



WORKING WORKERS

Which came first
the working or the wonders?

From Band-Aids® to barbells
Pencils to penicillin
Doorstops to drones
And envelopes to the internet

A need was recognized and addressed
resulting in innovations

Some large
Some small
Some made life longer
Some made life easier
All made life better

So which came first really isn't
the question

WONDER got us **WORKING**,
WORKING got us **WONDERS**



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Dear Neighbors and Friends,

This year's annual report celebrates the wonders that have occurred here over the past year and the working that made them possible. On the following pages, we feature a few. There are many more.

The year also provided a wonderful highlight for me professionally—being named Chair of the American Hospital Association. I was proud to share with colleagues across the nation the great work we are doing here—how we're fighting the opioid crisis, how we're using robotic surgery to help patients leave the hospital sooner, and how our burgeoning Virginia Tech Carilion Health Sciences and Technology campus is creating new jobs and opportunities to grow the region's economy while improving health care for the communities we serve.

Recognition for Carilion continues. Our Roanoke Campus achieved Magnet designation for the fourth time. And we were the only organization in Virginia to be recognized by Becker's Hospital Review as one of the "150 Top Places to Work in Healthcare."

Our reputation for leadership and collaboration continues as well. We worked hard to get Medicaid expansion passed, and it did. Our joint-ventured medical school became Virginia Tech's ninth college, and the research institute's new building that will double its capacity began to take shape, with a historic donation from the Fralin family to help recruit world-class researchers.

Importantly, we have done much to advance our care and make it safer. We've significantly reduced hospital-acquired infections and readmissions across the system, and we are beginning to reap the benefits of artificial intelligence to prevent medical emergencies.

While all these accomplishments might be validation enough, what makes me most proud is the commitment I see—day in and day out—to the care we provide. It's the working we do that makes me confident the wonders will never cease.

Warmly,

Nancy Howell Agee
President and CEO

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WORKING AGAINST THE FLOW CREATES A WONDERFUL BREAKTHROUGH

And a remarkable outcome for Joe Wright



Joe Wright of Wytheville went to his ophthalmologist with a case of pink eye. What Joe, 83, came away with was, in his own words, “a pretty big shock.”

Joe’s eye doctor had discovered a retinal hemorrhage and suspected a blocked artery, referring Joe for further testing. “I didn’t realize eye trouble could mean my artery was blocked,” Joe remembers. Testing, however, revealed a left carotid artery that was almost 100 percent blocked.

Joe, as it turned out, was a perfect candidate for a less invasive type of surgery called transcarotid artery revascularization, or TCAR. It’s a procedure doctors at Carilion Clinic’s Aortic Center were among the

first in the country to perform. Carilion Roanoke Memorial is a TCAR Center of Excellence, boasting one of only a few board-certified vascular surgeons with fellowship training in vascular interventional radiology in the U.S.

With TCAR, blood flow is reversed and screened. Plaque fragments that could loosen during the procedure and travel to the brain are then caught, greatly reducing the risk of post-operative stroke. TCAR is also minimally invasive, with a smaller incision than the former procedure and a much faster recovery time.

For Joe, that meant being home before noon the day after his surgery. He resumed his regular activities



“I’ve been doing real good since I came home,” Joe says.



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WORKING in **MEDICINE** where
WONDERS are **LIFE-SAVING**



**NATION-LEADING
 HEART CARE**

The Carilion Clinic Cardiovascular Institute represents a significant step forward for heart care in our region. It brings together an interdisciplinary team of heart care professionals to provide the latest, most advanced care for patients—taking groundbreaking procedures from *innovative and experimental* to *routine and consistent*. It's a strong reason our heart program is consistently ranked among the nation's best.



**500TH TAVR AND
 COUNTING**

In 2012, we were one of the first medical centers in the country to perform transcatheter aortic valve replacement (TAVR). This minimally invasive procedure uses a catheter to implant an artificial heart valve in patients with severe aortic stenosis. Last year, we did our 500th TAVR—an important milestone since research shows the link between experience and better patient outcomes.



SEEING IN 3D

Our cardiac surgeons continued to push the envelope to improve care, using 3D-printed hearts to plan complex procedures. The models, which are created from images of each patient's own heart, allow surgeons to better plan, or even simulate, procedures in advance—without the limitations of an image on a computer screen. The use of 3D models is expected to both minimize risk and reduce the length of surgeries.





NEW HIP JOINT

Our pediatric specialties grew to include orthopaedics, allowing us to treat a range of childhood bone concerns. Last year, a 15-year-old suffering from a rare disease known as Perthes became our youngest patient to receive a hip replacement.



