CHS Overview
### Who We Are Today

#### Size and Scope

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>65,000+</td>
<td>employees*</td>
</tr>
<tr>
<td>16,000+</td>
<td>Nurses*</td>
</tr>
<tr>
<td>350+</td>
<td>primary care practices*</td>
</tr>
<tr>
<td>$9.77 billion</td>
<td>net operating revenue*</td>
</tr>
<tr>
<td>28+</td>
<td>urgent care locations*</td>
</tr>
<tr>
<td>25+</td>
<td>cancer care locations*</td>
</tr>
<tr>
<td>47</td>
<td>hospitals across three states*</td>
</tr>
<tr>
<td>7,400+</td>
<td>licensed beds*</td>
</tr>
<tr>
<td>35</td>
<td>emergency departments, including freestanding*</td>
</tr>
<tr>
<td>$5.1 million</td>
<td>In uncompensated care and community benefit every day</td>
</tr>
<tr>
<td>$1.87 billion</td>
<td>in community benefit and uncompensated care in 2016</td>
</tr>
</tbody>
</table>

* denotes enterprise-wide data or PE plus some regional data

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Carolinas HealthCare System
### Who We Are Today

<table>
<thead>
<tr>
<th>Healthcare Consumers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2,800+</strong> virtual care and e-visits</td>
</tr>
<tr>
<td><strong>87</strong> new primary care patients per day</td>
</tr>
<tr>
<td><strong>More than 438,000</strong> total discharges*</td>
</tr>
<tr>
<td><strong>15.9 million</strong> written prescriptions</td>
</tr>
<tr>
<td><strong>140,000</strong> complex chronic patients*</td>
</tr>
<tr>
<td><strong>12.65 million</strong> patient encounters</td>
</tr>
<tr>
<td><strong>200,000+</strong> patients using online patient portal</td>
</tr>
<tr>
<td><strong>18 million</strong> transactions per day in EMR</td>
</tr>
<tr>
<td><strong>2.3 million</strong> unique patients*</td>
</tr>
</tbody>
</table>

*Includes Blue Ridge, New Hanover, Scotland, St. Luke’s and Wilkes
## Who We Are Today

### World-Class Care

<table>
<thead>
<tr>
<th>Open heart surgery program ranked in the <strong>top 15% nationally</strong> by the Society of Thoracic Surgeons</th>
<th>Charlotte region’s only <strong>Level 1</strong> trauma center</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 of only 5 <strong>academic</strong> medical centers in NC</td>
<td>Outperformed all 5 national Centers for Medicare &amp; Medicaid Services benchmarks for readmissions</td>
</tr>
<tr>
<td>Levine Cancer Institute <strong>12,500</strong> new patient visits</td>
<td>3,000+ System-employed physicians and ACPs*</td>
</tr>
<tr>
<td>5 pediatric specialties ranked by <strong>U.S. News &amp; World Report</strong></td>
<td>90,000 diabetic patients managed</td>
</tr>
<tr>
<td>88,000 annual inpatient and outpatient neurology visits</td>
<td>1 Neurosciences Institute serving a 22-facility Telestroke Network</td>
</tr>
</tbody>
</table>
Who We Are Today

Community Benefit

- **$3.7 million**
donated by employees to local non-profits through CHS Gives campaign
- **4,788 students**
committed to the “Healthy Together” program focused on childhood obesity
- **788**
people participated in National Diabetes Prevention Program
- **20.2%**
total value of uncompensated care and other benefits as a percentage of operating expenses
- **3,960**
community members certified in Mental Health First Aid
- **16,000**
teammates volunteered 40,000 hours in the community
- **$1.87 billion**
in community benefit and uncompensated care in 2016
Who We Are Today

500+ Patient Infections Avoided

1,500+ Cancer patients actively enrolled in clinical trials

12,000+ Potential harm events averted as part of Carolinas Hospital Engagement Network (HEN)

52,000+ Fewer antibiotic days of therapy

2,000+ Readmissions have been avoided

90,000 Diabetic patients managed

5 million+ Virtual encounters

20,000+ Telemedicine encounters

10,000+ Emergency virtual behavioral health consults
### Every Dollar We Received in 2016

