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BEYOND RESILIENT

Even amid the extraordinary challenges of 2020, at Carilion, we knew it wasn't enough to just endure—we had to excel. It wasn't enough to just persevere—we had to progress. It wasn't enough to just survive—we had to thrive... and help others do the same.

Because at Carilion, we don't simply carry on—we go beyond. Beyond strong. Beyond capable. And beyond resilient.



CON

TEN

TS

- 4 Ready for Anything
- 7 Beyond Carrying On
- 15 Innovating + Educating
- 21 Together, We Thrive
- 29 All Thanks to You
- 47 Our Boards and Our Principles
- 48 Where to Find Us



President and CEO Nancy Howell Agee, a registered nurse, administers one of the first COVID-19 vaccinations.

A MESSAGE TO OUR COMMUNITY



Dear Neighbors and Friends,

2020 was a year full of disruption and adversity. With the arrival of COVID-19, taking on this global health emergency became our number-one priority—and in the wake of the historic challenges that the pandemic brought with it, we have emerged smarter and stronger.

Though routine care was initially affected, we quickly learned that we could treat patients suffering with COVID and continue to deliver other much-needed services in new and better ways.

For all the plans that COVID sidetracked, it accelerated others. We transitioned to virtual care delivery in a matter of days, instead of years. We're now planning for a future in which more than a third of care will be provided virtually.

We also moved ahead with building projects—including the expansion of our Roanoke Campus and the construction of a new pediatric outpatient center—and began envisioning an enhanced cancer program that will expand treatment options for patients in our region.

At Carilion, we transform obstacles into opportunities, and that couldn't have been truer than in 2020. We're so proud of our frontline staff, who went above and beyond every day to care for our patients. And we're incredibly grateful to our community, whose support lifted our spirits and helped us meet critical needs during this tumultuous yet inspiring year.

Warmly,

A handwritten signature in white ink that reads "Nancy". The script is fluid and cursive.

Nancy Howell Agee
President and CEO

A handwritten signature in white ink that reads "James". The script is fluid and cursive.

James A. Hartley
Chairman

READY
FOR
ANY
THING

Ready for Anything

On March 19, 2020, when COVID-19 appeared for the first time in southwestern Virginia, Carilion was ready. We'd been preparing for this moment for weeks, bringing together leaders from across our enterprise.

Procurement teams kicked into high gear, making thousands of phone calls to acquire suddenly precious equipment—from ventilators to masks. At the same time, our emergency management and safety teams began reorganizing space in our facilities. At Carilion Roanoke Memorial Hospital, we installed high-efficiency particulate air (HEPA) filters in new COVID isolation units and reduced entry points to more easily screen everyone who passed through.

Beyond these concrete provisions, we also got to work collecting data and developing a communications plan. Analysts created dashboards to share

information in real time, enabling doctors to track cases, predict surges, monitor capacity and supplies, and better manage patient care. Our communications team also relied on these analytics to deliver accurate information and educate the public, including through a town hall-style Coronavirus Community Conversation simulcast on all local television stations, several radio stations and social media platforms.

Laying the groundwork to fight COVID-19 required collaboration—a core value at Carilion. This spirit extends beyond our system to our partners like Virginia Tech, whose researchers joined with our physicians to develop innovative, urgent solutions. And thanks to this cooperation and foresight, we were already one step ahead when the virus struck—putting us in a strong position to battle COVID-19.





MARCIA'S STORY

Conquering COVID-19 in the Face of Tragedy

When her husband of nearly 53 years was admitted to a local hospital with complications from gastrointestinal bleeding in early 2020, Marcia Dupree visited him every other day for two months to help with his care. But when David eventually contracted COVID-19, his health took a turn for the worse—and two days later, he succumbed to the virus.

Heartbroken, Marcia, 75, felt tired and exhausted as she mourned the loss of her husband. She would soon learn this fatigue wasn't just a symptom of grief; she, too, tested positive for COVID-19. Shortly thereafter, she was admitted to Carilion Roanoke Memorial Hospital for what would ultimately be a three-week ordeal—two of which she spent in intensive care.

After she initially experienced a high fever, profound weakness and difficulty breathing, Marcia's condition continued to deteriorate upon her arrival. Her age—along with her diabetes and hypertension—made her even more vulnerable to the effects of the coronavirus.

At CRMH, Marcia received a transfusion of antibody-rich plasma from donors who had already recovered from the virus. Within just 24 hours of receiving this treatment, she began to show marked improvement, as her oxygen levels increased and her inflammation went down. Doctors also gave her a short course of steroids to temper her immune response.

After the worst of her symptoms passed, Marcia returned home to live with her son and continue her journey toward a full recovery. Her doctors, who called her a “warrior,” credit her Midwestern grit, resilient spirit and positive outlook for carrying her through. For Marcia, it was also the excellent care she received at Carilion: “My doctors were so knowledgeable, and I felt like I was treated as a family member.”

**“My doctors were so knowledgeable,
and I felt like I was treated as a
family member.”**

-Marcia Dupree



Tracking the Virus in Virginia

We partnered with the state's Department of Health to conduct a seroprevalence study that helped determine the number of people in our region affected by COVID-19. Funded by the CARES Act, the study will also enable researchers to better understand high-risk activities and how they contribute to the virus's spread. More than 5,000 Carilion patients enrolled, as well as members of the general public, who agreed to have blood drawn to test for SARS-CoV-2 antibodies.

Clinical Trials: On the Cutting Edge

In the early days of the pandemic, we participated in a number of large-scale clinical trials for possible COVID-19 therapies, giving critically ill patients access to potentially lifesaving treatments. A national convalescent plasma study enabled patients with severe symptoms to receive antibodies from the blood of those who'd already recovered, while a study of remdesivir—an antiviral medication previously analyzed for use against diseases like Ebola—began to show promising results when used to combat COVID. We also enrolled in a clinical trial for otilimab IV, a drug that specifically addresses severe pulmonary COVID-19-related disease.

*Source: Virginia Department of Health data for Carilion Clinic's primary service area.

COVID-19 by the Numbers:

8,500+
confirmed cases*

23,000%
increase in virtual visits

75,000+
staff hours reassigned

Making Testing Safer

With personal protective equipment (PPE) in short supply and the chance for COVID-19 exposure high, we evolved our traditional testing facilities to make them safer than ever. By creating remote flu and COVID testing centers, along with drive-through sites, we were able to better protect health care workers and patients alike.



BEYOND CARRYING ON

Beyond Carrying On

Although COVID-19 became our priority in 2020, it wasn't our sole focus. Even while we were meeting one crisis head-on, we were still making headway in other areas. From breakthroughs in heart health to plans for a new cancer center. From propelling pediatrics forward to delivering upgrades in orthopaedics. At Carilion, we made clinical advancements everywhere, every day—continuing to push health care forward in a turbulent time.



Seeing You Safely

After the statewide ban on elective surgeries and procedures was lifted, we launched our "Seeing You Safely" marketing campaign to promote our safety measures and encourage patients to return for care. Within weeks, we were back to 75 to 90 percent of our normal operating capacity—helping our system recover by inspiring confidence in our services.

Beating the Benchmark

By bringing together teams across our system to improve initial diagnoses, enhance patient education and focus on follow-up appointments, our heart failure readmission rate is now consistently below the national benchmark.

Certified Excellence

In 2020, Carilion Roanoke Memorial Hospital received Advanced Certification for Hip and Knee Joint Replacements from the Joint Commission.



SAM'S STORY

Bouncing Back—and Feeling Better Than Ever

Sam Igal and his wife, Deborah, had always led an active life. But when Sam started feeling run down, fatigued and short of breath, he worried that the years might finally be catching up with him.

