

A photograph of two women sitting on a wooden bench outdoors. The woman on the left has dark hair and is wearing a bright pink jacket. The woman on the right has short white hair and is also wearing a bright pink jacket over a teal top. They are both laughing heartily. The background is a blurred outdoor setting with trees and a body of water.

VIDANT HEALTH.

SO YOU CAN

LIVE YOUR BEST LIFE.

2014 REPORT TO THE COMMUNITY



VIDANT HEALTH™

Bringing better health closer to you

Vidant Health includes Vidant Medical Center, seven community hospitals, 68 physician practices, home health, hospice, wellness centers and numerous community partners. Together with East Carolina University and leading community colleges, we are helping to train the next generation of health professionals, with a shared goal of addressing the unmet needs in eastern North Carolina.

OUR MISSION

To enhance the quality of life
for the people and communities
we serve, touch and support

2014

LIVING THE MISSION



Arthur H. Keeney III



Janet Mullaney

Vidant Health continues to be a strong, stable organization where the top priority is the health and well-being of the people and communities of eastern North Carolina. Throughout 2014, we remained focused on coordinating a system of care to fulfill our mission and our commitment to the patients we serve.

In this report, you will read how Vidant Health is investing in the health of the people in the east by expanding services and renovating key facilities. Three of these projects focus on cancer care, demonstrating the health system's commitment to create a network of cancer services in the region with a destination facility in Greenville.

Throughout the report are stories that demonstrate how patients and families can engage in their own health care. From Vidant MyChart to our cancer care navigation program, we are working to make navigating health care within our system easier for patients and their loved ones.

The work we have accomplished during the last year has set the stage for our areas of focus in 2015. We will continue developing a system of care that will provide sustainable health care services. We are forging new partnerships and will continue to build relationships with private physician groups and with East Carolina University to ensure that the 1.4 million individuals in eastern North Carolina have access to care. We are enhancing patient experience by providing patient navigators, health coaches and care coordinators. Best of all, we're developing innovative ways to keep care local.

We will continue to fulfill our mission in 2015... and beyond.

Arthur H. Keeney III
Chairman, Vidant Health Board of Directors

Janet Mullaney
Interim CEO, Vidant Health

BOOSTING HEALTH AND THE ECONOMY

Our focus at Vidant Health goes beyond caring for patients. Our broader mission is to enhance the quality of life for the people and communities we serve in eastern North Carolina. We do this by expanding and renovating key facilities, investing in state-of-the-art equipment and broadening services so patients have access to health care, right here at home.

Systemwide, 48 capital projects are in various stages of development, valued at \$269 million, said Timothy J. McDonnell, who as chief facilities officer guides this process. As a not-for-profit organization, Vidant reinvests its earnings in projects like these that serve patients and strengthen the economy.

Across the region, Vidant is focusing on cancer care. The mortality rates in our region are significantly higher than the state and national averages, largely because too many cancers here are detected in later stages, when they are more difficult to treat.

In response, Vidant is creating a strong network of strategically located cancer services. This spring, Vidant Medical Center in Greenville, serving as the network's hub, will break ground on a six-story, leading-edge cancer center and bed tower. The physical layout is designed to foster collaboration among physicians, scientists and clinicians, creating an inspiring environment where lifesaving ideas can flourish. Patients and their families will appreciate the healing gardens, comfortable seating and

soothing colors, all intended to make their cancer experience easier to bear.

In the region, other exciting projects are taking place to tackle cancer. Last year in Ahoskie, Vidant Roanoke-Chowan Hospital opened a new center for patients with cancer and other blood diseases. This \$800,000 facility was supported by local philanthropists who saw the growing need in northeastern North Carolina.

In Washington, the Marion L. Shepard Cancer Center, a department of Vidant Beaufort Hospital, underwent a major expansion including new, high-technology radiation treatment equipment. This \$4.8 million project helps patients receive cancer care in their home community.

When complete, Vidant's \$193 million network will help patients fighting cancer stay close to home and family as they receive treatment. With cancer, there's no time to waste — and our integrated system of eight hospitals, 68+ physician practices, wellness centers, and home care services is proud to accept the challenge.

Residents of our region confront many health issues, requiring Vidant Health to invest in other critical projects.

Last year in Edenton, Vidant Chowan Hospital opened a new Outpatient Services Center, delivering local access to specialty services including rehabilitation, cardiology, gastroenterology, oncology and orthopedics, to name a few. Several new physicians have joined the community, responding to increasing demand.

