that required doctors to take a fingers-crossed approach, the Grid helps doctors access and treat arrhythmias more effectively and in less time – within minutes. It also eliminates the need for invasive radiology, painful surgery and long-term medication use.

Levine Children’s Hospital and Sanger Heart & Vascular Institute were the first in the region to use the Grid to ablate, or destroy, a scar-related arrhythmia in a post-operative adult congenital heart patient. That arrhythmia belonged to Bradley Cox, 25, whose heart rate remained at 198 beats per minute even hours after he’d exercised (60 to 100 beats per minute is a normal resting heartbeat).

The Grid cured his arrhythmia. That’s a big deal because it means he’ll avoid heart failure, which can develop when the heart beats inefficiently for a prolonged time. Going forward, Bradley – and other heart patients who receive the same treatment – will have more energy to enjoy life and live fully.

In 2019, we successfully used the Grid on 30 patients to cure various types of arrhythmias.
The number of babies born with neonatal abstinence syndrome (NAS), a combination of conditions caused by opioid withdrawal, increases each year. An innovative method, Eat Sleep Console (ESC), trades NICU stays and medications for a simpler kind of treatment: human touch.

Led by Douglas Dodds, MD, a pediatrician at Levine Children’s, an interdisciplinary team first introduced ESC to a group of babies in 2016. This treatment lets newborns room with their mothers in an inpatient unit, where they’re prescribed frequent cuddling, rocking and singing.

In the few years since ESC was first implemented, we’ve already seen success in our youngest patients. In August 2019, Dr. Dodds and his co-authors published the results of their study. The team reported that with ESC, zero patients were readmitted or transferred for NAS-related complications.

They also saw an average:

- **79% reduction in morphine use per patient**
- **5.94-day reduction in length of stay**
- **48% reduction in average variable cost per patient**

“It’s not that the baby needs morphine. What the baby needs is to be held and soothed to help them go through their withdrawal,” explained Sara Horstmann, MD, a Levine Children’s pediatrician.

Levine Children’s hopes to expand ESC to other hospitals. For now, we’re receiving referrals to the program at Levine Children’s Jeff Gordon Children’s Center, Atrium Health Cleveland and Atrium Health Lincoln from throughout the area.

**The Healing Power of Touch**

*Sometimes the best medicine isn’t medicine at all*
A Giant Leap Forward

Rare type of muscular dystrophy may soon be treatable

Last year, our researchers announced a discovery that could change the face of muscular dystrophy treatment. A new therapy, developed at Atrium Health’s McColl-Lockwood Laboratory for Muscular Dystrophy Research, was created to treat limb-girdle muscular dystrophy type 2I (LGMD2I).

One of the rarest forms of muscular dystrophy, LGMD2I produces a slow-progressing muscle weakness that leads to mobility loss and ultimately cardiac and respiratory failure. Currently, there are no approved treatments – and no cure.

But now there is hope. This new therapy, BBP-418, could be a game changer. Based on the science, researchers anticipate that BBP-418’s therapeutic potential could reduce LGMD2I symptoms by at least 50%, dramatically changing the quality of life for those with the disease.

“For years, our researchers and scientists have worked day in and day out, making steady progress toward unlocking some of the keys to muscular dystrophy treatment,” said Qi Long Lu, MD, director of the McColl-Lockwood Laboratory for Muscular Dystrophy Research. “With this new development, we’ve taken a giant leap forward.”

Dr. Lu and his team continue to support the development of the BBP-418 program and hope to make an effective treatment available to LGMD2I patients as soon as possible.

On the edge of science and medicine

Research gives us the ability to improve patient care and outcomes in our communities and beyond. In 2019, we passionately and tirelessly pursued breakthrough treatments, practices and techniques.

Unraveling the link between radiation and oral problems

Radiation therapy is used to kill cancer cells. Unfortunately, it also harms healthy cells. Patients who undergo radiation to treat head and neck cancers are prone to oral and dental problems – the most serious being osteoradionecrosis, which is bone death. This typically occurs in the jawbone, and in severe cases bone replacement surgery is necessary.

Last year, Atrium Health began a multi-phase study – funded by nearly $13 million in grants from the National Institutes of Health – to better understand why oral problems result from radiation and to decrease the prevalence of those problems in head and neck cancer patients.