It turned out that Sam's symptoms weren't simply signs of old age but the result of a life-threatening heart valve disease that often affects older patients: severe aortic stenosis. With this condition, the aortic valve hardens, forcing the heart to work harder than usual—and weakening it in the process. It can also make the valve narrower, which can restrict blood flow and cause it to build up or "leak" in the heart chambers and sometimes even in the lungs.

Doctors at Carilion's Cardiovascular Institute reviewed Sam's heart scans and determined that he'd benefit from an aortic valve replacement. Instead of receiving traditional treatment, though, Sam was a candidate for a minimally invasive procedure called transcatheter aortic valve replacement (TAVR), in which surgeons use a catheter to implant an artificial heart valve.

Almost immediately after his TAVR operation, Sam noticed significant improvement in his symptoms—he felt "15 years younger," something he credits the team at Carilion for making possible. "They're knowledgeable," he said. "They're experts in what they do, from the receptionists all the way to the doctors—and that goes a long way."

"[The Carilion team] are experts in what they do, from the receptionists all the way to the doctors—and that goes a long way."

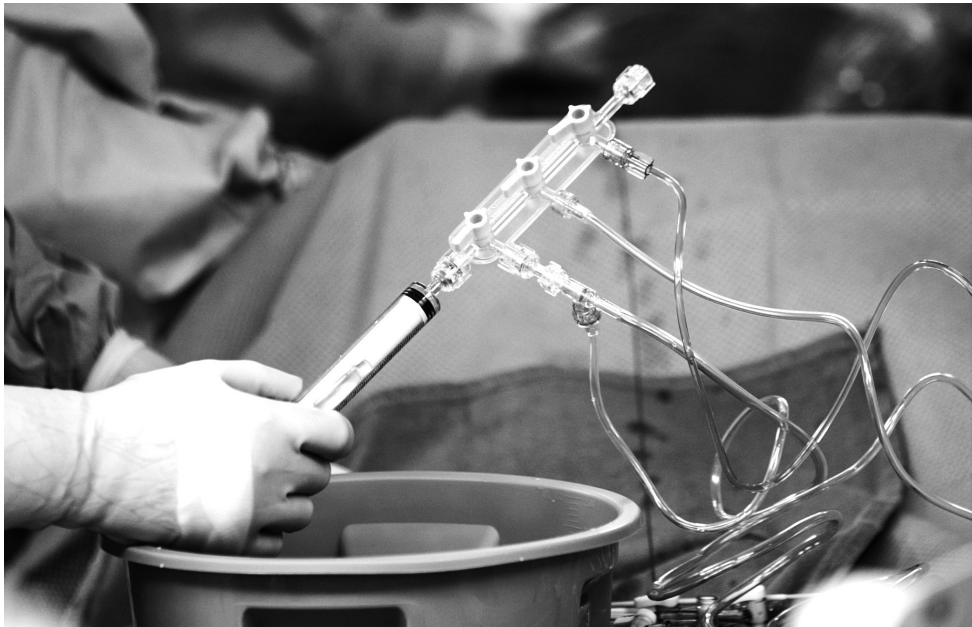
-Sam Igal

1,000 and Counting

Severe aortic stenosis is a life-threatening heart valve condition that narrows and hardens the aortic valve, restricting blood flow and forcing the heart to work harder.

With older patients for whom open-heart surgery may be too risky, transcatheter aortic valve replacement (TAVR) provides another option. In the procedure, surgeons use a catheter to implant an artificial heart valve. And because it's minimally invasive, patients are able to return to their normal activities faster.

Since introducing this groundbreaking treatment in 2012, our Cardiovascular Institute has surpassed 1,000 TAVR procedures—by far the most in our region. That's 1,000 hearts repaired...and 1,000 lives extended.



1,000+ minimally invasive transcatheter aortic valve replacements

Carilion Clinic's Cardiovascular Institute was awarded a Center of Excellence designation by Cardiac Surgical Unit Advanced Life Support North America.



Elevating Therapies. Enhancing Lives.

Carilion's Cardiovascular Institute began providing ventricular assist device (VAD) therapy for patients with advanced heart failure. This treatment—which surgically implants a pump in a patient's chest and connects it to an external controller—can help regulate the condition and improve quality of life, with certain VADs enabling an unprecedented 87 percent survival rate after two years in a clinical trial. Some patients also require less invasive surgery, reducing the length of their hospital stays and improving their health overall.

Moving Our Facilities Into the Future

Our facilities are a critical part of why we're able to provide better outcomes for patients with heart health issues. In 2020, we opened our second hybrid operating room, which allowed us to expand our surgical programs to meet the growing needs of our patients. Designed specifically for minimally invasive procedures, this OR will move to our new Crystal Spring Tower—part of a \$500 million expansion of our Roanoke Campus—once it's completed in 2025.



Research Across Species

The first phase of the newly opened Fralin Biomedical Research Institute at VTC addition on the Riverside Campus in Roanoke focuses on veterinary cancer care and research, providing opportunities to discover similarities between certain cancers in pets and humans and potential common treatment strategies. The Virginia Tech Animal Cancer Care and Research Center is part of the university's robust cancer research strategy that will enable opportunities for collaborations between physicians, veterinarians and scientists.

Improving Imaging to Identify Cancer

In collaboration with urologists at Jefferson Surgical Clinic and Urology Associates, we began using a new, more accurate technique for diagnosing prostate cancer. The method, known as MRI/US fusion, brings together the power of MRI and ultrasound technologies for a more reliable biopsy. First, an MRI exam maps potentially cancerous areas that aren't visible to ultrasound. Then, an ultrasound probe guided by a semi-robotic arm targets the locations identified as suspicious.

Plans for a new multifaceted, interdisciplinary cancer program continued following a \$1 million seed gift from CEO Nancy Howell Agee and her husband, Steve Agee.





MIKE'S STORY

Paying It Forward: Building a New Center Dedicated to Beating Cancer

Over his 70 years, Mike Wise has spent a lot of time in the sun. Growing up three blocks from the neighborhood pool meant he was always outside. And as an adult, his golf hobby often brought him to wide-open courses—with little shade in sight.

This sun exposure ultimately led to three separate bouts with skin cancer.

In 2010, Mike's doctors discovered a squamous cell carcinoma below his left ear lobe. He underwent surgery and then endured two months of chemotherapy and radiation treatments.

He recovered, but by 2016, the cancer had returned, this time in the form of a melanoma on his scalp, which was quickly removed.

"I appreciate Carilion and Blue Ridge Cancer Care, and all the doctors who kept me alive."

-Mike Wise

Three years later, he began experiencing serious pain and convulsions—disconcerting symptoms that sent him back to Carilion a third time.

This time, the diagnosis was grim: stage 4 metastatic melanoma. The cancer had spread to his brain, lungs and lower back. Mike was told to get his affairs in order. He called his children and updated his will.

To slow the progression of the disease and improve his chances of survival, Mike's doctors at Carilion and Blue Ridge Cancer Care prescribed once-monthly infusions of nivolumab (Opdivo), a new immunotherapy treatment. By the second session, his lower back pain and convulsions had subsided. And after the fourth session, the miraculous happened: Mike's full-body PET scan showed he was cancer-free.

With a new lease on life thanks to the care he received, Mike was ready to pay it forward—literally. He and his wife, Danielle, committed \$100,000 to the Carilion Clinic Foundation toward building a new cancer center—one Mike hopes will continue to help other patients make complete recoveries, just like he did.

"I believe in the project," he explained. "I want to be a part of that. I appreciate Carilion and Blue Ridge Cancer Care, and all the doctors who kept me alive."

When Hitting the Brakes Isn't an Option

For many, exercise is just a healthy habit. But for Lisa Hamm, it is so much more. As a former body builder and model, her interests required her to stay fit. Working out was a way of life that she valued even before she was competing—and she wasn't ready to give it up anytime soon.

Yet, after years of physical training and conditioning, overuse was beginning to take its toll on Lisa's shoulders. She'd already undergone surgery on both her left and right rotator cuffs. Yet more repairs were needed for her right shoulder to be fully functional.