Carilion Children's Pediatric Trauma Center represents our innovation in action.

TOP IN TRAUMA

Carilion Children's earned designation as a Level 1 Pediatric Trauma Center, reflecting expanded care for our community's children. Ours is one of only three Level 1 programs in the state and the only one in western Virginia. Traumatic injury is the leading cause of death for children ages 1 to 19.

EYES WIDE OPEN

Patients suffering from carpal tunnel syndrome and other hand-related conditions benefited from a new surgical option—an advanced technique known as wide-awake hand surgery. Procedures that used to require sedation or general anesthesia can now be performed under local anesthesia alone, sometimes in the surgeon's office. Wide-awake hand surgery became available in 2018 at our Institute for Orthopaedics and Neurosciences (ION).

With more than 50 providers and locations throughout western Virginia, ION brings high-level care close to home.



WORKING WITH MAGNET TECHNOLOGY FORGES A WONDERFUL RESULT

Earning big smiles from Malaya and her parents

Malaya Vest of Christiansburg is a happy little girl. The 7-year-old loves hugging and squeals with excitement at the sight of Baxter, her big, friendly golden doodle dog.

At age 5, though, Malaya began showing signs of scoliosis or curvature of the spine, a condition that, if not corrected, could compromise Malaya's organ function and her ability to breathe.

Malaya's pediatrician referred her and her parents, Cari and Dave, to the spine specialists at Carilion Clinic's Institute for Orthopaedics and Neurosciences. When Malaya didn't respond well to bracing her back, the next option became surgery. Conventional treatment would have required an initial surgery to

insert metal rods to straighten her spine, followed by a series of surgeries to adjust them to accommodate her growth. However, Carilion's new surgical treatment—using magnet technology and adjustable growing rods—enables patients like Malaya to avoid the repetitive surgeries and subsequent complication risks.

With the new treatment, rods are implanted once and lengthened externally by spinning a magnet over the patient's body. Which means that Malaya's adjustments can be performed comfortably—without surgery—right in her surgeon's office. She doesn't even have to leave her mother's lap.

“It was incredible to watch,” says Cari. “We saw a bigger, faster change than we thought we would see. And without the pain and discomfort of surgeries that would have continued into Malaya's teen years. We're just ecstatic!”



QUALITY AND PATIENT SAFETY ARE OUR HIGHEST PRIORITIES

We apply a “Four Pillars” model that includes a safety culture, analytics, process improvement and human factors. It has helped reduce medical emergencies, lessen the chance for human error, lower infection rates and more. Our approach was recognized by the Next Generation Innovator program at the prestigious National Quality Forum. Carilion was the only health system to have earned this honor.



Our goal: Recognition as a global leader of health care quality and continuous improvement.



THE HUMAN FACTOR

The study of human factors—though relatively new to medicine—has been used for decades in other high-stress, high-stakes industries such as aviation, nuclear power and the military. Carilion has embraced the principles shared by these high-reliability organizations and has emerged as one of the few health care systems nationally with a dedicated human factors team—led by doctoral-level scientists. Using research and simulation, we’re working to better understand human capabilities and limitations and to redesign care to improve patient safety and outcomes.

Our groundbreaking research on human performance under stress is helping create the next surgical safety checklist.



SAFETY-FIRST SIM CENTER

A historic Roanoke building known as the “Trolley Barn” (which once housed streetcars undergoing repairs) became Carilion’s new Center for Simulation, Research and Patient Safety—or Sim Center for short. The 13,000-square-foot facility features four advanced simulation rooms—including a trauma bay, an operating room and two patient rooms. The Sim Center also boasts two manikins, computer rooms, a skills lab and debrief rooms to complete a holistic facility capable of reproducing just about any hospital situation.

EARLY WARNING

Today’s health care technology tools—artificial intelligence, machine learning and predictive analytics—in 2018 helped make our care better and safer than ever. Carilion became one of the first health systems in the country to reduce hospital mortality and morbidity using the Rothman Index. It’s a software analytics tool that uses data from the electronic health record, including nursing documentation, to alert us when patients are getting sicker, which means we can make decisions sooner about their care.

Since we began using this next-generation early-warning system, cardiac arrest events have declined by 20 percent, and other medical emergencies requiring a rapid response are down 10 percent.

