As our health care system undergoes one of the most profound transitions in its history, Cone Health is proud to take a leadership role in transforming care for our patients and our communities.

Now, more than ever before, our health care network is focused on keeping people well, preventing disease and providing value. To us, value means offering the highest quality health care and service as cost effectively as possible. It means providing the right care at the right time in the right setting.

This year, we have taken several steps toward transforming care for the future, including:

• Updating and strengthening our strategic plan.
• Reorganizing our leadership team, including expanded formal physician leadership roles, to emphasize the entire continuum of care – from hospital-based services to outpatient care, to expanded community partnerships, to innovative, new approaches such as e-Visits and telemedicine.
• Creating a plan to reinvent how care is delivered to our patients and communities in women’s and children’s services, behavioral health and operative services.
• Remaining true to our values, Cone Health has begun to embed Lean operating models and practices into our organization. Lean will help us ensure we always put our patients first and are continuously improving our care delivery processes. This work builds on our commitment to an inspired culture where we tap into the expertise of all our team members.
• Launching our HealthTeam Advantage insurance product in collaboration with the physician-led Triad HealthCare Network.
• Continuing to develop physician leaders and partnering with physicians in every aspect of our important journey.

Our Strategic Plan

Cone Health’s strategic plan outlines six strategic priorities that have the full attention and commitment of our Cone Health team members:

• We will put patients first in all that we do.
• We will create an inspired culture.
• We will be a value leader in our market.
• We will be a knowledge-driven organization.
• We will create and support healthy communities.
• We will innovate and transform health care itself.

Toward the realization of Our Bold New Future, the plan also emphasizes our Purpose (replacing the “mission” nomenclature), which is “Together, we create unsurpassed health care experiences,” and our Intent (replacing the “vision” nomenclature), which is “We are the leader in delivering integrated, innovative health care.” These two concepts are the foundation and context for the ways in which Cone Health will transform health care.

Our Leadership Team

Cone Health is committed to leading the changes sweeping health care. To better lead that change, last year we announced a major reorganization of our senior leadership team. This new structure allows us to move toward true population health management – including community-focused wellness, outpatient services, hospital care and beyond. We reorganized Cone Health leadership into two main areas: the “continuum of care,” and “strategy and support.” In addition, we created a “dyad” model among senior executives to ensure an emphasis on both clinical and nonclinical leadership and perspective.

We believe we have created an organizational structure that will maximize performance and propel Cone Health into the future.
Reinventing Health Care

Last year we announced exciting program enhancements and building projects that will help us provide exceptional care for the next 10 to 20 years and beyond. These projects will:

• Create a new distinct pavilion for women’s and children’s services on the Moses Cone Hospital campus by 2020 that employs innovative design, and enhances care and service.
• Create a holistic approach for children’s services that spans the continuum of care.
• Renovate and upgrade the current Behavioral Health Hospital to enhance inpatient care by early 2016; develop a robust plan for how we provide the very best outpatient services; and eventually replace the Behavioral Health Hospital with a new facility at some point in the future.
• Replace four neurosurgical operating rooms at Moses Cone Hospital with new ones.
• Renovate and expand surgical areas at Wesley Long Hospital, beginning construction in 2016 and completing the project by 2019.

Why?

Having women’s and children’s services on the same campus offers the best possible quality and convenience for our community. In addition, women will have ready access to the full range of specialists and acute care services at Moses Cone Hospital, while ensuring the best use of our resources for patient care. The new addition will have an expanded neonatal ICU providing private space for each infant and family, improved labor and delivery rooms and many other exciting features.

Our goal for mental health care is to be proactive by helping patients stay well, getting them through any crises when needed and returning them to productive lives more quickly than ever before. We will take a phased approach to redesign and relocate our behavioral health services so that they are offered in a hospital setting as well as on a more geographically dispersed ambulatory basis. This will ensure these services are available to complement and enhance the care of all patient populations we serve.

Wesley Long Hospital’s surgical areas are due for a major renovation and expansion project. We plan to renovate existing operating rooms to create larger, more state-of-the-art facilities, and to renovate and expand pre- and postsurgical areas.

Simply put, the work we call “Reinventing Care” is about providing the right care at the right time and in the right setting.

Lean Projects

Cone Health is using Lean methodology and principles to ensure we keep the patient at the center while continuously and strategically improving efficiency and quality. Lean strives to eliminate unnecessary steps and improve efficiencies in order to provide more value to patients and team members. Cone Health began using Lean about a year ago in primary care settings, where it has helped improve patient flow, decrease wait times and increase access to care. Lean is now being implemented throughout Cone Health in inpatient, outpatient and nonclinical areas.

