

TOWARD TOMORROW

At Carilion Clinic, we are pacesetters—leading health care forward and reimagining its future. Thanks to our adaptability, momentum and the unwavering support of our community, we’ve overcome obstacles. Achieved breakthroughs. Embraced success. And no matter what twists and turns the world may throw our way, we always strive to uphold our vision of improving care for those we serve—always looking toward tomorrow.



A mural that promotes restoration and healing was added to the pedestrian walkway at Carilion Roanoke Memorial Hospital.



A MESSAGE TO OUR COMMUNITY

Dear Neighbors and Friends,

As COVID-19 stretched on and the “Heroes Work Here” signs faded into the background, our mission-driven commitment to our community never waned. Our team continued to find ways to help patients safely receive care, and in the second year of the pandemic, we turned our attention to distributing the precious vaccine in a race to stem the rising tide of cases in our region.

It was hard work, and it was our privilege to serve our community when you needed us most.

Our Carilion family came together in other ways, too, to ensure our financial health in the face of extraordinary and unexpected COVID-related expenses. Some employees were furloughed or worked reduced hours, while others worked additional shifts in units where help was needed most. All leaders took a pay cut.

When stress and fatigue began to thin the ranks of our frontline staff, we worked hard to enhance recruitment and retention, especially of nurses. Despite these many challenges, everyone—from clinical team members to support staff—continued to do a Herculean job.

Through it all, we never lost sight of our key priorities, which included expanding telehealth and opening a new pediatric outpatient center. Construction of new operating rooms at Carilion Franklin Memorial Hospital and on our 10-story addition to Carilion Roanoke Memorial Hospital progressed on time and on budget. And we kept innovating to advance care—completing our first co-development agreement, which led to new technology that improves patient outcomes, and supporting the launch of several successful start-ups.

If the past year taught us anything, it was the importance of living our values in everything we do. We proved that we can meet challenges head-on with the courage that has become our hallmark. And we continue to push ourselves, guided by our belief that the status quo is never enough. This bold leadership isn’t just our legacy. It’s our present and our future, inspiring us as we lean ever forward.

Nancy Howell Agee
President and CEO

James Hartley
Chairman of the Board

TO THE PEOPLE WHO MAKE IT ALL POSSIBLE

Carilion is a medical provider. An integrated health system. A hospital network. Yet those phrases don't capture the essence of who we really are: a community of people who truly care.

Last year, we lost several of those community members, including Douglas Martin—known to most as “Mr. Martin.” After starting his career with us at age 17 in 1958, Mr. Martin served as a clinical support supervisor at Carilion Roanoke Memorial Hospital for 63 years. From greeting all who entered the hospital to transporting patients safely to their cars, Mr. Martin made a difference to everyone who came through his door. In his more than six decades of service, he missed just one day of work. And with his trademark Stetson hat and a fresh rose in his lapel, he wasn't just the face of CRMH—he was its heart too.

Ultimately, our more than 13,000 employees are the heart of Carilion, and they share Mr. Martin's spirit of dedication. These are the people who keep our organization beating every day ... and moving toward tomorrow.



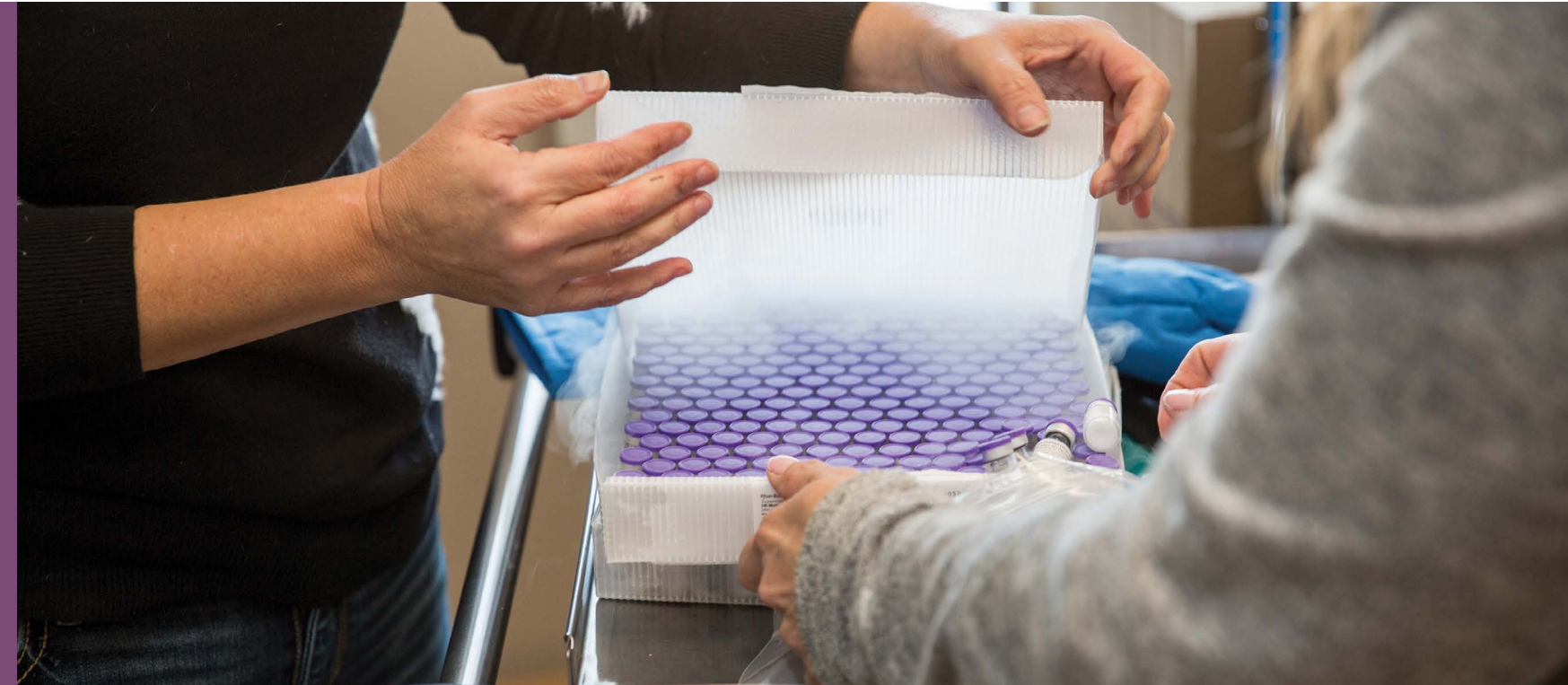
Mr. Douglas Martin supported thousands of patients and employees at Carilion.

TABLE OF CONTENTS

Winning Against COVID-19	4
Advancing Our Clinical Care	8
Driving Innovation and Education	17
Propelling Our Community Forward	21
Elevating Our Organization	28
The Donors Who Power Our Progress	30
The Boards and Principles That Guide Us	47
Where You'll Find Us	48

WINNING AGAINST COVID-19

Although COVID-19 continued in 2021, the year brought a renewed sense of optimism for our team at Carilion. In year two of the pandemic, we were more prepared. More experienced. And more assured. Empowered by the arrival of the vaccine, critical advancements in care and coordinated community testing and education, we began to see the end of this ongoing public health crisis.



OUR MISSION MOMENT

After receiving our first shipment of vaccines in December 2020, our mission became getting these lifesaving shots into as many arms as possible.

