



2020

ANNUAL REPORT

Rising Up:
Serving Our Communities in the Pandemic.

N ■ NOVANT[®]
HEALTH

01. Rise Up.
02. Lead.
04. Advance.
06. Grow.
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10. Support.
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Rise Up.

In 2020, our Novant Health team faced the worst healthcare crisis in our lifetime. Then, and now, we continue to rise up.

Our team members led our communities with information, testing, treatment and compassion in the wake of unthinkable challenges. Careful advance planning combined with the skill and flexibility of our team readied us to meet the COVID-19 pandemic head-on. As the year progressed, our organization also responded to social injustices by bringing whole-person care to underserved neighborhoods.

We proved ourselves again as a trusted expert in times of crisis — and the team our patients rely on for a lifetime of care. Our pursuit of next-level excellence only accelerated during the pandemic. We were proud in 2020 to receive national recognition for safest possible care in the communities we serve and for our world-class maternity and baby care. Patients turned to us for breakthrough treatments for stroke and Parkinson's tremors, for leading-edge clinical trials close to home, for advanced care that delivers life-changing results. The stories you'll read in the following pages show an organization at the forefront of innovation and excellence.

The testing ground of 2020 revealed to the region what we have long believed: that we have the best team in healthcare, period. Our front-line providers and behind-the-scenes team members performed heroically under intense stress to give help, healing and hope. Each person at Novant Health rises to the call every time.

How do you measure the impact of such extraordinary work? We measure it one name at a time — like the name Tionna Hairston.

Tionna, who lives in Eden, North Carolina, contracted COVID-19 in May 2020 and, amid worsening symptoms, suffered a stroke. Our team at Novant Health Forsyth Medical Center cared for the 26-year-old and supported her family as Tionna suffered kidney and liver failure and cardiac arrest. Against incredible odds, our team helped save Tionna's life. By the time Tionna left for Novant Health Rehabilitation Hospital nearly 100 days later, her Forsyth Medical Center caregivers regarded her as family. Everyone involved in her care, including pulmonary, respiratory therapy, physical therapy, case management, environmental services and physicians, lined the hallways for her special sendoff.

Changing destinies, saving lives: The Novant Health team is truly continuing to rise up like never before.

Carl S. Armato
President and CEO, Novant Health

Robert M. Barr, MD
Board chair, Novant Health

Lead:

Responding to COVID-19.

The COVID-19 pandemic quickly became the greatest healthcare crisis of our generation. As the virus spread rapidly throughout our communities, sowing sickness, confusion and fear, Novant Health stepped out in front to lead.

Our state and city leaders had questions — we provided answers. Our communities needed care — we rapidly set up testing sites, mask distribution, a 24/7 helpline and expanded virtual care. Our patients required new treatments and almost overnight we established new protocol, created COVID-ready rooms and prepared our team. Months of preparation before our area's the first COVID-19 case positioned Novant Health as the healthcare leader our region needed.

We built trust. We provided reassurance, guidance and hope.

“Our doctors, nurses and advanced practice providers on the front lines were true heroes in this fight, making daily sacrifices and demonstrating true courage,” said David Priest, MD, senior vice president and chief safety, quality and epidemiology officer. “We quickly cross-trained ambulatory providers as a reserve force for acute facilities and our digital team built an app to help us do that. Behind the scenes, our plant engineering teams transformed ordinary hospital rooms to negative pressure COVID-19 patient rooms. We worked with public officials and other health systems to make plans for a field hospital if needed, and we swiftly reorganized Novant Health’s own hospitals so that specific facilities would be ready to serve the most serious cases.” >>



"Novant Health emerged as a trusted leader for our team, our patients and all of the communities we serve."

-David Priest, MD

>> Novant Health became one of the first health systems to launch a 24-hour helpline, online coronavirus self-evaluation tool and stand-alone screening centers — all of which helped calm our communities. Our organization established a weekly systemwide video call, led by President and CEO Carl S. Armato and other executive leaders and subject matter experts, to share with every team member updated information on COVID-19 protocol, procedures and infection rates — and to personally thank the team for its amazing work. Team members got the chance to ask questions of executives during the call, and that transparency and open communication was deeply welcomed by the team.

