

10

EVERY MOMENT

moving forward



CARILION CLINIC

TRANSFORMATION

A look back at the momentum driving us forward.

We became an early adopter of the electronic health record system known as Epic.



We partnered with Virginia Tech to create the Virginia Tech Carilion School of Medicine and Research Institute. We also opened our first outpatient site.



We established a Medicare Shared Savings Plan known as "Doctors Connected."

**DOCTORS
CONNECTED.**

With Virginia Tech, we announced plans to fold the VTC School of Medicine into the university and the expansion of the VTC Research Institute. VTC will form the hub of a growing Health Sciences and Technology Campus and the Roanoke Innovation Corridor.

2006

2007

2008

2009

2010

2011

2012

2013

2014

2015

2016



We announced our name change to Carilion Clinic, signifying our commitment to integrated care.



We began to transition our primary care practices into "medical homes" with cross-disciplinary care teams.

We formed partnerships with insurers Aetna and Anthem, a critically important piece of the clinic model.

We graduated our first class of medical students. Every member of the class was accepted into a residency program to complete their training.



We opened our new Institute for Orthopaedics and Neurosciences.

2016 Report to Our Community

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Dear Neighbors,

Truly, this past year was about transformation. You can read about it on the following pages, and you can see it clear as day in the difference we're making! It continues a theme of the last decade—and the last century—a theme of progress.

It's the development of medical leaders, the implementation of new technologies and knowledge, and the robust partnerships we've forged that continue to grow. It's how we collaborate and care for the many people who depend on us, and how we change our practices and processes to change lives. It's something of which I'm deeply proud.

Thanks to the spirit of collaboration that defines Carilion, 2016 was a great moment in our history. I'm calling on every one of us to recognize this moment, to celebrate and to help maintain our incredible momentum. Because our communities, our friends and our families need us. And we must always be ready.

In every moment, moving forward.

Sincerely,

Nancy Howell Agee
President and CEO

IT BEGAN

with a vision.

Carilion's roots go back more than a century, when a group of dedicated citizens came together and built a hospital to meet the health care needs of our community.

Only 10 years ago, we made the strategic decision to transform from a collection of hospitals to a physician-led, integrated health care system. It was a courageous move. And in every moment since, we've worked to evolve further—developing a multi-specialty physician group, transforming our primary care practices into patient-centered medical homes, implementing electronic health records system-wide, creating a robust partnership with Virginia Tech, and opening a medical school and research institute. Each decision, each adaptation, has fundamentally changed the way we collaborate and care.

TODAY,

Carilion Clinic reflects on our past 10 years of transformation. A decade of milestones met, solutions discovered and challenges overcome, all in the name of better care.

.....

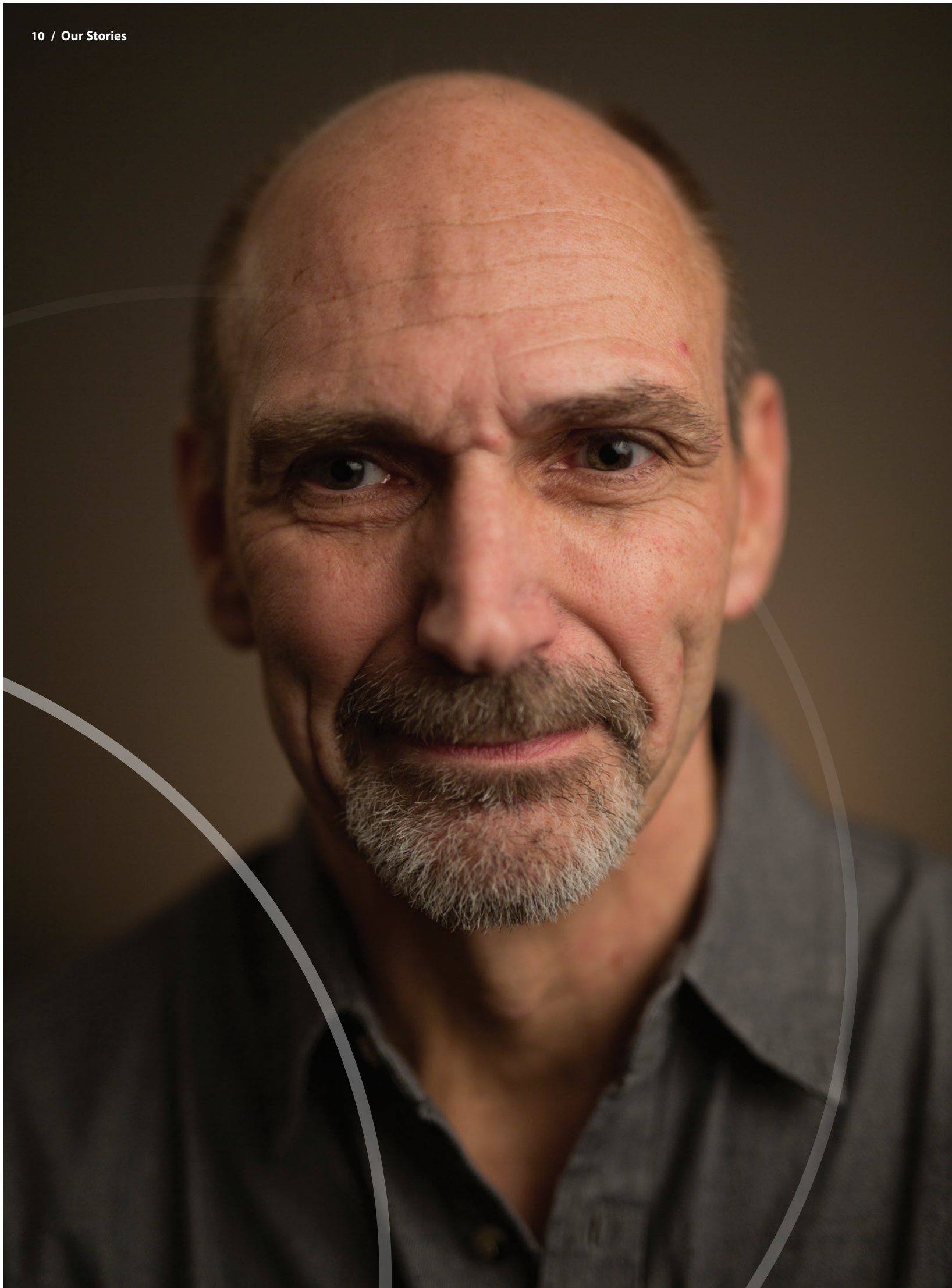
And we look ahead to tomorrow, guiding our region forward through the work of our physician leaders, doctors, researchers and educators. Through the work we do together for a common purpose. Through the extraordinary technologies and tools that connect us. And through our environments, which enable partnership and innovation every day.