Working with the Virginia Department of Health, local jurisdictions and non-profit agencies, we spearheaded mass vaccination clinics as well as smaller community-based ones. At their peak, the largest clinics at the Berglund Center in Roanoke, many of which we staffed, required more than 300 professionals a day. Thanks to the efforts of our employees and others, we administered more than 170,000 first and second doses in Roanoke alone.



ADDRESSING ACCESS

To help distribute the COVID-19 vaccine more equitably and educate as many people as possible about its benefits, we led multiple initiatives across communities:

- We partnered with Franklin County's Pigg River Association—a faith-based collective of more than a dozen churches of color—to host a vaccination clinic at its community center, eliminating transportation obstacles for church members and combating vaccine skepticism among the wider community.

- We joined a “Mesa Redonda” event hosted by local news station WDBJ7+ to share expert medical insight about the vaccine and COVID-19 with Spanish-speaking communities.
- Through Carilion Direct, our patient-facing call center, influential “community connectors” made thousands of outbound calls to those who were vaccine-eligible but hadn't yet received their shot—helping to schedule hundreds of appointments.
- We continued our work on the New River Valley Public Health Task Force, a cross-sectional organization of community leaders striving to deliver reliable COVID-19 guidance across the region. From creating testing sites and holding virtual town halls to developing awareness campaigns, the task force's contributions made COVID information more readily available.
- Together with the Western Virginia Workforce Development Board and other local partners, Carilion received more than \$400,000 in federal funding to hire nine new community health workers focused on COVID-19 education and vaccination efforts.

FROM THE FRONTLINES TO CENTER STAGE

In 2021, our community recognized Carilion's many employees for their extraordinary efforts during the COVID-19 pandemic. On behalf of our entire organization, President and CEO Nancy Howell Agee accepted the Cabell Brand Hope Award from local non-profit Total Action for Progress, as well as accolades at Roanoke's long-running Festival of India, where she was the guest of honor. We also received the Roanoke-Blacksburg Technology Council's coveted Ruby Award alongside the Fralin Biomedical Research Institute at VTC for our rapid transition to telemedicine during the pandemic, when in-person visits weren't possible.





JUSTIN'S STORY BY THE NUMBERS

48 hours it took for Justin's condition to deteriorate and for him to require a ventilator

6 times Justin almost died



PROMOTING VACCINE AWARENESS

In sharing his story, Justin and his longtime partner, Beth Fisher, hope to raise awareness about the seriousness of COVID-19, and the importance of getting vaccinated.

"If you think just because you're healthy, you're going to be fine, think again—because COVID doesn't care," Justin said.

A PROACTIVE COVID-19 TREATMENT

Shortly after he was diagnosed with COVID-19, Justin's health deteriorated rapidly. But for high-risk patients who initially have mild COVID symptoms, a treatment known as monoclonal antibody therapy can slow the virus's progression in the first few days, reducing the chance of severe sickness.

Carilion was one of the first providers in the country to offer monoclonal antibodies. Previously, other treatments like convalescent plasma were effective only for patients who were acutely ill. But when monoclonal antibody therapy was administered shortly after signs of infection in clinical trials, it was found to reduce hospitalization and death by 70 to 85 percent—a huge step forward in mitigating the effects of COVID-19.

JUSTIN'S STORY

Where Tomorrow Is a Team Effort: Cohesive and Collaborative Care to Ensure This Patient's Survival

In the fight for his life, Justin Ditmore needed a team that wouldn't just care for him during his battle with COVID-19 but would support him at every stage of recovery.

Enter Carilion Clinic. Our team at Roanoke Memorial Hospital saw Justin through each step of his more than 120-day battle with the virus—from his initial admission to his ongoing recuperation.

Within two days of arriving at CRMH, Justin was struggling to breathe and had to be intubated and placed on a ventilator. One week later with no improvement, he was put on an extracorporeal membrane oxygenation (ECMO) machine, which takes blood out of the body, infuses it with oxygen and cycles it back into the veins—essentially serving as an external heart and lungs. The process can be a last resort for some patients. The ECMO machine itself can place excessive

stress on the body and even pose the risk of organ failure. However, in dire circumstances, ECMO can make the difference between life and death. And in Justin's case, that's what it came down to.

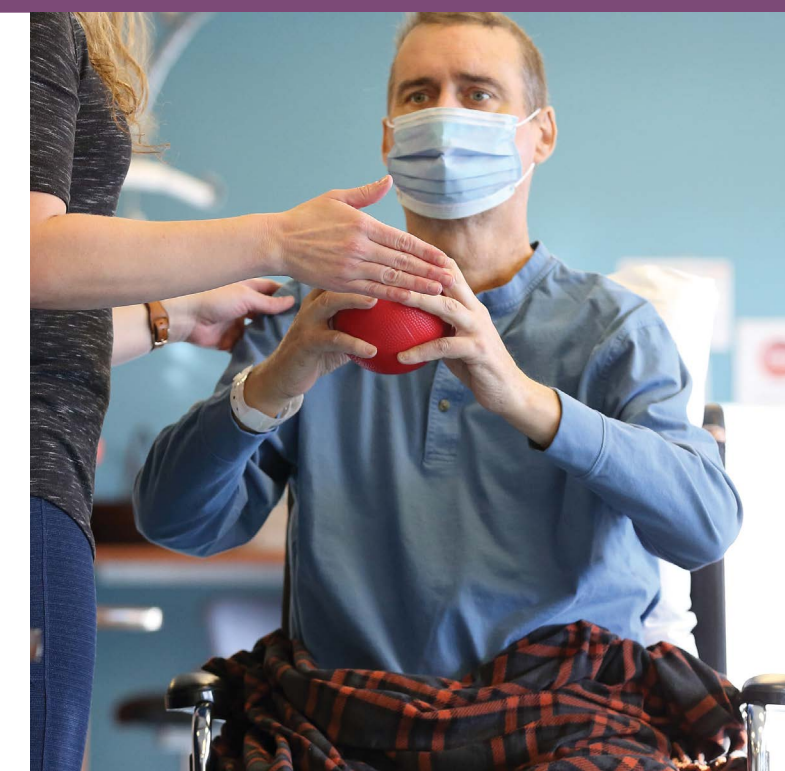
Finally, after weeks on both the ventilator and ECMO, Justin turned a corner with COVID. But even as his breathing and cognition improved, his body was declining in other ways. After lying in a hospital bed for so long, Justin's muscles had weakened and he was unable to walk. Carilion once again played a critical role in getting Justin back on his feet—literally—thanks to our physical therapists who helped him regain his strength.

Justin's care represented a monumental effort. And it was the power of the Carilion collective that helped him make it to the other side, a fact that's not lost on Justin.

"Everybody—from the nursing assistants to the nurses to the therapists to the doctors to the housekeepers—has been great," he said.

120 days Justin spent in the hospital

30+ members of Justin's care team



ADVANCING OUR CLINICAL CARE

While responding to the evolving COVID pandemic in 2021, our commitment to other areas of clinical care remained steadfast. Whether we were pioneering new procedures, leading medical studies or building infrastructure for the future, we leveraged our resources to continue to advance care.



A 240-foot crane—the second tallest structure in Roanoke—was erected to help build our Crystal Spring Tower.

