



Atrium Health

**To Every Season:
A Time for Purpose**

**Ken D. Haynes, Enterprise Vice President,
President, Greater Charlotte Region**

February 24, 2022

Current Size & Scope

72,500+ Teammates | 39 Hospitals

65 Urgent Care Locations | 39 EDs | 44 Cancer Care Locations

6,000+ Providers | 17,800+ Nurses

\$12.4 Billion
Net Operating Revenue

\$3.3 Billion
In last 5 years

Invested into renovations, new care locations, equipment upgrades and other capital projects

24

In One Day at Atrium Health

38,000 Patient Encounters (1 every 2 seconds)

22,650 Physician Visits | **2,860** ED Visits | **765** Home Health Visits

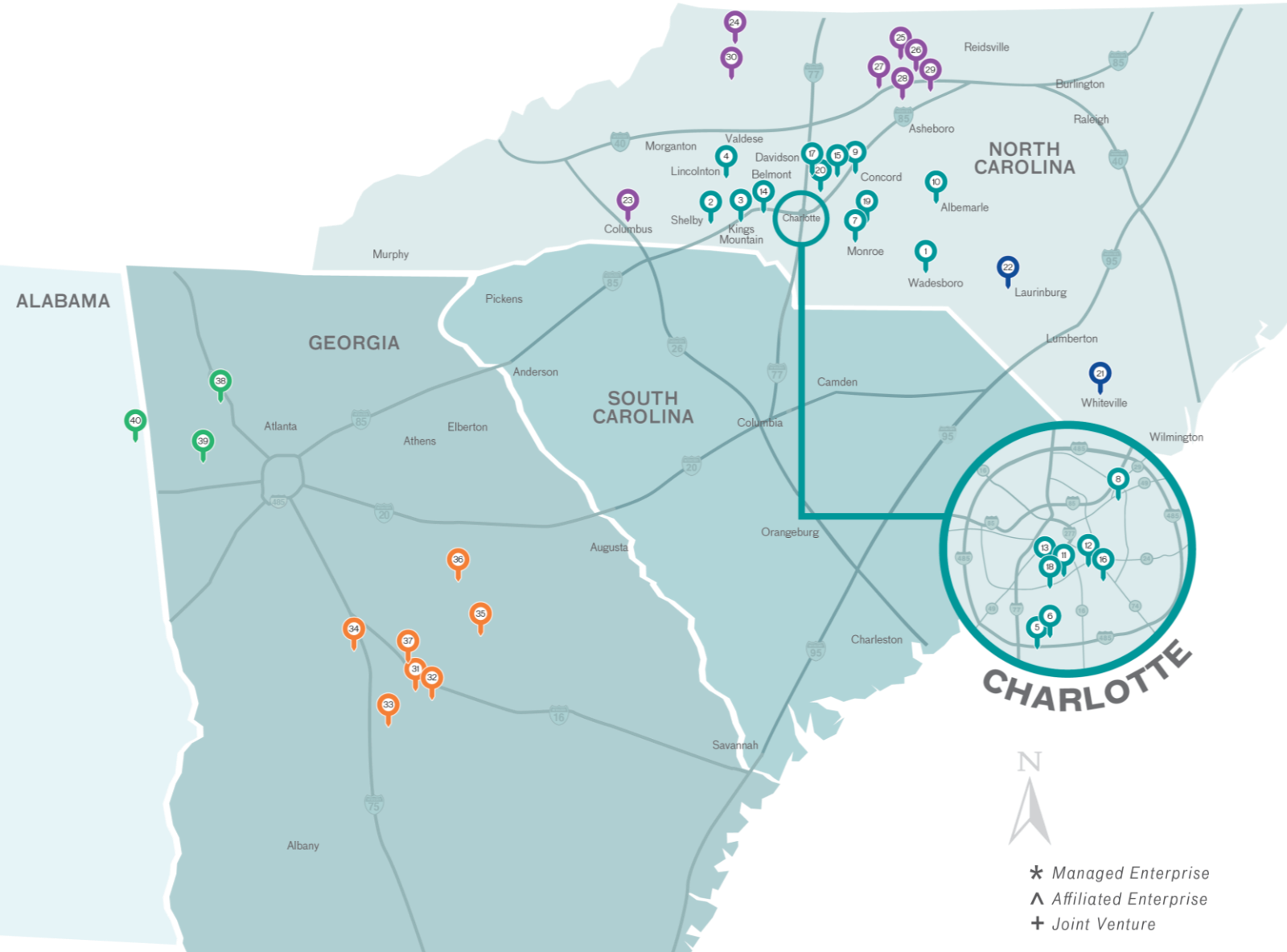
6,500 Unique Patient Visits | **2,600** Virtual Patient Visits

70 Babies Delivered | **480** Surgeries

\$6.3 Million

Each day in uncompensated care
and other benefits to our community.