Our early embrace of leading-edge technology served our team and patients well during the crisis. We distributed COVID-19 supplies with drones. We used technology to give patients safe virtual options for care, such as e-visits, video visits and appointments with our self-check device, TytoHome. Patients responded to that effort in dramatic numbers. In all of 2019, Novant Health had fewer than 1,000 video visits. In 2020 that number leaped to more than 446,000.

"With the pandemic, our organization was tested as never before," Priest said. "Novant Health emerged as a trusted leader for our team, our patients and all of the communities we serve." •

OUR PANDEMIC RESPONSE



Set up 13 outside testing centers, including some in neighborhoods with the most vulnerable residents



Administered 473,944 tests



Created an online coronavirus risk assessment tool that was used by 150,000+ people



Conducted 700,000+ virtual visits



Promoted masking, social distancing and handwashing across the region.



Was first to launch a 24/7 COVID-19 helpline, responding to 77,000+ calls



Provided multilingual resources, including a Spanish helpline and assessment tool



Distributed 425,000+ free masks



Participated in eight COVID-19 clinical trials



Established a \$13M disaster relief fund for team members



Partnered with 386 community members, businesses, organizations and churches to provide meals for team members and transportation for patients



Invested \$1M+ in subsidized dependent-care resources for team members

Advance:

Innovating With Next-Level Care and Precision Medicine.

Luther “Larry” Hicks’ hands shook so badly that small routines like holding a glass or brushing his teeth became frustrating.

“Eating out or even drinking water was just impossible,” said Hicks, 79, who lives in the mountain town of Old Fort, North Carolina. “I went through this for about 30 years.”

A breakthrough in brain surgery at Novant Health has changed Hicks’ life for the better. Novant Health is the only hospital system in the Carolinas and one of just a handful in the country to treat essential and Parkinson’s tremors without making an incision.

The treatment was part of our commitment to providing patients with innovative medical care and advanced technology — a commitment that grew even stronger during the pandemic.

Hicks arrived at Novant Health Mint Hill Medical Center in the morning and was home the same afternoon. His right hand was no longer shaking.

The new surgery — called MR-guided focused ultrasound — uses sound wave energy to eliminate brain tissue at the source of the tremor. No surgical incision or anesthesia is necessary. Novant Health partners with INSIGHTEC, a medical technology company, to provide the life-changing procedure.

“Our team is very excited to bring this technology to the region and to open up access to potentially life-changing treatment that until now has required long wait times and significant travel for patients in the Carolinas,” said Charles Munyon, MD, Novant Health head of functional and restorative neurosurgery.

In 2020, we added new innovations in precision medicine, treatments tailored for individual patients. We treated our first patients with CAR-T cell therapy, a cancer treatment that uses a patient’s own T-cells to combat the disease. We employed precision medicine to treat blood cancers, as well. Doctors look for mutations they can address with highly targeted oncology treatments.

Through the Novant Health Institute of Innovation & Artificial Intelligence, we personalized medical treatment for congestive heart failure patients at both Novant Health Forsyth Medical Center and Novant Health Presbyterian Medical Center. Heart failure is a leading cause of hospitalization for older adults. By using artificial intelligence from a vendor partner, we’re identifying the best interventions for individual patients so they can recover successfully.

“Novant Health’s relentless focus on delivering next-level treatments gained new momentum in 2020,” said Eric Eskioglu, MD, executive vice president and chief medical officer. “Just as patients looked to us in the COVID-19 crisis, they also rely on our innovation, advanced medicine and research-driven care.” •

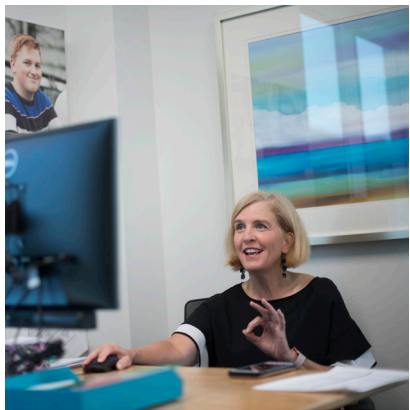


INNOVATION HIGHLIGHT: COVID-19 CLINICAL TRIALS

In early April, the FDA granted a fast-track designation to CytoDyn Inc. to study use of its drug leronlimab in COVID-19 cases. Novant Health was the second site in the country to activate a trial — and was able to launch the initial double-blind study in just four days.