MAKING HEADWAY IN HEART HEALTH THROUGH CLINICAL TRIALS

With one of the nation's top heart hospitals, we're on the leading edge of cardiovascular care, and 2021 was no different. Last year, we enrolled the first patients in two new groundbreaking national clinical trials. Through the CORCINCH-HF study, we're assessing the efficacy of a device to help patients with malfunctioning left heart ventricles—a condition that currently has no other treatment options. We also began participating in a study known as PARADIGM to evaluate a less invasive alternative for fixing artificial heart valves leaks.



Carilion participated in 18 ongoing cardiovascular clinical trials and studies.

EXPANDING INFRASTRUCTURE. IMPROVING CARE.

At Carilion Roanoke Memorial Hospital, construction began on our 10-story, 400,000-square-foot Crystal Spring Tower, which will become home to our Cardiovascular Institute in 2025. We also opened a second hybrid operating room, which serves our Aortic Center, cardiac surgery and other areas—and will eventually move to the new tower too. This cutting-edge OR includes a cardiac catheterization lab and advanced imaging equipment, enabling multiple surgical teams to perform separate surgeries on the same patient at once, and making more complex, minimally invasive procedures possible. These expansion and renovation projects ensure the most advanced heart care is available for patients of tomorrow.



ADVANCED PROCEDURES THAT DRIVE PROGRESS

In 2021, we performed our 1,000th transcatheter aortic valve replacement (TAVR) and 100th transcatheter aortic valve replacement (TCAR) across our hospitals. Advanced, minimally invasive and life changing, these procedures improve clinical outcomes for patients who cannot undergo traditional open heart surgeries due to age, fitness or anatomy. And not only are we performing more of these operations, we're also training other health care providers to do the same—helping to expand access across our community.

600+
new parking spots will accompany the Crystal Spring Tower

NIKKI'S STORY

Dancing Her Way Back to Better

The accident happened almost instantly for Nikki Becks. But in its aftermath her recovery looked like it would be the exact opposite, leaving her with extensive, long-lasting injuries, some that could potentially affect her for the rest of her life.

Fortunately, she had a highly capable team of Carilion doctors, nurses, physical therapists and staff in her corner to keep her moving forward—even when she couldn't walk. When Nikki's car was hit head-on, the bone that connects her foot to her ankle was forced through the bottom of her foot, leaving Nikki with a serious open fracture. Typically, the best-case scenario with a break like this would see her walking in three years. The worst? Her foot might have to be amputated.

These were outcomes that Nikki's four orthopaedic and plastic surgeons weren't willing to accept. Using healthy tissue from her wrist and bone from her hip, they reconstructed her ankle, each doing their part to complete the complex, high-risk procedure efficiently and ensure it was successful.

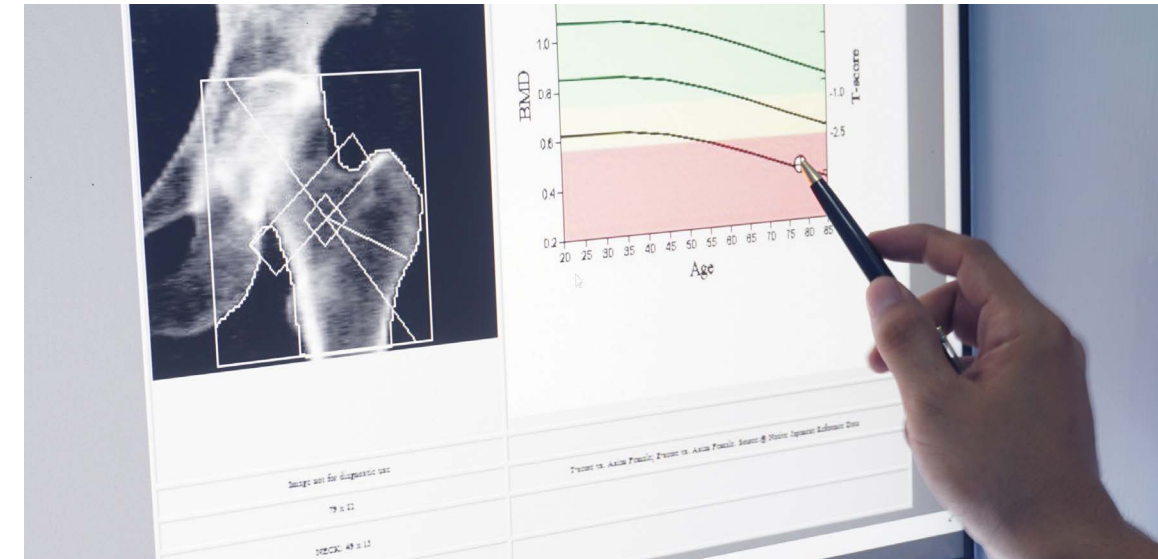
Thanks to her doctors' efforts, along with a robust physical therapy regimen and an anti-gravity treadmill that helped her regain strength, Nikki was walking again in months, not years. And during a special reunion with her Carilion caregivers, Nikki danced her way into the room to an outpouring of hugs and applause.

"They did their part," she said. "And I'm working on doing my part."



CLINIC SUPPORTS BONE HEALTH

With age, bone health becomes increasingly important. Carilion's bone health clinic provides care for patients with osteoporosis or those at risk of developing it. The goal? To prevent recurring fractures. Through our clinic, we offer a comprehensive evaluation which includes a medical history assessment, physical examination, laboratory tests, FRAX score calculation and bone density scan.



INVESTING IN ORTHOPAEDICS

At Carilion Franklin Memorial Hospital we began a \$15 million renovation to update and enlarge our operating rooms and pharmacy. The project paves the way for the hospital to expand services to include orthopaedics.



IMPROVING JOINT REPLACEMENTS

Our commitment to continual improvement and innovation ensures patients who undergo hip, knee or other joint replacements receive the highest quality care. Our Joint Council's multidisciplinary team includes surgeons, inpatient and outpatient joint coordinators, unit directors, therapy and rehabilitation professionals, clinical team leaders, advanced care practitioners and nursing and support staff. Each month, team members come together for a rigorous review of data focusing on clinical protocols, quality and outcome measures, patient satisfaction, length of stay and complications, with the shared goal of advancing care.

60%

of hip and knee replacement patients can go home the day of surgery



NURSING EXCELLENCE

The American Nurses Credentialing Center recognized Ellen Harvey, D.N.P., as the 2021 National Magnet Nurse of the Year for Empirical Outcomes. A clinical nurse specialist at Carilion Roanoke Memorial Hospital, Ellen was honored for leading an interprofessional team in developing an evidence-based protocol that lowered the rate of infection in patients with external ventricular drains (EVD) to zero.

BETTER UNDERSTANDING BRAIN HEALTH THROUGH CLINICAL TRIALS

We're working to improve all aspects of brain health by participating in clinical trials across multiple disciplines:

- As one of 100 health systems that joined RECOVER, the largest clinical trial for depression in history, we're assessing how Vagus Nerve Stimulation (VNS)—a minimally invasive procedure that implants a pacemaker-type device for the brain—impacts patients with difficult-to-treat depression.
- In a 28-site international trial to test a novel device for rapidly diagnosing mild traumatic brain injury, we are one of three main centers leading the study, which is expected to enroll 2,000 patients.
- We're one of only seven centers in the nation participating in the FAST-BGC clinical trial, which one of our physicians is leading to examine balloon-guided catheter use in stroke patients.