Facilities & Locations



GREATER CHARLOTTE

1. Atrium Health Anson
2. Atrium Health Cleveland
3. Atrium Health Kings Mountain
4. Atrium Health Lincoln
5. Atrium Health Pineville
6. Atrium Health Pineville Rehabilitation Hospital
7. Atrium Health Union
8. Atrium Health University City
9. Atrium Health Cabarrus
10. Atrium Health Stanly
11. Atrium Health Carolinas Medical Center
12. Atrium Health Mercy
13. Atrium Health Carolinas Rehabilitation
14. Atrium Health Carolinas Rehabilitation Mount Holly
15. Atrium Health Carolinas Rehabilitation Cabarrus
16. Atrium Health Behavioral Health Charlotte
17. Atrium Health Behavioral Health Davidson
18. Atrium Health Levine Children's Hospital
19. Atrium Health Union West [Opening Q1 2022]
20. Atrium Health Lake Norman [Under Development]

COASTAL

21. Columbus Regional Healthcare System*
22. Scotland Memorial Hospital*

NORTH CENTRAL | WESTERN NC

23. Alleghany Memorial Hospital[†]
24. St. Luke's Hospital*
25. Atrium Health Wake Forest Baptist Medical Center
26. Atrium Health Wake Forest Baptist Health Brenner Children's Hospital
27. Atrium Health Wake Forest Baptist Health Davie Medical Center
28. Atrium Health Wake Forest Baptist Health Lexington Medical Center
29. Atrium Health Wake Forest Baptist Health High Point Medical Center
30. Atrium Health Wake Forest Baptist Health Wilkes Medical Center

CENTRAL | SOUTH GA

31. Atrium Health Navicent, The Medical Center
32. Atrium Health Navicent Beverly Knight Olsen Children's Hospital
33. Atrium Health Navicent Peach
34. Monroe County Hospital*
35. Atrium Health Navicent Baldwin
36. Putnam General Hospital*
37. Atrium Health Navicent Rehabilitation Hospital

NORTHWEST GA | NORTHEAST AL

38. Floyd Medical Center
39. Polk Medical Center
40. Cherokee Medical Center (Cherokee County, Alabama)

NORTH CAROLINA

GEORGIA



- * Managed Enterprise
- ^ Affiliated Enterprise
- + Joint Venture

A young girl with long dark hair is smiling warmly at the camera. She is wearing a white floral-patterned shirt. In the background, two other children are visible; one is eating a sandwich. They are sitting at a table outdoors, possibly on a school balcony or patio, with a railing and a building in the background. The scene is brightly lit, suggesting a sunny day. A teal banner with white text is overlaid on the image.

Serving Our Communities



Demonstrating National Leadership in Unprecedented Times

LEADING THROUGH THE PANDEMIC

VIRTUAL HEALTH EXPLODES
HEALTH EQUITY HOT SPOTS

PROTECTING OUR TEAMMATES

TEAMMATE WELLBEING
STAFFING CHALLENGE SOLUTIONS
NEW WAYS TO WORK



Demonstrating National Leadership in Unprecedented Times

ADVANCING THE RIGHT CONVERSATIONS

TAKING ACTION ON RACIAL JUSTICE

- Courageous Conversations and Journey to Justice webinar series kicked off with “**Alone Together**” panel discussions led by Atrium Health Executives.
- Over **10,000** teammates participated in these series concerning racial justice
- Launched a **Racial Justice Toolkit** for all teammates with resources in support of diversity and inclusion
- “**For All**” **Conference** open to the public, 9 system resource groups, 10 diversity councils

LASER FOCUS ON GROWTH

NEW MARKETS

- **Atrium Health Wake Forest Baptist** strategic combination and integration
- **Floyd Health System** strategic combination and integration

