# Table of contents

1. Reaching for more: Celebrating 25 years of remarkable achievements
2. Growing our network
6. Expanding services and changing lives
10. Primary care — and a caring relationship
11. In my own words: Amanda Christopher-Thomas, PA-C
12. Foundation feature: Growing mental health treatment
16. Innovating to reach new frontiers
20. Ethan Bradshaw: Lifesaving cardiac care for a 30-year-old
21. In my own words: John Card, MD
22. Reaching out to strengthen our team
26. Foundation feature: Building tomorrow’s healthcare team
28. Olivia Reardon: A 10-year-old’s fighting spirit inspires others
29. In my own words: John Broyles, RN
30. Bridging gaps in our communities
36. Daniel Perry: A new dad saved from COVID
37. In my own words: Bethany Hart, critical care transport paramedic
38. Foundation feature: Hidden hunger — helping patients experiencing food insecurity
42. Novant Health Foundation: Looking back, reaching forward
43. Leadership
44. Financials
Growing our network
The year brought the kickoff of even more construction projects designed to better serve patients. We launched a $15 million investment project, the Novant Health Agnes Binder Weisiger Breast Health Center, which will expand the current breast health center in the medical tower adjacent to Novant Health Presbyterian Medical Center to 13,500 square feet and function as a brand-new, stand-alone and comprehensive breast health center. Through the Novant Health Foundation, philanthropic partners have provided over $2.5 million in gifts toward the $5 million goal for the new center to ensure that all patients in and around Charlotte have equitable access to breast health services.

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

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

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

The year also saw the opening of the Martin Truex Jr. Foundation
Expanding services and changing lives

The best healthcare reaches patients where they are, when they need it. That’s why Novant Health expanded services in 2022, bringing around-the-clock care to new locations and offering new, leading-edge treatments close to home.

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

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

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

Care that comes to you

Delivering next-level care at Novant Health starts with our smallest patients and their families.
PARTNERSHIP HELPS PATIENTS REGAIN AN ACTIVE LIFE

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

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

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

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

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

“Through our integrated care model that coordinates medical care, nutritional counseling, behavioral health and exercise in one location, CoreLife Novant Health provides evidence-based, personalized care to patients looking for a better way to manage their weight and chronic diseases,” said Jacques Laguerre, MD, Novant Health senior physician executive. “This comprehensive
Primary care — and a caring relationship

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

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

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

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

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

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

For Nick Jarvis, being a patient of Yates-Davis means...
Growing mental health treatment
In 2022, we launched Novant Health Enterprises, an innovative catalyst for growth, partnerships and new service offerings.

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

The newly launched Novant Health Enterprises (NHE) is designed to innovate and support scalable solutions for some of the healthcare industry’s biggest challenges. As a business incubator, NHE will better enable ventures with other healthcare partners, create diversified growth and generate value for Novant Health’s core business. Some of Novant Health’s existing services have moved or will move into this new division, and additional service offerings will be developed and acquired. NHE will accelerate the improvements Novant Health is making through our investments and partnerships focused on clinical, operational and technological advancements.

“Novant Health Enterprises convenes the industry’s leading partnerships to deliver on our promise to make healthcare remarkable for all our patients, in every dimension, every time,” said Dean Swindle, executive vice president of Novant Health and president of Novant Health Enterprises. “The events of the past two years underscored the value that technology and transformational capabilities can bring to patient care. Novant Health Enterprises has never been more confident in the potential for technological innovation to alleviate the most pressing problems in healthcare.”
Today, Novant Health Kernersville Medical Center and Novant Health Matthews Medical Center are two of only about 400 hospitals worldwide using the technology to more quickly and accurately diagnose heart issues.

Novant Health Enterprises partners with Privia Health

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

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

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

Extending health equity with remote patient monitoring

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

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

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

Ethan and two buddies met up that February morning at a gym for their Muay Thai and Brazilian jiu-jitsu practice. The training helped him keep prepared for his job, where he was set to work a night shift.

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

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

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

After 20 minutes of CPR and seven shocks with the defibrillator, hospital staff finally felt a pulse. An ambulance transported Ethan to Novant Health Forsyth Medical Center in Winston-Salem, where Novant Health cardiologist...
Reaching out
to strengthen
our team

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

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

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

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

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

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

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

To ensure that Novant Health is a remarkable place for all team members, in 2022 we launched a new self-identification program that allows team members to share if they have a disability. The program, which is anonymous and voluntary, helps us identify opportunities to better support our team.
An effective new program is helping high school students find their calling in caring for others. “Not a lot of kids have this opportunity — hands-on activity in a hospital,” said participant Maya McKnight.