“Stopping altogether was not an option for me.”

-Lisa Hamm

In order to fix the rotator cuff and regain total mobility in her right arm, Lisa was looking at a complete shoulder replacement—an operation that would have left her unable to do many of the athletic activities she enjoyed as a 53-year-old.

Doctors at Carilion's Institute for Orthopaedics and Neurosciences recommended a better option: superior capsular reconstruction (SCR). A new treatment developed in Japan, SCR minimizes pain and restores function by grafting durable dermal tissue to the shoulder socket and ball, which takes the place of the injured rotator cuff. The procedure is ideal for healthy, non-arthritic patients who are younger than 60—criteria that made Lisa an ideal candidate.

Oftentimes, SCR patients eventually require a full shoulder replacement. But with a success rate of over 80 percent, SCR can significantly delay the need for a replacement. And because the surgical procedure is minimally invasive, recovery is quicker and patients can return to normal activity without restrictions once they've healed—something that was non-negotiable for Lisa.

“I want to keep working out and staying fit,” she said. “Stopping altogether was not an option for me. This reconstruction has allowed me to continue doing the workouts I love.”

LISA'S STORY





Breakthrough Brachial Plexus Care

The brachial plexus is the nerve complex in the neck that sends signals down the arm—and when it's damaged in a shoulder injury, it can lead to symptoms that range from being unable to bend an elbow to losing function of an entire limb. Because nerves have a limited ability to regenerate, treating these issues quickly is essential.

Carilion's new Brachial Plexus Clinic uses a multidisciplinary approach to ensure patients receive timely treatment for shoulder injuries. In a single appointment, a patient will meet with surgeons, therapists, nerve specialists, nurses and a social worker, who together develop a personalized treatment plan that's best for the patient.

Driving Medicine—and Our Patients—Forward

Wide-awake, local anesthetic, no-tourniquet (WALANT) surgery is a common technique used in hand operations—which numbs the hand. A research team from Carilion and Virginia Tech set out to learn how the effects from the procedure could influence patients' ability to drive home afterwards. They found that driving under WALANT conditions had no negative impact on driving fitness. While WALANT is already known for the medical benefits it delivers, like less pain and swelling, we've now officially added another advantage to that list: a more convenient post-op experience that enables patients to safely drive themselves home.



A Single Center for Pediatric Services

Set to open in 2021, our new pediatric outpatient specialty center will consolidate more than a dozen pediatric and adolescent services into a single familiar location: Roanoke County's Tanglewood Mall. In the former JCPenney space, our new 77,000-square-foot center will make pediatric care more accessible for patients and their families, many of whom travel long distances and see multiple specialists.

Thinking Deeply About Design

To ensure the best design for our new pediatric center, our Human Factors team conducted simulations of the space—considering users' movement, interactions with equipment and overall experience. Their recommendations to improve the workflow, patient-doctor communication and visitation promise a better patient experience, along with a potential savings of \$1 million.

A Gala Gone, but Giving Continues

When the Carilion Clinic Foundation's first gala, "A Soaring Soiree," was cancelled due to COVID-19, our donors stepped up to make sure it was still a "soaring" success. Major sponsors along with other generous contributors opted to keep their gifts in place. The result? Nearly \$300,000 raised for Carilion Children's.

Providing Parents Peace of Mind

Thanks to our generous donors, the Carilion Clinic Foundation was able to purchase an Angel Eye System for the neonatal intensive care unit (NICU) at Carilion Children's Hospital. This system places a secure camera at the end of each baby's bed so parents can see their child all the time, any time. Mothers and fathers can also use this technology to interact with nurses and doctors, so they're always in the loop about their child's care and progress.

Protecting Babies From Bacteria

For babies born prematurely who need a catheter, a central line-associated bloodstream infection (CLABSI) can be life-threatening. By improving sterilization techniques and developing a dedicated insertion line team, our NICU has been CLABSI-free for the past two years.



INNOVATING + EDUCATING

Innovating + Educating

When COVID-19 arrived in our region last year, we had no choice but to get creative. As prepared as we were, we still had to think up smart solutions every step of the way to support our system, protect our people and our patients, and ultimately save lives.

Throughout the crisis, we pioneered new ideas and joined with our partners to take care to the next level both here at home and across the world of health care.

When Innovation Became Indispensable

When a catastrophe happens, there is no playbook, no roadmap and no step-by-step guide. These are the moments when innovation thrives.

During the pandemic, we harnessed the power of ingenuity and collaboration to create critical innovations that helped us meet the moment head-on. The subsequent stories show how “thinking outside the box” helped us adapt, adjust and pivot in an unprecedented time.

Making Masks Last

A shortage of N95 masks made it critical to extend the lifespan of our current stock. We found that hydrogen-peroxide gas could decontaminate these masks. But how would it affect their efficacy? Working with researchers at Virginia Tech, we discovered that the masks could be sanitized up to 10 times and still be completely safe. Our findings were a huge win for researchers, as well as for our procurement teams and the providers who depended on this equipment every day.

Transforming Machines

As the demand for ventilators began to outpace supply, our physicians improvised. Working with partners at Virginia Tech, they transformed a

bilevel positive airway pressure (BiPAP) machine—commonly used to treat sleep apnea—into an inexpensive ventilator alternative. Together, the team added a HEPA filter, mechanisms to measure air volume and alarms to monitor patient breathing. And though we thankfully haven’t needed the new machine, Virginia Tech students are continuing to refine the design for future use.

Modifying Face Shields for Flight

With the advent of the coronavirus, face shields became vital pieces of equipment for health care providers. Air ambulance teams in particular needed face shields that would protect them from COVID-19 exposure without obstructing visibility during flight. Together with the Virginia Tech College of Engineering, Carilion’s innovation team created numerous prototypes, which ultimately resulted in a fogless face shield that fit seamlessly onto the responder’s helmet—and will benefit air crews nationwide.



Tackling COVID-19 With a Dedicated Team

During the pandemic, we expanded our innovation program—opening it up to more physicians, nurses and staff members, who collectively submitted more than 60 ideas for inventions to combat COVID-19. Using rapid prototyping processes and human factors methodologies, our innovation team built important devices—including a new stopgap powered air purifying respirator (PAPR) and a user-centered intubation hood. These ideas, which helped protect health care providers, have immediate commercial potential too—so patients elsewhere could one day benefit.

Simulation That Strengthens Safety

Carilion's Center for Simulation, Research and Patient Safety played a key role in preparing and protecting our people during the pandemic. Developing simulated experiences for intubation procedures, ventilator usage and personal protective equipment application, we ensured that our care teams were ready. Our sim center also worked with Emergency Department physicians to develop “Hot Zone” training, designed to ensure the safety of those interacting with COVID-positive patients.



COVID-19: A Digital Catalyst

While COVID-19 caused much of the world to hit “pause,” one area was an exception: digital health. As more patients began seeking remote care options and more providers adapted to accommodate them, virtual care took off.

The trend continued when the U.S. Department of Agriculture awarded Carilion nearly \$1 million to further expand telemedicine and extend access to specialty care for many rural communities in our region for the first time. With additional support from the community, we plan to open our first virtual care center in 2021 in Bluefield, Virginia.



70%

**of doctor's visits held
via phone, video or
secure patient portal**

95%

**of ambulatory psychiatry
conducted virtually**

28,000+

**patients used
Carilion Bill Pay**

An Overnight Shift

Early in the pandemic, face-to-face visits were suspended for five weeks. Seemingly overnight, virtual care flourished, with more than 70 percent of all ambulatory visits transitioning to virtual as a result. What began as a back-up plan delivered impressive levels of patient and physician satisfaction, proving that digital health is more than a moment in time. It's a movement that will define the future of health care.