DASHBOARDS DRIVE IMPROVEMENT

Improved data visualization in the form of dashboards lets us quickly and easily make better decisions and chart progress. In the area of hospital-acquired conditions (HACs), it led to process improvements that reduced some HACs across the system by 25 percent—below national benchmarks. Another dashboard helped reduce opioid prescribing by more than 30 percent. We’ve also used data to lower our sepsis mortality rate by more than 20 percent. Dashboards were put to use in non-clinical areas as well to track financial and other data.



WORKING WONDERS IN NURSING EXCELLENCE

Our Roanoke Campus was awarded a fourth Magnet designation for nursing excellence by the American Nurses Credentialing Center, making Carilion the longest consecutively designated Magnet organization in Virginia.

Magnet recognition has become the gold standard for nursing programs. Our award reflects the commitment of staff—led by nurses—to provide the highest-quality care.

As another testament to our nursing quality, Carilion Roanoke Memorial Hospital became the first hospital in Virginia to earn accreditation by the Forum for Shared Governance for Nursing Governance.

WORKING in CARE AND PRACTICES

where **WONDERS** are **LIFE-ASSISTING**



EMERGENCY DEPARTMENT EXPANDS

The Carilion Roanoke Memorial Hospital Emergency Department completed an \$8 million expansion to accommodate an increasing number of patient visits. The ED, which was built to accommodate 65,000 patient visits a year, now sees 88,000. This is the second phase of a larger project begun more than two years ago to reduce wait times. A new ED is part of longer-term plans.

LEVEL 1 TRAUMA ACHIEVEMENTS

Carilion Roanoke Memorial Hospital (CRMH) was recertified as a Level 1 Trauma Center and also added another certification to its credit: national verification by the American College of Surgeons.

CRMH has been a Virginia-designated Level 1 Trauma Center since 1983, with a coverage area of more than 15,000 square miles that includes two major interstates and a national forest. Research shows that patients treated at a Level 1 Trauma Center have a greater chance of survival, compared with those treated at non-trauma centers.

The ACS national verification is a voluntary process that allows hospitals to further demonstrate their level of excellence. It elevates our CRMH trauma center to a nationally recognized program.

SMARTER, MORE PERSONALIZED CARE

A new software tool continued to change the way we deliver primary care. The tool uses advanced data integration and predictive technology to identify patients at the highest risk of illness, letting us target preventive care to those who need it most. It's so smart, in fact, that it can even predict how involved patients are likely to be in their own care, which helps us gauge when additional support may be needed. Our 45 Family and Community Medicine practices restructured more than a decade ago as medical homes focused on wellness and prevention.

“We are managing populations differently, personalizing the level of care that’s needed and appropriate for each patient. More than patient-centered, it’s ‘person-centric’ care.”

Kim Roe, Vice President
Family and Community Medicine



IN YOUR NEIGHBORHOOD

Blacksburg - Carilion Clinic at Warm Hearth Village (above) expanded access to primary care.

Pearisburg - A new clinical office building adjacent to Carilion Giles Community Hospital added 10,410 square feet to the hospital and more than tripled the space for cardiology, orthopaedics, general surgery and other specialties.

Bridgewater - Our new Bridgewater Family Medicine location opened in the Bridgewater Health Center in Rockingham County.





NANCY HOWELL AGEE LEADS AHA

Nancy Howell Agee, president and CEO of Carilion Clinic, in 2018 served as chair of the American Hospital Association (AHA) Board of Trustees, the top elected official of the national organization that represents America's hospitals and health systems. She was formally invested at the AHA's annual meeting in Washington, D.C. She is only the second Virginian to lead the AHA.

As chair, Nancy provided thought leadership and urged change in a "sector that is ripe for it," making affordability a top priority.

"We need to transform, to improve, and to redefine how care is delivered and find ways to deliver care that provides value and is affordable," Nancy says.

“My arms still have permanent scars, but today I embrace them. I feel like this is what I was meant to do” Kimberly says.



WORKING TO SHARE AND HELP OTHERS LEADS TO THE WONDER OF A BETTER LIFE

The healing power of purpose

Kimberly Hunt was a popular student athlete, playing basketball and softball at the high school she attended in Roanoke County.

She never knew what hard drugs were until the summer before college, when she went to a party where drugs were plentiful. That's when she first experienced heroin. And just like that, she was hooked. Her addiction followed her to college, killed her basketball dream, and eventually overtook her life, leading to legal trouble and multiple rehabilitation attempts.

Finally, exhausted by the roller coaster, Kimberly took a job at a convenience store. After four months, focusing her energy on her job and working six days a week, she had given up drugs and even quit smoking.