For example, in 2015, we used Lean principles to design a physician practice for the first time. Patients now benefit from specialized exam rooms, improved privacy and more efficient appointments as the result of merging two Cone Health Medical Group physician practices – LeBauer Primary Care at Guilford/ Jamestown and LeBauer Primary Care at High Point into one location at MedCenter High Point.
Insurance Product

Cone Health is partnering with physicians and providers in new and exciting ways to provide greater value to our patients and to focus on what is most important – maintaining health. One of our most innovative efforts is HealthTeam Advantage, a new Medicare Preferred Provider Organization that began offering health insurance services on January 1, 2016. A joint venture between Cone Health, the local physicians of Triad HealthCare Network and Care N’ Care Insurance Company, Inc. of Texas, HealthTeam Advantage offers Medicare services to residents of Alamance, Guilford, Randolph and Rockingham counties.

The plan has an outstanding physician network, additional benefits beyond what traditional Medicare covers, lower costs than a Medicare supplement and generous prescription drug coverage.

Joining with local doctors who share a deep commitment to our communities, we have created a plan to meet our Medicare-eligible patients’ expectations for choice, affordability and quality of care.

Physician Leadership

Cone Health and the Center for Creative Leadership have partnered to create the Cone Health Physician Leadership Academy, an eight-month program designed to help physician leaders build the skill sets needed to oversee improved patient-centered service, quality and cost-effectiveness. The program is entering its fourth year in 2016, and has provided a positive learning forum for 61 physicians since its inception in January 2013. Many of these participants have had a significant impact on our communities and our organization.

The program consists of extensive assessments, four classroom sessions, executive coaching and action learning aimed at helping physician leaders tackle the health care challenges they are likely to face as we transform health care and create Our Bold New Future.

Recognition for Our Innovation and Quality

Our efforts are impacting our community as well as gaining national attention. For example:

• Becker’s Infection Control and Clinical Control e-weekly named Cone Health No. 1 in the nation for having the fewest number of patients readmitted to the hospital after having heart attacks within 30 days of their initial discharge. Cone Health’s low rate of readmission was 13.3 percent, compared to the national average of 17 percent.

The readmission rate is one factor used to judge the quality of care. This important measure tracks what happens to people who have had heart attacks once they leave the hospital. This low rate indicates that Cone Health patients tend to have fewer complications and they better understand how to care for themselves or loved ones once they leave the hospital.

• Cone Health was ranked by U.S. News & World Report as one of only two hospitals and health systems in North Carolina – and one of only 34 nationwide – to earn the “highest performing” in those “Common Care” conditions that are most likely to cause hospitalization. This places Cone Health in the top one percent nationally.

Cone Health was also recognized by U.S. News as one of the best hospitals in North Carolina for 2015-2016. The annual Best Hospitals rankings, now in their 26th year, recognize hospitals that excel in treating the most challenging patients.

• Alamance Regional Medical Center, Annie Penn Hospital, Moses Cone Hospital and Wesley Long Hospital received an A grade in the spring 2016 Hospital Safety Score. The scores rate how well hospitals protect patients from errors, injuries and infections. The Hospital Safety Score is administered by The Leapfrog Group, an independent industry watchdog.

• Annie Penn Hospital, Moses Cone Hospital, Wesley Long Hospital and Women’s Hospital were recognized as being No. 1 in the state in nine medical and eight patient safety categories by CareChex® in fall 2015. CareChex® recognized Alamance Regional Medical Center as being in the top 10 percent of hospitals in the nation in nine medical and nine patient safety categories.
• Annie Penn Hospital, Behavioral Health Hospital, Moses Cone Hospital, Wesley Long Hospital and Women’s Hospital were named Top Performers on Key Quality Measures® by The Joint Commission, the leading accreditor of health care organizations in America.

• Cone Health hospitals are among 20 North Carolina hospitals named Community Value Five-Star® Hospitals by Cleverly + Associates for providing value to their communities.

• Cone Health was named one of the top 10 “Best Organizations for Leadership Development” by The National Center for Healthcare Leadership. This designation is given to those health care organizations that use proven leadership development practices to achieve excellence and improve the quality of health care in their communities.

• Press Ganey recognized Cone Health for its Innovative Approach to Organizational Change with the 2015 Success Story Award. One of only 15 health care organizations nationwide to receive the award, Cone Health was cited for its cultural transformation that resulted in improved patient, employee and physician satisfaction; lower hospital readmissions and hospital-associated infection rates; and an increase in overall quality indicators.