IT'S ALL OF US,

.....
and all of these things, working
together. For the benefit of all.
That's what changes lives.

We must consider everyone we know and everything we've learned, so that we become a stronger care provider, a smarter institution and a healthier community.

NOT JUST IN
THIS MOMENT, BUT
FOR EVERY MOMENT,
MOVING FORWARD.



FULLY DEDICATED, *body and mind.*



Pete Wilson was skeptical of same-day hip replacement surgery. Until he experienced it himself.

An avid hiker, he was accustomed to taking 40-mile expeditions in places like the Columbia River Gorge. Even at work, he routinely logged more than 15,000 steps a day. But when constant hip pain sidelined him, he went to his Carilion family doctor, who diagnosed him with avascular necrosis. Luckily, Wilson was a prime candidate for a less invasive, outpatient procedure. And much to his surprise, he was able to cut what would have been a 10-day hospital stay to a single day in the OR—walking out of the hospital before 8 p.m. Just months later, Wilson is now planning his next hiking trip out west.



Once I came out of surgery, my pain was gone. Period.

Not too many people believed I walked out of the hospital!



— PETE WILSON,
SAME-DAY HIP REPLACEMENT PATIENT

Collaborating for better care

In 2016, we saw the opening of our Institute for Orthopaedics and Neurosciences, a multidisciplinary center focused on advanced patient care from bone and joint injuries to brain and spine disorders. In its first year, the center is attracting patients from our region and well beyond. Based in Roanoke, the institute also has locations in Blacksburg, Lexington, Smith Mountain Lake and Martinsville.

Teaming up to treat student athletes

Carilion has partnered with Virginia Tech to care for Hokies during every minute of competition—and at every moment in between. Our sports medicine experts are standing on the sidelines, ready to treat any injury.



TURNING THE TABLES

on trauma.

When tragedy struck, Vicki Gardner found herself in the wrong place at the wrong time. Thankfully, Carilion was there when she needed us most.

The lone survivor of the on-air WDBJ7 shootings in August 2015, Gardner underwent two days of life-saving surgeries at Carilion Roanoke Memorial Hospital, which is designated a Level I Trauma Center. Since then, she's made a tremendous recovery. In the wake of everything, her spirit hasn't been dampened, either. She says, "Our community should not be defined by this horrific act—and it won't be."



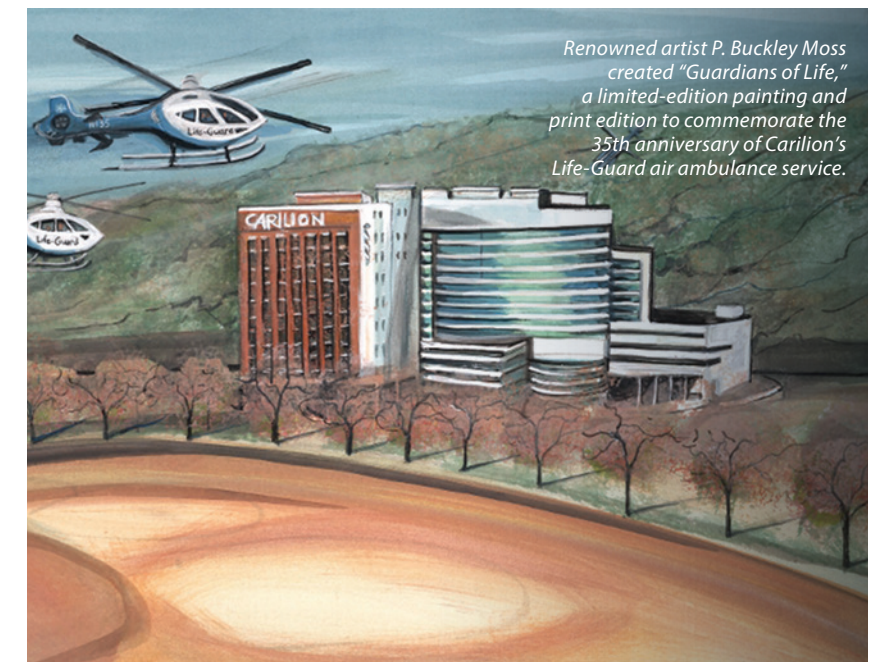
2016 Silver Anvil Award for crisis communications from the Public Relations Society of America in response to the WDBJ7 shootings

Celebrating 35 years of air rescue

Carilion Clinic's Life-Guard, Virginia's first air ambulance service, has delivered more than 24,000 critically ill or injured patients to life-saving care in the past 35 years. And the range of our ever-watchful eye in the sky continues to grow: We now provide around-the-clock transport for the entire state and parts of West Virginia, North Carolina and Tennessee.