Becoming pregnant gave Kimberly added motivation to stop using.

Now the mother of a 5-year-old daughter, Kimberly provides inspiration for others as a peer recovery specialist. It's a new role developed as part of our multi-pronged effort to reduce drug addiction.

She's part of a team of specially trained people in recovery from substance use and other mental health conditions who build trusting relationships with patients. The safe and supportive environment they create makes patients more receptive to care. Along with doctors, social workers and psychiatrists, the peer recovery specialists are a valuable part of our care team.

The program has done a lot for Kimberly, too. She now feels a sense of purpose and has regained her confidence.



WORKING in COMMUNITIES where WONDERS are LIFE-AFFIRMING

A WONDROUS RANGE OF WAYS WE MAKE LIVES BETTER

Carilion's mission, since our founding more than 100 years ago, has been to improve the health of the communities we serve. How we interpret and carry out the mission has changed through the years—in some ways dramatically.

Rather than view health solely through the lens of disease, today we're emphasizing prevention and wellness, addressing factors long before people wind up in an emergency room or one of our hospitals.

In 2018, we did that in myriad ways, including with health education and outreach programs that incorporated everything from mental well-being and smoking cessation to an urban farm. And we've joined with community partners to make an even bigger difference.



Our efforts were guided by the results of our Community Health Assessments, a continuous process to identify the factors that impact health in communities across our system. Among our region's most pressing health concerns:

- Substance use
- Access to mental health services
- Transportation
- Low income/poverty
- Health literacy/behaviors

HOPE IN THE HEARTBREAK

The nationwide opioid epidemic has had a profound effect on southwest Virginia, where opioid deaths are among the highest in the nation. We continued to attack the problem on multiple fronts. Our goal? Reduce opioid misuse, abuse, diversion and addiction. We changed prescribing practices and reset patient expectations about pain. And we encouraged proper disposal by adding drug take-back boxes at our pharmacies—including drug deactivation bags for certain prescriptions.

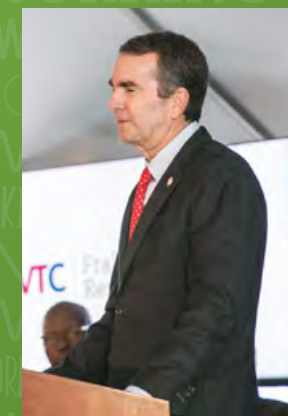
A new dashboard tool helped our physicians decrease opioid prescribing by more than 30 percent.

Other efforts include:

- Office Based Outpatient Treatment or OBOT, a coordinated, multi-disciplinary program for opioid-dependent women. It includes same-time obstetrical and addiction care and continued care for both mother and child after birth. Carilion was the first academic health center in Virginia to establish an OBOT for pregnant women.
- Neonatal Abstinence Syndrome program for opioid-exposed babies that includes a new five-bed transitional nursery and a pioneering care model.
- Opioid dashboard to keep a close watch on the number of opioid prescriptions and the total number of pills from each doctor as well as the patients for whom they're prescribed.
- Peer recovery specialists who have firsthand experience with addiction to support those in recovery.
- REVIVE! Opioid Overdose and Naloxone education program to train community members how to recognize and respond to an opioid overdose emergency.
- Predictive analytics platform that could enable us in the future to better identify patients who are prone to substance abuse.

“Carilion has by far the most comprehensive health system-wide response to the addiction crisis and the most advanced clinical program for treatment of opioid and other substance use disorders that I have seen in Virginia.”

Katherine Neuhausen, M.D., M.P.H.,
Former Chief Medical Officer, Virginia Department of Medical Assistance Services (DMAS), October 2018



Virginia Governor Ralph Northam, a pediatric neurologist, delivered a Grand Rounds at the Virginia Tech Carilion School of Medicine to warn students of the dangers of powerful pain medications. Ours was among six stops on the governor's statewide opioid awareness tour of Virginia medical schools.



Erin Casey, our community mental health supervisor, was recognized as an American Red Cross Medical Hero for her work to build a culture of mental well-being that includes starting our peer recovery specialist program.

PLANTING SEEDS FOR BETTER HEALTH

Our Morningside Park Urban Farm in southeast Roanoke went from vision to reality in 2018, with a fruitful harvest of potatoes, basil, squash, melons and tomatoes for the neighborhood to share.

Besides providing fresh produce in a neighborhood considered a “food desert,” the farm is also a source of education on topics such as composting, harvesting, storing and weeding, so residents can learn more about growing their own food.