Expansion and renovation of Vidant Multispecialty Clinic-Tarboro began during the year. It provides primary and specialty care for about 450 patients a day, eliminating the need to travel for residents of Edgecombe and surrounding counties.

Plans moved forward during the year to build a \$4.2 million multispecialty facility in Belhaven. It will house family medicine practices and specialty clinics. Construction should take 12-18 months, continuing Vidant Health's commitment to provide around-the-clock care in this rural community.



Preliminary drawing of Greenville cancer center and bed tower



GUIDING PATIENTS THROUGH THEIR CANCER JOURNEY

Cancer patients in eastern North Carolina have a new team of trained advocates whose mission is to make the cancer journey easier — one step at a time.

Vidant Health has implemented a navigation program to help provide high quality cancer care locally and regionally. Once a patient is diagnosed with cancer, navigators educate patients and families about their treatment plans, find care close to home if available, improve access to local and national resources and eliminate potential barriers to care.

They work closely with patients who are facing the overwhelming diagnosis of cancer, said Judy Koutlas, who coordinates the program. “Our navigators ensure access to multidisciplinary care and potential clinical trials while serving as an advocate and immediate point of contact for the patient and family.” The goal is to help them receive cancer care that is timely, cost-effective, specialized and individualized, she said.

According to a study published in the fall of 2013 in the *Journal of Clinical Oncology*, patients with a nurse navigator rated

their care higher and reported fewer problems than patients without one.

“Navigators help coordinate care between the various disciplines — radiation oncology, surgical oncology, medical oncology, pathology, radiology and other specialists — and ensure that communication is maintained,” said Dr. Prashanti Atluri, assistant professor of Hematology and Oncology, The Brody School of Medicine at East Carolina University. “This of course can be difficult and our navigators are like lifelines for our patients.” They help patients and their families learn to live and cope with cancer.

The navigator program is just one way Vidant Health is demonstrating its commitment to cancer care in the east. In addition, plans are under way to build a cancer facility on the Vidant Medical Center campus in Greenville. It will complement expansion and renovation projects in the region that allow community hospitals to better meet the growing need for cancer treatment close to home.

Visit VidantHealth.com/Navigator to learn more.

PATIENTS GET PERSONAL WITH VIDANT MYCHART

Getting patients and their families involved in their care is one of the best ways to improve patient outcomes. That's one reason Vidant Health has introduced Vidant MyChart, a way for patients to manage their care on their smartphone, computer or tablet.

MyChart is a secure online patient portal that allows patients to view their health history, medications, allergies, discharge instructions, lab results and more. They can schedule appointments, request prescription refills and stay in contact with their provider.

Making information from the electronic health record available to patients and their families helps improve patient outcomes. Informed patients are more likely to comply with their provider's recommended regimen concerning their medical care. They are also better able to communicate important health

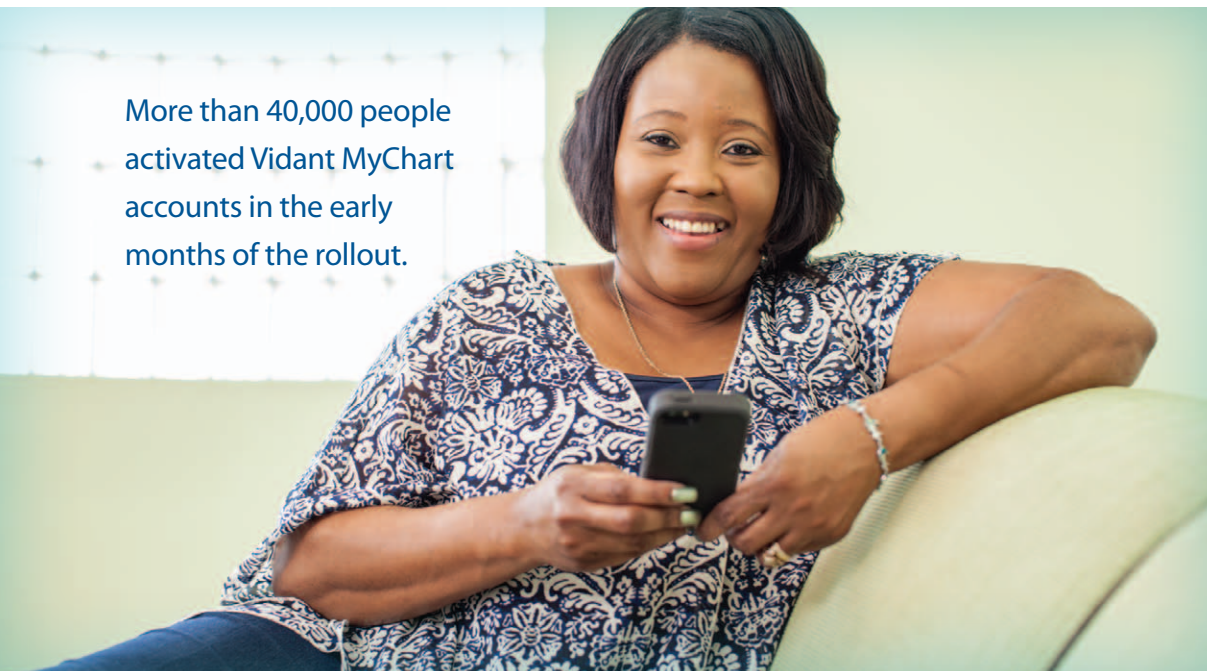
information to their providers, which can assist with their diagnosis and care plans.