IN-REGION GROWTH

- As of June, **192K new patient visits** despite pandemic and consumer reluctance



Demonstrating National Leadership in Unprecedented Times

LEADING LOCALLY, COLLABORATING NATIONALLY

MODELING OUR FOR ALL MISSION

- Created the **Community Immunity for All** initiative to reduce vaccination hesitancy in the underserved communities
- **Partnered with over 50 communities** to meet their needs for COVID testing and other services
- **Closed the testing gap** for Black/African American and Hispanic/Latinx community
- **Kids Eat Free** distributed 22,000 free meals to low-income children in Mecklenburg, Union, Stanly and Lincoln Counties this summer
- Over 1,000 trained on **Mental Health First Aid**
- Co-leading **Charlotte-Mecklenburg 2025 Homelessness Strategy** to make homelessness rare, brief, and non-recurring

EARNING NATIONAL RECOGNITION

US NEWS & WORLD REPORTS

- Levine Children's **2nd highest ranked** in North Carolina, 5th in the Southeast
- Levine Cancer reaches **top 50** nationally
- CMC "Best Hospital" in Charlotte Region for **5th year** in a row
- CMC **#3 in North Carolina**

NEWSWEEK

- CMC named to **World's Best Hospitals** and America's Best Ambulatory Surgery Centers
- Carolinas Rehabilitation & Atrium Health Pineville Rehabilitation named as **#120 Best Physical Rehab Centers in US** Best Hospitals

BEST PLACE TO WORK

- Insider Pro and Computerworld's **100 Best Places to Work in IT**
- Forbes America's **Best Employers for New Graduates**
- Forbes America's **Best-In-State Employers** in SC and NC

PIONEERING COVID RESEARCH

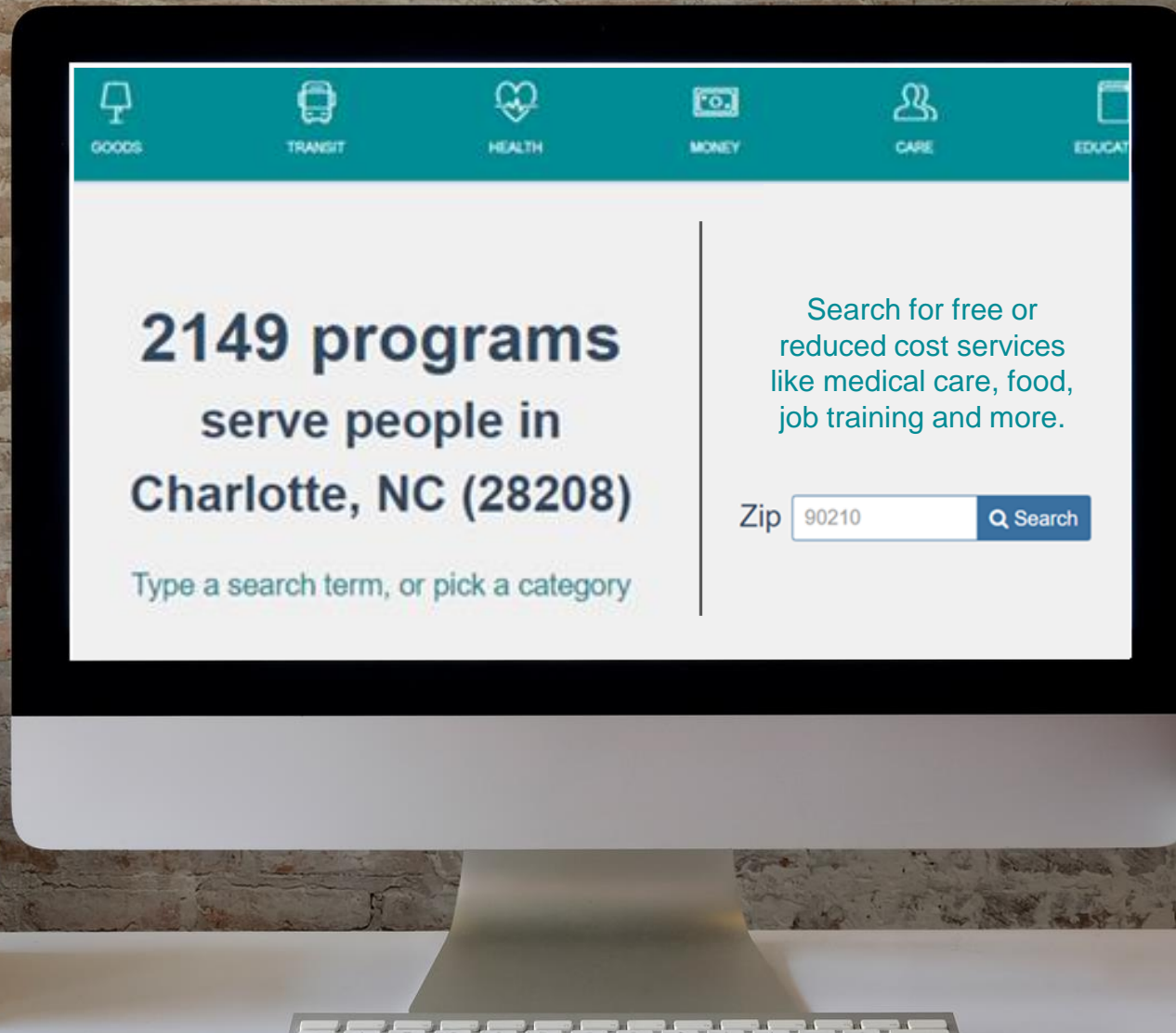
- **Over 20,000 enrolled in antibody study** with AH WFB
- **2 clinical trials** for drugs combating COVID-related diseases