• Annie Penn Hospital was named a Guardian of Excellence Award winner by Press Ganey for the second consecutive year. The Guardian of Excellence Award recognizes top-performing facilities where employee engagement ranks in the top 5 percent of hospitals nationwide.

More information about these awards and others is on page 13.

In the Following Pages

Cone Health is also transforming health care delivery by identifying and addressing the health care needs that exist within the communities we serve. We are in the process of working with community partners to conduct our triennial Community Health Needs Assessment in 2016. In our upcoming assessment, we will build on our current successes to examine:

• Unmet health needs in our communities.
• Ways in which we can emphasize disease prevention.
• How we can create a seamless continuum of care.
• Resources to help build the capacity of community-based organizations.

In the following pages, we will give you a snapshot of our successes in addressing the community health needs uncovered during our 2013 survey and the many ways in which these successes contribute to a bold new future for our patients and communities.

We would like to thank all of the community-based organizations that have provided such valuable partnership over the years. We also would like to thank our physicians, trustees, staff and volunteers for supporting the changes we’ve made to position Cone Health for a bright and exciting future. Our goal is to continue transforming health care for those we are privileged to serve. As our care delivery system continues to evolve, our commitment to our purpose and intent will remain at the core of all that we do.

Sincerely,

Deborah Hooper
Chair, Board of Trustees

Terry Akin
Chief Executive Officer
Every three years, Cone Health partners with a number of community organizations to identify the obstacles to improved health faced by residents of Alamance, Guilford and Rockingham counties, as well as to determine the services they are lacking. During our 2013 Community Health Needs Assessment, we collaborated with the following to create and implement our plan:

- Alamance-Burlington School System
- Alamance Citizens for a Drug-Free Community
- Alamance County Health Department
- Blessed Sacrament Church
- Burlington Police Department
- Cardinal Innovations
- Children’s Home Society
- Cone Health Foundation
- Family Service of the Piedmont
- Family Support Network of Central Carolina
- Greensboro Housing Coalition
- Guilford Adult Health (Guilford Community Care Network)
- Guilford Child Development
- Guilford County Department of Public Health
- Guilford County Schools
- Healthy Alamance
- High Point Regional Health System
- Impact Alamance
- March of Dimes
- Morehead Memorial Hospital
- Mustard Seed Community Health
- NC Baby Love Plus
- New Hope Missionary Baptist Church
- Rockingham County Healthcare Alliance
- Rockingham County Health Department
- Rockingham County Schools
- Safe Kids of Alamance County
- Safe Kids of Guilford County
- Sandhills Center
- St. James Presbyterian Church
- United Way of Alamance County
- United Way of Greater Greensboro
- United Way of Rockingham County
- University of North Carolina at Greensboro’s Center for Social, Community and Health Research and Evaluation
- YMCA in Alamance County
- YMCA in Rockingham County
- YWCA of Greensboro

During our 2013 Community Health Needs Assessment, we identified the following county-based health needs:

- Access to Care (Alamance, Guilford and Rockingham)
- Chronic Disease - Obesity Prevention & Diabetes (Alamance, Guilford and Rockingham)
- Substance Abuse (Alamance)
- Mental Health (Alamance, Guilford and Rockingham)
- Healthy Pregnancy (Guilford)

Our 2016 Community Health Needs Assessment for Guilford and Rockingham counties is under way. Alamance County’s assessment is complete and can be viewed at alamancecommunityassessment.com.
Access To Care

Cone Health is filling the gaps that exist in care within our communities by developing a number of innovative models for coordination of care.

Health Centers For The Underserved

When a community clinic closed leaving approximately 4,000 to 7,500 patients without access to health care, Cone Health opened its Community Health and Wellness Center and the Center for Children to improve long-term access to care for the underserved in our communities.

Combined, the centers serve more than 11,000 patients, the majority of whom are uninsured.

Primary Care Collaborative

Cone Health believes that a solid primary care foundation is critical to help improve access to care and ensure value. The Cone Health Primary Care Collaborative, composed of providers from the Cone Health Medical Group and Triad HealthCare Network, has been formed to create a cutting-edge primary care delivery model. This working group is in the process of developing and implementing new workflows that enhance patient access to care, improve patient satisfaction and ensure that health care is available in the right geographical locations.

Medical Homes

Ensuring that patients have a medical home – a health care facility where care is comprehensive, integrated and continuous – is crucial to managing chronic disease.

