

Illuminating Progress

2022 Report to Our Community



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A Message to Our Community

A look back at the past year is sobering and extraordinary. In the face of the ongoing pandemic, supply chain issues, staffing concerns, the financial crisis and more, we were resilient, focused and determined.

The continued disruption from COVID-19 also gave us the freedom to see things in a different light, approach problems creatively and follow a new path for the future.

The expansion of digital tools that patients readily embraced is one example. Our broadening use of technology to improve care and access to it is another. The number of clinical trials, their funding and our prominence in the area of research also grew.

In the realm of bricks and mortar, Carilion Children's Tanglewood Center celebrated an impressive first year, with an expanded array of services for our region's youngest patients. At the same time, the tower addition to our flagship Roanoke Memorial Hospital remained on track for completion in 2025.

Looking further ahead, our plans to transform cancer care—including a new world-class cancer center—inspired the support of visionary partners, while funding from a range of other public and private sources enabled valuable work to address additional pressing community needs.

Innovation continued to flourish at Carilion and across our region, thanks to state funding for a new biotech lab space and an affiliation with Johnson & Johnson Innovation (JLABS) to support the needs of early-stage innovators and accelerate the growth of our area's life sciences sector.

We could not be prouder and are truly humbled by the incredible accomplishments of our Carilion employees. It's our great honor to serve them and you.

Nancy Howell Agee
President and CEO

James Hartley
Chairman of the Board

Igniting Innovation

At Carilion, we constantly seek new ways to create better care experiences for the people who matter most: our patients. In 2022 transformative new digital services made getting care as simple as possible. And although face-to-face visits resumed, we continued to meet patients where they were. Plus, we expanded access to clinical trials to bring the latest treatments to patients right here at home.

Patients weren't the only ones to benefit, though. Our passion for innovation also helped build a brighter economic future for our region.

Harnessing the Power of Technology to Elevate Care

We introduced a variety of virtual options—including telephone, video visits, e-visits and consults between providers—and digital tools to meet contemporary consumer expectations.

- Our on-demand urgent care mobile app, Carilion Now, offers 24/7 access to urgent care via secure video.
- Smart telehealth exam kits—including devices like thermometers, stethoscopes and blood pressure cuffs—in Carilion primary care practices enable more in-depth virtual visits, extending specialty care to many rural communities for the first time.
- Online scheduling for pediatric and primary care visits streamlines appointment-making. Registration and co-pays can be handled in advance, while on-site mobile check-in means patients can go directly to their appointments.

Taking Visits Virtual

2,000+ Carilion Now app downloads

49% of patient interactions were virtual

755K patient encounters

Spotlight: Richard Dunn, M.D.

Reflecting on Remote Care

Richard Dunn's favorite part of being a family doctor is the relationships he forms with patients. So, at first he was skeptical of the growing field of telehealth. After all, he wondered: could he cultivate the same human connections through a screen? Once he saw the advantages of technology, he changed his tune. From avoiding lengthy travel time to ensuring sick patients don't spread illnesses in waiting rooms to facilitating urgent care when patients can't see their regular providers or specialists right away, Dr. Dunn recognizes how invaluable virtual visits can be.

"Virtual medicine is an integral part of comprehensive care," he explained. "It just makes sense. There are many instances when patients don't need to take off hours of work to visit a doctor in person. With virtual care, they can check right in from home."

Today, Dr. Dunn works full time as a virtual physician at Carilion. And while patients tend to be naturally more at ease in their own space, his personal touch still makes an impact via video. He continues to maintain strong relationships with the people he treats—seeing about 80 per week.

"It's rewarding to help others immediately when they really need it."



We partnered with federal agencies, industry sponsors, prestigious health care institutions and research spinoffs across the country to broaden the reach and deepen the impact of our work.

A Breakthrough Brain Injury Study

Athletes aren't the only ones who suffer serious head injuries. Many older adults do too. Yet a concussion can be hard to spot, especially in elderly patients who may already be cognitively impaired. As part of a new research collaborative, we aim to change that.

Leveraging a \$3.5 million grant from the National Institutes of Health, we began working with BRAINBox Solutions and the University of Pennsylvania to study hundreds of geriatric head trauma patients, with the goal of developing the first rapid test to accurately identify concussions in this population. The test produces a single easy-to-understand score within a half hour, ensuring patients who are at risk for more serious effects are identified quickly for the best possible outcomes.

This latest clinical trial builds on earlier BRAINBox research in collaboration with Carilion and the Fralin Biomedical Research Institute at VTC, as well as a breakthrough device designation from the U.S. Food and Drug Administration.

More Light Bulb Moments

- We became the top-enrolling site in national clinical research trials on balloon-guided catheter use in stroke patients and new treatments for paravalvular heart leaks and heart attacks.
- We expanded access to the National Cancer Institute oncology clinical trials for minority and underserved populations through a partnership with VCU's Massey Cancer Center.

A Beacon of Progress in the Fight Against Alcohol Misuse

Alcohol is the most frequently misused substance in the U.S., yet fewer than 20% of people with alcohol use disorder ever receive treatment.

In 2022 Carilion became the test site for a new digital screening tool that can spot early signs of hazardous drinking. The tool, named Beacon-Alc, allows clinicians to proactively identify patients who need help. The screening can be done on a digital tablet or phone at home or at a doctor's office.

The project represents a successful collaboration with BEAM Diagnostics—a spinoff of research conducted at the Fralin Biomedical Research Institute at VTC—and may lead to the creation of other screening tools for tobacco or opioid misuse, as well as new technologies for helping people in recovery.