More than 40,000 people activated their personal MyChart accounts in the early months of the rollout, indicating that eastern North Carolina is embracing the new tool.

Throughout eastern North Carolina, MyChart users are reporting helpful results from having managed their health with this online tool. Shelli Simmons, a staff pharmacist at Vidant Chowan Hospital, said she was impressed that her messages through MyChart were responded to quickly and directly by her child's pediatrician. She's also been able to schedule appointments and check vaccine records, making the best use of her valuable time. "MyChart is a great resource for the working mom," Simmons said.

[Learn more at VidantMyChart.com](https://www.vidantmychart.com). And get your health to go.

**More than 40,000 people
activated Vidant MyChart
accounts in the early
months of the rollout.**



GREAT CARE IS EASY TO RECOGNIZE

In 2014, Vidant Health earned a number of top health care awards, honors and designations for system excellence among all of its hospitals. The system achieved one of its strongest performances in quality metrics ever. These recognitions indicate to patients and families the high level of care they can expect when they visit a Vidant facility.

John M. Eisenberg Patient Safety and Quality Award —

Honored for innovation in patient safety and quality at the local level, Vidant Health was one of only four organizations chosen in the United States. This honor was awarded by the National Quality Forum and The Joint Commission.

The Joint Commission recognized The Outer Banks Hospital and Vidant Edgecombe Hospital as top performers on key quality measures.

Inpatient experience — Six Vidant Health entities achieved top 10 percent performance for inpatient experience — Vidant Bertie, Vidant Chowan, Vidant Duplin, Vidant Edgecombe, The Outer Banks Hospital and Vidant SurgiCenter.

Optimal care at Vidant Medical Center — Patients with heart attack, heart failure, community-acquired pneumonia and surgical care diagnoses received optimal care at Vidant Medical Center 99 percent of the time. The medical center has achieved this target for six consecutive quarters.

Stroke award — For the sixth consecutive year, Vidant Medical Center has received the Get With The Guidelines®–Stroke Gold-Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association/American Stroke Association for the treatment of stroke patients.

Society of Thoracic Surgeons — East Carolina Heart Institute at Vidant Medical Center earned the highest quality rating from The Society of Thoracic Surgeons, whose database is the national report card for cardiac surgery programs across the country. Only 12–15 percent of hospitals achieve this rating.



The Great 100 Nurses — This organization, which promotes nursing excellence in North Carolina, recognized 12 Vidant Medical Center nurses in its list of the 2014 Great 100 Nurses. This non-profit organization creates peer recognition among North Carolina's registered nurses, as well as awards excellence in practice and commitment to the nursing profession.

U.S. News & World Report Best Hospitals — Vidant Medical Center was ranked as one of the best hospitals for 2014–15 in North Carolina by *U.S. News & World Report* magazine. Vidant Medical Center was ranked eighth in North Carolina and is recognized among the Best Hospitals in the Coastal Plain (NC).

Learn more at VidantHealth.com/Awards.

STROKE SURVIVOR BRINGS HOPE TO OTHERS

At age 34, Leslie Cannon of Greenville was not a likely candidate for a stroke. In fact, she had no warning signs.