Cone Health Family Medicine Center, a Cone Health Medical Group practice, was designated as a level three Patient-Centered Medical Home practice for a second time by the National Committee for Quality Assurance. LeBauer Primary Care received the same designation in 2015. The three-year designation recognizes physician practices that use patient-centered processes to provide highly coordinated care and long-term relationships.

Imagine being middle-aged and already diagnosed with five serious diseases.

That was the case for Joe, a 59-year-old man battling heart failure, diabetes, lung disease, high blood pressure and depression. He also had chronic headaches stemming from a motor vehicle crash.

As you can imagine, Joe needed a large number of medications, but for a number of reasons found it difficult to get them. He did not believe there was anything he could do to improve his health.

Enter the care management team at Triad HealthCare Network (THN). THN is a Cone Health organized consortium of more than 1,200 Cone Health and independent community physicians who markedly improve the quality and value of patient care. Triad HealthCare Network took a team approach with a licensed clinical social worker, the registered nurse community coordinator and a group of pharmacists to build a relationship with Joe.

Over the course of months, the care management team called Joe and conducted home visits. Gradually Joe began to trust them, he became more engaged in his health care and he began to believe that he could control certain aspects of his health conditions. Key indicators showed improvement: Joe’s blood glucose levels returned to normal. While he used to be admitted to the hospital for his heart failure about once a month, his admission rate dropped to once every three months. Joe used to miss doctors’ appointments and refused to monitor his glucose levels, his weight and a number of other factors. He began to make his appointments and monitored his weight and blood sugars. More importantly, Joe felt better than he had in a long time.

Editorial Note: The patient’s name has been changed to protect his privacy.
Cottage Grove Initiative

The National Center for Healthcare Leadership has recognized Cone Health and eight partner organizations for their efforts to revive the Cottage Grove community in Greensboro during a project called “Healthy Cottage Grove Community: Forging Collaborative Leadership to Restore a Thriving Community.”

Located in east Greensboro, Cottage Grove is in the early stages of a transformation focused on providing improved housing, more job and educational opportunities, better access to medical care, and greater emphasis on disease prevention through better nutrition and exercise.

Today, the Cottage Grove community has twice the unemployment rate of Greensboro overall, and one of the lowest per-capita income levels in the region. Rates of asthma among the community’s children are 17 times higher than the state average, and a large percentage of the adult residents have type 2 diabetes.

Neighborhood residents also conducted a survey to get a clearer picture of what the residents want and need for their community. The results showed they are most concerned about the availability of a health clinic and job opportunities.

Mustard Seed Community Health is working to open a center on South English Street that will provide clinical services, health education and assistance with community projects that promote health. Other projects in the planning stages include a food market, early childhood education center and exercise paths. Organizations such as Habitat for Humanity have already helped some of the residents refurbish their homes.

Cone Health has committed $25,000 to support the coalition’s ongoing work. Coalition members are Mustard Seed Community Health, Cottage Grove Neighborhood Association, Cottage Grove Initiative, Greensboro Housing Coalition, New Hope Community Development Group, Guilford County Health and Human Services, Hampton Elementary School and the University of North Carolina at Greensboro Center for Housing and Community Studies.

Chronic Disease

According to the Centers for Disease Control and Prevention, “Chronic diseases and conditions – such as heart disease, stroke, cancer, diabetes, obesity and arthritis – are among the most common, costly and preventable of all health problems.” Cone Health is focused on efforts to prevent obesity and control diabetes, starting with initiatives that promote healthy eating and active living.

Prescriptions for Vegetables

Science tells us that sweet potatoes, tomatoes, cabbage and other fresh fruits and vegetables are the prescription to good health. Doctors at select Cone Health Medical Group practices are giving their patients “prescriptions” for vegetables, which are actually $5 off coupons for use at Mobile Oasis Farmers Markets.

The Mobile Oasis Farmers Market project is a joint effort between Cone Health, the Guilford County Department of Health and Human Services, East Market Street Development Corporation, the City of Greensboro Parks and Recreation Department, the University of North Carolina at Greensboro, the United Way of Greater Greensboro, USDA National Institute of Food and Agriculture, The Vision Tree Community Development Corporation and local farmers.

Nutrition and Diabetes Management Center

We recently opened a new location of the Cone Health Nutrition and Diabetes Management Center in Reidsville to help tackle this serious health issue. Rockingham County has the highest rate of adult-onset diabetes in the Triad and one of the highest in the state.
Elon-Alamance Health Partners Program

Elon University has formed a partnership with Alamance Regional Medical Center and three other Alamance County organizations to improve the health of local residents.