MAKING MOVES TO SUPPORT MENTAL HEALTH

When it comes to mental well-being, we've demonstrated our commitment to moving beyond purely medical treatments by helping launch a Mental Health Navigation Line for the residents of Roanoke City. Staffed by non-clinical professionals, this free and confidential service connects residents to critical mental health and substance use resources.

Our research portfolio grew to more than 100 active clinical trials, more than double the number five years ago.

FIGHTING OPIOID ADDICTION

Carilion's opioid task force accelerated its work in 2021 to address addiction, which only worsened during the pandemic. Our approach centered on addiction's "three-legged stool" of prevention, treatment and recovery.

Key accomplishments include:

- Recognition of our Emergency Department (ED) Bridge to Treatment Program as the state model along with a \$300,000 grant from the Virginia Department of Medical Assistance Services (DMAS) to continue the program, which provides rapid access to care for patients with acute symptoms of opioid use disorder
- Providing leadership for the successful expansion of Office-Based Opioid Treatment (OBOT) programs across Virginia to address other forms of addiction
- As part of the Roanoke Valley Collective Response, contributing to the Blueprint for Action, a community-wide strategic plan for addressing the opioid and addiction crisis

ADDRESSING ADDICTION BY THE NUMBERS

20

initiatives to prevent opioid addiction

25%

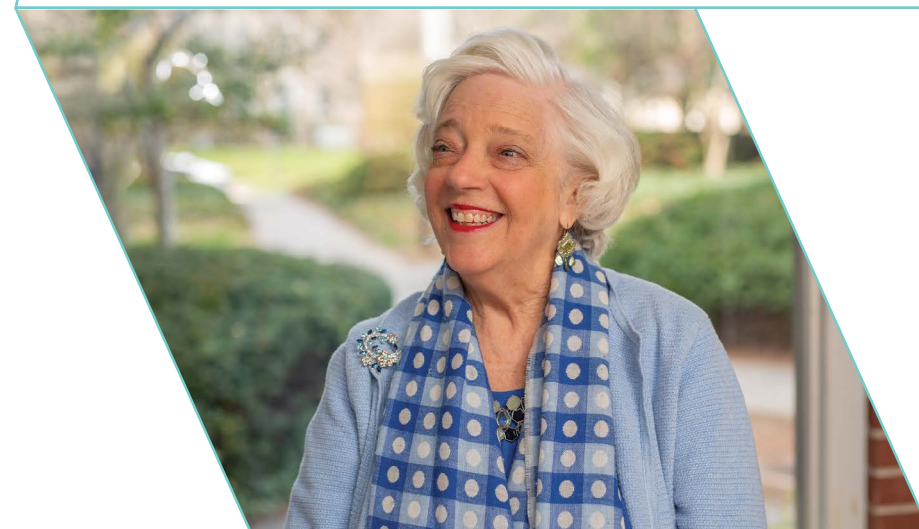
reduction in prescribed opioids

70%

one-year retention rate of patients in OBOT programs

RECOGNITION FOR IMPACTFUL TREATMENT INITIATIVES

Last year, Carilion's own Cheryl Hartman, Ph.D., was named Roanoke's Citizen of the Year for her efforts to establish both adolescent and opioid treatment programs. Outside of her medical work, Dr. Hartman also leads and supports various not-for-profits, including the Junior League and Kiwanis Club, in addition to spearheading solutions for social and health care issues—from obesity to teen pregnancy.



NEW INFUSION CENTER DELIVERS BETTER EXPERIENCE

A new infusion center at Carilion Roanoke Memorial Hospital opened in 2021, improving comfort for cancer patients and others who require intravenous therapies—diuretics, monoclonal antibodies and antibiotics. Eight infusion bays and a negative pressure room provide ample space. The center also maximizes relaxation and healing with heated massage chairs, portable exercise machines to use during treatment and windows or art to make the rooms more inviting.



BRINGING CARE HOME

A new oncology rehabilitation program that will make specially tailored physical, occupational and speech therapies available to cancer survivors in their home began in New River Valley and Tazewell. The program will expand to other areas offering seamless care and convenience for patients wherever they are.

A LEGACY CONTINUES

Bruce Long, M.D.'s more than three-decade career at Carilion took him from surgical oncologist to esteemed leadership positions—including vice chair of clinical affairs for the Department of Surgery—to roles as a physician advisor and an associate professor at the Virginia Tech Carilion School of Medicine. The common thread across his many titles and years of service was his deep commitment to elevating care, especially for cancer patients like him. In the wake of his passing in 2021, the Department of Surgery established a memorial fund in Dr. Long's name to ensure his legacy lives on.

For more information, please visit [CarilionClinicFoundation.org](https://www.carilionclinicfoundation.org).



ANITA'S STORY

A Future, Recovered.

When Anita Haymaker was first diagnosed with a tumor in her pancreas, surgery seemed like the best way to remove the growth. But two years and three surgeries later, including a hysterectomy, her cancer kept coming back—and her doctors knew they had to change course.

Fortunately, Carilion had joined forces with Blue Ridge Cancer Care to conduct a clinical trial for a molecular radiotherapy called Lutetium dotatate, now marketed under the name Lutathera. Not only was she eligible to participate, Anita was also a particularly strong candidate for this study

because Lutathera specifically targets receptors found only in her type of cancer.

While treating tumors with radiation isn't a new concept, Lutathera is an innovative type of precision medicine called theranostics, which goes beyond typical radiation capabilities. The treatment delivers a one-two punch: first locating the tumors and then destroying them using the same radioactive compound—in this case, lutetium dotatate.

Across multiple clinical trials, Lutathera has been shown to prevent tumors from growing or spreading more successfully than other therapies. That was certainly the case for Anita. Four years after she entered the Carilion and Blue Ridge trial, she's healthier than ever, and her periodic scans have shown zero tumor progression.

With her cancer in the backseat, Anita can focus on the things she loves most: enjoying her Smith Mountain Lake home with her husband and spending more time with her grandkids.

ENHANCING THE PATIENT EXPERIENCE AT CARILION CHILDREN'S

Two years after it was announced, Carilion Children's Tanglewood Center opened in 2021, bringing together our many pediatric specialties under one roof.

With more than a dozen practices, an on-site lab, imaging services and plenty of parking, the new center serves as a convenient one-stop shop for patients and their families, who can now see multiple specialists in a single place. Housed in a former JCPenney store, the facility also provides easy access to Tanglewood Mall, offering visitors food and shopping options to explore before, after or in between appointments and ultimately helping to spur more commercial investment in Roanoke County.

OUTSTANDING MERIT IN MATERNITY

Carilion Roanoke Memorial Hospital was recognized on U.S. News & World Report's inaugural list of Best Hospitals for Maternity. CRMH earned the top rating of "High Performing" based on multiple metrics, a designation achieved by only 237 facilities across the nation. Systemwide, we delivered 3,712 babies in 2021.