She collapsed at home, where her family and friends instantly cared for her until a rescue squad arrived to take her to Vidant Medical Center. She spent the next week in intensive care, followed by three weeks of rehabilitation therapy. Gradually, she relearned how to speak, walk, drive and handle daily activities, like taking care of her 18-month-old daughter.

She's since found a way to put her experience as a patient to work helping others who have suffered a stroke craft a new life. She is one of 120 patient and family advisors serving throughout Vidant Health.

While her physical limitations keep her from returning to her career as a school teacher, she has found an equally rewarding pastime as a patient and family advisor. She works with those who have had a stroke, spinal cord injury or other debilitating illness at the Rehabilitation Center at Vidant Medical Center. With confidence and compassion, she volunteers and is inspired by the needs she sees around her.

She comes in every couple of weeks to share her experience and give patients perspective on the recuperation process. She often works with children, drawing on her expertise in the classroom. "Patients don't understand it at the time, but occupational therapy, physical therapy and speech therapy are the keys to success," she said. She knows firsthand how challenging those therapy sessions can be.

When they see how her life has taken on new meaning, many patients begin to have hope, she said.

She has worked closely with rehabilitation leaders Jim Barrett and Tracie Rogers. "Patients have been touched by Ms. Cannon's positive outlook, her return to an active lifestyle and her calm words of hope and encouragement," Barrett said.

More recently, she's begun working with the *Tell Us Now* program, which is designed to help the hospital address concerns immediately, before patients are discharged. She works

primarily in outpatient rehabilitation, communicating patients' perspective to the staff. It's rewarding work, she said.

She feels it's another way of teaching her daughter, now 11, that you can overcome adversity. "There is life after a stroke," she said. And that's the most important message of all.

Leslie Cannon and Tracie Rogers

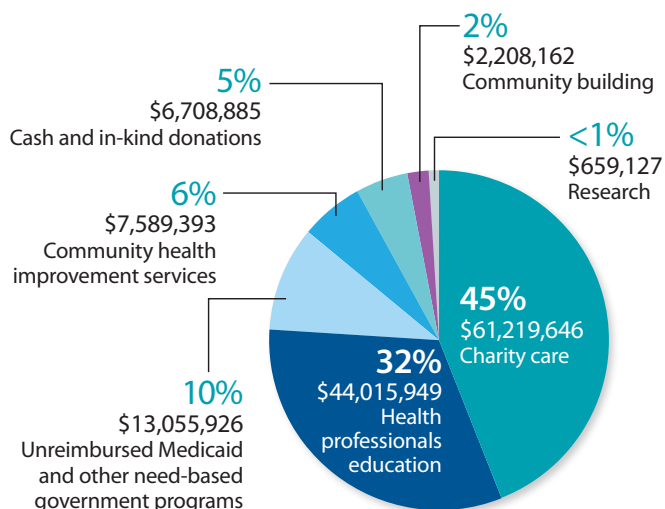


COMMUNITY BENEFIT

Vidant Health, nestled in the heart of eastern North Carolina, has a role that encompasses much more than health care. The health system continues to stay true to its mission by focusing on improving the health of eastern North Carolina. It steps outside traditional hospital boundaries to reach thousands of individuals in a variety of ways that would not have otherwise been possible. This is achieved by establishing collaborative partnerships, identifying health needs and supporting innovative, targeted programs throughout the east. Through these efforts, Vidant Health reaches people where they live, learn, play and pray. The result is better health and improved access to much-needed health services.

The numbers you see below include the many community-based programs and services that Vidant Health provides, beyond the medical and surgical care that you expect from a health system of our size and scope. This report excludes \$37,054,376 in unreimbursed Medicare and \$44,399,481 in bad debt.

What is included in community benefit spending?



Total direct community benefit

Hospital	Unreimbursed Medicaid and other unreimbursed need-based government programs	Charity care	Community benefit programs and services	Total community benefit
Vidant Beaufort Hospital	\$2,526,511	\$2,578,680	\$715,076	\$5,820,267
Vidant Bertie Hospital	2,072,338	1,186,741	403,612	3,662,691
Vidant Chowan Hospital	3,403,498	2,286,191	755,374	6,445,063
Vidant Duplin Hospital	(1,073,314)	3,258,748	550,136	2,735,570
Vidant Edgecombe Hospital	1,685,844	4,059,415	1,356,496	7,101,755
Vidant Medical Center	2,864,382	42,706,028	54,748,799	100,319,209
The Outer Banks Hospital	(1,807,062)	2,037,082	1,407,748	1,637,768
Vidant Pungo Hospital*	643,550	517,325	1,324	1,162,199
Vidant Roanoke-Chowan Hospital	2,740,179	2,589,436	1,242,951	6,572,566
Total	\$13,055,926	\$61,219,646	\$61,181,516	\$135,457,088