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

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

The program’s name holds deep meaning. Bridges to Healthcare connects teenagers who often don’t get such powerful opportunities to participate in experiences that could lead to a career. The plan is to engage up to 180 students over a three-year period, thanks to a $1.4 million gift from the John M. Belk Endowment, secured by the Novant Health Foundation.
If anyone can see the light on Miserable Monday, it’s Olivia Reardon.
That’s what Olivia and her parents, mom Christie Meyers and dad Kevin Reardon, have named the day she reports for chemo at the St. Jude Affiliate Clinic at Novant Health Hemby Children’s Hospital in Charlotte. So far, there are far too many Miserable Mondays in the life of a 10-year-old cancer patient. But Olivia is a fighter.
Olivia’s determination, and her desire to help kids like her, have inspired her caregivers and other patients. In 2022, to celebrate her 10th birthday, she gave $500,000 through the Novant Health Foundation to support Novant Health Hemby Children’s Hospital and the talented physicians, child life specialists, nurses and other team members who are improving outcomes for all kids.
In 2021, a rare soft tissue cancer was found in Olivia’s nasal cavity area, around one eye socket. This type of cancer can spread, most commonly to the bones, bone marrow, lungs and brain. Luckily, Olivia’s cancer had not spread. It is difficult to treat due to the location and type of cancer, alveolar rhabdomyosarcoma.
Surgeons have removed all of the tumor they can. Olivia’s treatment took her to St. Jude Children’s Research Hospital in Memphis, Tennessee, where she spent seven weeks receiving 28 proton radiation treatments. She is also enrolled in a national research study involving St. Jude and other cancer centers working toward the most
Bridging gaps in our communities

Forsyth County Sheriff Bobby F. Kimbrough Jr. can’t always find a break in his schedule to stay on top of his health needs, so Novant Health came to him. Kimbrough boarded the Novant Health Community Care Cruiser we brought to the Triad area in 2022 and took advantage of the health screenings our team of experts offered. The cruiser allows Triad-area community members to receive physicals, vaccinations, health screenings, management of chronic diseases and referrals to specialty care clinics and other social services.

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

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

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

Addressing health disparities

That access sometimes comes on wheels, as many in our communities have...
Novant Health hosted the first Black Men in White Coats Youth Summit in Charlotte.

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

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

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

“Health equity is a shared driver in improved safety, quality and human experience, and Novant Health has designed, launched and committed to health equity strategies beyond merely a program. Instead, it is a culture change strategy,” said Chere Gregory, MD, senior vice president and chief health equity officer at Novant Health.

“It was an honor to participate in the NCQA Health Equity Accreditation Plus pilot program, helping NCQA expand...
Preparing a drone to deliver a ball to a basket, part of the effort to connect young people to innovation in healthcare technology.

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

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

Connecting people to resources

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

This innovation assists community members such as one recent patient, a dedicated grandmother who is busy caring for her grandchildren while...
Reaching patients with remarkable
daniel perry: a new dad saved from covid

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

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

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

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

But Daniel’s condition worsened. As breathing became more difficult, he was placed on a ventilator. It wasn’t enough, so his medical team turned to ECMO, or extracorporeal membrane oxygenation. The machine pumps blood outside the body to a heart-lung machine. In all, Daniel spent nearly 47 days on ECMO, under sedation.
Hidden hunger — helping patients experiencing food insecurity

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

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

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

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

“We embarked on a screening program, and by the end of November, we’d screened over 1 million patients,” he said.

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

“When families come to Novant Health for medical care, we’re interested in treating the whole person,” said Sharon
aggravating existing medical conditions and health outcomes. We understand that just to reach a place with healthy groceries for sale can mean hours on public transportation for some members of our community. Unfortunately, food insecurity can have a dramatic impact on patients’ health and well-being. We knew this was a place the Novant Health team could make a difference.

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

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

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

On average, about 3,000 Novant Health patients a month answer “yes” to the hunger vital signs. “Food insecurity is associated with multiple increased health risks — from birth defects, diabetes and high blood pressure to anxiety and depression,” Hammill said. “We’re focused on the opportunity to address a root cause of so many health issues. It’s a key part of fulfilling our mission of making communities healthier, one person at a time.”
When we at Novant Health Foundation consider the many accomplishments of 2022, we are elated by the financial support that our communities have provided. This year, we have seen a significant increase in the number of grants and initiatives, which has allowed us to continue our work in improving health and wellness in our regions.

### Grants

<table>
<thead>
<tr>
<th>Market</th>
<th>2022 Gi</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunswick Medical Center Foundation</td>
<td>$138,504</td>
<td></td>
</tr>
<tr>
<td>Forsyth Medical Center Foundation</td>
<td>2,879,483</td>
<td></td>
</tr>
<tr>
<td>Presbyterian Medical Center Foundation</td>
<td>8,445,825</td>
<td></td>
</tr>
<tr>
<td>Rowan Medical Center Foundation</td>
<td>3,011,275</td>
<td></td>
</tr>
<tr>
<td>Thomasville Medical Center Foundation</td>
<td>485,602</td>
<td></td>
</tr>
<tr>
<td>New Hanover Regional Medical Center Foundation</td>
<td>3,328,336</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>7,877,731</td>
<td>$26,940,041</td>
</tr>
<tr>
<td>System Initiatives</td>
<td>776,225</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$26,940,041</strong></td>
<td></td>
</tr>
</tbody>
</table>
Meeting challenges with measured impact and growth

SOURCES OF REVENUE

- Inpatient routine services
- Inpatient ancillary and other services
- Outpatient ancillary services
- Outpatient clinic and emergency services
- Other operating