Tackling drone safety

We're partnering with drone operators to improve safety in hospital areas. Our "Land the Drone" campaign, which includes open forums to educate our neighbors on best practices, is now itself considered a best practice.



Renowned artist P. Buckley Moss created "Guardians of Life," a limited-edition painting and print edition to commemorate the 35th anniversary of Carilion's Life-Guard air ambulance service.



WHEN IT'S A MATTER OF THE HEART,

every moment matters.

When motorcycle enthusiast Roger White woke up at Carilion, they called him "Miracle Man." Technically, he had died in transit.

In January 2016, White suffered a massive heart attack while helping friends and family clear their driveways of snow. He found care in the hands of Carilion's cardiac services team, and their life-saving intervention and individualized treatment. Thanks to coronary artery bypass surgery and rehabilitation at Carilion Roanoke Memorial Hospital, today White is right where he wants to be—back on his bike.

Keeping options open for A-fib

The Watchman device is a low-risk alternative for the more than two million Americans who are at risk of stroke but can't tolerate blood thinners. Implanted through a minimally invasive procedure, it's about the size of a quarter and surprisingly light. And we're one of the few centers in Virginia providing this low-risk option to patients.

Clearing the way

Treating narrowed or blocked arteries has advanced dramatically in recent years. And we've played a key role as the site of three clinical trials for a new dissolvable stent that's since been approved by the FDA. With this new technology, the stent breaks down naturally and disappears completely after three to four years.

Covering post-op patients with warmth

A recent study in our cardiac surgery ICU and cardiac surgery OR found that forced-air warming blankets reduce the potential for negative outcomes after cardiac surgery by keeping body temperatures up. This low-tech, high-minded solution results in less time on a ventilator, as well as shorter ICU and hospital stays.

Looking even closer

CT scans for lung disease and coronary artery disease allow us to get even more accurate images, which lead to better diagnosis and monitoring of your conditions.



Stroke Gold Plus Achievement and Stroke Honor Roll Elite awards from the American Heart Association and American Stroke Association



EXPANDING OUR SPECIALTY, *searching inside and out.*

We're becoming a destination for the care of complex diseases of the pancreas and inflammatory bowel disease (IBD).

We have top experts in the field who are attracted to Carilion's collaborative approach to healing. And they've brought with them knowledge, education and research—all things that translate to benefits for our community.

Congratulating our first fellows

Last year, we graduated our first gastrointestinal fellows, in an especially selective and competitive program, with more than 300 applicants from around the globe for two positions.

Examining widespread issues

Our advanced Endoscopy Center is currently the largest referral practice for endoscopic retrograde cholangiopancreatography (known as ERCP) in western Virginia, with nearly 1,000 ERCPs and 20,000 endoscopic procedures performed annually.

Studying the past to improve our future

Collaborating with others around the world, Carilion's multi-disciplinary IBD team is advancing early diagnosis of Crohn's disease in first-degree relatives. These efforts are improving the clinical management of complications and helping others avoid the long-term symptoms of the disease.

WHEN EVERY MOMENT COUNTS.

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**Carilion's Transfer and Communications Center
keeps our system running smoothly.**

This critical department coordinates all patients moving throughout our campuses. Thanks to the dedicated men and women who make up our "mission control," we can provide the fastest, most precise care possible—right when and where you need it.

Our state-of-the-art technology and around-the-clock approach have even been recognized as best practices in the health care industry. In fact, more than 50 other health systems around the country have visited us with an interest in taking what we do at Carilion and replicating it.

1,500+
AIR MEDICAL
TRANSPORTS

25,000
TRANSFER
REQUESTS

30,000
GROUND
AMBULANCE
TRANSPORTS

25,000+
BED PLACEMENTS



IMPROVING QUALITY OF CARE, *everywhere.*

Over the past year, we've continued to improve both the quality of care our patients receive and how we deliver it. And we can see the results—in the research data, and in the faces of those we serve. Because they're the ones who really matter.

Starting with families

You can see progress from moment one in our maternity services. We've worked diligently with new and expectant mothers to reduce the number of early elective deliveries and first-birth Cesarean sections below national benchmarks.

Creating a safer environment

Two of our teams were recognized for their outstanding work in lowering the ratio of catheter-associated urinary tract infections through education and rounding.

Pulling back the curtain

In an effort to make health care more transparent and to help patients make better informed choices about their care, we're now publishing data in a new Quality and Patient Safety section on CarilionClinic.org.



Finding new ways **TO TREAT PAIN.**

.....
Opioid addiction and overdose deaths have reached epidemic levels in southwest Virginia.

Our new comprehensive approach to pain management seeks to improve pain control and reduce drug abuse through patient and provider education, as well as new tools for evaluating pain.

Truly, we all share in treating and managing our patients' pain. Strategies like right-sized prescriptions, psychological and psychiatric support, nutrition and mindfulness, as well as alternative means of treatment that support the whole person, not just their pain—these are the steps that will help reduce opioid addiction and move us closer to healthier communities.



Our children's
HEALTH
starts here.

With our new Carilion Children's pediatric medicine practice in Rocky Mount, we're bringing services even closer to kids who need them.

This location benefits from a \$75,000 Project Connect grant from the Virginia Health Care Foundation. Through this initiative, families can apply for state-sponsored health insurance programs, and we can ensure that our communities' most precious patients are covered for comprehensive outpatient treatment, routine checkups and regular immunizations.

Seeing growth spurts

Our pediatric ENT and orthopaedics programs have expanded recently, with new fellowship-trained physicians bringing their expertise in treating young patients.

YOUR FIRST POINT OF CONTACT, CLOSER TO HOME.