*Part of Vidant Health until July 1, 2014

NEWFOUND HOPE AND HEALTH IN CONETOE

The Rev. Richard Joyner knew that funerals were a necessary part of his role as pastor of Conetoe Chapel Missionary Baptist Church. But, when the number reached 30 in one year — with each of the deceased under the age of 32 — he had seen enough.

That was in 2005. Joyner enlisted the help of Wick Baker, president of Vidant Edgecombe Hospital, who commissioned a health assessment. It showed that more than 65 percent of Joyner's church members were obese and many others suffered from diabetes and high blood pressure. In addition, 65 percent were unemployed and most lacked health insurance and lived in poverty. Without a primary care physician and appropriate financial resources, many relied on hospital emergency rooms for their health care.

Armed with this information, Joyner broadened his spiritual mission to include addressing the mental, physical and economic health of his church members. He launched the Conetoe Family Life Center, a nonprofit organization dedicated to improving the health and economic vitality of Conetoe.

A rural town of nearly 300, Conetoe had long been in a state of decline. Its population was dropping, young people were escaping to more affluent areas and the few jobs that existed had dried up.

So, nine years ago, while also working as a hospital chaplain at Nash UNC Health Care in Rocky Mount, Joyner embarked on his newfound mission. He began with a single acre of land and the dream of creating a community garden that would inspire his congregants to grow their own food. The concept caught the eye of Vidant Health's Community Benefit and Health Initiatives grants program, which provided early funding.

A photograph of Rev. Richard Joyner, a Black man with a beard, wearing a brown baseball cap and a green t-shirt. He is standing outdoors in front of a large, arched greenhouse structure. His right hand is resting on a large, dark, metallic wheel or part of the machinery. The background shows green trees and a clear sky.

Rev. Joyner and his congregation are transforming the community into a model that has been replicated by at least 21 other churches in the region.



Photos courtesy Encore.org

The program funds worthwhile health-related initiatives throughout eastern North Carolina, especially those that have the potential to be replicated in other communities. In the nine years since its first grant, the Conetoe center has received \$125,000 from the program and has also earned support from The Duke Endowment, one of the nation's most prestigious philanthropies.

In the fertile land around Conetoe, the concept caught on and literally grew. Young people began attending after-school and summer camp programs where they would plan, plant and harvest produce, which they could sell to earn revenue for school supplies and scholarships. Today, they care for two greenhouses and 150 beehives. Their success has spawned other garden plots, the largest of which is 25 acres.

More recently, adolescents are learning to can and preserve what they grow so they can extend the value of what they're harvesting beyond the growing season.

Joyner preaches health topics from the pulpit and inspires his flock to shoulder the mission. Only healthy food is served at church functions. Young people plate the food with right-sized portions. Adults help young people with homework, transportation and the gardens, emphasizing the need for education

and leadership. People have lost weight, emergency room visits for primary care have dropped and the number of deaths has decreased. With renewed fervor, young people are heading to college, the military and the workforce, armed with the necessary skills for success.

As a result, Joyner and his congregation are transforming the community into a model that has been replicated by at least 21 other churches in the region. Others are joining the movement.