Advancements in Research & Development

120+ active clinical trials

60+ active grants

\$10M+ in funding

New Incubator Will Fuel Biotech Growth

Our Jefferson Plaza building near downtown Roanoke will become a biotech lab and business incubator thanks to \$15.7 million in funding from the Virginia General Assembly. The facility will provide workspace for researchers and entrepreneurs, as well as access to critical resources through a virtual residency program of Johnson & Johnson Innovation (JLABS). It's all part of a comprehensive plan to expand biotech in the Roanoke region involving Carilion, Virginia Tech, the city of Roanoke, Virginia Western Community College and Verge.

“To make Virginia a leader in biotechnology, life sciences and pharmaceutical manufacturing, we have to accelerate our growth and create a best-in-class environment.”

—Virginia Governor Glenn Youngkin



Ideating From the Inside Out

We continued to support our employees' ideas to improve care and contribute to business growth and job creation in our region's biotechnology and life science sectors. In 2022 we expanded resources and funding for prototype development. A smart oxygen monitoring and delivery system, enhanced safety procedures for drug administration and advanced natural language processing tools that improve surgical quality are just some of the many impressive ideas. What's more? A summer internship program for Virginia Tech biomedical students also resulted in several patents.

Internationally Recognized

Our Center for Simulation, Research & Patient Safety earned full accreditation by the Society for Simulation in Healthcare (SSH), a distinction shared by only 100 programs around the world. Simulation allows clinicians to try new tools and techniques without the risk of harming patients. SSH is the largest health care simulation accrediting body.





Blueprint for a Brighter Future

Designing an Expansion for Tomorrow

We continued work on our Roanoke campus expansion, which will add a 500,000-square-foot tower to our flagship Carilion Roanoke Memorial Hospital. The addition—known as the Crystal Spring Tower, slated for completion in 2025—will bring together services from our nationally ranked Cardiovascular Institute, expand our Emergency Department and add a parking garage to improve convenience for patients and visitors.

We're building the Crystal Spring Tower with the future in mind, using a 30-year time horizon that challenges us to imagine what the care of tomorrow will look like. It's why we're "future-proofing" the building, incorporating flexible space and highly integrated systems that can adapt to new and changing technologies as they arrive. The tower includes:

- Patient rooms that can be equipped for different kinds of care
- Procedure areas with higher ceilings to accommodate new technology
- Spaces that are as people-friendly as they are technologically advanced

Care With the Comforts of Home

The Centers for Medicare and Medicaid Services endorsed our plans to start a Hospital at Home (HaH) program. Through this initiative, we join an elite group of hospitals nationwide that are certified to deliver hospital-level care in more comfortable and less expensive home environments.



Energizing Our People

In 2022 we pioneered new ways to retain and support our employees. And we focused on recruitment to expand our talent pool, readying our health system to meet tomorrow's needs. Because when we invest in our people, we're also investing in our patients—empowering our team so they can deliver care when and where it is needed.

Battling for the Best and Brightest

With the health care industry facing a national shortage of workers, we sharpened our focus on employee recruitment. Whether by expanding rewards for staff referrals, incentivizing former and retired nurses to return or establishing new scholarships, research opportunities and more, we worked hard to bolster our ranks.

- **Intermediate Care Tech:** Designed for veterans (medics and corpsmen) discharged within the past 12 months, this initiative allows participants to build on their existing credentials while receiving training, so they can attain the licensing needed to work in our Emergency Department.
- **SOAR externship:** Provides student nurses with valuable job experience, allowing them to join Carilion full time upon graduation.
- **Blue Ridge Partnership for Health Science Careers:** Shares career opportunities in our region’s health care and biosciences sectors with high school and college students, helping us reach the next generation of researchers and clinicians.

Carilion filled more than 4,500 positions in 2022—a nearly 22% increase over 2021—and reversed turnover in key areas by 4.4%.

Lighting Successful Career Paths

A new Carilion-funded program broadened opportunities for employees to learn, earn additional certifications and advance their education and careers—all while helping fill in-demand positions across our health system.

Known as YES (Your Efforts, Supported), the program supports entry-level staff as they pursue their professional goals.

Along with the regular wages and benefits they receive while in school, Carilion pays participants’ enrollment costs for either a degree program or an industry-recognized credential or certificate program. Additionally, we cover expenses for the books, uniforms and other resources they need to balance work and home responsibilities.

An anonymous \$1 million donation to the Carilion Clinic Foundation established The John Cooker Endowment Fund to reimburse Carilion for costs associated with supporting African-American employees enrolled in YES.



Avoiding Burnout: Prioritizing Work-Life Balance

According to our annual Employee Engagement Survey, we continued to outperform the national health care benchmark on work-life balance. Well-being-related items received among the most favorable scores, reflecting the many benefits and resources we deliver for our employees, including:

- On-site Employee Assistance Program consults
- Access to mental health services
- Well-being Alliance with our educational partners
- Individualized leadership counseling to address moral distress and crisis
- Code Lavender, which provides real-time stress intervention for front-line employees

Celebrating Milestones in Care

10 years of
VelocityCare

In 2012 we introduced VelocityCare, our own brand of urgent care, with just eight providers and four care sites. Today we employ hundreds of people across seven locations. Our VelocityCare sites provide urgent care, occupational health services, sports/camp physicals, video visits and routine and seasonal vaccinations for nearly 125,000 patients a year.