The farm was developed in response to findings from a recent health-needs assessment that pointed to the neighborhood’s need to improve eating habits and relationships among residents. It was funded by the Carilion Clinic Foundation and is managed by the Roanoke Community Garden Association.

Our new urban farm forms the centerpiece of a holistic strategy that focuses a broad range of resources in a single neighborhood to move the needle on residents’ health.

Other programming to help southeast Roanoke residents improve their health through better nutrition included:

- Fresh Foods Prescription Program for overweight and obese adults that includes weekly health education classes. In addition, patients receive cash vouchers to buy fresh food at their physician practices’ weekly mobile markets.
- Community Health Workers conduct in-person assessments for uninsured patients to help them overcome barriers to good health.
- SNAP card benefits double every dollar spent at area farmer’s markets and LEAP mobile markets.

Good food is important to good health. So perhaps it’s no coincidence that, for each of the past six years, the health in the City of Roanoke has improved—moving up from 126th to 112th among Virginia communities in the Robert Wood Johnson Community Health Factors Ranking for 2018.



ENVIRONMENTAL STEWARDSHIP

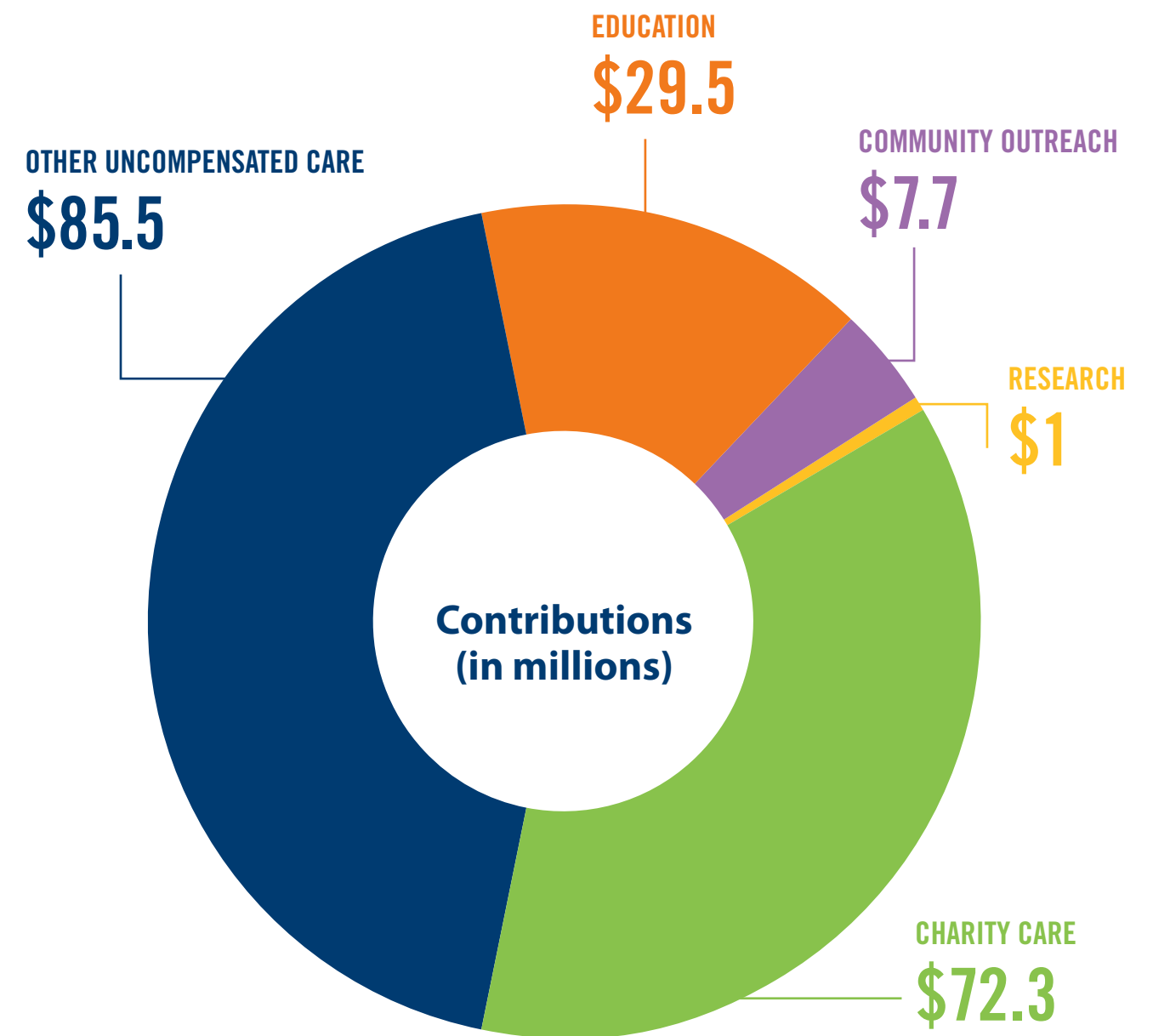
Improving community health also means reducing our impact on the environment. More than a virtuous habit, it also results in cost savings—savings that can help reduce future health care costs.