We were able to respond so quickly because we have a dedicated clinical research team that works very closely with our providers. We also partnered with Ansun Biopharma to test DAS181 as a treatment for severe COVID-19 infection, one of just a dozen healthcare systems in the trial. Additional COVID-19 trials quickly followed, testing remdesivir, tocilizumab, convalescent plasma and more.

Novant Health also in 2020 became the first health system in the Triad to open a dedicated phase 1 clinical trial unit, the Donahue Developmental Therapeutics Unit, for cancer patients. For years, these trials required patients to travel far from home to seek treatment. Now our patients have access to these trials close to home.



Grow:

Expanding Our Presence with Purpose.

Cancer care didn't quit during COVID-19. Heart disease treatment didn't miss a beat. Even as we battled the virus, we brought beyond-remarkable care to our communities by expanding facilities, building new centers and partnering to widen our presence.

Treating patients with the most advanced care requires an interdisciplinary approach. That belief fueled the creation of the Novant Health Claudia W. and John M. Belk Heart & Vascular Institute and the Novant Health Agnes B. and Edward I. Weisiger Cancer Institute — located in a new \$200 million facility on the campus of Novant Health Presbyterian Medical Center in Charlotte.

“The facility brings cancer and cardiology experts together in one, state-of-the-art facility,” said Saad Ehtisham, president of Novant Health Presbyterian Medical Center and the greater Charlotte market. “Patients can receive care at the very forefront of medicine, without having to travel far from home.”

We also brought next-level cancer care to Rowan County, North Carolina, with the opening of the Novant Health Wallace Cancer Institute on the campus of Novant Health Rowan Medical Center. In addition to latest treatments for cancer and blood disorders, the Wallace Cancer Institute offers support services to assist patients with the cancer's physical and emotional challenges.

We grew specialty care in the Triad area of North Carolina with the addition of Novant Health Colon & Rectal Clinic, Novant Health Spine Specialists and Novant Health Neurology & Sleep. The additions bring advanced care for complex conditions close to home for Greensboro-area patients.

Care that comes to you — that's the theme of our new partnership with Walgreens. Novant Health will open retail clinics inside pharmacies in Winston-Salem and Leland, North Carolina. In Leland, patients will have access to a dedicated lab.

Patients also are looking for one-stop-shop locations for care, such as our newly opened Novant Health Women's Center at SouthPark in Charlotte. “This is the only place in Charlotte with complete women's care in one location, with experts in everything from brain, heart and ob-gyn care to pelvic and sexual health,” said Pam Oliver, MD, executive vice president and president of the Novant Health Physician Network.

North Carolina-based New Hanover Regional Medical Center selected Novant Health as their partner to enhance care and medical education and joined the organization in early 2021. The approved partnership will also increase the services and training offered by UNC Health and UNC School of Medicine at New Hanover Regional Medical Center.

The partnership will add jobs and new facilities, and it will increase financial assistance for families in need, add resources for the behavioral health and substance misuse crisis, and bring new equipment and advanced treatments to the region.

“We value the impressive legacy New Hanover Regional Medical Center has established,” said Carl S. Armato, Novant Health president and CEO. “This partnership will offer the region a world-class hospital network that will allow patients to receive higher quality care closer to home, expand the availability of care to underserved communities, help keep costs down and deliver leading-edge care for decades to come.” •

Thrive:

Investing in Our Remarkable Team.

The people of Novant Health are the power of Novant Health. In 2020, we delivered relentlessly remarkable care through talent and tenacity of our team.

On the front lines, our clinicians labored around the clock to test, triage and treat patients with coronavirus. At outdoor testing sites, they worked in full protective gear during the worst of summer's heat, sometimes saving lives as severely ill people collapsed in front of them. Behind the scenes, team members sanitized facilities to new, even more exacting standards, ramped-up virtual care, launched pandemic-focused internal newsletters, and so much more.

It was an extraordinary response in an unprecedented time.

Despite pausing elective services during the beginning of the pandemic, we were able to redeploy team members to areas of critical need and get through the crisis without furloughs.

To help team members impacted financially by the pandemic, we created our Hope for Remarkable Team Aubergine Fund (formerly the Novant Health COVID-19 Disaster Relief Fund). That fund, which reached \$13 million, was built through donations from leadership, team members, Novant Health Foundation and the public. We received more than 20,000 applications and approved \$8 million in funding across all markets.