40 years of
Cardiac Surgery

Our first open heart procedure took place in 1982. The program has since grown to include six cardiothoracic surgeons, along with numerous professionals who support patient care. The new Crystal Spring Tower at Carilion Roanoke Memorial Hospital will be the future home of our Cardiovascular Institute when it opens in 2025.

50+ years of
Cancer Care

In 1980 Roanoke Memorial’s Cancer Center of Southwest Virginia (later renamed the Carilion Cancer Center of Western Virginia) opened. In 1994 we added pediatric oncology services. A new cancer center is now in the planning stages and will improve access to the latest treatments and technologies.

Highlighting Our Merits

Our caregivers continued to deliver clinical excellence, earning national honors along the way.

U.S. News & World Report named Carilion Roanoke Memorial among the elite 12% of hospitals nationwide and one of the top five “Best Hospitals in Virginia.” The hospital earned high-performing status in 14 procedures and conditions, as well as in the Orthopaedics specialty. CRMH also has been named “Best Hospital for Maternity Care” each year since the ranking’s introduction.

Carilion Roanoke Memorial wasn’t the only facility to earn accolades. Carilion Giles Community Hospital also received a high-performing designation for treating hip fractures. And once again, Carilion New River Valley Medical Center received an “A” Safety Grade from The Leap Frog Group, a national health care ratings organization.



Expanding Care for Our Community

In 2022 we innovated, improved and expanded our services with our community in mind:

- + We grew our occupational medicine offering with the addition of Valley Occupational Medicine, which added a new practice location in Roanoke, as well as two physicians and a physician assistant.
- + We opened the region’s first specialty pharmacy at Roanoke’s Tanglewood Center to support patients with complex and potentially high-cost medications that aren’t available at traditional pharmacies. Also, the pharmacy at Carilion Roanoke Memorial Hospital became the only pharmacy west of Richmond, Va., open 24 hours.
- + We established a family dentistry practice, which provides a variety of services—from preventive cleanings to restorative and cosmetic services—for patients of all ages.



Enlightening Our Learners

We established medical training programs decades ago as a strategy for building the ranks of Carilion Clinic and other health care organizations throughout Virginia. Our programs are highly competitive and sought-after, attracting physicians in training from across the nation. In 2022 our Graduate Medical Education program continued to grow—further advancing our goal of serving the health needs of our region.

Carilion Clinic - Virginia Tech Carilion Graduate Medical Education

We expanded both the number of specialties represented and positions available in Graduate Medical Education with two new positions each in our gastroenterology and cardiovascular disease fellowships. These physician trainees will join emergency medicine and surgery residents in the New River Valley to address the growing need for patient care. Our dermatology residency program also added one position.

Roughly 25% of residency and fellowship program graduates join Carilion Clinic each year. Last year 29 of our 101 trainees became Carilion Clinic physicians.



Charles L. Crockett, Jr., M.D.

A Tribute to a Trailblazer in Medical Education

A \$250,000 gift to the Carilion Clinic Foundation from former Carilion Clinic CEO Tom Robertson and his wife, Sue, will fund a new hematology-oncology fellowship in honor of physician and educator Charles L. Crockett, Jr. Dr. Crockett served as director of medical education at Roanoke Memorial Hospital for more than three decades. The program will be our first oncology-related fellowship and will continue to grow our cancer program.



Spotlight: Adam Maerz, M.D.

A Spectrum of Backgrounds That Fuel Patient Care

Growing up in Colorado, Adam Maerz embraced an outdoor lifestyle. That same love of nature drew him to pick Carilion Roanoke Memorial Hospital as his number one choice for residency. There he gained robust, hands-on experience in general surgery and met his wife. “We both wanted a place with mountains and a small-town feel, with access to the amenities of an urban lifestyle,” he said.

It’s this unique combination of a peaceful locale and rigorous clinical training that attracts people from across the country to Carilion Clinic. And this diversity of backgrounds, experiences and mindsets keeps our medical teams incredibly sharp—allowing us to think smarter and deliver better care.

Today, as a practicing general surgeon at Carilion Rockbridge Community Hospital, Dr. Maerz addresses a range of conditions from gallbladder disease to thyroid disorders, while also serving as the hospital’s wound care director. To add even more variety to his work, he regularly covers shifts in trauma and acute care surgery at CRMH. These distinct experiences give him a broad base of knowledge that improves his approach to every new procedure he faces.

“My job is great. I have a lot of responsibility, but I also have a lot of support.”

Our educational partnerships continued to flourish. In 2022 we prioritized increasing the diversity of future caregivers as we recognized important past contributions.



Artist Bryce Cobbs, left, and sculptor Larry Bechtel appeared together at the unveiling of the preliminary sketch for the Henrietta Lacks statue to be placed in her honor in downtown Roanoke's newly renamed Lacks Plaza. Photo courtesy of Roanoke Valley Television.

Bringing Roanoke's Black Experience to Light

With the VTC School of Medicine and Fralin Biomedical Research Institute at VTC, we helped fund a project to chronicle the Black experience in Roanoke. It includes commissioning a statue of Roanoke native Henrietta Lacks, whose cell samples taken without her permission before her death in 1951 enabled decades of major medical breakthroughs. Part of the project also includes a "Hidden in Plain Site" tour, which documents historical sites significant to Roanoke's Black communities.