Creating new resources

We opened a family medicine practice in Clifton Forge to offset the many physicians retiring or leaving the Allegheny Highlands. We saw a significant need—and filled it by providing patient-centered care.

Providing care, here and now

We opened a VelocityCare in Lexington, so that families in the Shenandoah Valley have better access to urgent care.

Living longer, fuller lives

More than 1,200 new patients enrolled in BetterLiving 65, Medicare's chronic care management service. For those living with chronic conditions, the program helps improve quality of life, keeping these patients in touch with their providers and reducing emergency room visits and hospital admissions.



25 percent MyChart participation rate (141,000 unique patients)



1,200+

NEW PATIENTS ENROLLED IN BETTERLIVING 65

8

VELOCITYCARE LOCATIONS NOW OPEN



SERVING THOSE WHO SERVE US ALL.

We honor the brave men and women who are veterans and active-duty military employees.



Helping our heroes

Working closely with We Honor Veterans—a program of the National Hospice and Palliative Care Organization, in collaboration with the Veterans Administration—we promote educational activities, increase access and improve quality of care for our veterans.



Connecting comrades

Partnering with our own Jefferson College of Health Sciences, we hold monthly Vet-2-Vet meetings to support our veterans, giving them the opportunity to meet, network, engage in community service and gain information on critical civilian skills, such as resume writing.

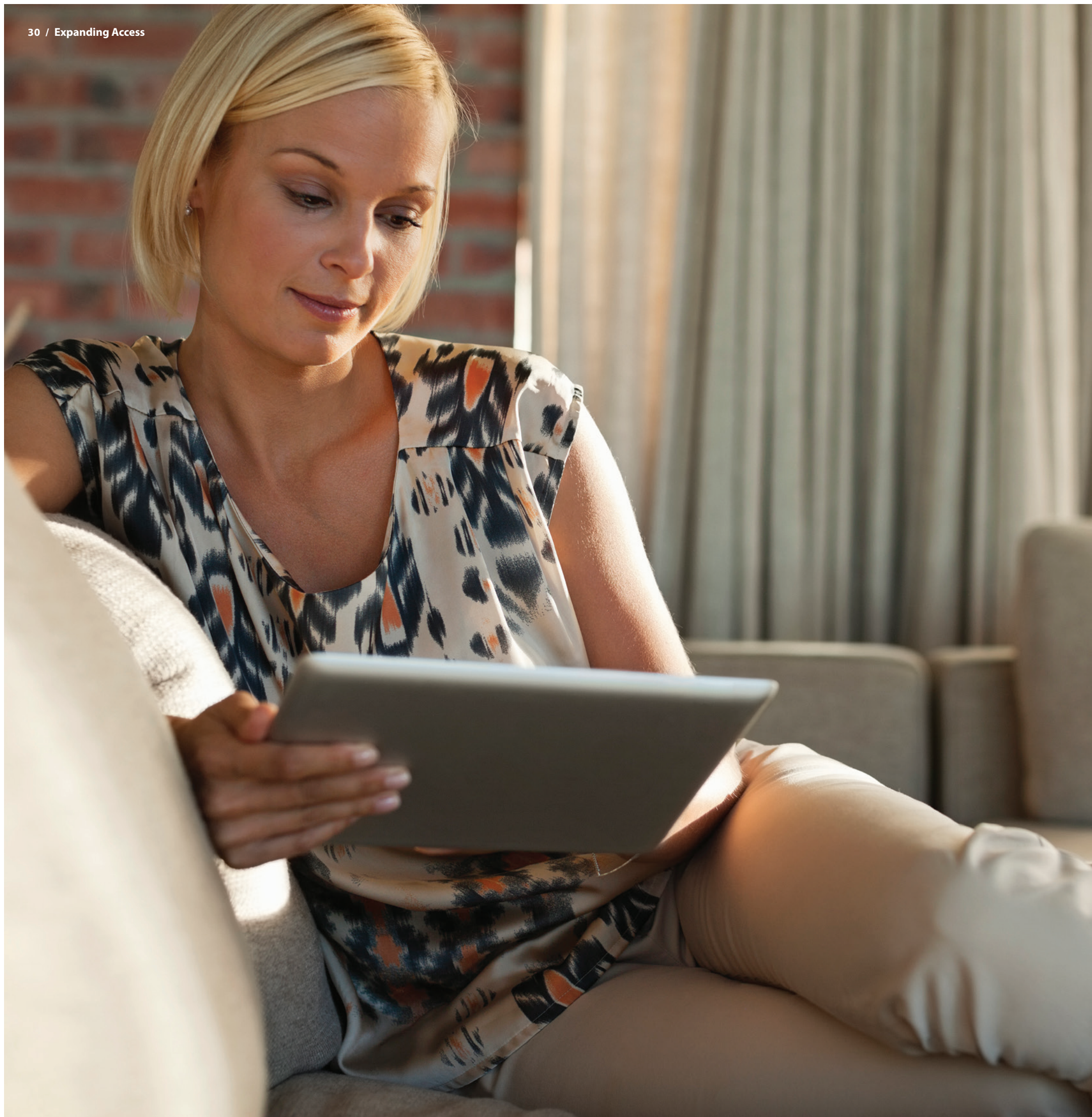


Leaving no one behind

We created a veteran's clinic within Carilion Tazewell Community Hospital to care for the more than 1,000 veterans in Tazewell County and the surrounding area.



Veterans Choice patients' insurance now accepted



HEALING COMMUNITIES

through technology.

Technology can close the gap between provider and patient—and improve healthy relationships.