While there is still much to uncover, early results have revealed key risk factors that doctors can apply to their patient care now to hopefully reduce some of the side effects.

Taking on sepsis

More than 14 million adults survive sepsis each year, but many suffer from poor long-term outcomes, like a higher risk of cognitive impairment, cardiovascular disease and even death.

In 2019, Atrium Health researchers were awarded a $3.5 million grant from the National Institutes of Health to test the value of practicing post-sepsis care at 8 of our hospitals. More specifically, the study aims to evaluate the effectiveness and costs of implementing an evidence-driven Sepsis Transition and Recovery (STAR) program to improve care for patients with sepsis.

“This NIH-funded study is an example of how we’re striving to deliver remarkable care to the patients we serve, and beyond, by strategically leveraging Atrium Health as a living lab – where we unlock live insights from our data, diverse populations, and cross-continuum care settings to fuel scientific discovery,” said Rasu Shrestha, MD, MBA, chief strategy officer and executive vice president at Atrium Health.
For All
Caring across our community
A Healthy Home

$10 million commitment to affordable housing aims to improve health outside of hospital walls

Everyone deserves a safe, stable place to live. But amid booming population growth, Mecklenburg County is facing a serious affordable housing crisis.

Thousands of residents have struggled to find a secure home, which can negatively impact health. Families who forgo healthy food or medicine to pay for housing may have poor health outcomes, and those experiencing homelessness are more likely to have severe mental and physical illnesses.

In 2019, Atrium Health committed $10 million toward the Charlotte Housing Opportunity Investment Fund (CHOIF), which aims to develop quality housing that serves residents in a range of incomes. The commitment is part of our ongoing work to improve health beyond our walls.

In partnership with Local Initiatives Support Corporation, Atrium Health will embed health and social services into housing investments made through CHOIF. The joint strategy is moving forward thanks to a contract award from Fannie Mae’s Sustainable Communities Innovation Challenge, a competition exploring innovative ideas that address the affordable housing crisis in America.

“Quality housing is critical to a strong and growing Charlotte, and it’s just as critical to the health of our residents,” said Charlotte Mayor Vi Lyles. “This new plan to connect the city’s housing expansion to better health, and the money Atrium Health has committed, will have a lasting positive impact on thousands of people.”

“Families who forgo healthy food or medicine to pay for housing may have poor health outcomes.”
Boosting Health Beyond Our Walls
A look at our community impact in 2019

Giving as one

47,000+
hours volunteered through teammate community service

$3.6 million
contributed by Atrium Health employees to charitable organizations and other community-based entities

Supporting our community

1,300+
referrals made from our Community Resource Hub, a platform connecting community members to free or low-cost social services

3,000+
people provided over 26,000 pharmacy items in 7 counties (free over-the-counter medications through NC Med Assist mobile distribution)

$1.6 million+
invested in health and social determinants of health improvements

Making an impact
To have the greatest impact on our community’s health, we focus our efforts in 5 areas:
• Access to care
• Mental health
• Obesity
• Social and economic disparities
• Tobacco uses

Strengthening child health

8,200+
mental health visits for uninsured and Medicaid patients

1,681
free screenings performed on Heart of a Champion Day, a sports-specific health screening and educational program for high school student-athletes

25,608
students across 45 schools participating in Healthy Together 5210, Atrium Health’s evidence-based childhood obesity prevention program

Fighting hunger
In partnership with Second Harvest Food Bank of Metrolina:

1,500+
families served through mobile food pantries held at Title I schools in 10 counties, in partnership with Second Harvest Food Bank

167,000+
meals prepared in 19 counties for children who will go without meals during the summer

7,453
healthy breakfast and lunches distributed by our Kids Eat Free program at Atrium Health Stanly and Atrium Health University City (provided Monday through Friday during summer for low-income kids)
Driven to Serve

New mobile health units deliver care to communities in need

In 2019, we teamed up with partners to introduce new mobile health units that drive health and wellness services directly into Mecklenburg County’s most underserved communities.

These specially equipped vehicles make regular stops at churches, libraries and other key sites to extend care to people who otherwise wouldn’t have access.

Wellness on Wheels
• We partnered with the YMCA of Greater Charlotte to introduce Wellness on Wheels, a mobile health unit that aims to reduce chronic disease by empowering people to prioritize their health.
• The unit provides healthcare, screenings and nutrition education to address and prevent conditions like high blood pressure, heart disease and Type 2 diabetes.