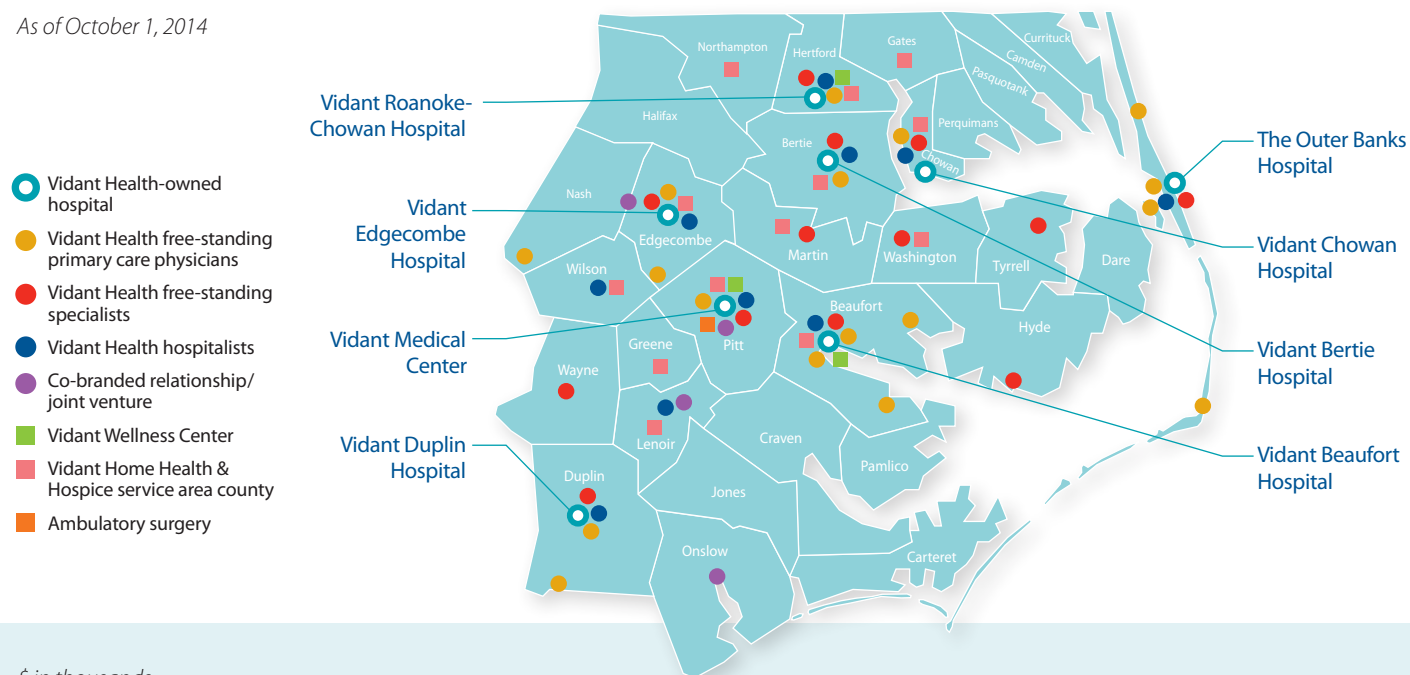
Joyner's vision and dedication have resulted in a recent Purpose Prize, a \$25,000 award from Encore.org. This nationally recognized organization honors social innovators older than 60, who have channeled their passion and life experiences for the common good.

Joyner, 61, is amazed and humbled, especially since the Purpose Prize has resulted in his organization being featured in *Time* and *Fortune* magazines as well as other national publications. Yet he deflects the limelight to others. "It's not about me," he said. "It's about this community and our partners who share in this venture."

Fortunately, Joyner's efforts are bearing fruit. His church and the family life center can focus on planning future harvests, rather than funerals.

HEALTH SYSTEM OVERVIEW

As of October 1, 2014



\$ in thousands

Entity	Licensed beds	Total employees	Salaries/wages/benefits	Capital funds reinvested
Vidant Beaufort Hospital, Washington	142	496	\$26,597	\$2,035
Vidant Bertie Hospital, Windsor	6	152	7,972	34
Vidant Chowan Hospital, Edenton	49	323	23,284	4,851
Vidant Duplin Hospital, Kenansville	81	435	21,741	1,824
Vidant Edgecombe Hospital, Tarboro	117	518	31,636	1,863
Vidant Medical Center, Greenville	909	6,771	478,110	10,951
The Outer Banks Hospital, Nags Head	21	307	19,884	2,618
Vidant Pungo Hospital, Belhaven*	49	62	3,304	–
Vidant Roanoke–Chowan Hospital, Ahoskie	114	587	35,257	2,224
HealthAccess	–	255	13,252	402
Vidant Health Corporate	–	1,031	74,956	9,065
Vidant Medical Group	–	1,013	116,623	738
Vidant Properties	–	–	–	1,436
Total	1,488	11,950	\$852,616	\$38,041

*Part of Vidant Health until July 1, 2014

FINANCIAL REVIEW



Vidant Health completed another successful fiscal year, which ended September 30, 2014. The system achieved strong financial results in spite of the economic and regulatory challenges that occurred throughout the year.