Our latest advances include:

- Enabling patients to self-schedule appointments.
- Empowering those who otherwise don't have access to vital information and resources.
- Helping patients understand the cost of their care and budget for it.
- Streamlining the clerical process for pharmacists, so they can spend more time collaborating with patients and lowering the cost of health care.
- Allowing patients and families to engage with their care team in education and care planning.
- Expanding access to specialty care in rural areas.

A TRANSFORMAT10N



The past year,
AND LOOKING FORWARD.

Setting our sights on wellness

Carilion Wellness expanded to Blacksburg with the opening of our newest site at the Virginia Tech Corporate Research Center.

In Roanoke, a new Momentum Fit Studio at Jefferson College of Health Sciences gives our employees another convenient exercise option.



TAZEWELL

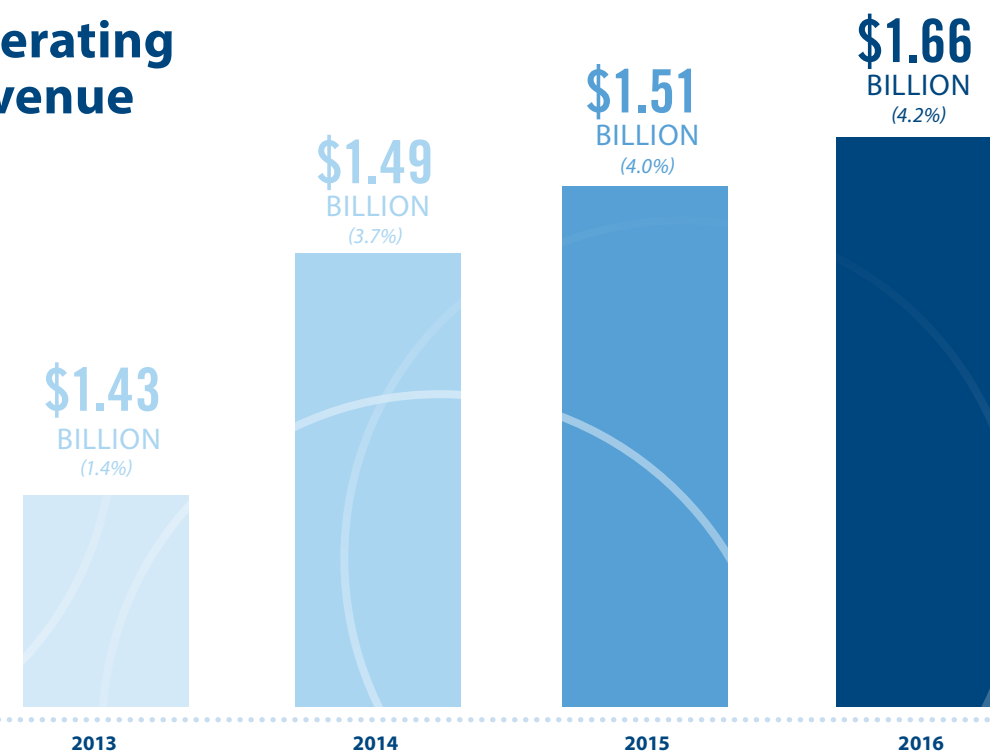
We began transforming Carilion Tazewell Community Hospital to deliver more outpatient services, focusing on primary care and education. In the coming year, increased access to primary care is planned.

NEW RIVER VALLEY

We remodeled all five operating rooms and two procedure rooms at Carilion New River Valley Medical Center. We also expanded the space and added equipment. Chosen as a favorite hospital in the region by the readers of *The Southwest Times*, we're pleased to serve.



Operating Revenue



We had our third consecutive year of record financial performance. We maintained our strong bond rating and achieved our targeted margin of 3 to 5 percent, which allows us to invest in technologies and facilities for 21st-century care and to retain the best physicians and staff.

RECOGNIZING *new and familiar faces.*

Two of Carilion's stalwarts announced their retirements in 2016. Their presence, as well as their dedication to our patients and the Carilion family, will be sorely missed.



President's Award recipient

Donald L. Steinweg, M.D.

In more than 16 years of service, Dr. Steinweg regularly went above and beyond the call of duty, staying after hours to return calls and even making home visits.



President's Award recipient

**Melina D. Perdue,
Executive VP**

During her 23 years at Carilion, Perdue was a driving force for community engagement and praised for her leadership, collaboration and mentoring.

A TRANSFORMAT1ON



Nancy Howell Agee, Carilion Clinic's president and chief executive officer, was chosen as chair-elect by the Board of Trustees of the American Hospital Association, and named among the "100 Most Influential People in Healthcare" by *Modern Healthcare*.



Steven C. Arner was named president and chief executive officer of Carilion Medical Center, our Roanoke Campus that includes Carilion Roanoke Memorial Hospital, Carilion Roanoke Community Hospital and several outpatient sites.



Margaret M. Schaeffel joined Carilion Clinic as chief nursing officer, leading our Roanoke-based nursing team and the system-wide Nursing Executive Council, as well as serving as a key member of the Senior Management Team and the Board of Governors.



Paul R. Skolnik, M.D., joined Carilion Clinic as chair of the Department of Medicine, leading physicians across the department's 14 sections. He serves on our Senior Management Team and as chair of the Department of Medicine for Virginia Tech Carilion School of Medicine.



Partnering for
**A BETTER,
 HEALTHIER FUTURE.**

Since joining forces in 2008 to create a medical school and research institute, Carilion Clinic and Virginia Tech have seen what two institutions can do together to improve our region and our state. We look forward to continuing our work together as we enter the next chapter in our partnership.

In the coming years, Virginia Tech and Carilion will develop a Health Sciences and Technology Campus and surrounding Innovation Corridor near downtown Roanoke.