Virginia Tech Carilion School of Medicine

- Our joint-ventured medical school with Virginia Tech continued to be one of the most selective medical schools in the country, with a record 6,916 applications for 49 seats in the Class of 2026, the school's 13th. Representation of women continued its climb from 55 percent of the 2021 entering class to 63 percent, mirroring a national trend.
- The new Early Identification Program provided undergraduate students who come from backgrounds that are typically underrepresented in medicine with research and clinical experience to prepare them for medical school.

Radford University Carilion

- Bret Danilowicz, Ph.D., joined Radford University as its eighth president. He came to Radford from Florida Atlantic University, where he served as provost and vice president for academic affairs.
- U.S. News & World Report ranked Radford University in the top third of undergraduate BSN degree-granting nursing programs in its annual "Best Colleges" report, as well as among its "Best Graduate Schools" list. It cited the Master of Science in Nursing, Family Nurse Practitioner and Nursing Administration programs offered on the Radford University Carilion (RUC) campus.



President
Bret Danilowicz, Ph.D.,
Radford University

Brightening Communities

At Carilion, we collaborate with community partners to cultivate a culture of health and equity. Together, we continued to effectively address community health needs and reduce obstacles impeding care in 2022. Guided by the findings of our Community Health Assessments (CHAs), we worked to achieve our overarching goal of making good health attainable for everyone—focusing on projects, programs and services that address health behaviors, barriers to care, and access to both primary care and mental health care.



Carilion employees helped address hunger in our region by donating food and volunteering at Feeding Southwest Virginia Second Harvest Foodbank. Together with Delta Dental and Freedom First Credit Union, we also collected more than 2,000 pounds of food and contributed \$10,000 to our regional foodbanks.

Food as Medicine

Making Good Food More Accessible

A well-balanced, nutritious diet is a key driver of good health. Yet many in our region lack access to fresh, healthy foods. Working in tandem with community partners, we supported a range of initiatives to reduce food insecurity and promote healthier behaviors.

- **LEAP:** This voucher program improves access to fresh, healthy food at year-round community markets for those on the Supplemental Nutrition Assistance Program (SNAP), the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) and Medicaid.
- **Giles Community Garden:** Beyond its goals to reduce food insecurity and increase community resilience, this open learning garden also offers financial support and wellness programming.
- **Rockbridge Area Transportation Services and The Community Table:** These organizations deliver free meals to residents in even the most remote areas of rural Rockbridge County.
- **Smith Mountain Lake Good Neighbors, Inc.:** This four-week summer enrichment camp offers attendees meals to take home on weekends.

Improving Health Through Diet

Research shows that a healthy diet is especially important for those struggling with mental health and substance abuse disorders. In response to these findings, we launched the ALLin Nutrition Workshop Series. Part of Carilion's Peer Support Services program, the eight-week initiative provides nutrition education and simple strategies for improving dietary intake—along with fresh groceries from our Local Environmental Agricultural Project (LEAP) community markets.



A Corn Festival at Roanoke's Morningside Urban Farm brought neighbors together to celebrate local summer foods. Carilion's Dining and Nutrition Services, Virginia Cooperative Extension and Bloom restaurant provided food demonstrations, tastings and nutrition education.

Moving Beyond Conventional Methods to Treat Opioid Addiction

In 2022 we joined forces with Southwest Virginia Community Health Systems, a group of nonprofit community health centers throughout southwest Virginia, to offer the first office-based outpatient treatment (OBOT) program in the Tazewell area. OBOT programs allow primary health care providers to prescribe medication for the treatment of opioid use disorder, along with other counseling and addiction services—addressing the issue from medical, social and behavioral angles. Located in our hospital in Tazewell—an area with one of the highest rates of opioid use disorder and drug overdoses in the state—the new OBOT clinic provides coordinated, multidisciplinary care for those struggling with opioid use disorder.

Carilion's Opioid Task Force, along with our surgery, anesthesia and pharmacy departments, identified alternatives to opioid prescriptions—reducing last year's oxycodone prescriptions for general surgery patients by more than 5,000 tablets.



Helping Gun Violence Survivors Go Forward

Carilion received a \$200,000 grant from the U.S. Department of Justice to help drive a community-wide effort to reduce gun violence. The two-year grant will fund the expansion of our Violent Injury Recovery & Support Program, which helps to meet gun violence survivors' physical, physiological and economic needs after being discharged from the hospital.

Separately, we held a virtual town hall called "Parenting in Traumatic Times: Gun Violence," in which community experts advised viewers on how to talk with children about traumatic events.

Building Community, Beam by Beam

Access to affordable and safe housing is one of the top health challenges in our region. That's why we supported mission-minded organizations like Restoration Housing, a nonprofit local developer, and Habitat for Humanity in Roanoke, Franklin County and the New River Valley, who help make home ownership or rental possible for those with low to moderate incomes. We've also engaged with Healthy Homes Roanoke, a new collaborative of Roanoke City, local businesses and not-for-profit organizations, to assess and remediate health hazards in the home.



Spotlight: Hannah Hawthorne

Amplifying Impact Through a Holistic Approach to Health

At Fallon Park Elementary School’s LIFT Center health clinic—where Carilion is a founding partner—the team considers health from a uniquely holistic perspective, thinking beyond clinical care to provide patients with essential social services that impact their well-being. And as a community health worker at LIFT, Hannah Hawthorne also works to ensure nothing stands between patients and the support they need. “A lot of families are reluctant to seek care due to affordability concerns or immigration status,” she explained.

To overcome this distrust, Hawthorne takes a different, more innovative approach. Instead of waiting for families to seek out services in the center itself, she goes to them, connecting with them right in their own homes.