Customer-Centric Tools

Text messages that send appointment reminders. Patient portals that enable e-check in. Carilion Bill Pay—our online payment system, which provides more flexible options. These were just some of the digital tools we launched in 2020 to improve convenience for our patients, all while working to meet COVID-19 safety guidelines and minimize physical contact. And we didn't stop there—we also increased our use of remote monitoring and diagnostic tools to improve health outcomes.

A Vision for the Future

Our goal is to engage with patients at every major touchpoint using technology they're already familiar with—like their smartphones. This vision includes a Carilion app that brings together the breadth of our services into one easy-to-use “digital front door” to ensure that our patients are only a tap away from world-class care.



Innovation, Accelerated

Carilion Innovation is our in-house idea incubator—dedicated to developing, accelerating and commercializing the health care inventions of our own physicians, nurses and staff.

From a Geiger counter holder that measures radiation in a fixed position to ensure that patients receive the right dosage to software that uses blockchain technology to streamline credential verification for prospective providers—the projects from Carilion Innovation span the spectrum, promising to advance care for patients everywhere.



Supporting Startups

When it comes to innovation, we put our money where our mouth is. At Carilion, we provide investment and business support to help early-stage companies mature, while also fueling the research ecosystems that are important for the Fralin Biomedical Research Institute at VTC and Carilion Clinic.

- BRAINBox Solutions, which grew out of research conducted at Fralin Biomedical Research Institute at VTC, will continue to develop its diagnostic test for concussions here. Carilion Roanoke Memorial Hospital has been named the lead center in a national multi-center clinical trial. The BRAINBox device had earlier been recognized with an FDA “Breakthrough Device” designation.
- Mytonomy, with funding from Carilion, is working to advance the industry-wide adoption of “microlearning” videos to help educate and engage patients in their care.
- Ontera, a precision diagnostics point-of-care testing company, chose to partner with Carilion for clinical trials. Ontera received support from the Virginia Tech Carilion Seed Fund, which provides venture capital for early-stage startups.

Working collaboratively with cross-industry, cross-institutional partners, we’re building an entrepreneurial ecosystem and accelerating our region’s status as a hub for innovation, biomedicine and technology.

Returning physicians, from left:
Joshua Eikenberg, M.D.; Matthew Joy, M.D.;
Ashley Gerrish, M.D.; Robert Brown, M.D.;
Andrew Moore, M.D.; and Don Vile, M.D.

Our commitment to medical education dates to the 1940s. And today, our educational partnerships continue to grow—helping us advance care in the process.

Returning to Roanoke

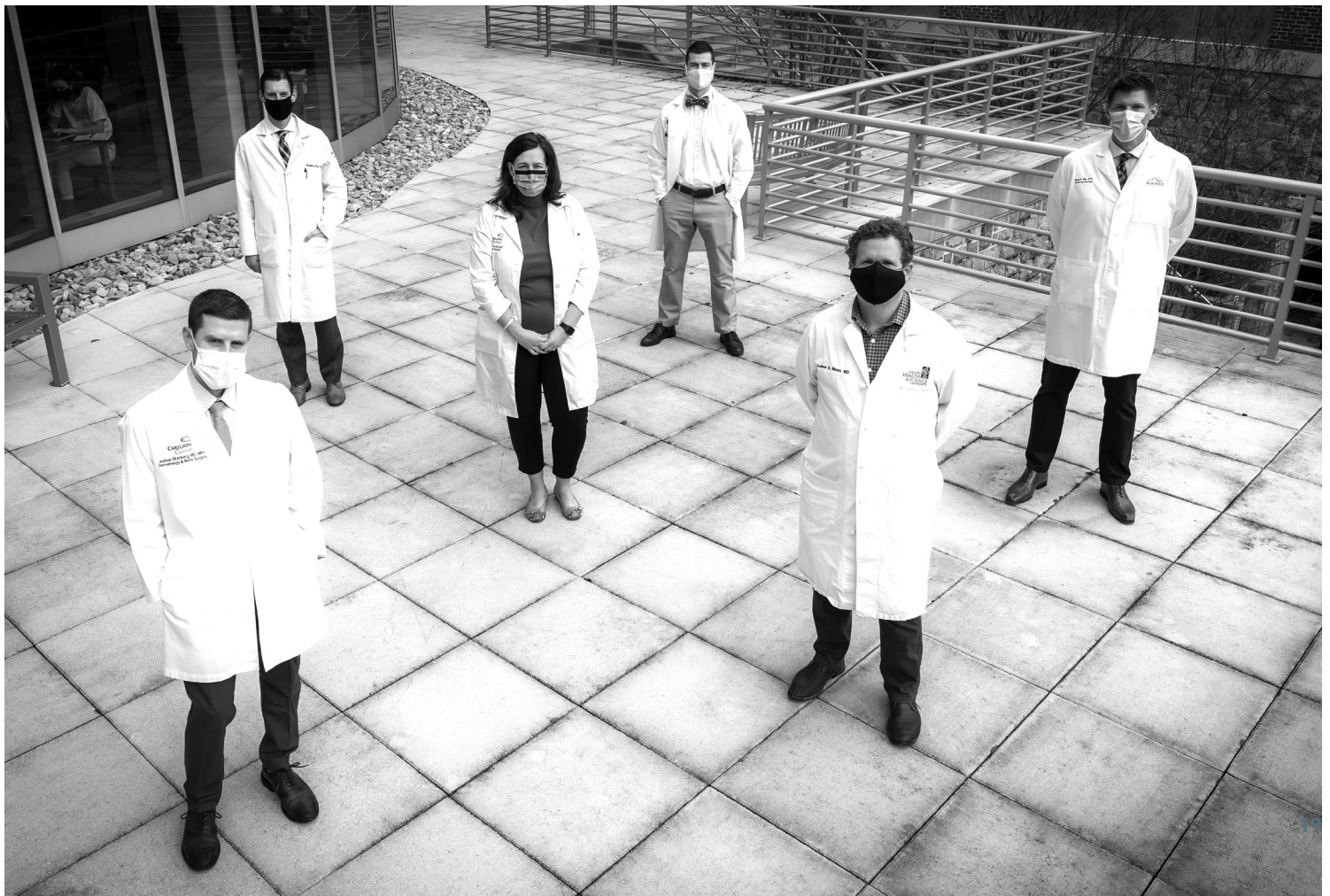
2020 marked 10 years since the Virginia Tech Carilion School of Medicine welcomed its charter class. After graduating, the group of 42 spread across the country for residencies and fellowships—from Chicago to Baltimore and beyond. Now, after completing their training, many have returned to their roots. In fact, today, a sixth of the charter class members are practicing in the region—with some former students coming full circle to serve as VTCSOM faculty members. Of all VTCSOM alumni, 20 percent are serving in Virginia, with 8 percent in Roanoke itself.

Many love our region—and, of course, the personal and professional opportunities. But they also say they're driven to give back, remembering the mentorship they received during their time in school and wanting to pay it forward.

"Our success comes from the strength of our community," said Virginia Tech President Tim Sands. "We're proud to see so many alumni returning to support our shared mission to serve the commonwealth."

More Achievements at Virginia Tech Carilion School of Medicine

- Received its first U.S. News & World Report ranking among the nation's top medical schools and ranked the highest in its cohort of new medical schools.
- Expanded class size from 42 to 49 students and added health systems science—considered the third pillar of medical education—to the curriculum. Only 20 percent of medical schools offer this training.
- Saw a 48 percent increase in applications for the class of 2025—some 130 candidates for each available spot.
- The class of 2020, which graduated amid the pandemic, continued the school's streak of 100 percent residency match for the seventh year in a row.





Playing a Critical Part During the Pandemic

By Executive Order from Virginia Governor Ralph Northam, Radford University Carilion (RUC) respiratory therapy students joined the workforce early to aid the fight against COVID-19. Though the typical requirements for certification and licensing exams were waived, students were still well-equipped—with nearly four years of learning in state-of-the-art labs at Carilion Roanoke Community Hospital and hands-on clinical experience at Carilion Roanoke Memorial Hospital.