HEALTH EQUITY PILLAR

Equity in Acute Social Needs

We have addressed the following issues:

- **Social Care Referrals**
- **Food Insecurity**
- **Community Partnerships**



Hardwiring the system for social care through our Community Resource Hub

A Prescription for Meeting Social Needs...One Patient at a Time

Why Us, Why Now?

Atrium Health Has Significant Social, Political & Economic Levers of Impact

POWER

Weight we can leverage



Largest Employer



Health Care Services



Education



Anchor of Community

PLATFORM

Organizational tools we have to influence in support of our priorities



Policy & Advocacy



Partnerships



Foundation/Grants



Research



Volunteerism

RESOURCES

Organizational resources we have at our disposal to build outreach and impact



Sponsorships



Investments



Supplier Contracts



Data & Analytics



Teammate Giving

A construction site at dusk or dawn, featuring a large tower crane in the background and several workers in safety vests and hard hats in the foreground. The workers are gathered around a table, possibly reviewing plans. The scene is filled with construction materials like wood and metal beams, and the sky is a mix of blue and orange.

Investing in Greater Charlotte

Atrium Health continues to be the market leader in the Greater Charlotte Region



- Greater Charlotte area is **rapidly growing**
 - Atrium is **2X the size** of our primary competitor
 - We have **>\$1.5B invested** in our communities
 - Our Research and Innovation platform will attract **top clinical talent**
 - We have **market leading** positions in **brand & reputation**
- Pandemic-driven demands on organizational focus
 - Increased traditional and non-traditional competition
 - The “Great Resignation” impacting clinical / staff shortages and burnout
 - Rising consumer expectations



1.78M sqft of Capital Projects - Delivered in 2021

We are focused on increasing access to our health care services across the community and continuing to optimize care for ALL patients

Greater Charlotte Current & Planned Projects

Lake Norman Hospital



Site Rendering

Innovation District



Site Rendering

CMC New Bed Tower



Site Rendering

Pineville Bed Tower



Complete Q4 2021

Union West



Completed Q1 2020

Musculoskeletal Institute



Commenced Q1 2020

Carolinas Rehabilitation Hospital



Site Rendering

Atrium Health Union West Now open for ALL February 23, 2022



Building an Innovation District will diversify Charlotte's industry landscape



Positions Charlotte as pre-eminent destination for Health Science/Life Science Industries

- **Atrium and Wake Forest School of Medicine relationship is a catalyst for unprecedented growth**
- **Atrium is investing significantly in research framework to enable medical school development**
- **Creating an innovation district, anchored by academics and research, magnifies the positive impacts of the medical school alone and drives major value for Charlotte**

1

Creates thousands of new jobs, many of which don't require a 4-year degree

2

Aligns academics with equity as we build a pipeline of STEM & research talent

3

Incubate, develop and scale life science businesses into the companies of Charlotte's future

Our vision to create a next-generation academic health system, we will not only be a center of excellence for medical care, academics, and research, but also a *catalyst* for health innovation and economic development.