By meeting people in a more comfortable environment and one on one, Hannah employs an effective strategy to help families quickly obtain insurance or financial aid. These economic challenges aren’t the only ones that impact health. Homelessness and unsafe housing, lack of transportation, language barriers and behavioral issues also play a role—and are widespread in the Fallon Park neighborhood. By looking at individual needs through a holistic lens, our community workers like Hannah offer families invaluable social services and progress toward the bigger picture: improved health.

“It’s amazing—all the resources our community provides and the investment Carilion has made to ensure families have access to them.”

Care From All Angles

Our Local Impact for Tomorrow (LIFT) Center at Fallon Park Elementary School in southeast Roanoke opened in 2022. The first collaborative school-based health center with wraparound services, the LIFT Center goes well beyond the confines of medical care to achieve true wellness. In collaboration with Delta Dental of Virginia, Freedom First Credit Union and Roanoke City Public Schools, the center provides pediatric care, dental care and mental health counseling, as well as financial coaching and other social programs. The impact of these services goes far for students and families in a neighborhood with low access to health care and high levels of chronic disease.

- Here are just a few examples of what we offer through the center, and how it can change lives:
- Community health workers help families obtain health insurance, set health-related goals and address environmental contributors to asthma in students’ homes, reducing emergency room visits and improving school attendance.
 - English Language Learning classes are available free of charge for non-English speaking families.
 - A \$230,000 grant from United Healthcare will fund the Calm and Safe Classrooms counseling program to support Fallon Park Elementary School students who struggle with managing their emotions and behavior.

Connected Care

We connected even more individuals with wraparound services and goal-setting support by expanding our community health worker (CHW) program across Roanoke and our rural hospitals. CHWs (who help clients set health and wellness targets and access basic resources) and peer support specialists (who guide patients through mental health issues, substance use and trauma recovery) play a key role in integrating community resources and clinical care. By adding a CHW in Franklin County, a peer support specialist in Roanoke and a combination CHW/peer support specialist in Tazewell, we’re developing holistic relationships with patients that extend beyond their provider’s office and consider all components of care, from medical and mental to social and behavioral—helping them establish healthier lifestyles for the long term.

2,100+
patient visits with
community health workers

Boosting Our Region’s Health Care by Casting a Wider Safety Net

Through collaborations with a wide range of community safety-net providers, we helped meet our region’s growing needs for health care head on—with a strong focus on mental health support. In 2022 we provided vital grant funding for services at key agencies:

- Expanded mental health services at the Bradley Free Clinic
- Provided trauma-informed, specialized mental health treatment through Children’s Advocacy Programs of the Blue Ridge
- Bolstered the mental health safety-net program at Family Service of Roanoke Valley
- Helped hire a new nurse practitioner at Bernard Health Center (Free Clinic of Franklin County)
- Added two registered nurses to assist with respite care patients at The Rescue Mission of Roanoke
- Expanded language services to community partners to decrease barriers for non-English speaking people at the Mental Health Collaborative



A Shining Example in Sustainability

Striving to Set a Higher Environmental Bar

Our environment and our health are deeply intertwined—which is why we’re committed to decreasing our carbon footprint by accelerating energy efficiency and reducing waste. Our efforts continued to earn national recognition in 2022.

The American Society for Health Care Engineering (ASHE) awarded Carilion Roanoke Memorial and Carilion Rockbridge Community hospitals with its “Energy to Care” Sustainability Champion Award. CRMH and CRBH, along with Carilion New River Valley Medical Center and Carilion Roanoke Community Hospital, also earned ASHE’s 2022 Sustained Performance Award.

Solar Power Has Us Seeing More Green

Our solar array at Carilion New River Valley Medical Center generated more than just clean energy last year. Through the sale of excess power, it also made money—\$105,644, to be exact. The income will be reinvested in sustainability projects.

The array—installed in 2017 on farmland adjacent to our hospital—is well on its way to returning a projected \$1.5 million over 20 years.