Mobile Health Units
• ONE Charlotte Health Alliance (OCHA), formed by Atrium Health, Mecklenburg County Public Health and Novant Health, launched 2 mobile health units with the support of a 3-year, $750,000 commitment from Blue Cross and Blue Shield of North Carolina.
• The OCHA mobile units bring primary, dental and behavioral health care, including screenings and education, to areas in Charlotte with the greatest health and quality of life disparities.

The mobile health units build upon existing work to eliminate disparities and improve access to care throughout the communities we serve.

Together with our partners, we’re on the road to a healthier future – for all.
Gifts That Go Above and Beyond

Philanthropic gifts help us change and save countless lives

Without the generosity of donors, we couldn’t make the impact we do. These are the people who see a need, have a passion and want to help us achieve what might otherwise be beyond our grasp.

In 2019, we celebrated the grand opening of the newly expanded and renovated Bone Marrow Transplant and Cellular Therapies unit at Levine Children’s Hospital, bringing the most novel, curative therapies to even more children with life-threatening illnesses. This expansion was made possible by funds raised during the 2017 and 2018 Levine Children’s Galas, including significant support from Sandra and Leon Levine and their family.

Last year, Atrium Health also received:
• $3 million from Rosalind and Jerry Richardson to support cardiovascular care at Sanger Heart & Vascular Institute
• $2.5 million from Receptions for Research: The Greg Olsen Foundation to help build The HEARTest Yard Pediatric Cardiac Center, a next-level pediatric cardiovascular and congenital heart outpatient clinic at Levine Children’s
• $2 million+ from the Levine Children’s Gala to benefit Levine Children’s Hospital
• $2 million from The Leon Levine Foundation to help advance cancer research and enhance survivorship programs at Levine Cancer Institute
• $2 million from the William, Jeff and Jennifer Gross Family Foundation to launch the Center for Cardiovascular Care Transformation at Sanger Heart & Vascular Institute
• $1.75 million from the 24 Foundation to fund cancer survivorship programs at Levine Cancer Institute
• $1 million from the Carolina Panthers to support cancer research at Levine Cancer Institute through the Keep Pounding Fund
Diversity and Inclusion

Providing care for all – by all
For All

Our Diversity Agenda

PATIENTS | TEAMMATES | COMMUNITY

The Diversity Agenda is the framework through which diversity initiatives are developed and implemented throughout Atrium Health.

Patients come first
Effectively provide care that responds to the unique needs of every patient

Teammates are the key
Promote diversity, engage teammates and help them grow, together

Every community matters
Develop lasting partnerships that support diverse and at-risk communities

Strengthening Our Roots

New initiatives support commitment to providing care for all, by all

Since our founding, we’ve aspired to create an environment where everyone feels welcomed, respected and heard. It’s only possible through our continued work to understand and embrace the diverse needs of our patients, teammates and communities.

Here are just a few ways we made Atrium Health truly “for all” in 2019.

A gender health clinic for kids
In April 2019, we opened the Levine Children’s Center for Gender Health, the first clinic of its kind in Charlotte, and one of only a handful in the region. The center’s mission is to provide compassionate, affirming medical and mental health care for transgender and gender-diverse youth, promote education and understanding, and advocate for patients and their families.

Greater access to LGBTQ+ education
Diversity education helps us create an inclusive environment for teammates and patients alike. In 2019, we piloted identiversity.org, a digital learning hub about gender and sexual identity, among teammates. The tool, which Atrium Health helped fund, provides education about LGBTQ+ terms and topics through modules that combine expert information with real-life perspectives.

Expanded parental benefits for teammates
To support our teammates’ varying journeys to parenthood, we announced enhanced benefits for all Atrium Health teammates welcoming a new child to their home. Effective in January 2020, the added benefits include 4 weeks of paid leave for non-birth parents and $3,500 in financial assistance for adoption.
A specialist in spinal cord injury at Atrium Health Carolinas Rehabilitation, LaTonya Lofton, MD, serves many patients with mobility limitations. She discovered that physical challenges prevented several of her female patients from seeking routine women’s health screenings. Many hadn’t had a mammogram or gynecological exam in as long as 20 years, due to issues getting in the necessary positions – or on the exam table at all.