- 2nd largest talent cluster – healthcare 47k people
- 10k degrees/year – 80% remain in Charlotte
- Growing data science sector – 21k people
- Charlotte Douglas International Airport
- Concentrated Medical Center
- Walk Score 77; Transit 48; Bike 61





CHARLOTTE TODAY



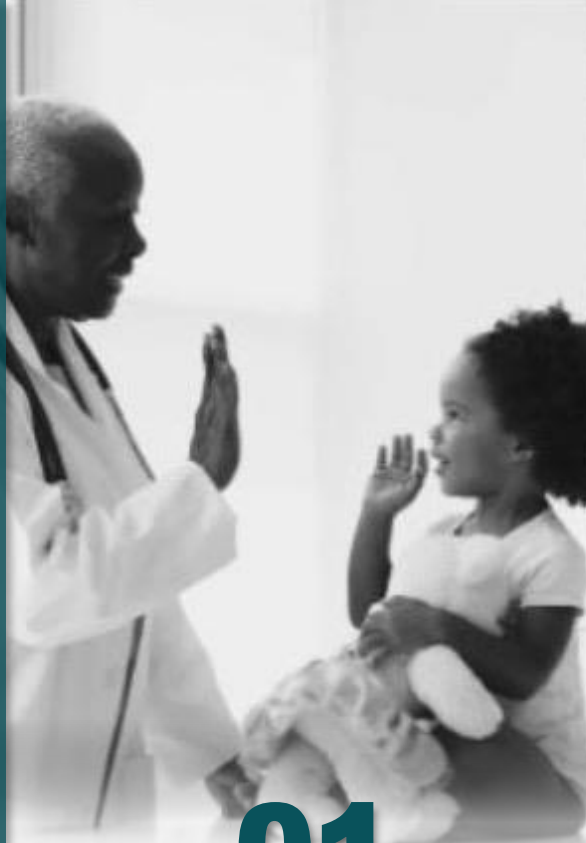
CHARLOTTE TOMORROW

Note: Future Charlotte Rendering

A person wearing light blue jeans and white sneakers is standing on a wooden dock. The dock is situated on a calm lake that reflects the surrounding forest and mountains. The background features a dense forest of evergreen trees and a snow-capped mountain range under a hazy sky. A teal banner with white text is overlaid on the image.

Environmental & Social Impact

CHANGE STARTS WITH THE HEALTH CARE SECTOR



01

A TRUSTED VOICE

We turn to doctors and nurses to heal and protect us. The sector is unbiased and has credibility to bring people together on divisive issues like equity, chemical exposure, and nutrition.



02

INFLUENCE

Health Care is 18% of the U.S. economy, 10% of the global economy and has an enormous impact on market innovation, shaping policy, and purchasing decisions.



03

COMMUNITY ANCHORS

In times of trauma, people rely on hospitals. They are looked to as a safe harbor in a storm. They provide long-term strategic solutions for communities, not quick fixes.

What is ESG?

Three central factors in measuring the sustainability and ethical impact of an investment in a company

ESG factors add insight into the sustainability of a company's strategy, as well as the quality of its management, culture, risk profile and other characteristics. ESG reporting is the collection, measurement and disclosure of ESG aspects of a company's performance. Many companies report on ESG information within a corporate social responsibility report, sustainability report or integrated annual report.

ENVIRONMENTAL

- Climate risk and mitigation
- Greenhouse gas (GHG) emissions
- Energy efficiency
- Water consumption
- Pollution and waste
- Natural resource scarcity
- Sustainable materials sourcing
- Clean energy and technologies
- Product stewardship
- Biodiversity