CARILION CHILDREN'S TANGLEWOOD CENTER BY THE NUMBERS

77,000
square feet

120
exam rooms

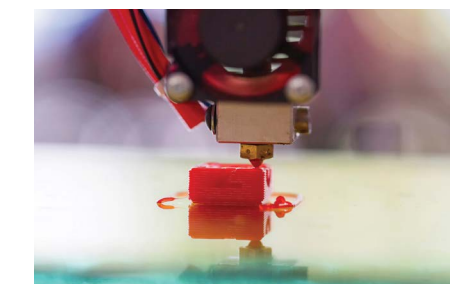
500
families expected to visit each day

50+
patients seen on Opening Day



DRIVING INNOVATION AND EDUCATION

Every day at Carilion, we ask ourselves, "What's next?" To get there, we actively invest in innovation and education—helping to build the technology and leaders of tomorrow and keep our organization and our field looking beyond the horizon.



CARILION INNOVATION PROGRAM BY THE NUMBERS

80+
inventions shared

15
patents filed—
nearly double that
of the previous year

MAKING OUR MAKERSPACE EVEN BETTER

To encourage Carilion employees to dream up new ideas, we upgraded our innovation program's makerspace—providing high-quality computer-aided design software, adding two additional 3D printers and hiring a biomedical engineering intern to help with rapid prototyping. These new resources will enable our team members to develop high-impact inventions, some of which may eventually become commercially successful.

Carilion Clinic Innovation encourages employees to develop and commercialize their ideas for improving care.

During his time as a student in our wilderness medicine fellowship, graduate Josh Nichols, M.D., focused on maritime and dive medicine, in addition to providing endurance race support and establishing wilderness medicine protocols for Roanoke County EMS.

PARTNERING TO IMPROVE PATIENT OUTCOMES THROUGH TECHNOLOGY

For us, collaboration and innovation go hand in hand. It's why we joined forces with MetiStream, a health analytics company, to co-develop the Surgical Clinical Reviewer (SCR)—a software tool that uses artificial intelligence to extract meaningful insights from the vast store of unstructured data in electronic health records.

SCR automates the chart review process for reporting surgical quality data required by a range of external entities, from the American College of Surgeons to U.S. News & World Report to the Centers for Medicare and Medicaid Services (CMS). Manually collecting, reviewing and reporting this data is tedious and expensive, often

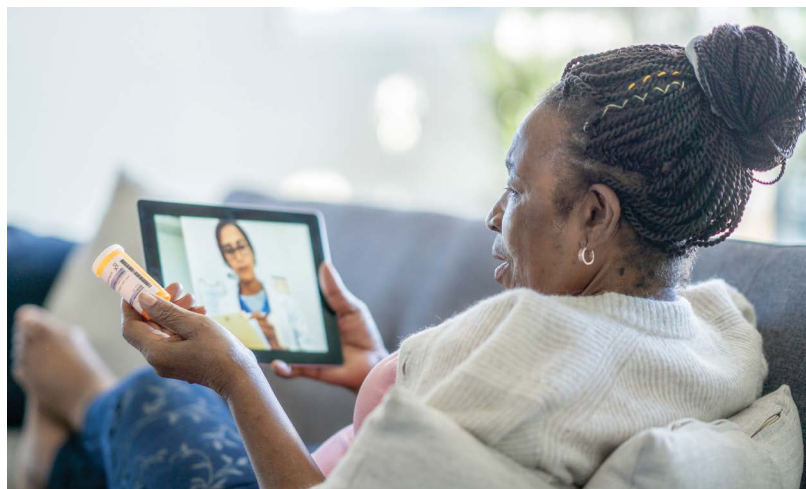
requiring specially trained reviewers who spend hours poring over dense documentation and hundreds of variables. By bringing together the Carilion surgical quality team's deep knowledge and MetiStream's cutting-edge technology, it's now possible to analyze this information rapidly.

Gathering quality data is just one way SCR is improving our care. It's also being used to scour charts in search of symptoms that could suggest high colon cancer risk for patients, proving that this avant-garde offering has the potential to advance care across a wide range of applications.



ACCELERATING OUR DIGITAL TRANSFORMATION

In its second year, the COVID-19 pandemic continued to catalyze growth in digital health delivery—and Carilion was no exception. Using \$363,000 in CARES Act funds from Tazewell County, we augmented our existing telemedicine network, expanding our digital capabilities to ensure our providers can continue checking in with patients virtually, something that's especially helpful in rural communities.



We continued to expand MyChart self-scheduling, texting and eCheck-in and introduced new tools to make care more convenient.

MILESTONE ACHIEVEMENTS ACROSS OUR GRADUATE PROGRAMS

In 2021, we continued to demonstrate our commitment to Graduate Medical Education with milestone achievements in our 29 residency and fellowship programs, which provide advanced training in a range of specialties for the next generation of health care providers.

Accomplishments across our fellowships and residencies:

- We welcomed the first class to our newly accredited rheumatology fellowship.
- We received approval for a critical care fellowship beginning in July 2022.
- Our wilderness medicine fellowship became one of only eight programs to receive national certification.
- Our orthopaedic and hand and adult reconstructive surgery fellowship programs were both awarded grants to offset the salary of one fellow.
- We received \$2.6 million from the Virginia Department of Medical Assistance Services to support our internal medicine and psychiatry residency programs.
- Carilion New River Valley Medical Center was named a Top Teaching Hospital by the Leapfrog Group.

2021 GRADUATE MEDICAL EDUCATION BY THE NUMBERS

101

physicians completed residency and fellowships

12%

increase in the number of graduates

43

graduates practicing in Virginia, with the majority at Carilion

VIRGINIA TECH CARILION (VTC)

Our successful partnership with Virginia Tech, a global leader in research, continues to grow, improving care as we drive our region forward.

Fralin Biomedical Research Institute at VTC

- The Fralin Biomedical Research Institute at VTC opened its 140,000-square-foot addition in 2021. Supported by a \$45 million appropriation from the Virginia General Assembly, funding from Virginia Tech and Carilion and land provided by Carilion, the new facility will allow the institute to double its workforce by 2027.

Virginia Tech Carilion School of Medicine

- In 2021, applications went up 48 percent, with more than 6,400 vying for a spot in the 49-member Class of 2025.
- Curriculum expanded beyond basic science and clinical science to include Health Systems Science and Interprofessional Practice, the study of how health care is delivered.
- The school continued to rank among the top 100 in U.S. News & World Report's annual list of Best Medical Schools for research.



RADFORD UNIVERSITY CARILION (RUC)

In the second year after the merger between Radford University and Carilion's Jefferson College of Health Sciences that created RUC, the school continued to make great strides.

- Undergraduate tuition dropped 50 percent thanks to an additional \$10 million in annual state funding, allowing more students to pursue health care careers and meet the growing need for care in our region.
- For the first time, students from Radford University and RUC walked side by side to receive their diplomas at the university's winter 2021 commencement ceremony.

A TALENT PIPELINE FOR THE FUTURE

In 2021, we joined the Blue Ridge Partnership for Health Science Careers, a regional initiative to expose high school students to careers in health and life sciences. The program is designed to help pique students' interest early and build a pipeline of exceptional employees. We also established an Office of Workforce Development to ensure we can meet the region's need for care now and in the future.

PROPELLING OUR COMMUNITY FORWARD

Our community and our organization are one. Together, we are working to create a healthier environment, where health equity is the norm and all individuals have the opportunity to thrive.



TAKING ACTION THROUGH OUR COMMUNITY HEALTH ASSESSMENTS

In 2021, we conducted our triennial Community Health Assessments with community partners as part of our ongoing work to better understand the needs of our area and address them proactively, region by region.

These regular assessments inform and drive our community health programs, investments and partnerships. They create opportunities to join with broader coalitions, so we can prioritize and problem solve collaboratively.