More Achievements at Radford University Carilion (RUC)

- After the 2019 merger between Radford University and Carilion's Jefferson College of Health Sciences, 1,100 new students became part of the Radford University Carilion school of allied health sciences. In addition, 19 new programs were added to the curriculum—ranging from associate to doctorate level.
- Family nurse practitioner graduates achieved a perfect 100 percent pass rate on their national exams in March 2020.
- U.S. News & World Report ranked RUC among the nation's top health schools. Noted programs include the doctor of physical therapy, doctor of nursing practice and master of occupational therapy.

Approved and Accredited

Our neurological surgery residency became the first in the country to transition its accreditation from the American Osteopathic Association to the more stringent Accreditation Council for Graduate Medical Education (ACGME)—which is now the sole accrediting body for all graduate medical education programs in the U.S. Since welcoming our first neurological surgery residents in 2007, 10 trainees have completed the program, with eight more who are currently residents.

More Achievements in Graduate Medical Education

- Despite the disruption that COVID-19 brought to clinical education, Carilion Clinic – Virginia Tech Carilion School of Medicine Graduate Medical Education programs accomplished many firsts, including graduating our first trainees in plastic surgery, neurology, surgical critical care and hand fellowships.
- The program continued to grow, with the addition of fellowships in addiction medicine and rheumatology—resulting in 13 residency and 15 fellowship programs accredited through the ACGME and involving more than 314 trainees.
- Following a competitive grant process in 2020, Carilion was chosen by the Virginia Department of Medical Assistance Services (DMAS) to receive \$2.5 million in funding for 19 internal medicine residents and six psychiatry residents. This was our fourth year receiving DMAS funding, which has allowed us to grow and expand.

TOG ETH ER, WE THRI VE

Together, We Thrive

At Carilion, we're a part of the places and people we serve—and they're a part of us. Our relationship with our communities is one of teamwork and togetherness, camaraderie and collaboration.

And at no time was this mutual support more evident than in 2020. As COVID-19 disrupted so much, we went above and beyond for patients and the public—doing everything in our power to ensure they had the care and resources they needed. And in return, our community rallied around us—sending supplies, delivering meals and offering donations.



Helping Heroes

Our COVID-19 Support Fund raised more than \$120,000 from businesses and individual donors alike. Two families donated \$10,000 each to purchase meals for employees at Carilion New River Valley Medical Center. The families also asked that the money be spent at local restaurants in Blacksburg—ensuring that their gifts would benefit the community even more.

Beyond donations, gestures of support arrived in other forms. From encouraging sidewalk chalk art to socially distanced vehicle parades. From ringing church bells to personal thank-you cards. From landmarks lit in blue to American flags flying high. All these actions inspired, motivated and lifted the spirits of our frontline workers.



Showing Our Appreciation

To express our profound appreciation for our community's support during the pandemic, we held a "Week of Gratitude." As part of this celebration, we gave away \$5 vouchers for fresh produce at our region's farmers' markets and made \$1,000 donations to food pantries in regions without markets. We also thanked businesses that contributed to our cause with a specially minted commemorative coin and posted a community tribute video on our social media channels.



230

individual and business donors

\$120,000+

contributed to our COVID-19
Support Fund

200,000

pieces of personal protective
equipment donated

“Home Alone” but Not Forgotten

Because older adults are especially vulnerable to COVID-19, accessing essential resources presented another serious challenge for them during the pandemic. Amid stay-at-home orders, business closures and medical-appointment cancellations, we made it our mission to check on seniors in need who were living alone.

As part of our Home Alone initiative, our Community Health and Outreach team made more than 1,200 phone calls to provide up-to-date information and connect seniors with local government and community resources. From delivering masks to offering support over the phone, our program helped meet wide-ranging needs head-on—so seniors could stay home safely, reduce their exposure to COVID and avoid the hospital. Beyond this crisis, Home Alone promises to transform how we interact with our communities far into the future.



Recovery Goes Remote

As Virginia’s stay-at-home order went into effect, Carilion’s Peer Recovery Specialist Program adapted to support patients remotely with a support line available 12 hours a day, seven days a week. Over two-and-a-half months, specialists answered more than 1,300 calls from those suffering from substance misuse or mental health challenges. From creating wellness toolboxes to simply listening, our team provided critical support, helping patients cope during a dark time.

Extending Our Impact Through Partners

In 2020, we focused our grant funding exclusively on local, pandemic-related initiatives. Our newly created COVID-19 Community Health Fund received a significant number of grant applications. From organizations offering food for those in need to nonprofits helping the homeless amid never-before-seen challenges, this fund allowed us to broaden our response to the crisis through our partners.



With in-person events no longer possible, we continued our community health education efforts through a virtual meeting series, offering more than 100 online sessions on exercise, mindfulness and more.

LIFTing the Community Up

The Local Impact for Tomorrow (LIFT) coalition moved one step closer to building a new community health clinic at Fallon Park Elementary School after receiving a contribution from Roanoke City Schools toward construction costs. The clinic will provide physical, mental and oral health care services, as well as financial wellness programs for local students and families. It represents a partnership between Carilion, Roanoke City Public Schools, Freedom First Credit Union, Delta Dental of Virginia and the Roanoke Women's Foundation.

In addition, LIFT's Asthma in Schools program at Fallon Park Elementary—which allows school nurses to administer medication to students with asthma—received funding from Roanoke City to extend care into the home, working with the Child Health Investment Partnership during the COVID-19 pandemic.

Together, these two programs are advancing LIFT's goal of making health care more accessible to families in southeast Roanoke.

Coming Together for a Healthier Roanoke Valley

The American Hospital Association named Carilion one of five national recipients of its 2020 Dick Davidson NOVA award for our role as a founding partner of Healthy Roanoke Valley. This coalition comprises more than 50 local organizations that work together to eliminate health care disparities in the region and improve community health.

Coalition projects include Fresh Food Rx—a nutrition and education program that led to healthy weight loss and a reduction in diabetes risk among participants—and Pathways Hub, which connected at-risk individuals with community resources to reduce Emergency Department visits.

Joining Forces in Flu Season

During the COVID-19 pandemic, getting a flu shot became more important than ever. To amplify our impact, our Community Health and Outreach team joined forces with the Virginia Department of Health, LewisGale Regional Health System, Kroger and Roanoke City Public Schools, among others. By working together, we gained access to more vaccines and supplies, staffing support and vaccination sites. The result: 30 clinics and more than 1,100 people vaccinated—quadruple the number in 2019.

4x

more people vaccinated
for the flu in 2020

Building a Bigger Network

After purchasing the last 20 percent share of Lexington's Stonewall Jackson Hospital in 2020, Carilion became its full owner. The \$10.9 million proceeds from the sale will fund programs to improve health in the Lexington/Rockbridge community. And with new ownership comes a new name, Carilion Rockbridge Community Hospital, that keeps the spotlight on the region and people we serve.

Since initially acquiring 80 percent ownership of the hospital in 2005, Carilion has invested more than \$25 million in operations, capital improvements and clinical services.



Prioritizing the Planet

A community is one part people, one part place. And at Carilion, we're working to make our buildings, region and world a healthier place. In 2020, we expanded our recycling program to Carilion Roanoke Community Hospital and Carilion Franklin Memorial Hospital. We also upgraded lighting across our facilities by installing LED options that use 25 to 80 percent less energy and outfitted our Carilion Administrative Services Building with a system that's projected to reduce energy use by 500,000 kWh per year.

Serving as Stewards

Carilion was one of just three health systems in the nation chosen to participate with ReThink Health, part of the Rippel Foundation, to broaden the role of hospital systems in their regions. The ReThink Health approach sees hospitals as stewards responsible for guiding transformative change to advance health for entire populations. Along with Trinity Health in Detroit and Jefferson Health in Philadelphia, we're honored to be one of the pioneering members of this initiative.