The new Elon-Alamance Health Partners program places recent Elon graduates in 12-month assignments at the four partner organizations to focus on local health initiatives. In addition to Alamance Regional, the graduates will work at the Alamance County Health Department, Impact Alamance and Healthy Alamance.

Cone Health sees this partnership as an opportunity to change the health care landscape in Alamance County and work with others to have greater impact in the community than ever before.

Be Healthy Rockingham

Be Healthy Rockingham is a website that offers directions to locations that promote and support healthy eating and active living, including farmer’s markets and recreational areas. The website also includes recipes and tips.

Annie Penn Hospital has been an active participant and supporter of Be Healthy Rockingham in conjunction with the Local Physical Activity and Nutrition (LPAN) Workgroup. The LPAN Workgroup is a coalition of various community organizations, agencies, businesses and concerned citizens working to improve the health of those living in Rockingham County.

How much more could 46-year-old Cynthia take?

Poorly controlled type 2 diabetes, low potassium, high blood pressure, edema, psoriasis, depression, chronic venous insufficiency, endometriosis, morbid obesity, sleep apnea, chronic interstitial cystitis, fibromyalgia, osteoarthritis and pulmonary sarcoidosis.

How much more could 46-year-old Cynthia take? Not much, so she started on a remarkable journey over the past couple of years. As a result, Cynthia has gone from being wheelchair and oxygen dependent to being well on the way to living a healthier and more fulfilling life.

Her journey began when she attended the information session “Surgical Options for Weight Loss” in September 2013. This led to her undergoing nutrition therapy at the Cone Health Nutrition and Diabetes Management Center and subsequently having weight-loss surgery in May 2015.

Since her surgery, Cynthia reduced her body mass index from 79.3 to 48.5, which reflects a loss of 112 pounds over an eight-month period. Her diabetes has been resolved, and she no longer takes oral and injectable medications. She now has normal blood pressure readings and no longer takes hypertension medication. Cynthia now only needs oxygen supplementation at night for sleep. She has moved from a wheelchair to only using a walker to get around.

“Since surgery, I have been able to visit my nephews for the first time in years. I’ve also bought a new car. I’m excited that I didn’t have to pick the same type of vehicle I’ve had for years because I couldn’t fit in most makes and models prior to surgery,” Cynthia says.

Editorial Note: The patient’s name has been changed to protect her privacy.
Substance Abuse

Substance abuse in our communities continues to be widespread and disabling, yet preventable. That is why Cone Health is engaged in a number of programs to prevent substance abuse.

Medication Drop Boxes

During the past year, Cone Health partnered with law enforcement officials to expand the number of medication drop boxes in our communities to combat the abuse of prescription and over-the-counter drugs by young people. According to the Office of National Drug Policy, the number of teens abusing prescription and over-the-counter drugs exceeds the number abusing cocaine, heroin and methamphetamine combined. The idea behind these drop boxes is to eliminate the supply, and thus unwanted access to unused medications that could be abused.

The medication drop boxes are used to dispose of:

- Expired or unused medications.
- Over-the-counter medications.
- Medication samples.
- Pet medications.
- Medicated ointments and lotions.
- Liquid medications. Liquids cannot be accepted at the Greensboro Police Department drop boxes.

Drop boxes are now located at:

**Alamance County Sheriff’s Office**
109 S. Maple St., Graham, NC
Open 24/7

**Burlington Police Department**
267 W. Front St., Burlington, NC
Monday – Friday, 8 a.m. to 5 p.m.

**Greensboro Police Department**
300 Swing Road, Greensboro, NC
Monday – Friday, 8 a.m. to 5 p.m.

**Guilford County Sheriff’s Office**
District 1 Office
7506 Summerfield Road, Summerfield, NC
Monday – Friday, 8 a.m. to 5 p.m.

**Guilford County Sheriff’s Office**
District 2 Office in Stoney Creek
6307-B Burlington Road, Whitsett, NC
Monday – Friday, 8 a.m. to 5 p.m.

**High Point Police Department**
1009 Leonard Ave., High Point, NC
Open 24/7

**Mebane Police Department**
116 West Center St., Mebane, NC
Monday – Friday, 7 a.m. to 11 p.m.

Alamance Citizens for a Drug Free Community

Alamance Citizens for a Drug Free Community is a coalition of community partners who work to reduce underage drinking and other substance use through prevention efforts.

In addition to other support, Alamance Regional Medical Center has provided the organization with free meeting space to facilitate the organization’s ongoing program planning.
Mental Health

Cone Health is actively involved in removing barriers to the diagnosis and treatment of mental health conditions.