These assessments have led to targeted grant funding totaling nearly

\$1 million



CATALYST FOR CHANGE

Over the years, the findings of our Community Health Assessments have rallied community coalitions around a range of issues, from access to care to social determinants of health, and resulted in impactful projects and programs.

Here are just a few:

- The Bernard Healthcare Center (the Free Clinic of Franklin County) was the result of residents mobilizing around the need for better access to medical care.
- Carilion's VelocityCare site opened to meet the need for urgent care in Lexington/Rockbridge.
- The Pathways HUB was established with United Way of Roanoke Valley to connect uninsured patients with social services through community health workers.
- Home Alone, a targeted outreach program, was created to meet the needs of seniors living alone during the COVID-19 pandemic.
- Fresh Foods Rx began to provide nutrition education and access to healthy fruits and vegetables for patients throughout our health system.

2021 FINDINGS AND PARTNERSHIPS

Our latest findings demonstrate the need for better access to both mental health services and primary care, along with more resources to promote healthier behaviors; improve income, housing and transportation; and address COVID-19.

Today, we're addressing our findings through a variety of ongoing projects and programs, often facilitated in tandem with partners who share our mission.

TOP COMMUNITY HEALTH ISSUES

Our 2021 assessments identified our communities' top health concerns as mental health, health behaviors and socioeconomic factors such as income, housing and transportation.

These top concerns are inextricably linked to one's health status. For example, lack of transportation may limit access to nutritious food and contribute to obesity. Similarly, mental health problems are often closely connected to health behaviors such as drug and alcohol use.

Access to primary care continued to appear on the list and, like social factors, underpins other health concerns. Lack of access to care may affect health literacy, knowledge of health behaviors and management of chronic diseases, thereby contributing to an unhealthy lifestyle.

COVID-19 deepened the complexity of our community's health status. In addition to the medical concerns of the disease itself, the pandemic triggered economic uncertainty and social isolation, which affected other areas identified here.

These findings are yet another reason why, at Carilion, we strive to look at community health from a holistic perspective, spearheading multiple initiatives that address both clinical and social determinants of health:

- Mental health
- Health behaviors
- Socioeconomic factors
- Primary care access
- COVID-19



AN URBAN FARM FOR A HEALTHIER FUTURE

The Morningside Urban Farm in southeast Roanoke supplies fresh fruits and vegetables—from tomatoes and sweet potatoes to artichokes and arugula—in the surrounding area, where access to nutritious food is a challenge. The farm also functions as an educational space, hosting community events and classes focused on nutrition, fitness, gardening and more. And thanks to funding from the Carilion Clinic Foundation, we were able to elevate the Morningside mission in 2021, organizing multiple events that increased participation by 129 percent.



The Morningside Urban Farm is one of the many successful initiatives born from our Community Health Assessments.

MORNINGSIDE URBAN FARM BY THE NUMBERS

664
pounds of produce harvested

129%
increase in participants in farm classes, special events and field trips

412
pounds of produce given to class participants

Our Community Health Assessments helped spark our ongoing Local Impact for Tomorrow (LIFT) initiative, a community partnership with Delta Dental of Virginia, Freedom First Credit Union and Roanoke City Public Schools, to provide access to pediatric physical, mental and oral health care along with financial wellness programs for families through a new community health center in southeast Roanoke’s Fallon Park Elementary School.



GOING GREENER

Protecting our planet is one of our top priorities, and in 2021, we were recognized for our sustainability efforts.

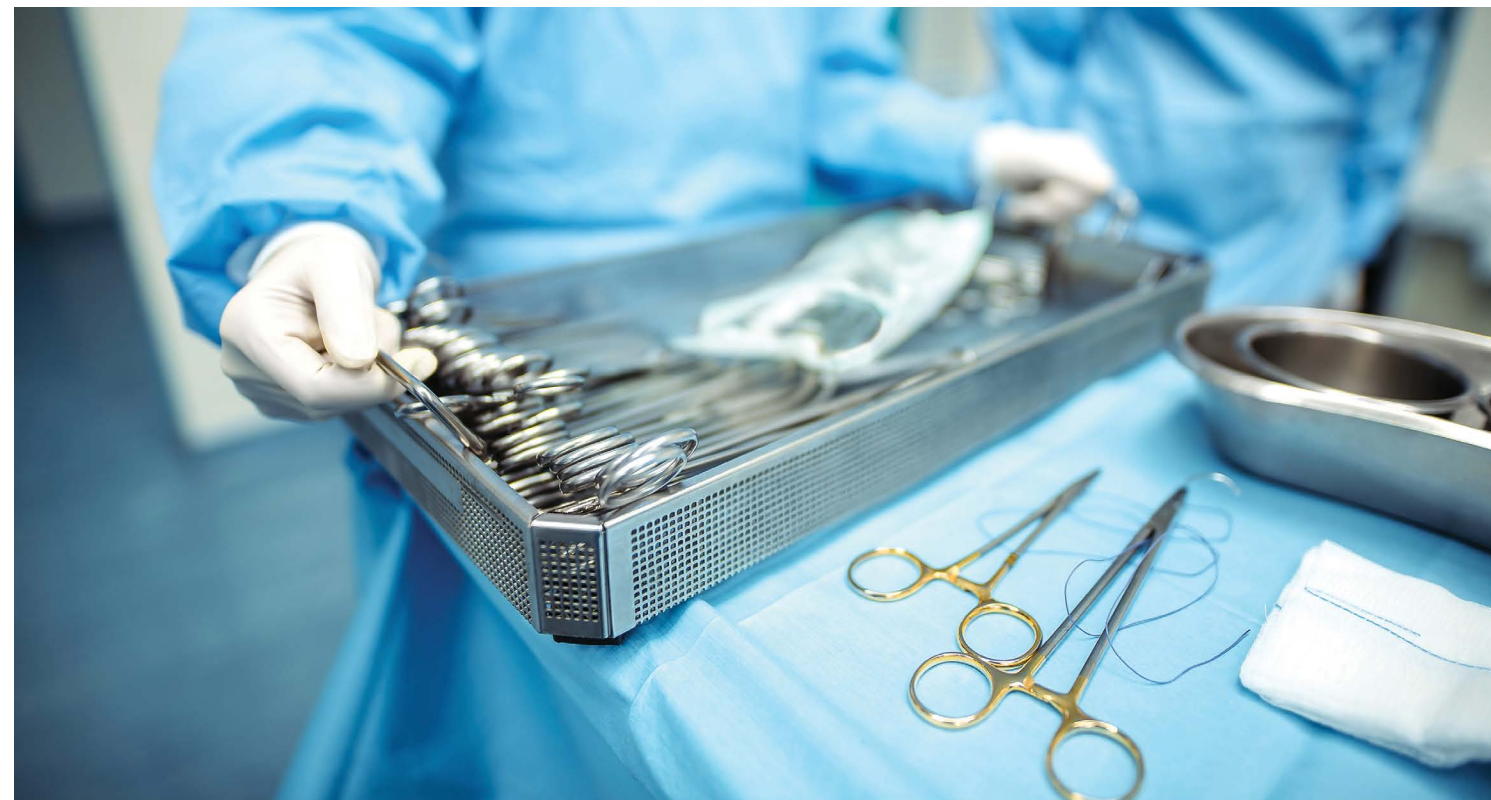
Carilion Roanoke Memorial Hospital and Carilion New River Valley Medical Center received the 2021 Environmental Excellence Award from Practice Greenhealth, an organization committed to driving sustainability in the health care industry.