We also provided financial help for child care and created the Novant Health Cares for You program to help those who contracted COVID-19 by providing them a free meal, comfort basket and check-in calls.

The Novant Health Cares for You team reached out when Christine Cardone and her family contracted COVID-19. "To have Novant Health step in and help was unexpected," said Cardone, a nurse practitioner with Novant Health UVA Health System Virginia Internal Medicine & Primary Care. "It was really uplifting and such a bright spot in a difficult time."

Through an initiative called "Thriving Together," we offered webinars on working remotely, information on spiritual well-being, financial tips and other self-care help.

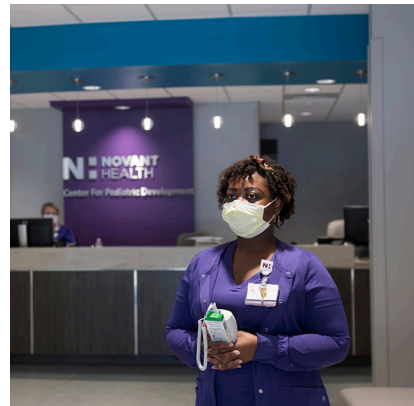
Our 2020 investment in our team underscored our people credo: "Our business is the care of all people, starting with our team members." •

TEAM HIGHLIGHT: INTENSIVISTS

As COVID-19 broke in waves across our region, our intensivists did what they do best: Help critically ill patients in moments of extreme crisis.

“We knew we had to respond fast to what our patients needed. Intensivists — and all of our team — pulled together to find new ways to care for severely ill patients,” said Larry Weems II, MD, senior vice president and chief clinical officer, Novant Health.

For instance, he said, some patients developed acute respiratory distress syndrome. They were so sick that the intensivists decided to try ECMO — extracorporeal membrane oxygenation, a complex treatment for severe COVID-19 cases. “Our intensivists said, ‘We’ve got to do this or this person is not going to live,’” Weems said. “The patients survived and were ultimately discharged. That took a lot of dedication and doing things that are at the top of license — the top of clinical experience. Our intensivists do that level of work in all our facilities.”





Support:

Bringing Health Equity to Our Neighbors.

We opened respiratory assessment centers in neighborhoods to screen for signs of COVID-19. And neighbors hung signs, thanking us. We gave care in our hospitals. And families gave us cards, meals and their deepest appreciation. Our team members tied on masks and gowns day and night. And our neighbors tied purple ribbons around their trees to honor our work.

Novant Health has always been deeply engaged with the communities we serve. But 2020 wove us together in ways like never before.

“The outpouring of support our team received this year from our partners was deeply humbling,” said Jerome Williams Jr., MD, Novant Health senior vice president of consumer engagement. “And we’re grateful for the opportunity to give back to our communities as we pursue health and well-being for the entire region.”

Our financial assistance program ensured that people most in need could receive vital healthcare, even if they didn’t have the means to pay. In 2020, we provided \$ 179.1 million in free care. Novant Health’s community impact includes hundreds of programs that address the most pressing health needs of the communities we serve; unreimbursed health services to those with Medicaid and Medicare coverage; generous financial assistance for people in need; and participation in medical research and academic health programs. In 2020, we especially focused on care for those impacted by the pandemic.

Novant Health worked with more than 100 community partners to distribute more than 425,000 masks — a massive effort that helped those in need fight the coronavirus.

We collaborated with community partners, including Loaves & Fishes, to create mobile food pharmacies and then traveled to neighborhoods without ready access to healthy food. Our mobile food pharmacies provided fresh food to nearly 10,000 people in 2020. The food pharmacies are part of Novant Health’s commitment to removing economic and social obstacles and building a culture of health and wellness in our communities — moving us closer to achieving health equity.

Team members gave countless hours to support our communities. In the Charlotte area, they packed school supply kits for distribution to children facing remote schooling without adequate tools. In the Winston-Salem area, they assembled 3,000 hygiene kits for homeless people. In a year of social isolation, our team members gave their time to build connections with the community, such as in the “trunk or treat” organized at Novant Health Mint Hill Medical Center for area children.