The Innovation Corridor is expected to become an exciting hub of activity, with spinoff growth that will nurture living, breathing communities where workers, businesses and research coexist in one space, with housing to support them.

With Virginia Tech, we will change not only Roanoke's landscape, but that of health care as a whole. And most important, we will do it together.

\$67 MILLION

A \$67 million building will double the size of the Virginia Tech Carilion Research Institute and bring 25 new research teams. The 105,000-square-foot addition will allow for unprecedented growth, in what state Senator John Edwards has called "one of the most important economic development programs in our region in a long time."

EXCELLENCE
 IN GOVERNMENT AWARD

The Virginia Tech Carilion School of Medicine and Research Institute received one of seven Excellence in Virginia Government Awards from the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University.

Paired for POSITIVE CHANGE.

Our work with Virginia Tech is being recognized for its visionary approach to academics and its many benefits for our communities.

“ The Virginia Tech–Carilion partnership is the epitome of a good idea that evolved into something great. Together, we have been able to build a medical curriculum and a research agenda in parallel. No other new medical school has been able to offer its students the benefits of such an innovative partnership. ”

— CYNDA A. JOHNSON, M.D., M.B.A.
PRESIDENT AND FOUNDING DEAN,
VIRGINIA TECH CARILION SCHOOL OF MEDICINE

Two innovators becoming one

Plans officially began to make the Virginia Tech Carilion School of Medicine part of Virginia Tech. The process is expected to take two years, culminating in 2018.

Putting wellness top of mind

We began a new program at Prices Fork Elementary in Blacksburg that teaches children and their families how to stay active and healthy: HokieFit.

Teaching and learning, together

Our Big Hokie-Little Hokie mentorship program helps students cope with the commitments of medical school. We're pairing medical students with resident mentors to prepare them for life pre- and post-graduation.



Our medical school graduates have achieved a

100%

match rate into residency programs.

The class of 2020 has been the most competitive yet, with a record

4,611

applicants vying for 42 spots.



TAKING THE NEXT STEP FORWARD.

.....

Roanoke has always benefited from entrepreneurs who create cutting-edge business ideas. Now, those startups have a place to grow.

As a key component of the Roanoke Innovation Corridor, the old Gill Memorial Hospital building in downtown Roanoke, formerly owned by Carilion, is being converted into a business accelerator for startup companies ready to expand. Part of its purpose is to supply these innovators with workspace, mentoring and connections to investors.

The accelerator will help technology-based health care businesses succeed and will serve as a catalyst for growth in our region.

JOINING FORCES

to find answers.

.....

Collaboration between Carilion physicians and researchers at the Virginia Tech Carilion Research Institute continues to increase—and so do the potential benefits of their work.

Working together, for everyone

Joint research efforts have yielded promising results in a wide range of fields, including improving outcomes in breast reconstruction surgery for cancer patients, developing new therapies for treating brain tumors, preventing sudden cardiac death, addressing the behavioral issues that cause diabetes and understanding the motor action and cognitive function of patients with epilepsy.

Bringing together the very best

Roanoke has quickly become a hub for brain research and discovery. VTCRI hosted two brain-focused conferences, bringing top international researchers to meet with and learn from scientists conducting their research in Roanoke. The Virginia-Nordic Precision Neuroscience Conference focused on the use of personalized medicine to treat brain disorders and improve brain health. The 5th International Conference on Glial Biology in Medicine focused on the brain's most populous cell, the glial cell, and its important roles in brain health and diseases.

A TRANSFORMATION



Since opening in 2010, the Virginia Tech Carilion Research Institute has become a major biomedical research center with **more than two dozen research teams and about \$74 million in funded projects.**



TEACHING *tomorrow's doctors* TODAY.

Educating the next generation of physicians, right here where we live. At Carilion, that's what we do. Giving these providers a reason to stay, so that they can continue care for those in our communities—that's just as important. And it's why we put such an emphasis on growing our graduate medical education programs.

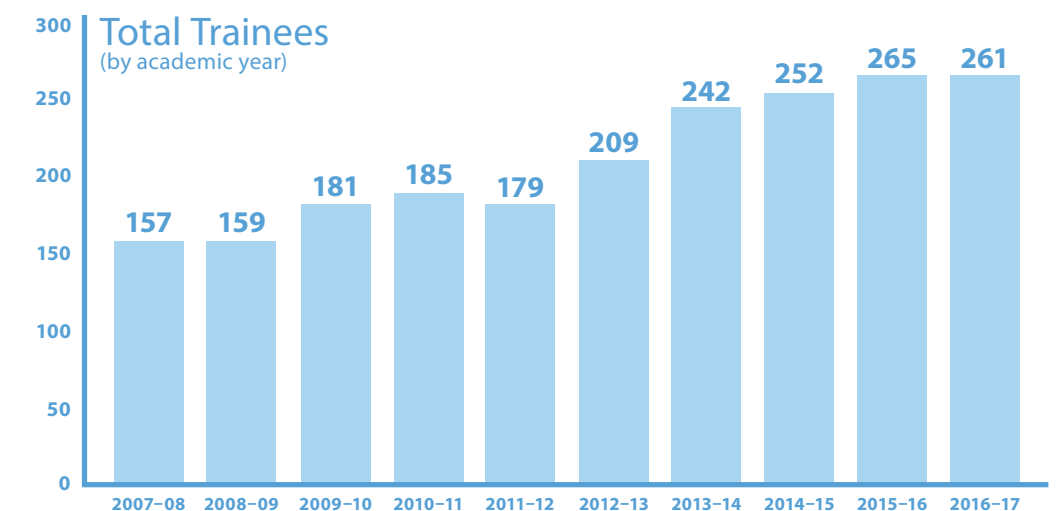
Training even more residents and fellows

Last year, we enrolled three residents in our neurology specialty program and added a rural elective to our family medicine residency, where doctors can spend four weeks at a practice in Martinsville, Rocky Mount or Daleville to gain invaluable experience outside Roanoke.