Mental Health Hotline

Cone Health Behavioral Health Hospital has expanded its in-house telepsychiatry service to provide continuous, more effective care for frequent patients.

A 24-hour, toll-free helpline – at 336-832-9700 or 800-711-2635 – is staffed by registered nurses and master’s-level clinicians who specialize in behavioral health. They offer immediate assistance and guidance for mental illness and substance abuse issues.

Mental Health First Aid

Since Alamance Regional Medical Center began providing Mental Health First Aid training to school personnel in 2013, more than 300 social workers, counselors, bus drivers and other support personnel have learned how to identify and help those around them struggling with mental illness and substance abuse.

The course covers how to recognize the risk factors and signs of mental illnesses and addictions, how to understand and respond to those with mental illness and substance abuse issues, and what local resources are available to help.

Healthy Pregnancy

Women who do not get prenatal care are three times more likely to deliver a low birth weight baby – a leading cause of infant mortality in Guilford County. Although the infant mortality rate in Guilford County fell from 13.4 percent in 1988 to 8.6 percent in 2013, work remains. Cone Health strives to provide pregnant women with the prenatal care they need.

CenteringPregnancy® Program

The OB/GYN physicians at Women’s Hospital provide the medical supervision for all maternity prenatal care programs at the Guilford County Health Department, including the CenteringPregnancy program. CenteringPregnancy is a prenatal care model that includes health assessment, education and support in a group setting.

Since the Guilford County Health Department began CenteringPregnancy maternity care in 2013, preterm births and low birth weight deliveries have been reduced. The infant mortality rate for the program is zero. The breastfeeding initiation rate is 87 percent.

Healthy Pregnancy Steering Committee

Cone Health and the Guilford County Health Department have partnered to lead the 30-member Community Action for Healthy Babies group. The group has three committees. The Healthy Kids Committee is focused on breastfeeding education. The Resource Navigation Committee is creating a resource guide and “pregnancy road map” to help low-income women access affordable help and assistance during their pregnancies. The Healthy Living Committee is assessing health data on pregnancy and childbirth to determine how best to promote maternal and infant health.

Community Action for Healthy Babies is also putting together a regional conference on pregnancy and postpartum mood disorders, tentatively slated for May 2016.
Delivering Award-Winning Quality

Cone Health No. 1 in Low Heart-Attack Readmission Rates

Becker’s Infection Control and Clinical Control e-weekly named Cone Health No. 1 in the nation for having the fewest number of patients readmitted to the hospital after having heart attacks within 30 days of their initial discharge. Cone Health’s low rate of readmission was 13.3 percent, compared to the national average of 17 percent.

The readmission rate is one factor used to judge the quality of care. This important measure tracks what happens to people who have had heart attacks once they leave the hospital. This low rate indicates that Cone Health patients tend to have fewer complications and they better understand how to care for themselves or loved ones once they leave the hospital.

This ranking is based on data from Hospital Compare results between July 2011 and June 2014, which is the most recent data available.

Ranked Highly by U.S. News & World Report

U.S. News & World Report ranked Cone Health as one of only two hospitals in the state – and one of only 34 nationwide – to earn “highest performing” in heart bypass surgery, hip replacement, knee replacement, heart failure and chronic obstructive pulmonary disease. Those “Common Care” conditions are the ones most likely to send someone to the hospital.

Cone Health also has been recognized as one of the best hospitals in North Carolina for 2015-16 by U.S. News & World Report. The annual U.S. News Best Hospitals rankings, now in their 26th year, recognize hospitals that excel in treating the most challenging patients.

Annie Penn Hospital, Moses Cone Hospital, Wesley Long Hospital, and Women’s Hospital are all listed on the U.S. News website under the umbrella term “Moses H. Cone Memorial Hospital.” They are collectively ranked as the sixth best hospital in the state, up from eighth last year. The hospitals are also rated as “High Performing” in Diabetes & Endocrinology, Gastroenterology & GI Surgery, Orthopedics and Pulmonology.

No. 1 for Care and Safety

Annie Penn Hospital, Moses Cone Hospital, Wesley Long Hospital and Women’s Hospital were recognized as being No. 1 in the state in nine medical and eight patient safety categories by CareChex® in fall 2015. The organization issues quality ratings designed to help hospitals improve quality and to help consumers better understand medical excellence and patient safety.

The areas in which these hospitals were ranked No. 1 in the state for medical excellence are:

- Cardiac care.
- Gall bladder removal.
- Gastrointestinal care.
- General surgery.
- Heart attack treatment.
- Pneumonia care.
- Spinal fusion.
- Spinal surgery.
- Trauma care.