The system earned an operating margin of 5.2 percent on revenues of \$1.6 billion in 2014. The system's operating income in 2014 was \$82.5 million, compared to last year's operating income of \$94.3 million.

The positive financial performance resulted primarily from improved quality of care and clinical efficiency and sustained cost-reduction efforts.

As a not-for-profit corporation, Vidant Health reinvests all of its income back into capital projects, equipment and access to services for the patients and communities it serves. In fiscal year 2014, the system invested \$38.0 million in capital assets, which included investments in information systems, medical equipment and infrastructure across the health system, as well as architectural and design fees related to the construction of the new cancer tower on the Vidant Medical Center campus.

In 2014, the system provided care to approximately 64,000 inpatients and 595,000 outpatients (including emergency patients) at its various facilities along with approximately 885,000 physician encounters.

As the system enters fiscal year 2015, it continues to face significant uncertainty in the implementation of the Affordable Care Act, as well as the possibility of Medicaid reform in the state of North Carolina. These fiscal year 2014 operating results, including the successful implementation of several quality and cost savings initiatives across the system, position Vidant Health to continue to realize its goal of providing high quality, patient-centered care throughout its 29-county service area in eastern North Carolina.

David S. Hughes
Chief Financial Officer

Combined statements of revenue and expenses

*For the fiscal years ended September 30, 2014 and 2013
(in thousands)*

	2014	2013
Operating revenues		
Net patient revenues	\$1,513,019	\$1,517,748
Other operating revenues	84,211	83,349
Total operating revenues	1,597,230	1,601,097
Operating expenses		
Salaries and benefits	852,616	837,727
Supplies and other	569,236	578,438
Depreciation	92,909	90,625
Total operating expenses	1,514,761	1,506,790
Income from operations	82,469	94,307
Interest expense	(24,442)	(23,926)
Investment income (loss) and other non-operating income (loss)	11,151	39,224
Excess (deficit) of revenues over expenses	\$69,178	\$109,605

PATIENT SERVICE STATISTICS

FY2014 ended September 30, 2014

Hospital	Admissions	Surgeries	Births	ED visits	Outpatient visits
Vidant Beaufort Hospital	3,766	2,929	353	22,803	28,499
Vidant Bertie Hospital	427	668	–	10,070	13,470
Vidant Chowan Hospital	1,672	1,742	287	16,045	20,418
Vidant Duplin Hospital	3,711	1,722	470	23,838	17,107
Vidant Edgecombe Hospital	3,903	2,505	407	26,883	16,091
Vidant Medical Center*	44,517	21,453	3,591	117,508	171,282
The Outer Banks Hospital	1,360	2,053	359	22,304	18,654
Vidant Pungo Hospital**	250	–	–	4,337	2,283
Vidant Roanoke-Chowan Hospital	4,285	1,984	352	22,087	41,938
Total	63,891	35,056	5,819	265,875	329,742

* Surgeries for Vidant SurgiCenter included in total

**Part of Vidant Health until July 1, 2014



VIDANT HEALTH LEADERSHIP

As of January 1, 2015

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Wick Baker
President, Vidant Edgecombe Hospital

Kathy Barger
*Chief System Development and
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Joel Butler
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Senior Advisor, Medical Affairs

Sue Lassiter
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Mark Rumans, MD
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*Northern and Southern Division President;
President, Vidant Chowan Hospital*

Ronnie Sloan
President, The Outer Banks Hospital

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Medical Group*

Tanya Thompson
Vice President, Applications

Carmen Vincent
*Vice President, Corporate Accreditation
and Regulatory Compliance*

Jay Walton
Vice President, Facilities and Properties

Jeffery Wiggins
Vice President, Audit and Compliance

Joan Wynn, PhD
Chief Quality and Patient Safety Officer



Statement from the Chief Audit and Compliance Officer

The financial statements presented in this report have been reviewed by an independent, outside accounting firm. The health system maintains an independent audit and compliance function that reports directly to the chair of the Audit and Compliance Committee of the Board of Directors and to the chief executive officer of Vidant Health.

The audit and compliance staff has had free and unrestricted access to financial data, records, documents and personnel in order to conduct any audit or compliance review this past fiscal year. The findings have been presented to the Audit and Compliance Committee of the Board of Directors.

John C. Falcetano, MA, CCEP-F, CHC-F, CHPC, CHRC, CIA, CICA
Chief Audit and Compliance Officer, Vidant Health



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