Our Emergency Medicine program began a wilderness fellowship, forming a partnership with Roanoke County EMS to assist in wilderness medicine education for crews performing search and rescue. What's even more impressive is that there are only 14 wilderness fellowships nationwide.

Growing our graduates

Over the past 10 years, we've increased the number of residents and fellows by 66 percent, and nearly tripled the number of programs.



RAISING THE BAR *for education.*

.....

We aren't simply growing our ranks—we're inspiring and challenging future health care professionals to achieve their potential. And at Jefferson College of Health Sciences, a professional health sciences college hosted on our Carilion Roanoke Community Hospital campus, we do just that.

1ST

The newly established School of Graduate and Professional Studies welcomed its first students in nursing practice and health sciences.

Our bachelor's degree graduates earn the **HIGHEST** AVERAGE STARTING SALARIES IN VIRGINIA,

according to the State Council of Higher Education for Virginia.

1ST

We graduated the first class of hospital chaplains from our clinical pastoral education program.





Reaching out to **OUR COMMUNITIES.**

How do we address the most basic health care needs where we work and live? The answer is lowering the cost of care for uninsured patients. In practice, it's rarely simple.

Carilion, along with the Bradley Free Clinic, New Horizons Healthcare and United Way of Roanoke Valley, received a \$160,000 grant from the Virginia Health Care Foundation to place community health workers in Southeast and Northwest Roanoke, which are designated as medically underserved areas. They'll conduct in-home assessments for uninsured patients and help them overcome barriers to good health.

One such worker, Kenny Hurt, has a single mission: helping others. A retired Roanoke City EMT, Hurt assists 14 uninsured patients with high blood pressure in Northwest Roanoke. He works with them to figure out the steps they need to take, such as applying for Social Security, establishing a primary care physician to cut down on ER costs, and encouraging them to be their own advocate.

“ **Building a relationship is key. Some of my clients are my neighbors and friends.** You have to first hear what's on their mind and understand their situation. ”

— KENNY HURT, COMMUNITY HEALTH WORKER

Benefiting our
**FRIENDS AND
 NEIGHBORS.**

**GIVING BACK TO
 THE COMMUNITY**



CHARITY CARE



OTHER UNCOMPENSATED CARE



EDUCATION



COMMUNITY OUTREACH



RESEARCH



* Fiscal year 2015

FIRST THINGS FIRST: FOOD.

It's where it all starts: what goes into our bodies. And for many, making good food choices is an everyday struggle.

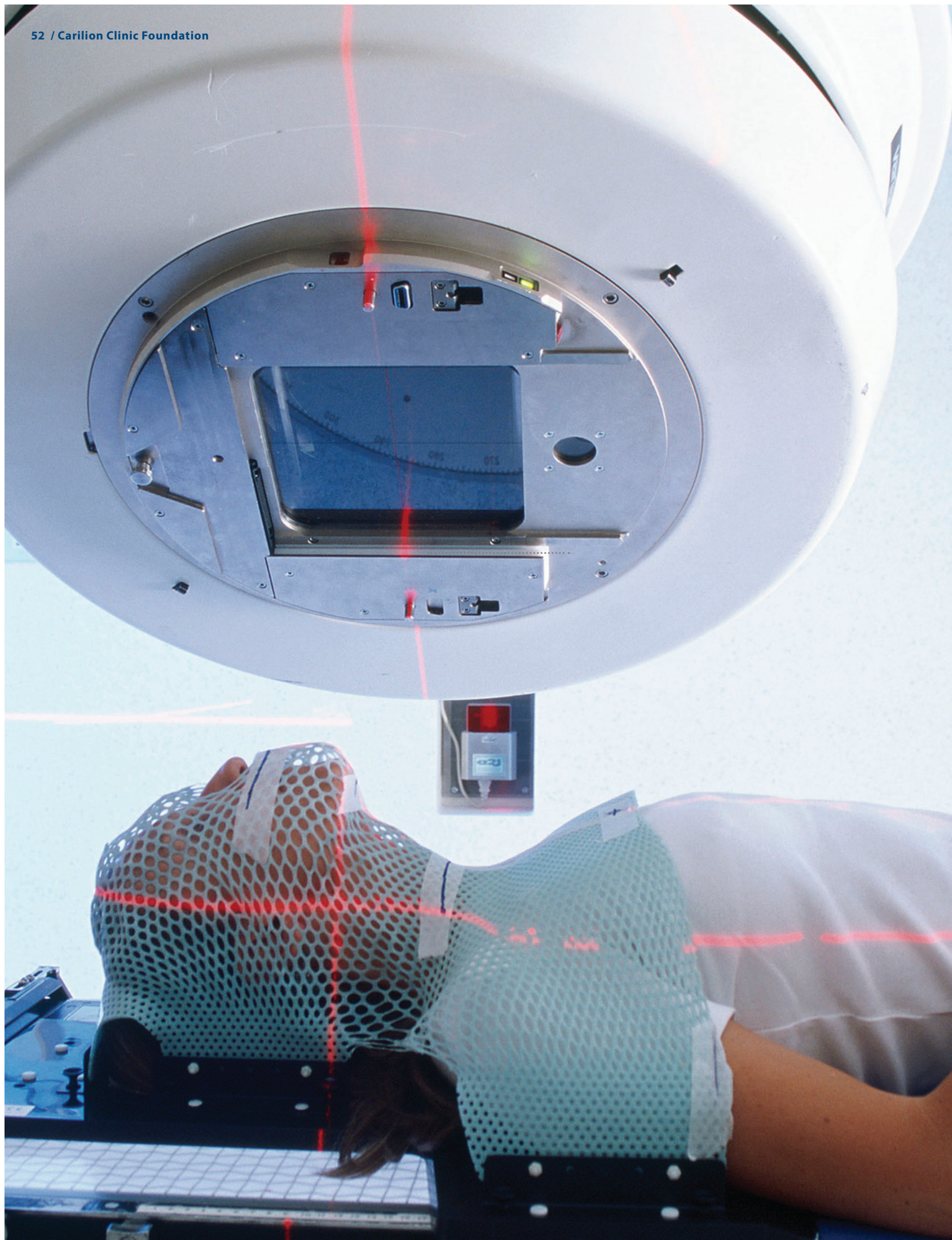
That's why we expanded the Fresh Foods Prescription Program, in partnership with Healthy Roanoke Valley, to a second location in Northwest Roanoke. The program targets overweight and obese adults, especially those at risk for diabetes, and includes weekly health education classes. In addition, patients receive prescriptions and cash vouchers to buy fresh food at the practices' weekly mobile markets.