The areas in which the hospitals were ranked No. 1 in the state for patient safety are:

- Overall hospital care.
- Overall surgical care.
- Cancer care.
- Gastrointestinal care.
- General surgery.
- Hip fracture repair.
- Pneumonia care.
- Spinal fusion.

In addition, Alamance Regional Medical Center was recognized in the top 10 percent of hospitals in the country in nine medical and nine patient safety categories.

Areas in which Alamance Regional ranked in the top 10 percent for medical excellence are:

- Cardiac care.
- Gastrointestinal care.
- Gastrointestinal hemorrhage.
- General surgery.
- Heart attack treatment.
- Heart failure treatment.
- Major bowel procedures.
- Neurological care.
- Stroke care.
Areas in which Alamance Regional ranked in the top 10 percent for patient safety are:

- Overall medical care.
- Gastrointestinal care.
- Gastrointestinal hemorrhage.
- General surgery.
- Heart attack treatment.
- Heart failure treatment.
- Major bowel procedures.
- Neurological care.
- Pulmonary care.

Recognized as “Top Performer on Key Quality Measures®” by The Joint Commission

Annie Penn Hospital, Behavioral Health Hospital, Moses Cone Hospital, Wesley Long Hospital and Women’s Hospital were named Top Performers on Key Quality Measures® by The Joint Commission, the leading accreditor of health care organizations in America. The hospitals were recognized for exemplary performance in using medically proven ways to improve care for heart attack, heart failure, pneumonia and surgical care.

Earned A’s From Leapfrog Group

Alamance Regional Medical Center, Annie Penn Hospital, Moses Cone Hospital and Wesley Long Hospital received an A grade in the spring 2016 Hospital Safety Score. The scores rate how well hospitals protect patients from errors, injuries and infections. The Hospital Safety Score is administered by The Leapfrog Group, an independent industry watchdog.

Developed under the guidance of the nation’s leading experts on patient safety, the Hospital Safety Score uses 28 measures of publicly available hospital safety data to produce a single A, B, C, D or F score representing a hospital’s overall capacity to keep patients safe from preventable harm. More than 2,500 hospitals across the United States were assigned scores in fall 2015, with about 31 percent receiving an A grade.

Awarded Top Three-Star Ratings, Top 1 Percent

Triad Cardiac & Thoracic Surgeons and Cone Health Heart & Vascular Center earned three stars – the highest rating – in all three categories tracked by the Society of Thoracic Surgeons (STS). Only a dozen heart programs in the nation matched this achievement and earned this coveted position in the top 1 percent nationally.

The star ratings are based on the 2014 STS National Adult Cardiac Surgery Database. The stars are awarded in the categories of coronary arterial bypass graft, aortic valve replacement and a combination of the two. Twelve to 15 percent of programs receive the highest rating in each category. Only 12 of the 1,005 participating cardiac surgery centers tracked by the STS earned the highest rating in all three categories.

Received Guardian of Excellence Award

For the second time, Annie Penn Hospital received the Guardian of Excellence Award from Press Ganey Associates for ranking in the top 5 percent of hospitals in employee involvement and engagement.
Recognized for Cancer Clinical Trials

The Cone Health Cancer Center was one of only six oncology practices in the nation to be recognized by the Conquer Cancer Foundation of the American Society of Clinical Oncology for its commitment to high-quality clinical trials.

Recognized for Breastfeeding Initiatives

Women’s Hospital was recognized as an Infant Safe Sleep Hospital Model of Excellence by the North Carolina Healthy Start Foundation. The designation centers on the hospital’s efforts to educate parents about causes of infant mortality.

In addition, Women’s Hospital is the first in the region and one of only six hospitals in the state to be designated as “Baby Friendly” by Baby-Friendly USA for implementing the World Health Organization/UNICEF “Ten Steps to Successful Breastfeeding” guidelines.

Earned Infection Prevention Certification

Cone Health has become one of the first health care networks in the nation to train and certify facility maintenance teams in infection prevention measures. The certification is part of Cone Health’s continuing efforts to reduce infections for patients receiving care.

Named Great Orthopedic Program

Cone Health is on the list of “125 Hospitals and Health Systems with Great Orthopedic Programs” compiled by Becker’s Hospital Review. The list recognizes programs that provide outstanding care to patients, perform orthopedic research and treat professional athletes. This award includes the orthopedic programs at Annie Penn Hospital, Moses Cone Hospital and Wesley Long Hospital.
Two Cone Health foundations – Cone Health Foundation and Impact Alamance – play a significant role in identifying and investing in the needs of our communities. The following pages give you a snapshot of those contributions as well as the contributions made by the health system.