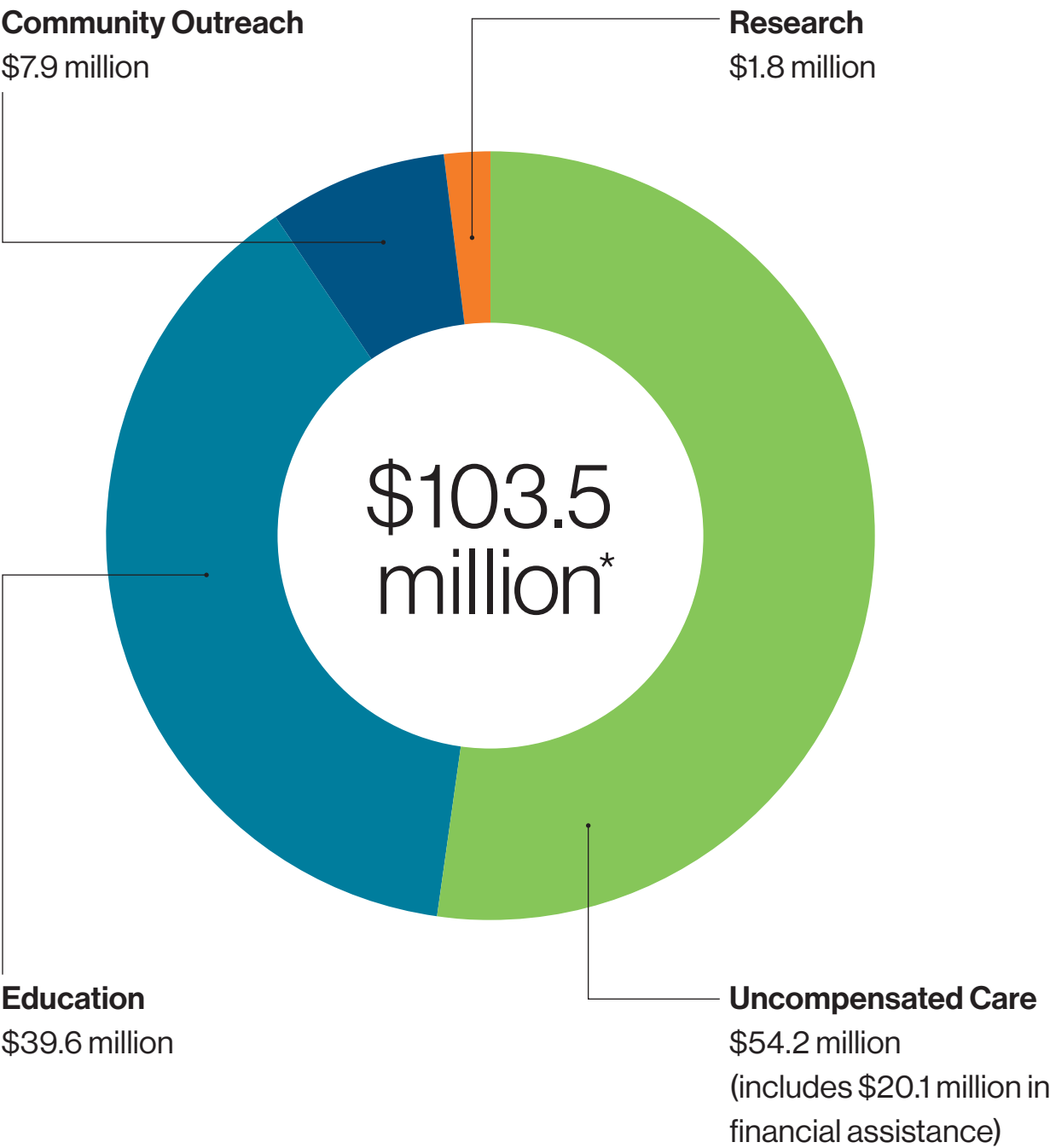
\$105,644

earned through the sale
of excess clean power



Community Benefit

As a not-for-profit health care organization, Carilion Clinic is committed to creating healthier communities and securing a better future for our neighbors. Each year, we contribute tens of millions—both financially and through in-kind support—to programs and initiatives that will benefit the health and economic vitality of our region for many years to come.



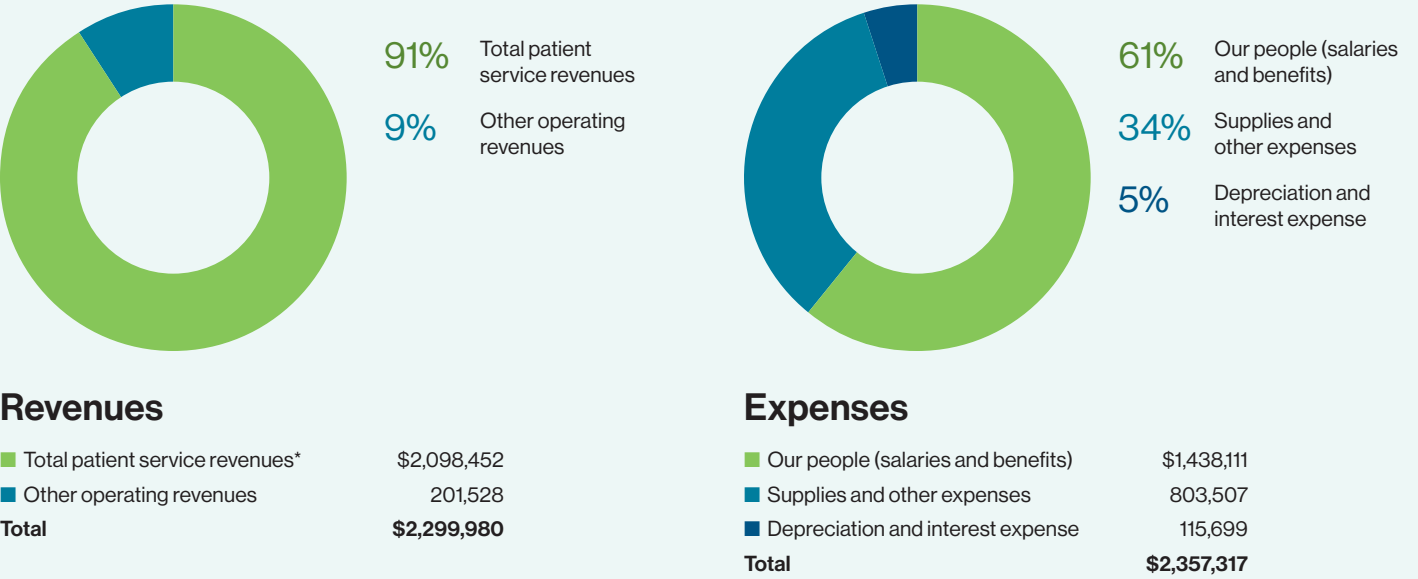
*Fiscal year 2021, per Virginia Hospital and Healthcare Association guidelines.