At Carilion Rockbridge Community Hospital (CRBH), we took action to make our building more energy efficient: replacing heating and cooling equipment, updating lighting with LED bulbs, improving insulation and implementing a preventive maintenance program.

The result? CRBH earned ENERGY STAR® certification from the U.S. EPA for using less energy and emitting fewer greenhouse gases—all without sacrificing performance. And with a score of 85, CRBH is now more efficient than 85 percent of similar health care properties nationwide.



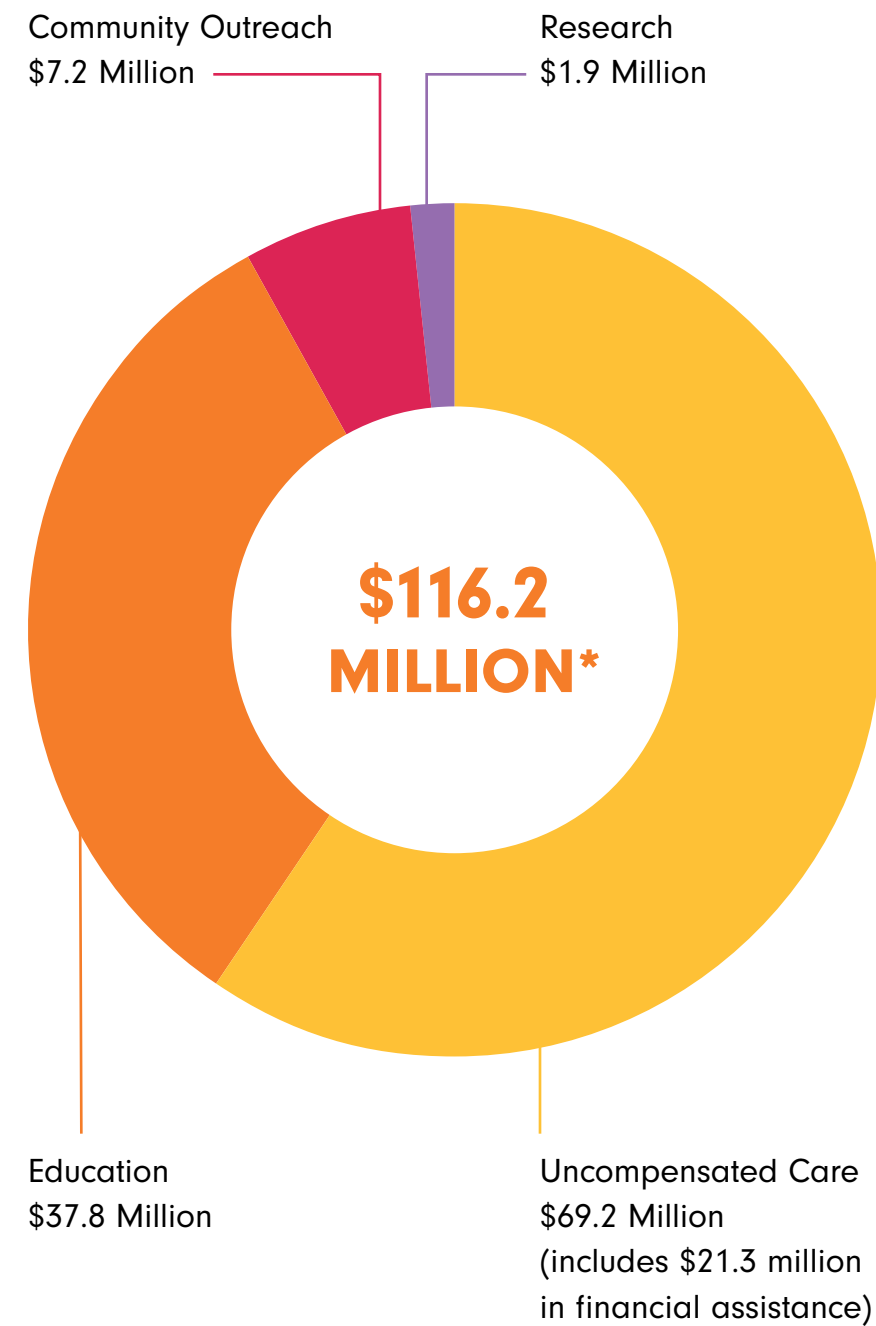
At Carilion New River Valley Medical Center, we're storing our surgical instruments in reusable sterilization containers instead of the standard non-biodegradable products, reducing waste by one ton and saving \$10,000 a year.



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 \$116.2 million* in community benefit, including \$21.3 million in financial assistance. In other words, for every dollar of tax exemption, we gave back \$2.30.



*Fiscal year 2020, as per Virginia Hospital and Healthcare Association guidelines.

OTHER WAYS WE IMPROVED THE HEALTH OF OUR COMMUNITY IN 2021

1,651

seniors assisted through targeted outreach during the COVID-19 pandemic

157

attended our 20 Healthy Walks and Talks

300+

attendees of virtual health education classes

ELEVATING OUR ORGANIZATION

VOLUNTEERS COME BACK TO CARILION

At long last, volunteers returned to Carilion, 17 months after COVID-19 forced us to put the program on hold. Each year, our volunteers collectively give thousands of hours of service, which translates to an annual monetary value of more than \$500,000. From serving snacks in waiting areas and delivering flowers to hospital rooms, to holding fund-raising events to provide hotel stays for patients' out-of-own families, Carilion volunteers make a real difference for our patients and their loved ones.



Matt Schafer of Boston was the first competitor to cross the IRONMAN finish line, winning the overall race with a time of 4:10.

FROM VISION TO REALITY: BRINGING IRONMAN TO ROANOKE

Last year, we brought the Carilion Clinic IRONMAN 70.3 Virginia's Blue Ridge triathlon to Roanoke. The endeavor took two years of planning with multiple public safety agencies and faced unexpected challenges, including canceling the 2020 event due to COVID-19. In the end, our collective endurance paid off. In the first year of our three-year sponsorship, the competition drove \$3.8 million in economic impact, ranked in the top 10 North American IRONMAN events and helped cement our region's reputation as a top-tier outdoor destination—putting both Carilion and Roanoke on the map.



FOCUSED ON FUNDRAISING

2021 saw us deepen our commitment to philanthropy. We hired our first vice president for philanthropy, Ralph Alee, to oversee the Carilion Clinic Foundation's operations and strengthen our culture of giving back. And our own employees contributed a record \$277,490 in our annual campaign—an 11 percent increase from 2020.