To better serve our Latino communities, in 2020 we launched a Spanish-language online resource, Noticias de salud para Latinos. The resource is filled with a wealth of stories, doctor interviews and team member profiles, all geared toward Latino health issues. Topics range from healthy holiday eating to separating truth from fiction when it comes to COVID-19. The stories address universal healthcare needs, as well as concerns specific to the Latino community and fill a need in our region.

“Novant Health has deep roots in all of the communities we serve,” Williams said. “We work here, we live here. Our whole purpose is to support our communities with the health and well-being they deserve.” •

Flourish:

Caring for Our Diverse Communities.

During 2020, we continued our work to extend healthcare equity and well-being to all in our communities, striving to eliminate inequities that persist. Our work included such projects as translating COVID-19 materials into Spanish, distributing clear masks so hearing-impaired patients could read lips and giving masking guidance to parents of children with autism.

We opened respiratory assessment centers and screening sites at community clinics that enabled us to bring critical COVID-19 help and healthcare equity to underserved areas. This included Charlotte's west side, where we opened a screening center at the Novant Health Michael Jordan Family Medical Clinic, and the Waughtown area of Winston-Salem, where we operated a mobile health clinic in partnership with Winston-Salem State University. We also partnered with North Carolina-based M&F Bank,

the second-oldest minority-owned bank in the U.S., to expand the Diverse Supplier Community Reinvestment Program to offer low-interest loans to Novant Health-certified and diverse-owned suppliers who faced pandemic-related challenges. In all our work and partnerships, we strive to bring equity to our diverse communities.

As our nation and communities were challenged by social injustices, our organization communicated clearly in public statements its support of justice for Black lives. Internally, we promoted dialogue that we call "courageous conversations" — talks between team members about perceptions and challenges faced by each. During a time of pandemic, protests about social injustice and uncertainty, we remained steadfast in our mission — to improve the health of the communities that we serve, one person at a time. •

"We are committed to creating an inclusive and equitable environment for all patients and team members."

-Tanya S. Blackmon

EQUITY HIGHLIGHT: BEST EMPLOYER FOR DISABILITY INCLUSION

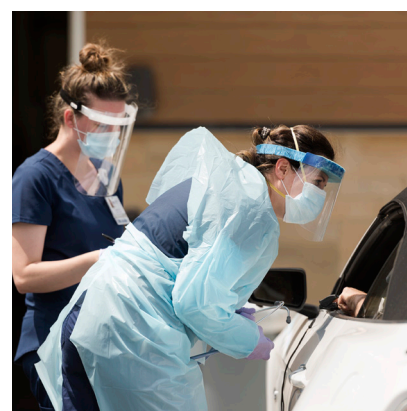
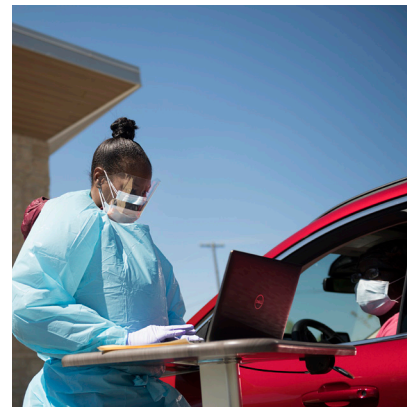
Disability:IN and the American Association of People with Disabilities in 2020 named Novant Health as one of the “Best Places to Work for Disability Inclusion” in the U.S. Novant Health scored an 80% on the 2020 survey. Top-scoring businesses — those who score 80% or higher — are recognized as “Best Places to Work for Disability Inclusion.”

Our work to widen our access to those with disabilities took on new momentum in 2020. After identifying that masks create communication challenges for patients who are deaf or hard-of-hearing, we ordered 5,000 clear masks for team members to wear when delivering care.

Through a partnership with Project SEARCH, Novant Health Brunswick Medical Center offers an internship experience for students ages 18 to 21 with developmental disabilities. Novant Health UVA Health System Prince William Center has also supported training and hiring interns through the program.

We teamed up with Thompson Hospitality/Morrison Healthcare to partner with INREACH, a disability inclusion organization, to hire and train several new team members with disabilities to work in our cafeterias throughout the greater Charlotte market. In addition, we offer peer support and education for patients facing amputations through a partnership with the Amputee Coalition.

The recognition of Novant Health as an inclusive environment for those with disabilities “demonstrates how we’re living out our core values of diversity and inclusion at Novant Health,” said Tanya S. Blackmon, executive vice president and chief diversity, inclusion and equity officer. “We are committed to creating an inclusive and equitable environment for all patients and team members.”