<table>
<thead>
<tr>
<th>1.00 Dollar</th>
<th>55 CENTS</th>
<th>30 CENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Covers salary, wages, benefits and retirement</td>
<td>Covers materials, supplies and equipment - band-aids medical equipment, aspirin, cancer-fighting therapies</td>
</tr>
<tr>
<td></td>
<td>• Per AHA, national average for inpatient hospital service was 59.1%</td>
<td></td>
</tr>
<tr>
<td>5 CENTS</td>
<td>Covers depreciation and amortization</td>
<td>2 CENTS</td>
</tr>
<tr>
<td></td>
<td>Remaining for reinvestment</td>
<td>Covers interest on debts</td>
</tr>
<tr>
<td>8 CENTS</td>
<td>Remaining for reinvestment</td>
<td></td>
</tr>
</tbody>
</table>

In a good year, the **8 CENTS** left over is reinvested in our system. We’ve turned these pennies on the dollar into Levine Children’s Hospital and Levine Cancer Institute, invested in behavioral health programs, and more.

Represents enterprise-wide data

Carolinas HealthCare System
Who We Are: Narrative

Carolinas HealthCare System is one of the most comprehensive public, not-for-profit healthcare systems in the nation, and a recognized leader in healthcare delivery, quality and innovation. Our diverse network of care locations in North and South Carolina and Georgia includes hospitals, freestanding emergency departments, physician practices, behavioral health centers, academic medical centers, surgical and rehabilitation centers, home health providers, hospice and palliative care services and nursing homes. Carolinas HealthCare System works to improve health, elevate hope and advance healing for all through high quality patient care, education and research programs, and numerous collaborative partnerships and initiatives.

Carolinas HealthCare System has more than 900 care locations, including 47 hospitals, 7,400 licensed patient beds, and the region’s only Level I trauma centers. We offer access to world-class specialty care close to home through Carolinas HealthCare System’s Levine Cancer Institute, Levine Children’s Hospital, Sanger Heart & Vascular Institute and Neurosciences Institute. We serve 1 million primary care patients and have 11.6 million patient encounters yearly. In 2016, we provided $1.87 billion in community benefit and uncompensated care. Carolinas HealthCare System employs 65,000 people, including 3,100 doctors and advanced clinical practitioners, and 16,000 nurses.
To be the first and best choice for care.

**VISION**

To improve, elevate, and advance Health, Hope, Healing - for all

**MISSION**

To be the **first** and **best choice** for care.
“This building is not a private enterprise. It is a corporate act. It is a great, public compassion, not dissolved in sentimentality, but built into brick and stone for practical service. Here is a living monument to the heart of the people.”
CHS Governance History

CHS was created in 1943 under the “Hospital Authorities Act”

CHS is authorized to:
- Construct and operate healthcare and hospital facilities
- Borrow money through issuance of bonds
- Secure bonds by a pledge of revenues
- Exercise the power of Eminent Domain

CHS board members are nominated by the board and appointed by the chairperson of the board of commissioners of Mecklenburg County
Tax Status

• CMHA is a **public multi-hospital healthcare system** that operates as the Charlotte region’s safety net healthcare provider, meaning that we provide care for all – no matter whether they have insurance or can pay for their care.

• CMHA is **exempt from federal and state income taxation** because it is a political subdivision* of the State of North Carolina.

• Because CMHA is a governmental entity, it **does not rely on 501(c)(3)** for its tax exempt status. For that reason, some of the rules and regulations that apply to 501(c)(3) hospitals do not apply to CMHA.

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* A political subdivision is a separate legal entity of a State which usually has specific governmental functions. The term ordinarily includes a county, city, town, village, or school district, and, in many States, a sanitation, utility, reclamation, drainage, flood control, or similar district. (Source, Social Security Administration)
Our Care
World-Class Care: Oncology

- One of the country’s largest cancer institutes, with more than 15,000 new cases annually.
- Houses a phase 1 clinical trials unit, cutting-edge technology and oncologists recruited from nationally-ranked cancer centers.
- The region’s first and only blood and marrow transplant unit.
- Provides the only inpatient oncology rehabilitation program in the Southeast
- Delivering innovative care at 25 locations across the Carolinas
<table>
<thead>
<tr>
<th>World-Class Care: Cardiology</th>
</tr>
</thead>
</table>

- Door-to-balloon time 18 minutes faster than national average.
- Adult and pediatric heart transplantation programs with outcomes among the best in the nation.
- The world’s first-in-human branched stent graft implantation.
- Advanced heart failure technologies, including the total artificial heart.
- More than 175 providers at 20 locations across the Carolinas.