Carilion New River Valley Medical Center’s seven-acre solar field, completed in 2018, now supplies 17 percent of the hospital’s electricity at an estimated savings of \$1.5 million over the next 20 years. Also, Carilion Roanoke Memorial Hospital was named Appalachian Power’s “Energy Efficiency Champion” for using LED bulbs to reduce our electric bill by 2.9 million kWh each year.



GIVING BACK: COMMUNITY BENEFIT

Carilion Clinic is a not-for-profit organization. Our neighbors are our shareholders, and the only dividends we seek are a healthier community and a stronger region. Measured in dollars and cents, we contributed millions to our region—nearly \$196 million, including \$72.3 million in charity care. In total, we gave back \$2.16 for every dollar of tax exemption.



\$196 MILLION TOTAL*

*Fiscal year 2017, per Virginia Hospital and Healthcare Association guidelines.

WORKING THROUGH THE POWER OF MOVEMENT FOSTERS THE WONDER OF HOPE AND HEALING

The resilience of the creative spirit

As a professional dancer in the Ballet Nacional of Caracas in his native Venezuela and later with the New York Dance Theatre, Pedro Szalay was accustomed to starring roles on stage. Today, he shares his love of dance working with others.

“It is their time to shine,” Pedro says.

Pedro is one of our most popular artists-in-residence. The artist-in-residence initiative began in 2012 with the generous underwriting of donors. It is part of the Dr. Robert L.A. Keeley Healing Arts Program designed to calm the mind, soothe the spirit and, ultimately, heal the body. Pedro first learned about the program from a friend who thought he'd be a perfect fit.

As one of our first artists, Pedro began providing therapeutic movement-based experiences for children, adolescents and adults in inpatient psychiatry.

He adjusts his approach depending on the patients' conditions and their moods. Sometimes it's modern dance, sometimes jazz, sometimes ballet. For patients who have experienced profound distress, creativity inspires hope and fosters healing. A positive day or even a moment can help them heal.



“The power of movement to uplift the spirit intrigues me,” Pedro says. “It’s so rewarding to see a patient smile and feel joy when there may not otherwise be much joy in their lives.”



Many thanks to generous donors Tom and Mary Evelyn Tielking and Epic Systems.

CREATIVITY AND HEALING

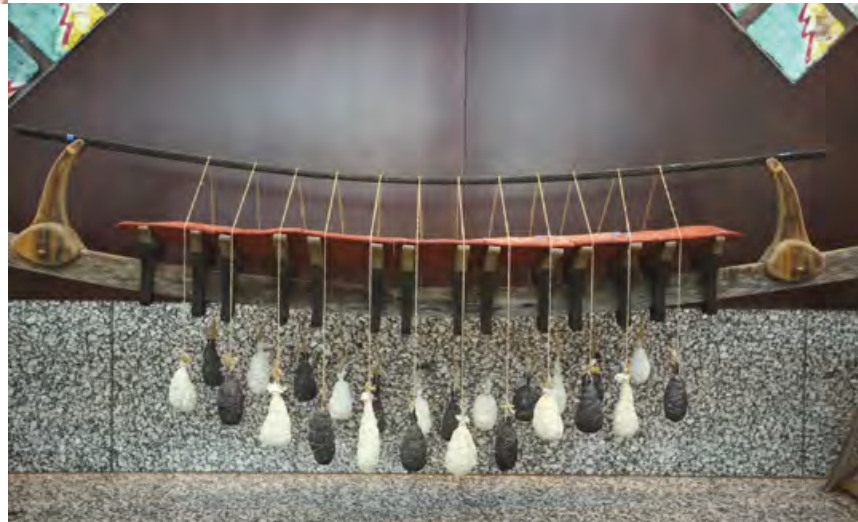
Providing the very best patient care means treating more than just physical symptoms. The Dr. Robert L.A. Keeley Healing Arts Program, named in honor and memory of a beloved physician, does just that. It integrates literary, performing and visual art experiences into the healing process.