In addition to her work as a healthcare provider, Dr. Lofton is part of a Diversity and Inclusion council within Atrium Health. She shared her concerns with council members Suzanne Kauserud, vice president of home health and hospice; Suzanna Fox, MD, medical director of the women’s service line; and Ronella Eaddy, assistant vice president of patient care services.

Together, the team found the appropriate solution to eliminate this disparity in women’s healthcare: exam tables with adjustable heights and a powered backrest for added support during visits.

In 2019, the council was approved for a grant to cover the cost of 2 of these tables. By the end of the year, the women’s clinic at Carolinas Rehabilitation saw its first patients on those very tables, improving access to traditional gynecological services for patients with mobility limitations.

Through their ongoing efforts, Dr. Lofton and her council members are showing what it means to live out the Atrium Health mission – addressing inequities and delivering care that’s truly for all.
Key Stats

Leadership, facilities and financial information
Atrium Health Leaders

Eugene A. Woods, MBA, MHA, FACHE
President and Chief Executive Officer

Anthony C. DeFurio, MBA, MHA
Executive Vice President and Chief Financial Officer

Brett J. Denton, JD
Executive Vice President and Chief Legal Officer

Jim Dunn, PhD, DHA, DAST, FACHE
Executive Vice President and System Chief Human Resources Officer

Ken D. Haynes, MBA, MSHA, FACHE
Executive Vice President and Chief Operating Officer

Carol A. Lovin, MHSA, MN
Executive Vice President, Chief Integration Officer and System Chief of Staff

Scott C. Rissmiller, MD
Executive Vice President and Chief Physician Executive

Ninfa M. Saunders, DHA, FACHE, MSN, MBA, RN
President and Chief Executive Officer, Navicent Health

Rasu B. Shrestha, MD, MBA
Executive Vice President and Chief Strategy Officer

Armando L. Chardiet, MSW
President, Atrium Health Foundation

*This list includes the names of leaders serving the organization as of January 7, 2020.

Board of Commissioners and Board of Advisors

EXECUTIVE COMMITTEE
Edward J. Brown III, Chair
Eugene A. Woods
William C. Cannon, Jr., Vice Chair
Vicki S. Sutton, Vice Chair
Gracie P. Coleman, Vice Chair and Secretary
Albert L. McAulay, Jr.
Thomas C. Nelson

BOARD OF ADVISORS
Felicia Hall Allen
Charles F. Bowman
Swati V. Daji
Pamela S. Lewis Davies, PhD
G. Bryon Gragg
Mark E. Reed

BOARD OF COMMISSIONERS
Donnie R. Baucom
Marshall Carlson
Rush S. Dickson III
Sanford Duke, MD
Nancy J. Gritter, MD
May Beverly Hemby
Hal A. Levinson
James E. Mattei
Thomas C. Nelson
William T. Niblock
Michael D. Rucker
J.W. “Bill” Tillett
Angélique R. Vincent-Hamacher
Donaldson G. Williams
Richard “Stick” Williams
Ronald H. Wrenn

*This list includes the names of board members who were in office as of December 31, 2019.
Size and Scope

- **55,000+** teammates
- **36** hospitals
- **44** urgent care locations
- **35** emergency departments
- **32** cancer care locations
- **3,100+** providers
- **15,000+** nurses
- **$10.7 Billion** total operating revenue
- **$2.8 Billion** in last 5 years, invested into renovations, new care locations, equipment upgrades and other capital projects

*Includes Joint Venture and Affiliated Enterprises
**As of December 31, 2019*
Facilities & Locations

KEY STATS

- Managed Enterprise
- Affiliated Enterprise

Charlottesville
- Atrium Health Anson
- Atrium Health Cleveland
- Atrium Health Kings Mountain
- Atrium Health Lincoln
- Atrium Health Pineville
- Atrium Health Pineville Rehabilitation Hospital
- Atrium Health Union
- Atrium Health University City
- Atrium Health Cabarrus
- Atrium Health Stanly
- Atrium Health’s Carolinas Medical Center
- Carolinas Medical Center-Mercy
- Carolinas Rehabilitation
- Carolinas Rehabilitation-Mt. Holly
- Carolinas Rehabilitation – Cabarrus
- Atrium Health Behavioral Health-Charlotte
- Atrium Health Behavioral Health-Davidson
- Atrium Health Levine Children’s Hospital