IRONMAN 70.3 BY THE NUMBERS

1,700
athletes from 45 states

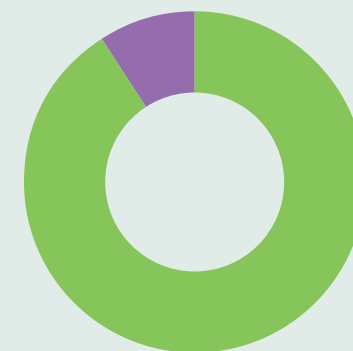
265
volunteers

150
medical staff

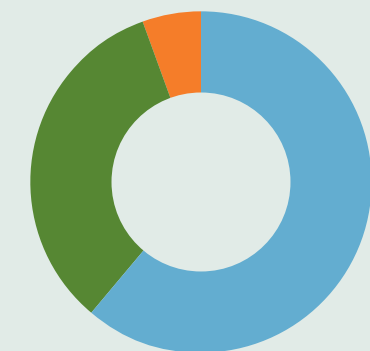
FINANCIALS

As a not-for-profit entity, our main source of capital is our operating income—100 percent of which we continually reinvest directly back into our communities in the form of facility upgrades, new equipment and technology and efforts to attract and retain the best talent. In 2021, lost revenue opportunities and unanticipated expenses related to the COVID-19 pandemic continued to have a significant financial impact. With financial support from the CARES Act and other government sources—along with careful expense management, rebounding patient volumes and increased utilization—we ended the year with a 2.9 percent operating margin, just shy 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)



91% Total net patient service revenues
9% Other operating revenues



61.3% Salaries and benefits
33.4% Supplies and other expenses
5.3% Depreciation and interest expense

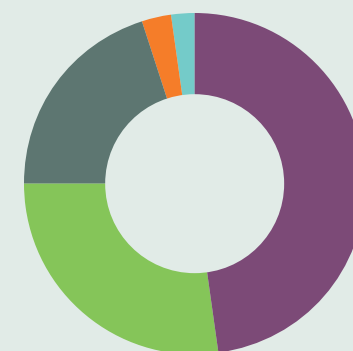
REVENUES

Total net patient service revenues*	\$2,005,622
Other operating revenues	197,786
Total	\$2,203,408

EXPENSES

Salaries and benefits	\$1,310,954
Supplies and other expenses	714,278
Depreciation and interest expense	113,904
Total	\$2,139,136

REVENUES BY PATIENT VOLUME



48% Medicare
27% Commercial
20% Medicaid**
3% Other
2% Self-pay**

OPERATING FINANCES BY YEAR (\$ IN THOUSANDS)

2021	\$2,139,136	\$2,203,408	2.92%
2020	\$1,902,170	\$1,925,294	1.20%
2019	\$1,847,316	\$1,943,823	4.96%
2018	\$1,734,105	\$1,806,506	4.01%
2017	\$1,671,933	\$1,720,786	2.84%

Operating Expenses Operating Revenues
Operating Margin

*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.

THE DONORS WHO POWER OUR PROGRESS

Our never-ending pursuit to provide effective cures and procedures, improve facilities and better support patients is made possible by the contributions of individuals, organizations, foundations and corporations. It is our honor to recognize the generous donors who made compassionate and thoughtful gifts between January 1 and December 31, 2021.

The interactive butterfly wall at Carilion Children's Tanglewood Center was made possible through generous donations to the Carilion Clinic Foundation. The touchless display responds to movement, creating an engaging, germ-free way to entertain patients and their families in the waiting room—the first of its kind at Carilion.



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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

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Carilion Clinic is 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.

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Adolescent Medicine
 Allergy & Immunology
 Aortic & Endovascular Surgery
 Bariatric Surgery
 Breast Surgery
 Cardiology
 Cardiothoracic Surgery
 Colon & Rectal Surgery
 Cosmetic Surgery
 Dentistry
 Dermatology & Mohs Surgery
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 Psychiatry & Behavioral Medicine
 Pulmonary Medicine/ Critical Care
 Reproductive Medicine & Fertility
 Rheumatology
 Sleep Medicine
 Sports Medicine
 Surgical Oncology
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 Trauma/Surgical Critical Care
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 Vascular Surgery

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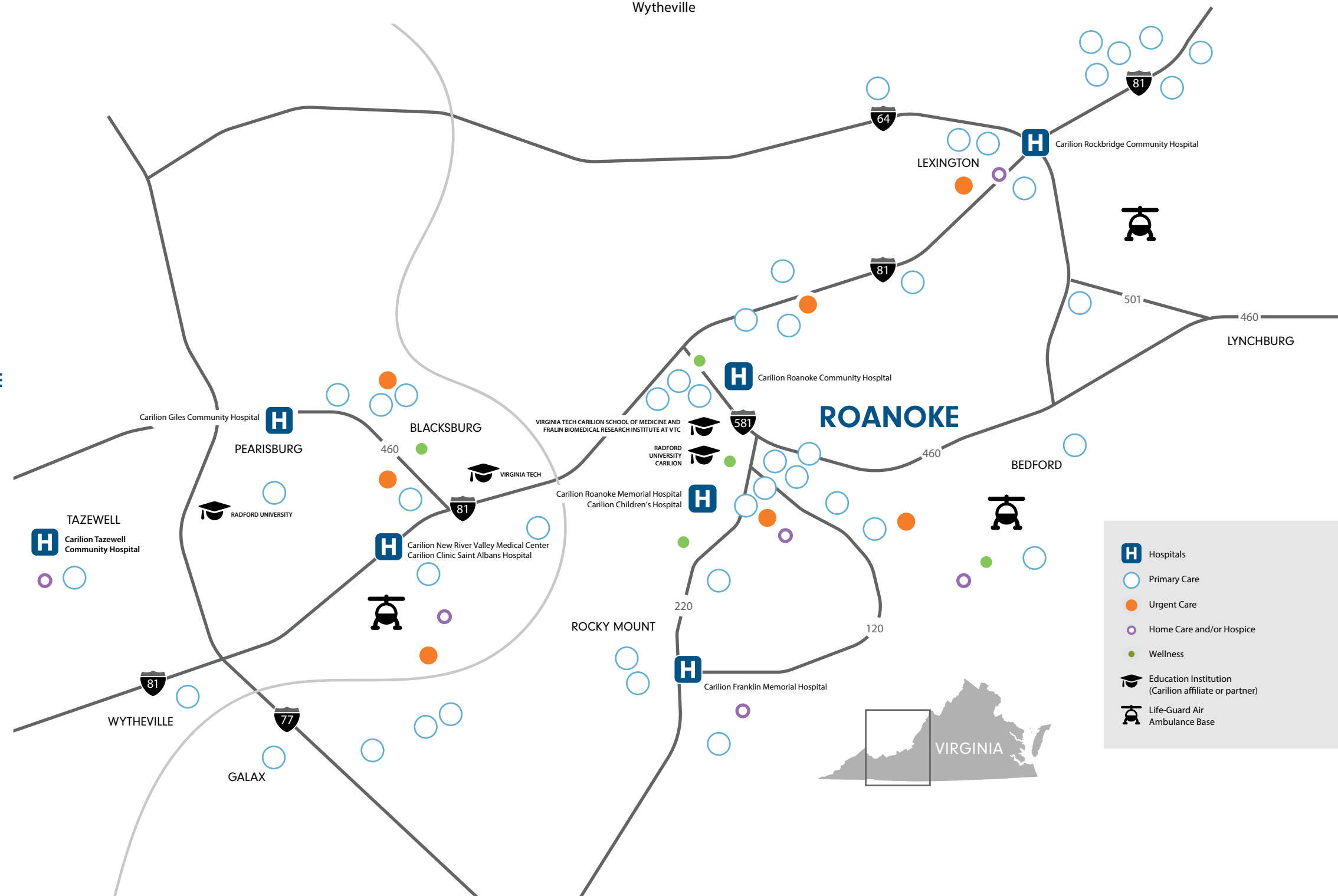
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