Bee Healthy: Carilion New River Valley Medical Center now has two beehives on campus, promoting a healthier environment by enabling these pollinators to produce food and vegetation across our community.





Emphasizing Equity

As part of our mission to advance health equity within our community, Carilion created a new office of Diversity, Equity and Inclusion, and named Dr. Nathaniel L. Bishop to lead it.

Dr. Bishop will be responsible for collaborating with the executive team, community organizations and regional leaders to reduce health disparities. Internally, he will work with our Human Resources Department and Inclusion Council to continue cultivating a culture that welcomes employees from all walks of life.

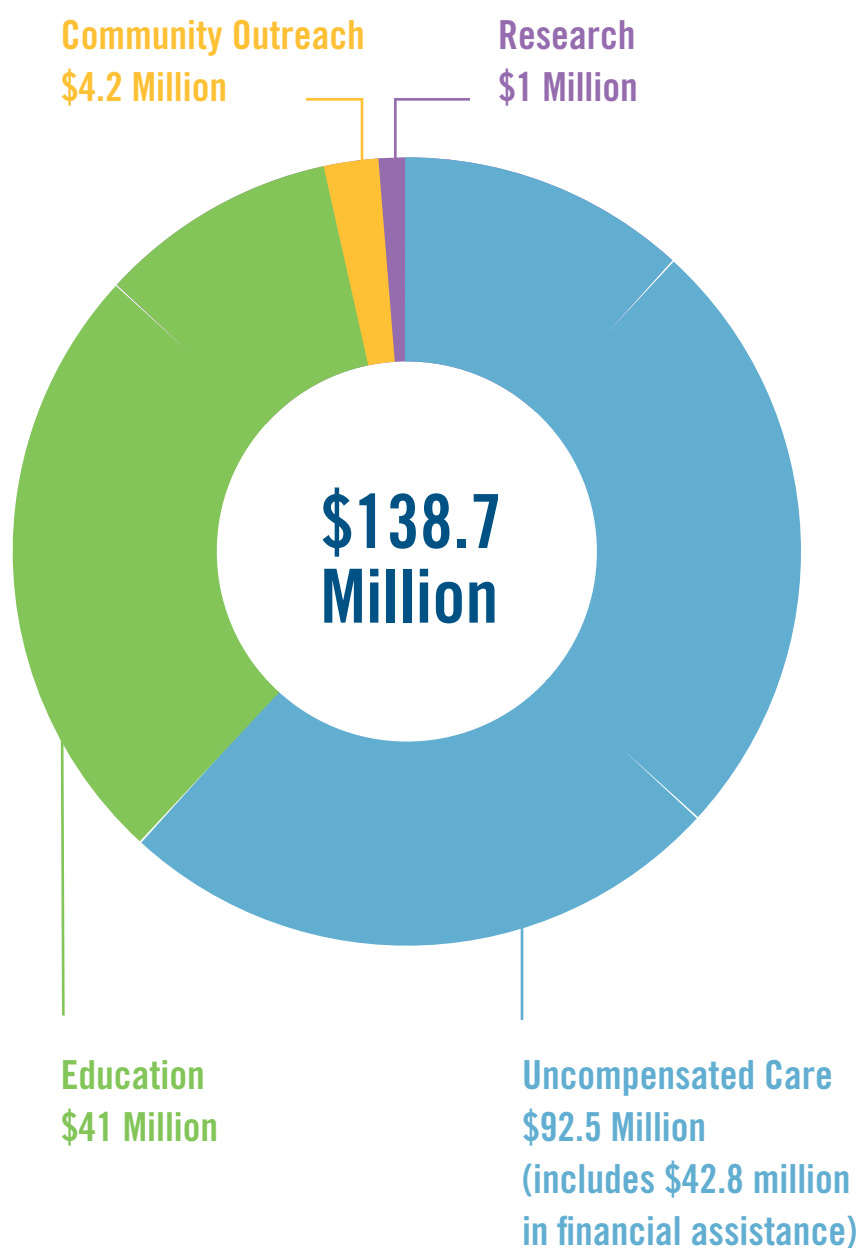
Fighting Racism

As a renewed call for racial justice spread across the U.S. in 2020, Carilion took a stand too. To drive awareness and heighten visibility of the cause, Carilion, along with the Virginia Tech Carilion School of Medicine, helped fund an "End Racism Now" street mural in downtown Roanoke—capturing the attention of the local community. In addition, more than 45 staff members from Carilion Roanoke Memorial Hospital participated in a silent vigil in solidarity with White Coats for Black Lives, a national campaign created by health care workers to fight racism.



Community Benefit

Carilion Clinic is a not-for-profit organization. Our only shareholders are our neighbors, and the only dividends we seek are a healthier community and a stronger region. Each year we contribute millions, measured in dollars and cents. In the most recent year for which figures are available, we provided \$138.7 million* in community benefit, including \$42.8 million in financial assistance. Put another way, for every dollar of tax exemption, we gave back \$2.47.



Other Ways We Improved Health:

785

educational programs, health screenings and immunizations hosted, serving 90,305 people

1,207

community members screened for elevated blood pressure, blood sugar, cholesterol and other chronic disease risks

66

virtual educational programs held, serving 437 people

56%

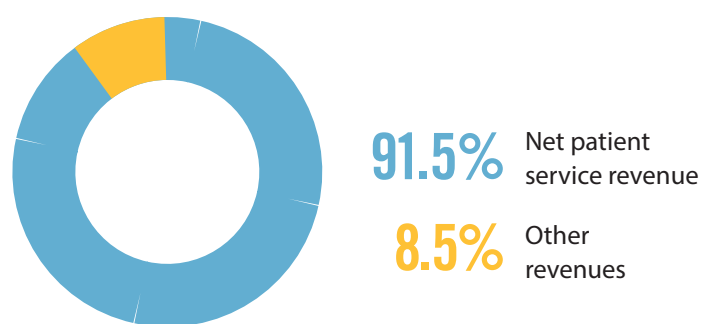
of virtual class participants inspired to adopt healthier behaviors

*Fiscal year 2019, as per Virginia Hospital and Healthcare Association guidelines.

Financials

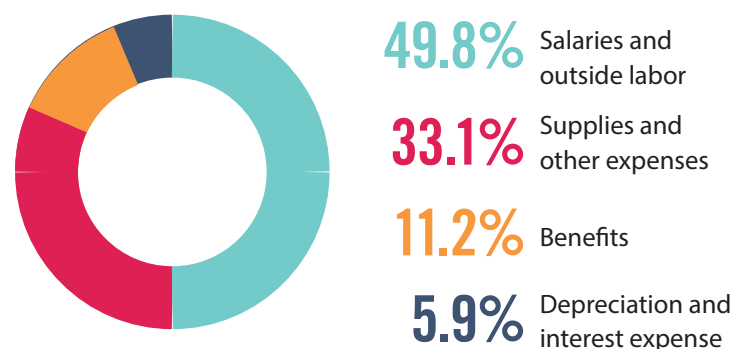
As a not-for-profit entity, our main source of capital is our operating income, 100 percent of which we continuously reinvest directly back into our communities in facility upgrades, new equipment and technology, and to attract and retain the best talent. In 2020, lost revenue and unanticipated expenses related to the COVID-19 pandemic had a significant financial impact. With limited support through the CARES Act and other federal, state and local sources, we ended the year with a 1 percent operating margin, down 80 percent from the previous year and short of the targeted 3 to 5 percent required to sustain capital reinvestment to meet the needs of our communities.