SOCIAL

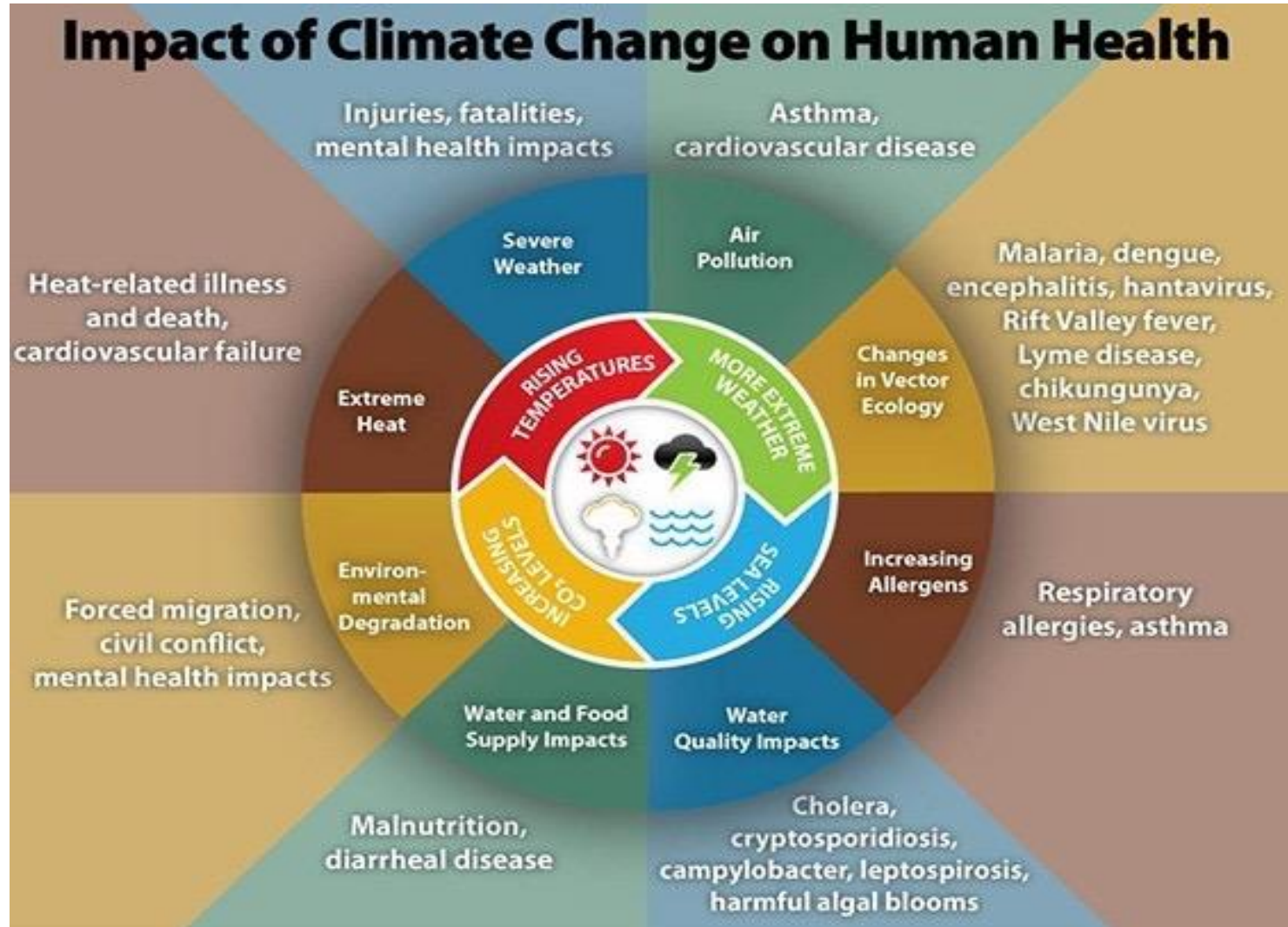
- Diversity and inclusion
- Pay equity
- Skills for the future
- Dignity and equality
- Human capital
- Innovation of better products and services
- Changing social views on data privacy
- Health and well-being
- Employment and wealth generation
- Community impact
- Ethical behaviour

GOVERNANCE

- Board diversity, quality, effectiveness and accountability
- Risk and opportunity management
- Capital allocation
- Compensation policies
- Transparency in shareholder communications
- Succession planning
- Shareholder rights

"The biggest global health threat of the 21st century"

- The World Health Organization



The WHO attributes **13.7 million deaths** (2016) to environmental factors¹:



≥ 83 million additional deaths by 2100²



~75% of hospital evacuations (2000- 2017) from climate-sensitive events³

Empower our teammates and they will create innovative solutions

Plastic Reduction Initiative

In Q4 2020, we eliminated 572,000 single-use plastic water bottles (52 tons of CO₂), which is equivalent to CO₂ emissions from



5,851 gallons of
gasoline consumed

OR



57,108 pounds
of coal burned

OR



120 barrels of
oil consumed

Diversity Equity & Inclusion



FOCUS FOR 2022

6 Strategic Focus Areas

1
Integrate & scale
strategy across the
enterprise

2
Address diversity,
equity & inclusion
from within, starting
with an enterprise
assessment & goal
setting

3
Increase access to
Diversity, Equity &
Inclusion
Dashboard

4
Establish DEI &
cultural competency
education goals for
the enterprise

5
Create an identity
of the Diversity Equity
& Inclusion Strategy
with common
language for
teammates & patients
to understand

6
Establish an
Enterprise DEI
Council to ensure
enterprise alignment
& accountability of
our Diversity Equity
& Inclusion Strategy

Diversity Equity & Inclusion

STRATEGIC PRIORITY AREAS

PATIENTS

TEAMMATES

COMMUNITY

Support Resources
Quality Outcomes
Experience

Cultural Competence
Hiring, Development, Promotion & Retention
Organizational Culture & Well-Being

Partnerships
Investments
Advocacy & Support

FOCUS AREAS

- ❑ **Provide** high-quality, equitable, affirming & culturally responsive care to all patients.
- ❑ **Identify & eliminate** disparities to ensure equity in health care & outcomes.
- ❑ **Provide** programs & resources that support the unique & cultural needs of patients.
- ❑ **Promote equitable** care delivery & business practices across the enterprise.

- ❑ **Accelerate** recruitment, retention, development & growth of diverse teammates.
- ❑ **Activate** a culture of inclusion & belonging where teammates feel safe to bring their authentic self.
- ❑ **Increase percentage** of women, minorities & underrepresented groups in our workforce and leadership.
- ❑ **Promote inclusive** mindsets, behaviors & cultural competence skill-sets in all teammates', learners' & leaders'.

- ❑ **Engage** in partnerships that uplift & support diverse & vulnerable communities.
- ❑ **Enhance** economic equity through increased spend with & support of diverse suppliers.
- ❑ **Inspire & lead** transformative equity nationally as a leader in best practice & advocate for impact and policy reform.
- ❑ **Commit** to ensure equitable resources & opportunities for the communities we serve.

WHAT WE WILL DO

OUR BOLD GOAL

By 2025, Atrium Health will achieve **transformative equity** in health care, leadership, workforce & community.



We will create disproportionate IMPACT and VALUE at the local, state and national level



SOCIAL IMPACT

- Reduction in Social Cost of Carbon
- Drive business and health sector evolution on ESG
- Economic development/jobs
- Community Partnerships
- Support of local government

FINANCIAL/ ECONOMIC

- Protection against rising energy costs
- Increased resilience when primary energy supply is compromised
- Government and philanthropic fund streams
- ROI of cost saving investments
- Focused investment revenue

HEALTH

- Foundation for sustained health equity
- Improved patient health
- Improved teammate health
- Improved community health

GROWTH

- National leadership
- International visibility
- Power development of Next Generation Health System
- Recruitment of new breed of leaders, best in class clinicians, and cutting edge cross sector researchers

A high-angle, top-down photograph of a diverse group of people standing in a circle, holding their hands together in the center. The individuals are wearing various casual and business-casual clothing, including denim, patterned shirts, and blouses. The background is a light-colored wooden floor. A teal banner with white text is overlaid across the middle of the image.

Our Collective Call to Action

A low-angle photograph of a modern glass skyscraper, viewed from below, looking up. The building's facade is composed of dark metal frames and large glass panels that reflect the sky and surrounding greenery. The perspective creates a sense of height and scale. In the foreground, the tops of several green trees are visible, framing the building. A bright, warm light source, likely the sun, is positioned in the upper right, creating a lens flare effect across the top of the image. A teal-colored banner with a slight gradient and a slight shadow is positioned horizontally across the middle of the frame. The text 'Q&A' is written in a bold, white, sans-serif font on the banner.

Q&A