“Sanger Heart & Vascular Institute is the region’s most comprehensive and experienced cardiovascular institute, including the region’s only pediatric heart transplant program and quality outcomes that surpass national averages.”
World-Class Care: Levine Children's Hospital

USNWR rankings for 2016-2017 Best Hospitals include:

- Cardiology & Heart Surgery
- Nephrology
- Neurology and Neurosurgery
- Orthopedics

Largest and most comprehensive pediatric hospital between Atlanta and Washington, DC

Region’s largest neonatal intensive care unit
Neurosciences Institute

Drives some of the most advanced and comprehensive neurological and neurosurgical services in the region

Offers advanced surgical treatment for the entire spectrum of brain, spine, and peripheral nerve disorders, including:

- Brain tumors
- Spine injuries
- Stroke
- Epilepsy
- Birth defects
- Concussions
- Neck and lower back pain
- Pituitary tumors

Offers access to hundreds of clinical trials

First and only program in nation to receive The Joint Commission Disease-Specific Care Certification in:

- Parkinson’s disease
- ALS and
- Multiple Sclerosis
World-Class Care: Behavioral Health

Opened a new, 66-bed behavioral health hospital and adjacent outpatient services building in Davidson in April 2014.

The largest regional provider of mental health and substance abuse services in the Carolinas.

Virtual behavioral health care in the primary care setting.

Conduct more than 1000 ED telepsychiatry consults per month.
Primary Care And On-Demand Services

Primary Care

- Minute Clinics
- Primary Care Redesign
- Virtual Care

On-Demand Care

- Urgent Care
- Emergency Care

...Delivering the primary care and on-demand services consumers want.
Care When and Where You Need It

940 Care Locations

- Outpatient surgery centers
- Physician practices
- Urgent care centers and emergency departments
- Imaging centers
- Nursing homes
- Laboratories
- Pharmacies

The Region’s Only Level 1 trauma center
(at Carolinas Medical Center)

66-Bed Behavioral Health Facility and
Unique Behavioral Health Emergency Department

Care On Demand

- 24/7 Virtual Visit, offering live online urgent care from smart phone, tablet or computer
- Evisit, offering diagnoses and treatment plans online through the MyCarolinas patient portal
## Suite Of Virtual Services

### More Than 5 Million Virtual Encounters:
- More than **2,200** Virtual Visits
- Nearly **17K** Telemedicine Visits
- **36K** telepsych ED consults
- More than **250K** Nurse Triage
- Growing number of virtual critical care locations

### The System’s Virtual Critical Care Center:
- Reduces complications, mortality rates, length of stay and costs
- Ensures immediate response to urgent and emergent situations
- Facilitates quality data collection and benchmarking
Leading Technology for Better Care

Telemedicine Visits Between Providers in:
- Cardiology
- Neurology
- Behavioral health
- Maternal fetal medicine
- Neonatal and pediatric intensivists
- Hospital care

One of the Nation’s Largest Virtual ICUs Where Nearly 300 Beds are Monitored 24/7

First to Develop an App to Provide All Health Data in One Place with Clinical Context
- MyCarolinas Tracker app connects blood pressure cuffs and glucometers to track.
- Allows providers to intervene when needed

First to Develop a Palm Vein Scanner to Uniquely Identify Individuals
- Even works on those who may be unconscious
- Has a duplicate medical error rate of 0.1 percent (vs. 10 percent industry average)
Value-Based Care

We deliver high quality, high value care through collaboration as an Integrated System of Care.

- One of four healthcare systems in the nation awarded the Hospital Engagement Network (HEN) 2.0 contract from Centers for Medicare & Medicaid Services.
- Carolinas Operational Benchmarking has saved $368 million over 18 years.
- 11,600+ patient harm events prevented equal to $70 million savings
- Prevented more than 2,500 readmissions in fewer than three years.
We are using “big data” in a big way

A centralized advanced analytics capability and integrated data warehouse with access to more than a petabyte of data

Predictive and prescriptive analytics allow real time instruction at the point of care, with nearly 80% accuracy for predicting readmissions

A centralized advanced analytics capability with more than 100 team members

Electronic medical record and geo-spatial data combined with medical guidelines and patient profiles provide a capability for population segmentation and estimating total cost of care