Overcome:

Weathering the Pandemic's Financial Impact.

The preparation and financial planning Novant Health undertook in previous years paid off in 2020, making it possible for us to fulfill our mission in a time of health crisis.

"In an unprecedented year, Novant Health stayed financially healthy, which ensured we could take care of our community and our team members," said Fred Hargett, executive vice president and chief financial officer.

For 2020, Novant Health reported a net income of \$382.2 million on operating revenues of \$5.68 billion.

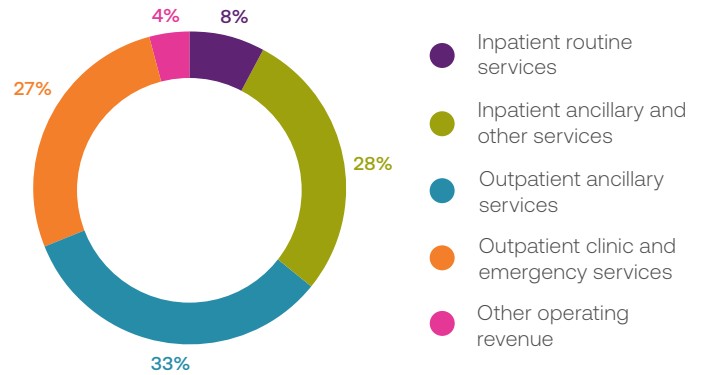
"COVID-19 shut down most of our country, but Novant Health hospitals remained open to care for the sick, and our providers created new venues of care through virtual visits," Hargett said. "The operational investments made to create that continuity of care were significant but necessary to keep our promise to our patients to make healthcare remarkable."

2020 operations in response to community health needs were dramatically altered by the COVID-19 pandemic. We quickly set up testing centers, shifted to virtual care and launched a \$13 million employee relief fund to assist team members struggling to pay for essential needs like housing, food, transportation and utilities because of the pandemic.

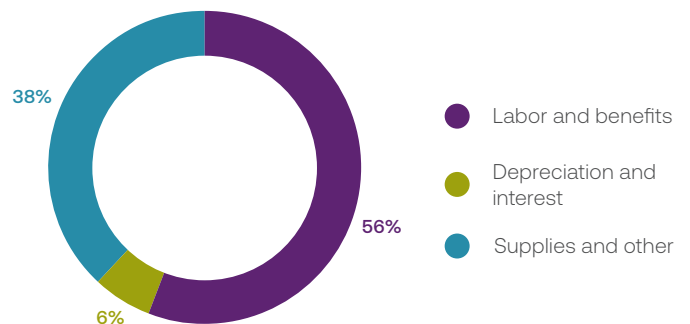
Consumer confidence in seeking treatment during the COVID-19 pandemic rose in the second half of the year, somewhat offsetting the losses experienced as operations halted in March, April and a portion of May. Excluding stimulus payments, Novant Health had an operating loss of \$68.3 million for full-year 2020. After CARES Act and other pandemic relief stimulus are applied, the organization had operating income of \$188.5 million.

Novant Health also continued to make a significant community impact in 2020. We reported more than \$1.02 billion in total community benefit (including financial assistance and unpaid cost of Medicare and Medicaid), up from \$993.2 million in 2019.

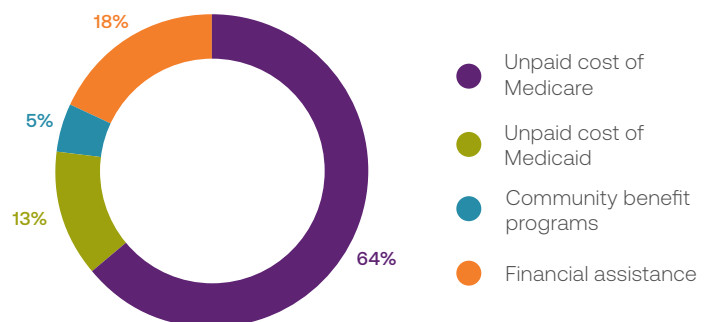
SOURCES OF REVENUE



DISTRIBUTION OF EXPENSES



COMMUNITY BENEFITS



SUMMARY BALANCE SHEET

(in 000s) as of Dec. 31, 2020

Cash and investments	\$4,027,235
Other current assets	997,773
Property, plant and equipment, net	2,400,069
Other assets	1,226,601
Total assets	\$8,651,678
Current liabilities	\$1,341,201
Long-term debt	1,275,987
Other liabilities	1,064,591
Total liabilities	\$3,681,779
Net assets	
Unrestricted	\$4,885,063
Restricted	84,836
Total net assets	\$4,969,899
Total liabilities and net assets	\$8,651,678