Financials

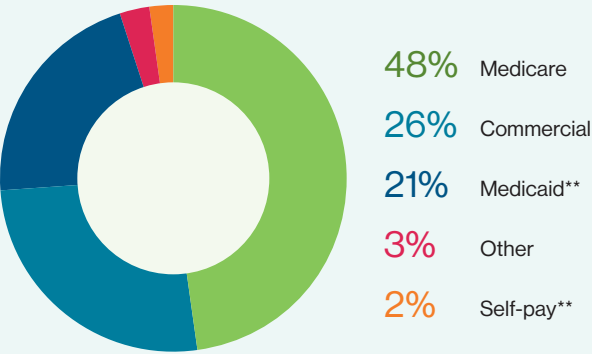
In the wake of the global health pandemic, Carilion continued to face significant financial pressures, with historically high inflation affecting the costs of staffing, drugs and supplies. While the number of patients seeking care showed signs of rebounding, recurring COVID-19 outbreaks in our communities continued to present challenges. These factors, along with curtailed pandemic supplemental financial assistance, resulted in an operating loss of \$57 million for fiscal year 2022.

As stewards of our patients’ money, we have implemented numerous initiatives to reduce costs and expand patient access. These measures will help us return to the positive operating margin of 3% to 4% needed to sustain capital reinvestment to meet community needs. Our new Carilion Children’s Tanglewood Center and Carilion Roanoke Memorial Crystal Spring Tower expansion are funded by historical earnings. Operating margins also fund competitive pay and benefits needed to attract and retain the more than 14,000 employees who make up our Carilion family.

Operating Revenues and Expenses (\$ in Thousands)



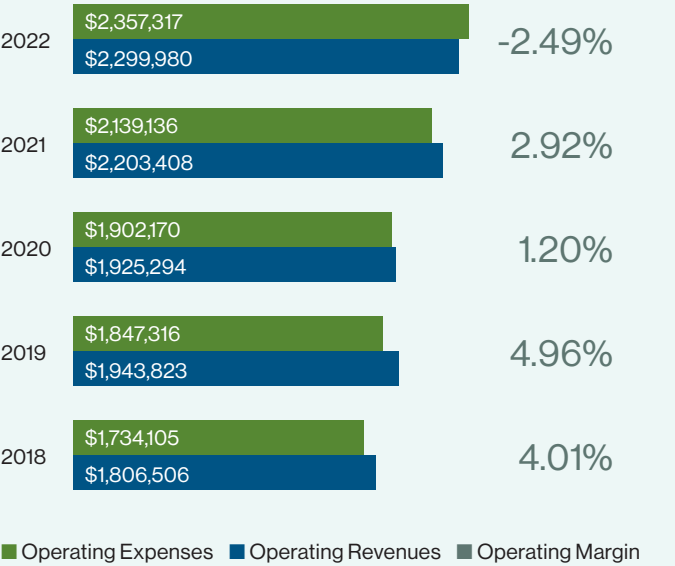
Revenues by Patient Volume



*Impact of financial assistance provided to patients reported in Community Benefit on page 22.

**Unlike state academic medical centers in Virginia, Carilion does not receive additional reimbursement based on legislative designation as Type 1.

Operating Finances by Year (\$ in Thousands)



Grow ing From Giving

In 2022 our community's generosity shined bright. Gifts of every size came from community members who share our commitment to improving the health and wellness of our families, friends and neighbors. Employees showed their support as well, with record giving in our annual campaign. Together, their gifts make a direct impact by addressing needs well beyond what Carilion can achieve alone.

Donor generosity is fueling significant projects on our Roanoke campus that will transform care:

- The building of our Crystal Spring Tower, which will consolidate the services of our Cardiovascular Institute and expand our Emergency Department
- The development of a new cancer center

A Leading Light in Cancer Care

As we see a growing number of patients in our region with cancer, expanding our cancer program has become a strategic imperative. Our plans include a new world-class cancer center that will enable personalized care, advanced treatment options and cutting-edge research—all in a single location. And naturally, a project as ambitious as this has attracted equally visionary partners, including generous donors who have committed \$1 million each.

Our vision is to provide the best care, experiences and healing environments for cancer patients in our region.

Maury Strauss

Maury Strauss, a Roanoke businessman and longtime community benefactor, lost his wife of 65 years, Sheila, to cancer. Through his gift in her honor, he wants to help expand the number and scope of clinical trials available locally.



Bill and Shireen Kirk

Philanthropists Bill and Shireen Kirk see the new cancer center as a catalyst for our area's growth—and aspire to make southwest Virginia a hub for health sciences innovation and discovery.

George and Harmon Logan

George and Harmon Logan recognize how much Carilion benefits the region. As a board member in the early 2000s, George witnessed Carilion's move to physician-led, integrated care and its partnership with Virginia Tech, and hopes to help this progress continue far into the future.



Spotlight: Bob Capito, R.N.



Sparkling Successful Fundraising, Year After Year

The team at Carilion Rockbridge Community Hospital has called Bob Capito, R.N., the “heart” of their establishment and an “unsung hero” for his tireless work, which ensures seamless patient care. It’s this passion for helping others that also makes him a trailblazer and force of nature for Carilion Clinic’s annual employee giving campaign.

Among the causes the campaign supports is our Employee Emergency Fund, which aids Carilion employees during unexpected financial hardships due to everything from fires and floods to accidents, illnesses or the death of a family member.

Capito is a catalyst when it comes to fundraising, helping think up exciting and unique campaign events, all while keeping the fund’s impact visible throughout the year. He’s also part of a group that reviews requests for aid as they come in.