Operating Revenues and Expenses (\$ in thousands)



Revenues

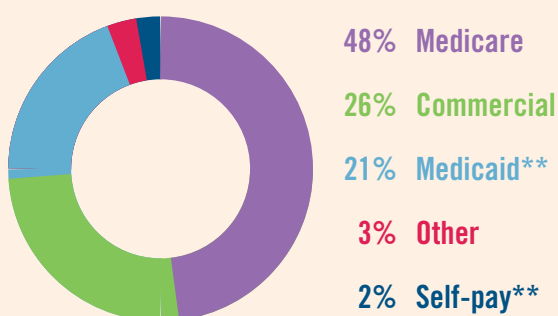
Net patient service revenues*	\$1,762,607
Other revenues (includes COVID-19 assistance from CARES Act and other sources)	162, 687
Total	\$1,925,294



Expenses

Salaries and outside labor	\$948,412
Supplies and other expenses	628,127
Benefits	213,089
Depreciation and interest expense	112,542
Total	\$1,902,170

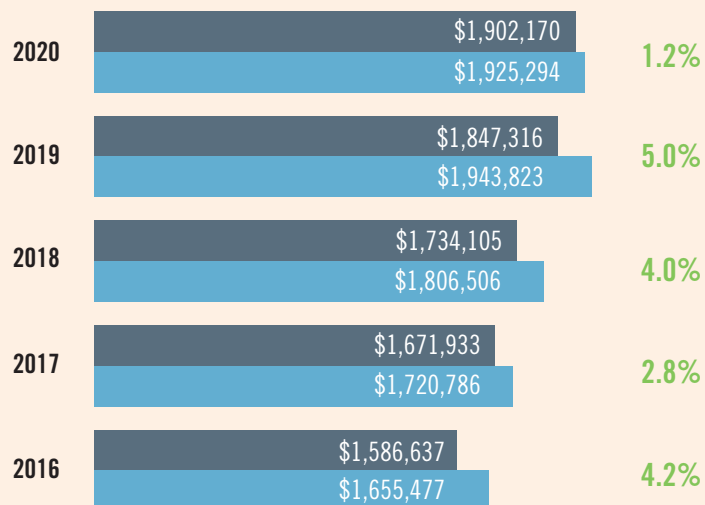
Volume Represented by Revenue



*Excludes financial assistance. See Community Benefit on page 27.

**Unlike state academic medical centers in Virginia, Carilion does not receive additional reimbursement based on legislative designation as Type 1.

Operating Revenue (\$ in thousands)



● Operating Expenses ● Operating Revenues
% Operating Margin

ALL TH

ANKS TO YOU

All Thanks to You

Carilion's pursuit of more effective cures, procedures and answers is made possible by the contributions of many. Thank you to the generous supporters who made annual gifts between January 1 and December 31, 2020.

High school senior Sophie Hoff was a regular volunteer in Carilion Roanoke Memorial Hospital's mother/baby unit, as well as at our pediatric ear, nose and throat clinic. Then came COVID-19—shutting down all non-essential activity, including volunteering. Though she could no longer give her time, Sophie decided to give another way: through fundraising. By selling home-cooked meals to her family and friends, she raised more than \$1,000 for the Carilion Clinic Foundation—a donation that we deeply treasure, just like all of yours.

Without your philanthropy, our work wouldn't be possible. Your generosity powers our progress—enabling us to discover cures and care for our community. To advance research and enhance health care. And to not just ride out the storm of a global pandemic but rise up in the face of adversity—stronger than before. Thank you to our incredible supporters who made annual gifts in 2020.



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PNC Foundation
Robertson Marketing
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The Pie Shoppe
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The VMI Class of 1980

The Leadership Society \$1,000+

The Great 611 Steakhouse
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VFW Post 1264
Virginia Furniture Market
Volvo Group Tax Department
Wells Fargo Bank, N.A.
Young, Haskins, Mann, Gregory,
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Friends Gifts Under \$500

5 Points Music Foundation
5Points Creative
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Services
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Carilion Clinic Center for Healthy Aging	Pulaski High School Class of 1960
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Citizens Telephone Cooperative	Quattro Consulting, Inc.
City of Salem Electric Department	Randolph-Henry High School
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Commonwealth Hospitality Corp	Roanoke Valley Breakfast Lions Charities, Inc.
CRCH Employees Federal Credit Union	Rocky Mount Sheriff's Department
D&S Custom Upholstery	Rockydale Quarries Corporation
Dart Container	Sleepsafe Beds, LLC
Davis H. Elliot Company, Inc.	Staunton River High School
J. W. and A. G. Davis Charitable Remainder Unitrust	Steven Silcott, Inc.
Doughton's, Inc.	Sundown Electric, Inc.
Evergreen Healthcare Partners, Inc.	Total Action Against Poverty
Fairfax County Retired Police Association	TR Toppers
First Bank and Trust	Unity of New River Valley
First Baptist Church of Roanoke	Wade Brothers, Inc.
First Team Auto Mall	
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Fraternal Order of Eagles	
GFWC Floyd County Woman's Club, Inc.	
Grand Home Furnishings	
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Haywood's Westlake, LLC	
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Mama Ann's Gifts and Goodies	
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Alpine Sewing Machine Company	SVS Hospitality, Inc
Appalachian Power	Taste of Asia
Athens Corner Grill	The Roanoke Times
Bethlehem United	The Shenandoah Club
Methodist Church	Thompson Masonry
Blue Haven Financial	Trinity Ecumenical Parish
Botetourt County Public Schools	Twin Creeks Distillery
Dale Brown	Valley iRepair
Celanese Corporation	Walmart Clearbrook Pharmacy
Cross, Lavinder, Quinn & Park	Wasena Park Elementary School
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Drillers Service Inc.	Rebecca Yopp
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Gleaning for the World	
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Habitat for Humanity	
in Roanoke Valley	
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Our Principles

Our mission

Improve the health of the communities we serve.

Our vision

We provide world-class health care through integrated clinical practice, education and patient-centered research. We develop and respect an experienced, talented workforce. We serve for the love of health.

Our values

- Collaboration**— working together with purpose to achieve shared goals
- Courage** — doing what's right for our patients without question
- Commitment** — unwavering in our quest for exceptional quality and service
- Compassion** — putting heart into everything we do
- Curiosity** — fostering creativity and innovation in our pursuit of excellence

Where to Find Us

Carilion Clinic is a tax-exempt health care organization headquartered in Roanoke, Virginia. Through our comprehensive network of hospitals, primary and specialty physician practices, and complementary services, we provide exceptional care for nearly 1 million Virginians and West Virginians.

MEDICAL SPECIALTIES

Adolescent Medicine
Allergy & Immunology
Aortic & Endovascular Surgery
Bariatric Surgery
Breast Surgery
Cardiology
Cardiothoracic Surgery
Colon & Rectal Surgery
Cosmetic Surgery
Dentistry
Dermatology & Mohs Surgery
Diagnostic Radiology
Emergency Medicine
Endocrinology
Family Medicine
Foot & Ankle
Gastroenterology
General Orthopaedics
General Surgery
Geriatric Medicine
Gynecological Oncology
Hand & Upper Extremity
Infectious Disease
Internal Medicine
Interventional Radiology
Joint Replacement & Preservation
Maternal Fetal Medicine
Neurointerventional Radiology
Neurology
Neurosurgery
Obstetrics & Gynecology
Oncology
Orthopaedic Spine Surgery & Scoliosis
Orthopaedic Trauma
Otolaryngology
Pain Management
Palliative Medicine & Supportive Care
Pediatric & Adolescent Gynecology
Pediatric Allergy & Immunology
Pediatric Behavioral Health
Pediatric Cardiology
Pediatric Child Development

Pediatric Dentistry
Pediatric Endocrinology
Pediatric Gastroenterology
Pediatric Hematology & Oncology
Pediatric Neurology
Pediatric Neurosurgery
Pediatric Orthopaedics
Pediatric Otolaryngology
Pediatric Pulmonology
Pediatric Surgery
Pediatrics
Physical Medicine & Rehabilitation
Plastic & Reconstructive Surgery
Psychiatry & Behavioral Medicine
Pulmonary Medicine/ Critical Care
Reproductive Medicine & Fertility
Rheumatology
Sleep Medicine
Sports Medicine
Surgical Oncology
Therapy & Rehabilitation Services
Trauma/Surgical Critical Care
Urogynecology
Urology
Vascular Surgery