SUMMARY STATEMENT OF REVENUE AND EXPENSES

(in 000s) for the year ended Dec. 31, 2020

Operating revenue	\$5,682,775
Operating expenses	
Labor and benefits	\$3,083,108
Supplies and other expenses	2,073,090
Depreciation and interest	338,073
Total operating expenses	\$5,494,271
Operating income	\$188,504
Nonoperating income	193,651
Excess of revenues over expenses	\$382,155

SERVICE VOLUME GROWTH

	2020	2019	2018
Licensed beds	2,671	2,671	2,683
Maintained beds	1,954	2,060	1,974
Inpatient discharges	128,946	134,844	130,474
Adjusted patient days	1,297,526	1,344,716	1,288,445
ER visits	480,058	579,279	544,825
Surgeries	128,366	143,533	139,905
Physician office visits	5,312,677	5,538,001	5,062,818
Newborn deliveries	19,256	20,173	20,385
Employees	30,552	30,550	30,238

Envision:

Looking Ahead to 2021.

Our first priority in 2021 is to stop the spread and start the healing — leading our communities in COVID-19 vaccination and treatment. We're doing that by building on the trust we earned through our work in 2020.

We also have our vision set on a post-COVID landscape, in which we will offer patients world-class care that's easy to access and offers improved outcomes. As we look ahead to the new year, we envision several key goals.

WE WILL MOVE FASTER THAN EVER. To meet the needs of COVID-positive patients, our teams rapidly developed new safety protocols, transformed patient rooms, redeployed into new roles, built new communications channels, stood up an entire infrastructure for testing and much more. In the new year, we'll use our newly honed agility to widen access so that wherever our patients are, we're there, too.

WE WILL GROW. We're eagerly anticipating new ways to serve our coastal communities through the partnership with New Hanover Regional Medical Center. In addition, a new partnership with UNC Health and UNC School of Medicine means we'll expand medical education, research and clinical services to Novant Health facilities and other locations across North Carolina, including underserved rural counties. We anticipate growing tertiary services, such as in neurology, orthopedics and oncology.

WE WILL TRANSFORM OUR APPROACH TO CARE. We are actively seeking partnerships with innovators to improve healthcare. We've seen the powerful way that technology and artificial intelligence can help us deliver lifesaving care to more people in more places. Now we're setting a course for an even deeper transformation and looking for best-in-class partners and vendors to help us accomplish that.

WE WILL DEEPEN OUR COMMITMENT TO OUR PHYSICIAN PARTNERS. Our talented physician partners and advanced practice providers are the foundation of the care we provide. What people think of Novant Health is formed largely by what they think of their doctors — and we know from the feedback, our patients truly appreciate our physician partners.

Novant Health in 2021 will continue to be the healthcare system that treats patients as people, delivering the compassionate, expert and personalized care they expect — and deserve.



LEADERSHIP

NOVANT HEALTH EXECUTIVE TEAM

Carl S. Armato

President and CEO

Tanya S. Blackmon

Executive vice president and chief diversity, inclusion and equity officer

Jesse J. Cureton

Executive vice president and chief consumer officer

Frank E. Emory Jr.

Executive vice president and chief administrative officer

Eric Eskioglu, MD

Executive vice president and chief medical and scientific officer

John H. Gizdic

Executive vice president and chief business development officer

Fred M. Hargett

Executive vice president and chief financial officer

Jeffery T. Lindsay

Executive vice president and chief operating officer

Denise B. Mihal

Executive vice president and chief nursing and clinical operations officer

Pamela A. Oliver, MD

Executive vice president and president of Novant Health Physician Network

Angela J. Yochem

Executive vice president and chief transformation and digital officer

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Novant Health, 2085 Frontis Plaza Blvd., Winston-Salem, NC 27103

NovantHealth.org    