“The stories can be heartbreaking. Helping one another in this way is one of the best things we do at Carilion. It’s what makes us a family.”

Supercharging Our Campaign. Amplifying Results.

Internally, we inspired philanthropy among our own team—not only by rebranding our annual employee giving campaign, but also by announcing the exciting news that all gifts to our Cancer Center Fund up to a total of \$250,000 would be matched by an anonymous donor. We also continued to raise money for the Employee Emergency and Patient Care funds, as well as 40 other Carilion departments and programs.

As a result, our “Carilion Cares, I Care” campaign broke all records for employee giving—raising nearly \$580,000, with almost half of all pledges made to support our new cancer center and program.

CARILION
cares

In 2022 Carilion Children’s Tanglewood Center, our new pediatric outpatient specialty facility, celebrated its first year in operation. The center improved care for our region’s children by consolidating services in a single location and continued to benefit from the generosity of donors to enhance the patient experience.

A Little Goes a Long Way

Carilion Children’s is the sole beneficiary of Children’s Miracle Network (CMN) fundraising in southwest and central Virginia. CMN’s corporate partners—which include Walmart, Sam’s Club, Dairy Queen, Panda Express and Speedway—helped us fund a new pediatric ambulance just by asking customers to round up their purchases.



Making Health a Team Effort

A new Healthy Lifestyle Clinic provides 13 weeks of structured programming to help children increase activity, make healthy food choices and talk about stressors and underlying issues related to weight. These young patients are supported by a physician, dietician, mental health counselor and exercise physiologist, all of whom work together to encourage lifestyle changes that will promote a healthier weight.



A one-mile IRONKIDS fun run took place alongside the Carilion Clinic IRONMAN 70.3 Virginia’s Blue Ridge last year, with more than 180 children participating.

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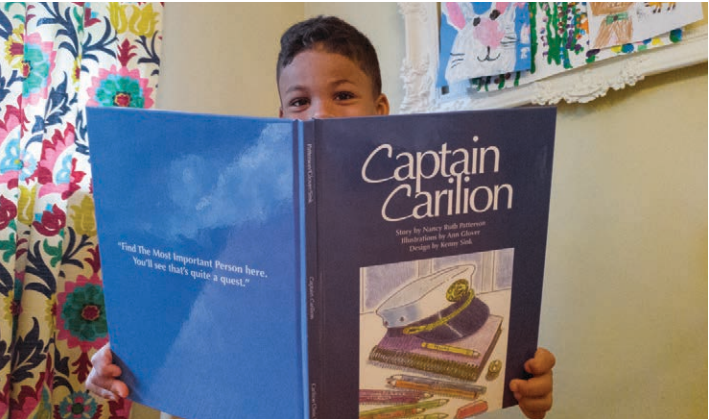
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Lynn Baringer donated proceeds from her sales of “Chicken Soup for the Soul: Miracles Unexplained,” which includes her inspirational story of surviving cancer.

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The first-ever Runway 5K at the Roanoke-Blacksburg Regional Airport attracted hundreds, with proceeds benefiting our Cancer Center fund. The event was held in memory of Julie Jeavons, the late wife of airport finance director David Jeavons.

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Friends remembered cyclist and CRMH NICU nurse Tabitha Thompson with a \$25,500 donation in her honor for the NICU. The main event was #Miles4Tab Virtual Run & Walk sponsored by Roanoke’s Fleet Feet running store. More than 600 participants from 24 states raised \$15,000 by logging their miles running, walking, biking and horseback riding.

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Our mission

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

Where to Find Us

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
- Clinical Genetics
- 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
- Hyperbaric Medicine
- 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 Primary Care
- Pediatric Pulmonology
- Pediatric Surgery
- Physical Medicine & Rehabilitation
- Plastic & Reconstructive Surgery
- Psychiatry & Behavioral Medicine
- Pulmonary Medicine/ Critical Care
- Rheumatology
- Sleep Medicine
- Sports Medicine
- Surgical Oncology
- Therapy & Rehabilitation Services

- Trauma/Surgical Critical Care
- Urogynecology
- Urology
- Vascular Surgery
- Wound Care

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 Rockbridge Community Hospital
 - Carilion Tazewell Community Hospital

- Buchanan
- Buena Vista
- Christiansburg (2)
- Clifton Forge
- Daleville
- Dayton
- Dublin
- Floyd
- Fort Defiance
- Galax*
- Hillsville
- Lexington* (2)
- Martinsville*
- Pearisburg
- Radford*
- Roanoke* (8)
- Rocky Mount (2)
- Salem
- Shawsville
- Staunton
- Tazewell
- Vinton
- Waynesboro
- Westlake
- Weyers Cave
- Wytheville

* Internal medicine site also present.

Major Outpatient Centers

- Carilion Children's Tanglewood Center
- Institute for Orthopaedics & Neurosciences
- Riverside Center

Family Medicine Locations

- Bedford
- Blacksburg (3)
- Bluefield
- Blue Ridge
- Boones Mill
- Bridgewater

Urgent Care Sites

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

Outpatient Therapy

- Blacksburg
- Botetourt
- Christiansburg
- Dublin
- Giles
- Hillsville
- Lexington
- Radford
- Roanoke (3)
- Rocky Mount
- Salem
- Tazewell
- Westlake
- Wytheville

Wellness

- Blacksburg
- Botetourt
- Westlake
- Roanoke

Retail Pharmacies

- Roanoke (4)
- Radford