Coastal
- Betty H. Cameron Women’s and Children’s Hospital*
- Columbus Regional Healthcare System*
- New Hanover Regional Medical Center*
- New Hanover Regional Medical Center Behavioral Health*
- New Hanover Regional Orthopedic Hospital*
- New Hanover Regional Rehabilitation Hospital*
- Pender Memorial Hospital*
- Scotland Memorial Hospital*
- Southeastern Regional Medical Center*

Western
- CHS Blue Ridge-Morganton*
- CHS Blue Ridge-Valdese*
- St. Luke’s Hospital*

Central
- The Medical Center, Navicent Health
- Medical Center of Peach County (Navicent Health)
- Monroe County Hospital (Navicent Health)*
- Navicent Health Baldwin
- Putnam General Hospital (Navicent Health)*
- Rehabilitation Hospital, Navicent Health
Our Locations

CHARLOTTE

CENTRAL MARKET
Vicki Joy Block, MHA
Senior Vice President, Market President

Atrium Health Mercy
Saju Joy, MBA
Interim Facility Executive, Chief Medical Officer, Atrium Health Mercy and Carolinas Medical Center

Atrium Health’s Carolinas Medical Center
D. Channing Roush, MHA
Senior Vice President, Market President

Atrium Health Levine Children’s Hospital
Callie F. Dobbins, MSN, RN
Vice President, Facility Executive

Atrium Health Behavioral Health, a facility of Carolinas Medical Center
• Charlotte Campus
• Mindy Ellen Levine Campus (Davidson, NC)
Martha Whitecotton, MSN, RN, FACHE
Senior Vice President

NORTHEAST MARKET
Chris Bowe, FACHE
Senior Vice President, Market President

Atrium Health Cabarrus
Asha Rodriguez, MBA
Vice President, Facility Executive

Atrium Health University City
William H. Leonard, MHA, FACHE
Vice President, Facility Executive

Atrium Health Stanly
Brian L. Freeman, MHA, FACHE
Vice President, Facility Executive

SOUTH MARKET
Michael J. Lutes, MHA
Senior Vice President, Market President

Atrium Health Anson
David Anderson
Administrator, Vice President, Facility Executive

Atrium Health Pineville
Alicia Campbell, RN
Vice President, Facility Executive

Atrium Health Union
• Jesse Helms Nursing Center
  Denise White, RN
  Vice President, Facility Executive and Chief Nursing Executive

WEST MARKET
Brian D. Gwyn, MBA
Senior Vice President, Market President

Atrium Health Cleveland
Veronica Poole-Adams, RN
Vice President, Facility Executive and Chief Nursing Executive

Atrium Health Kings Mountain
Donald Alexander Bell
Vice President, Facility Executive

Atrium Health Lincoln
Peter W. Acker, MHA, FACHE
Vice President, Facility Executive

CONTINUING CARE

Carolina Rehabilitation
• Carolina Rehabilitation
• Carolina Rehabilitation-Mount Holly
• Carolina Rehabilitation-Cabarrus
• Atrium Health Pineville Rehabilitation Hospital
  Robert G. Larrison, Jr., MBA, FACHE
  President

Cleveland Pines Nursing Center
Brad Myers, MA, LHH
Executive Director

Continuing Care Services
• Healthy@Home
  • Home Health
  • Home Medical Equipment
  • Hospice & Palliative Care Network
  • Skilled Nursing Facilities
  • Sleep Services
  • Pain Services
• YMCA, Sports and Event Medicine
  Collin H. Lane, MSPH, MHA
  Senior Vice President

Huntersville Oaks
Scharree Majeed, MHA, NHA
Executive Director

Sardis Oaks
Colin C. Cloke, NHA
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MEDICAL EDUCATION & RESEARCH

Cabarrus College of Health Sciences
Margaret E. Patchett, PhD
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Vice President, Medical Education and Medical Director, Charlotte AHEC

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James G. Cannon Research Center
Michael Gibbs, MD, FACEP, FAAEM
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Christine Becker, PhD, MBA, BSN, RN
Assistant Vice President of Enterprise Research