CARILION EMPLOYEES HAVE PURCHASED NEARLY \$260,000 WORTH OF FRUITS AND VEGETABLES BY PAYROLL DEDUCTION OVER THE PAST THREE YEARS THROUGH A FARM-SHARE (CSA) PROGRAM. LAST YEAR, THE PROGRAM EXPANDED TO EMPLOYEES AT CARILION NEW RIVER VALLEY MEDICAL CENTER AND GREW BY 79 PERCENT.



Launching new initiatives

In a partnership with the Roanoke Outside Foundation, The Bridges development and the City of Roanoke, we've opened a free-to-the-public canoe and kayak launch. More than increasing access to the Roanoke River Blueway, this crowd-funded project was an opportunity to gather people for a healthy purpose.



Feeling the power of
PHILANTHROPY.

Philanthropy goes far beyond any dollar amount. Its impact is felt in every single initiative, and every instance of transformational work and research. Your gifts help us seek new technologies and pursue the innovative practices that make our lives better.

2016 GIVING

CARILION CLINIC FOUNDATION

Thanks to the generosity of our donors, the Carilion Clinic Foundation was able to award more than \$100,000 for innovations to improve patient care as part of our first internal grant program. Here are just a few examples of that work.

3-D printing in radiation oncology

A grant purchased equipment that can produce custom-fit devices for radiation therapy patients.

Expansion of telepsychiatric program

Our grant provided iPads to rural practices so that patients can connect to psychiatric services without having to travel away from their families and support systems.

The sensory-based improvement project

A grant furnished equipment to create a calming environment within our Child Development clinic, which serves many children with sensory disorders such as ADHD.

Your gifts move us FORWARD.

Annual gifts to Carilion Clinic help us not only in this moment, but in every moment hereafter. With the incredible contributions of our many donors, we can continue to lift our part of Virginia, making it a healthier place to live and work.

Thank you to our many generous supporters who made donations between January 1 and December 31, 2016.

INDIVIDUAL DONORS

The Visionary Society \$25,000 and Above

Shields and Ginny Jarrett

The Benefactor Society \$10,000–\$24,999

Nancy Howell Agee
Drs. Charles and Noelle Bissell
Dr. Charles and Mrs. Michelle Tarasidis
Dr. Nick and Mrs. Maria Tarasidis
Tom and Mary Tielking

The Patron Society \$5,000–\$9,999

Anonymous (1)
William Amos
N.L. Bishop, D. Min.
The Derrick Family Foundation
Bill and Kerin Flattery
William Lee

The Champion Society \$1,500–\$4,999

Anonymous (1)
Alice D. Ackerman, M.D.
Alexander Boone
John H. Burton, M.D.
George and Mary Ann Cartledge
Katherine Chalfinch
Drs. Frank and Jennifer Clark

Robert P. Fralin
Drs. Mark and
Joanne Greenawald
Don Halliwill
Corey Heitz, M.D.
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Virginia Powel, M.D.
Kathleen Ruby
Kay and Wayne Strickland
The Reverend Dr. Jonathan and
Reverend Donna Webster
Marianne Wilder

The Leadership Society \$1,000–\$1,499

Anonymous (2)
Jeanne Armentrout
Steve and Brenda Arner
Vicky Beckner
Robert Bennett
Carol Bernier, D.O.
Dr. Robert and Mrs. Margy Berry
Laurent Boetsch
Vic Brooks
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Bryan Collier, D.O. and Liz Chilton
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Marianne Gandee
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Cynda Johnson, M.D.
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Stan Lanford, Jr.
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Minnis Ridenour
Barbara Schleider
Nancy Schuessler
Gary Scott
Don and Barbara Smith
Anthony Stavola, M.D.
Jon and Mary Beth Sweet
Daniel Tershak, M.D.
Kerri Thornton
Jay and Daphne Turner
Erik Williams and Matthew Tyson
Karrie Wills
MaryAnn and J. David Wine

The Guardian Society \$500–\$999

Anonymous (4)
Ed and Barbara Abell
Carole Agee
Kim and Chad Alvarez
Briggs Andrews
Clarke Andrews, M.D.
Don Andree
Clinton Atwater
Tim Auwarter
Ms. Ruth Ellen Ayers
Joe Baker, M.D.
Kathie Bare
Joe Bear
Christopher Blake
Duane Blevins
Kathryn Booth
Marsha Bowles
Webb and Molly Burns
Andrew Canada, M.D.
Doris Caraway
Cheryle Chapin
Nick Conte
Dorothy Cook
Melissa Crigger
Michael and Robin Czar
Dawn Davidson
Norma Dempsey
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