The program began in 2012 and has expanded to include nearly 20 initiatives. Among them are:

- Artists-in-residence
- Healing garden
- Labyrinth
- Journaling
- Poetry
- Annual juried employee and patient art shows

In 2018, the program added a director and expanded beyond Roanoke to the New River Valley. Its continued success and growth have been made possible by contributions to the Carilion Clinic Foundation.

The Dr. Robert L.A. Keeley Healing Arts Program integrates literary, performing and visual art experiences into the healing process.



Burden Boat sculpture

OUR DONORS

Carilion's pursuit of more effective cures, procedures and answers is made possible by the contributions of many. Thank you to the generous supporters who made annual gifts between January 1 and December 31, 2018.

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We sincerely thank the donors who made special gifts in memory of the following individuals who will stay in our hearts forever.

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OUR PRINCIPLES

Our mission

Improve the health of the communities we serve.

Our vision

We are committed to a common purpose of better patient care, better community health and lower cost.

Our values

Community — working in unison to serve our community, our Carilion family and our loved ones

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

WHERE YOU WILL FIND US

Carilion Clinic is a tax-exempt health care organization 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.

MEDICAL SPECIALTIES

- Adolescent Medicine
- Allergy & Immunology
- Aortic & Endovascular Surgery
- Bariatric Surgery
- Breast Surgery
- Cardiology
- Cardiothoracic Surgery
- Colon & Rectal Surgery
- Cosmetic Surgery
- Dentistry
- Dermatology & Mohs Surgery
- Diagnostic Radiology
- Emergency Medicine
- Endocrinology
- Family Medicine
- Foot & Ankle
- Gastroenterology
- General Orthopaedics
- General Surgery
- Geriatric Medicine
- Gynecological Oncology
- Hand & Upper Extremity
- Infectious Disease
- Internal Medicine
- Interventional Radiology
- Joint Replacement & Preservation
- Maternal Fetal Medicine
- Neurointerventional Radiology
- Neurology
- Neurosurgery
- Obstetrics & Gynecology
- Oncology
- Orthopaedic Spine Surgery & Scoliosis
- Orthopaedic Trauma
- Otolaryngology
- Pain Management
- Palliative Medicine & Supportive Care
- Pediatric & Adolescent Gynecology

- Pediatric Allergy & Immunology
- Pediatric Behavioral Health
- Pediatric Cardiology
- Pediatric Child Development
- Pediatric Dentistry
- Pediatric Endocrinology
- Pediatric Gastroenterology
- Pediatric Hematology & Oncology
- Pediatric Neurology
- Pediatric Neurosurgery
- Pediatric Orthopaedics
- Pediatric Otolaryngology
- Pediatric Pulmonology
- Pediatric Surgery
- Pediatrics
- Physical Medicine & Rehabilitation
- Plastic & Reconstructive Surgery
- Psychiatry & Behavioral Medicine
- Pulmonary Medicine/ Critical Care
- Reproductive Medicine & Fertility
- Rheumatology
- Sleep Medicine
- Sports Medicine
- Surgical Oncology
- Therapy & Rehabilitation Services
- Trauma/Surgical Critical Care
- Urogynecology
- Urology
- Vascular Surgery

HOSPITALS

- Tertiary Care Centers**
- Carilion New River Valley Medical Center
 - Carilion Roanoke Memorial Hospital

- Specialty Care Hospitals**
- Carilion Children's Hospital
 - Carilion Clinic Saint Albans Hospital
- Community Hospitals**
- Carilion Franklin Memorial Hospital
 - Carilion Giles Community Hospital
 - Carilion Roanoke Community Hospital
 - Carilion Stonewall Jackson Hospital
 - Carilion Tazewell Community Hospital

MAJOR OUTPATIENT CENTERS

- Institute for Orthopaedics & Neurosciences
- Riverside Center

FAMILY MEDICINE LOCATIONS

- Bedford
- Blacksburg (3)
- Blue Ridge
- Boones Mill
- Bridgewater
- Buchanan
- Buena Vista
- Christiansburg (2)
- Clifton Forge
- Daleville
- Dayton
- Dublin
- Floyd
- Fort Defiance
- Galax*
- Hillsville
- Lexington* (2)
- Martinsville*

- Pearisburg
- Radford*
- Roanoke* (7)
- Rocky Mount (2)
- Salem
- Shawsville
- Staunton
- Tazewell
- Vinton
- Waynesboro
- Westlake
- Weyers Cave
- Wytheville