Scottish Health Care System
Scottish Memorial Hospital
Gregory C. Wood, FACHE
President

Southeastern Health
Joann Anderson, MSN, FACHE
President and Chief Executive Officer

WESTERN

Carolinas HealthCare System
Blue Ridge
• Carolinas HealthCare System Blue Ridge - Morganton
• Carolinas HealthCare System Blue Ridge - Valdese
• Carolinas HealthCare System Blue Ridge - College Pines
• Grace Ridge Retirement Community
  Kathy C. Bailey, FACHE
  President & Chief Executive Officer

St. Luke’s Hospital
Michelle Fortune, MBA, BSN, RN, CAPA
FACHE
Chief Executive Officer

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*The facility names, personnel and titles listed here are those that were in effect on December 31, 2019.
** Managed Enterprise
*** Affiliated Enterprise
Financial Information

An overview of Atrium Health’s operating revenues and expenses

Schedule of Income and Expenses for the Year Ended December 31, 2019

(Dollars in Thousands)

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Atrium Health</th>
<th>Managed Partners</th>
<th>Atrium Health + Managed Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tertiary &amp; Acute Care Services</td>
<td>1,461,625</td>
<td>2,440,450</td>
<td>7,902,073 74%</td>
</tr>
<tr>
<td>Continuing Care Services</td>
<td>259,004</td>
<td>52,630</td>
<td>331,634 3%</td>
</tr>
<tr>
<td>Specialty Services</td>
<td>406,941</td>
<td>108,778</td>
<td>515,719 15%</td>
</tr>
<tr>
<td>Physicians’ Services</td>
<td>1,253,927</td>
<td>385,742</td>
<td>1,639,669 15%</td>
</tr>
<tr>
<td>Other Services</td>
<td>90,907</td>
<td>209,779</td>
<td>310,686 3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>7,472,404</td>
<td>7,187,738</td>
<td>10,670,143 100%</td>
</tr>
</tbody>
</table>

| **Total Operating Expenses** |               |                  |                                  |
| Wage, Salary & Benefits      | 4,266,534     | 1,583,200        | 5,849,734 54%                   |
| Materials, Supplies & Other  | 2,531,374     | 1,396,247        | 3,927,621 37%                   |
| Depreciation & Amortization  | 467,562       | 201,954          | 669,516 6%                      |
| Financing Costs              | 87,368        | 20,996           | 108,364 1%                      |
| **TOTAL**                     | 7,597,228     | 7,121,400        | 10,718,628 100%                 |

| **Operating Revenues less Operating Expenses** |               |                  |                                  |
| Operating Income             | 284,666       | 76,959           | 361,625                          |
| Non-Operating Income         | 913,504       | 41,986           | 955,490                          |
| **Net Results**              | 1,198,170     | 138,945          | 1,337,115                        |

21.3% Total value of uncompensated care and other community benefits as a percentage of operating expenses

2019 Community Benefit

$21 million Costs of community-building activities and other services that meet a strong community need but do not pay for themselves and would normally be cut based on financial considerations alone

$97 million Costs of professional medical education, research, and cash and in-kind contributions to local nonprofits and charities

$284 million Costs of financial assistance to uninsured patients

$307 million Losses incurred by serving Medicaid patients*

$303 million Bad debt costs by patients who do not pay for services

$640 million Losses incurred by serving Medicare patients*

$1.65 billion Total value of uncompensated care and other community benefits during 2019

Managed Partners include Atrium Health’s 25% majority owned affiliates. Other Atrium Health hospitals may have other obligations to pay taxes incurred by Atrium Health.

Managed Partners include AnMed Health (9 months ended September 30, 2019), Blue Ridge HealthCare, Columbus Regional HealthCare System, Cone Health (12 months ended September 30, 2019), Scotland Health Care System, and St. Luke’s Hospital.

Consists primarily of investment results including realized and unrealized gains and losses.

Medicare and Medicaid programs do not reimburse hospitals in a manner that compensates for the actual cost of treating their beneficiaries. Hospitals cannot turn these patients away or negotiate higher reimbursements. Government payers recognize this fact and expect hospitals to make up the difference through efficiencies and from other revenue sources. The financing of this unpaid government debt is considered a community benefit.

*Data included in the table above is unaudited as it is inclusive of the Atrium Health Total Enterprise.
Awards and Recognition