HOSPITALS

Tertiary Care Centers

Carilion New River Valley Medical Center
Carilion Roanoke Memorial Hospital

Specialty Care Hospitals

Carilion Children's Hospital
Carilion Clinic Saint Albans Hospital

Community Hospitals

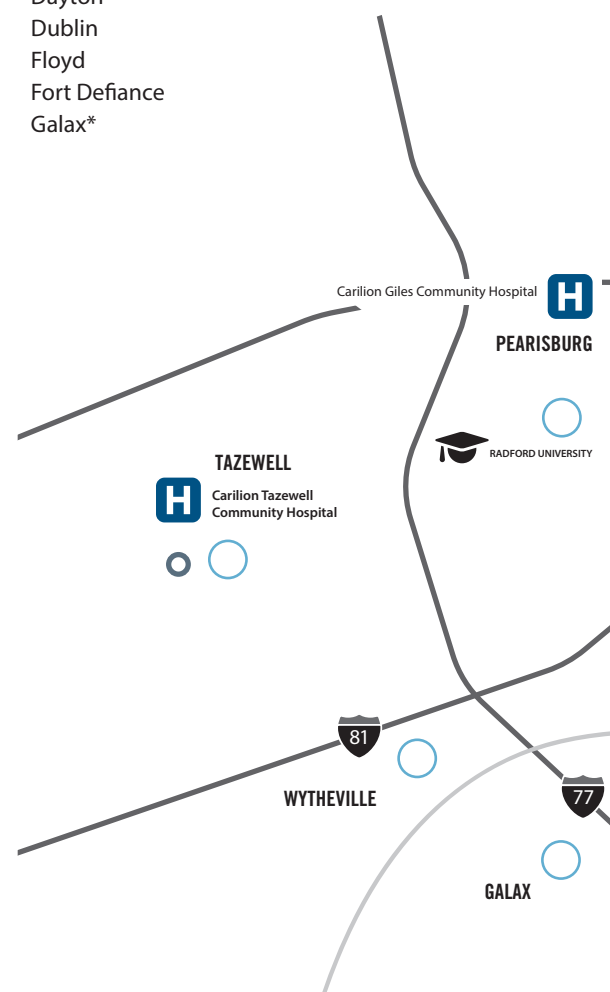
Carilion Franklin Memorial Hospital
Carilion Giles Community Hospital
Carilion Roanoke Community Hospital
Carilion Rockbridge Community Hospital
Carilion Tazewell Community Hospital

MAJOR OUTPATIENT CENTERS

Institute for Orthopaedics & Neurosciences
Riverside Center

FAMILY MEDICINE LOCATIONS

Bedford
Blacksburg (3)
Blue Ridge
Boones Mill
Bridgewater
Buchanan
Buena Vista
Christiansburg (2)
Clifton Forge
Daleville
Dayton
Dublin
Floyd
Fort Defiance
Galax*



Family Medicine Locations (cont.)

Hillsville
Lexington* (2)
Martinsville*
Pearisburg
Radford*
Roanoke* (7)
Rocky Mount (2)
Salem
Shawsville
Staunton
Tazewell
Vinton
Waynesboro
Westlake
Weyers Cave
Wytheville

* Internal medicine site also present.

URGENT CARE SITES

VelocityCare
Blacksburg
Christiansburg
Daleville
Lexington
Raphine
Roanoke
Salem
Westlake

OUTPATIENT THERAPY

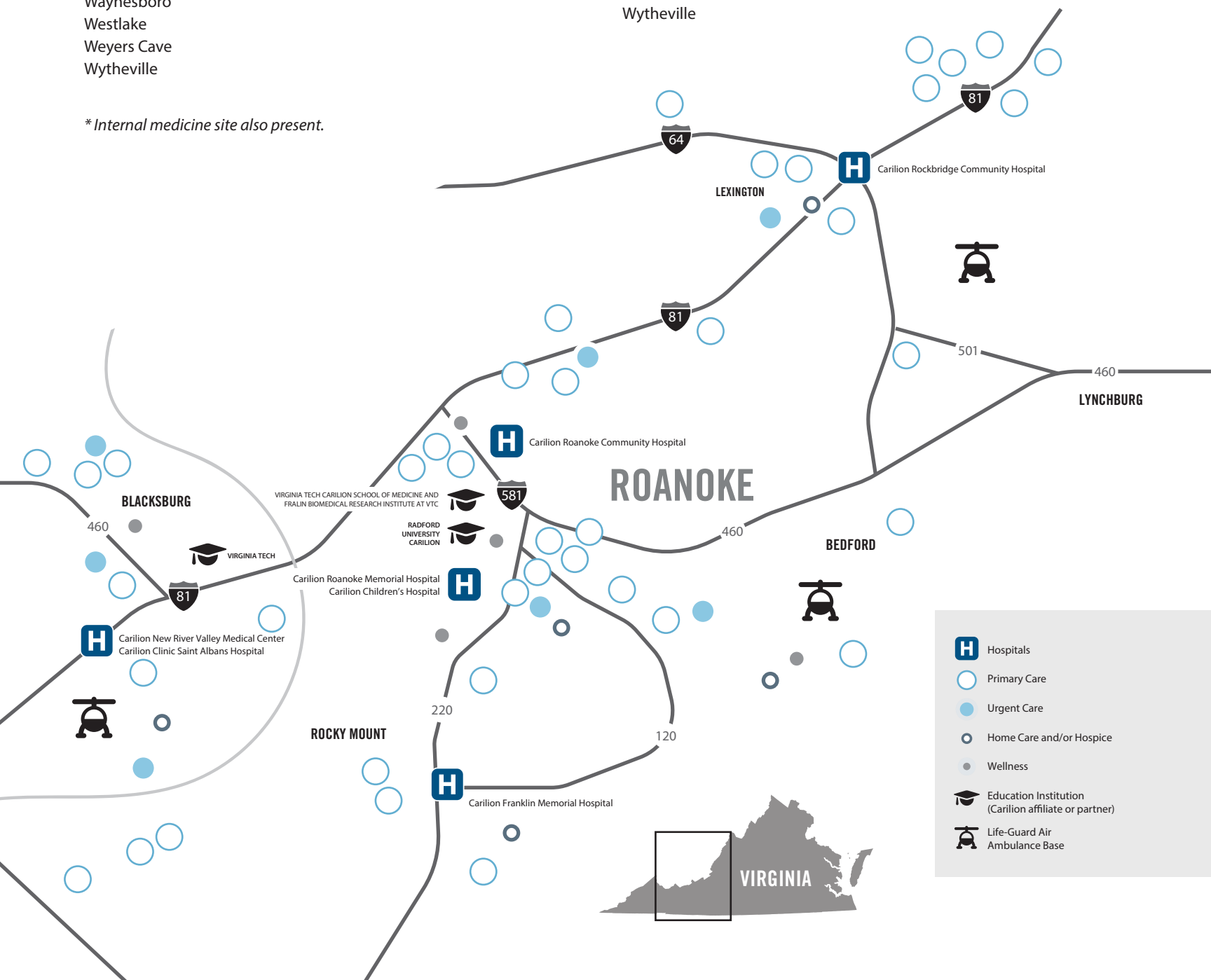
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Christiansburg
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Giles
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Roanoke (3)
Rocky Mount
Salem
Tazewell
Westlake
Wytheville

WELLNESS

Blacksburg
Botetourt
Westlake
Roanoke

RETAIL PHARMACIES

Roanoke (3)



STRONGER THAN BEFORE