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- VelocityCare
- Blacksburg
- Christiansburg
- Daleville
- Lexington
- Roanoke
- Salem
- Westlake

HOME CARE

- Bedford
- Franklin
- Lexington
- New River Valley
- Roanoke
- Tazewell

OUTPATIENT THERAPY

- Blacksburg
- Christiansburg
- Dublin
- Hillsville
- Lexington
- Pearisburg
- Radford
- Roanoke (6)
- Rocky Mount
- Salem
- Tazewell
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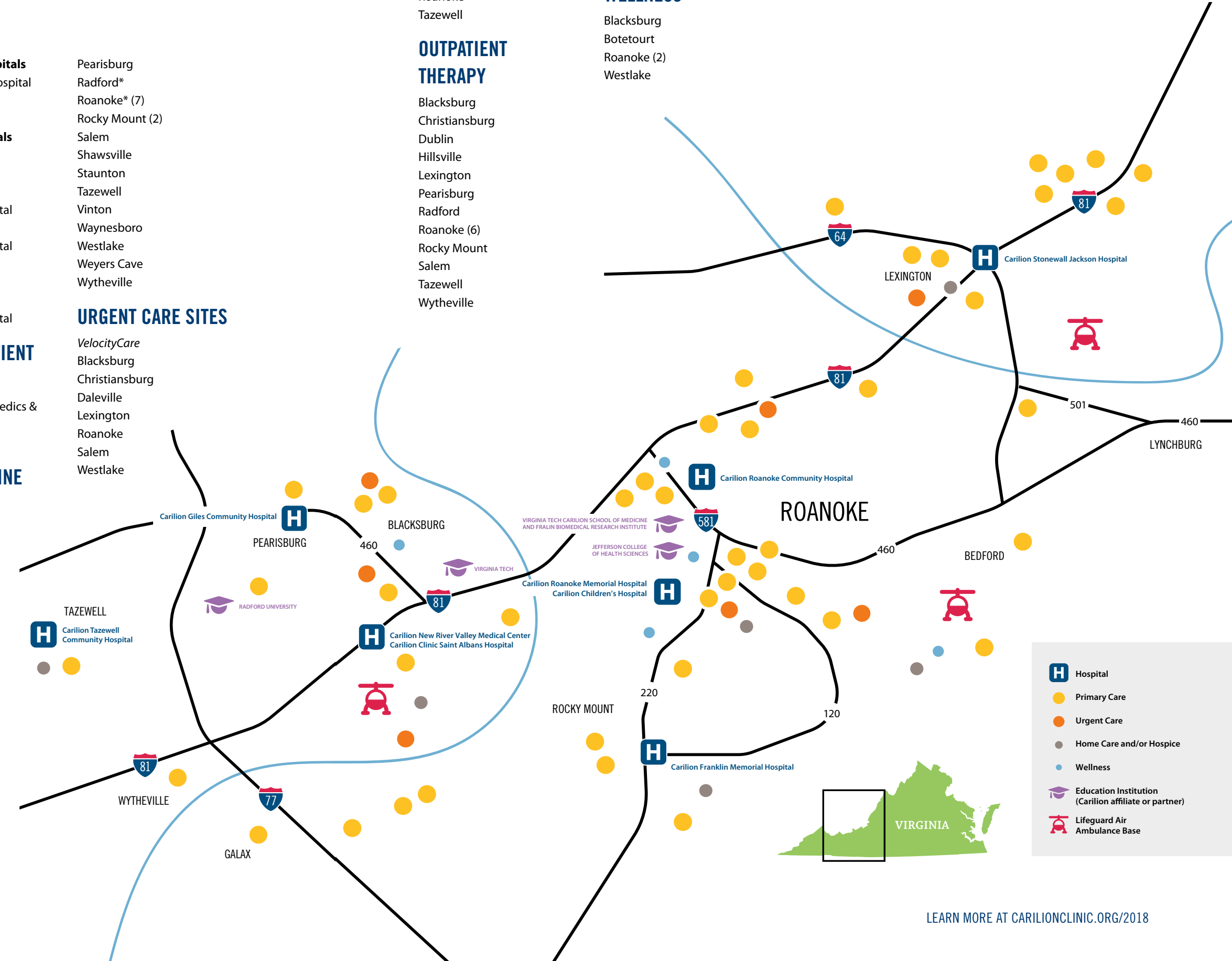
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WELLNESS

- Blacksburg
- Botetourt
- Roanoke (2)
- Westlake

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