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**Cone Health’s Contributions**

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<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uncompensated Patient Care (at cost)</strong></td>
<td>$274.3 million</td>
</tr>
<tr>
<td><strong>Donations to Our Communities</strong></td>
<td>$3.3 million</td>
</tr>
<tr>
<td>• Cone Health supported many health and community organizations through corporate donations, contributions from our employees, and donated medical equipment and supplies.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health organized numerous community service activities that reached 39,545 people.</td>
<td></td>
</tr>
<tr>
<td>• Support for the Mammography Scholarship Fund helped 603 uninsured women receive life-saving screening mammograms.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health employees contributed 2,429 hours of their personal time serving our communities as volunteers.</td>
<td></td>
</tr>
<tr>
<td><strong>Training and Education for Health Care Professionals</strong></td>
<td>$8.7 million</td>
</tr>
<tr>
<td>• Cone Health helped train 46 medical residents.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health helped train 1,841 graduate students.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health provided 1,067 continuing education hours.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health provided clinical training to 7,185 students.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health professionals gave presentations to 7,615 students and professionals.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health professionals spent 51,107 hours mentoring 445 students.</td>
<td></td>
</tr>
<tr>
<td><strong>Community Health Education and Outreach</strong></td>
<td>$6.3 million</td>
</tr>
<tr>
<td>• Our medical libraries were used by 36,948 people.</td>
<td></td>
</tr>
<tr>
<td>• Cone Health provided 1,970 people with health screenings (including telephone assessments through the Behavioral Health Hospital HelpLine and Assessment Service).</td>
<td></td>
</tr>
<tr>
<td>• Cone Health provided health education to 10,637 individuals through 505 programs, including health fairs.</td>
<td></td>
</tr>
<tr>
<td><strong>Caring for Our Communities</strong></td>
<td>$134,000</td>
</tr>
<tr>
<td>In addition to donating their time, more than 873 volunteers raised money to donate equipment and supplies that benefited Cone Health’s patients.</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL** | $292.7 million*

*This total does not include contributions, grants, scholarships and other support provided to our communities by Cone Health Foundation and Impact Alamance, which are shown on the next two pages.*
Cone Health Foundation’s Grantmaking

During fiscal year 2015, Cone Health Foundation made commitments totaling $5,745,838 in grants to 46 Greensboro-area nonprofit organizations. The median award was $100,000 and 41 percent of grant awards were made in the access to care funding area.

**Access to Health Care**
- Cone Health Congregational Nurse Program
- Family Service of the Piedmont
- Guilford Adult Health
- Guilford County Coalition on Infant Mortality
- Guilford County Department of Health and Human Services – Division of Public Health
- Guilford County Department of Health and Human Services – Division of Social Services
- North Carolina Agricultural and Technical State University
- Partnership for Community Care
- Triad Adult and Pediatric Medicine
- The University of North Carolina at Greensboro – Center for New North Carolinians
- The University of North Carolina at Greensboro – Department of Social Work

**Adolescent Pregnancy Prevention**
- Children’s Home Society of North Carolina
- Guilford Child Development, Inc.
- Guilford County Department of Health and Human Services – Division of Public Health
- Outreach Development, Inc.
- Partners for Healthy Youth
- Planned Parenthood South Atlantic
- Triad Adult and Pediatric Medicine
- YWCA

**HIV**
- Central Carolina Health Network
- Cone Health Regional Center for Infectious Disease
- Piedmont Health Services and Sickle Cell Agency
- Triad Health Project

**Substance Abuse and Mental Health**
- Alcohol and Drug Services of Guilford
- D R E A M S Treatment Services
- Family Service of the Piedmont
- Guilford County Department of Health and Human Services – Division of Public Health
- Guilford County Schools
- Malachi House II
- Mary’s House
- Mental Health Association in Greensboro
- North Carolina Agricultural and Technical State University
- The University of North Carolina at Greensboro

**Advocacy and Community Collaborations**
- Action Greensboro
- Alliance for Justice
- Building Stronger Neighborhoods
- Communities That Care
- Cone Health Sickle Cell Center
- Enroll America
- Greensboro Farmers Curb Market
- Guilford Adult Health
- Guilford Nonprofit Consortium
- Hayes-Taylor YMCA
- League of Women Voters of the Piedmont Triad
- Legal Aid of North Carolina
- North Carolina AIDS Action Network
- North Carolina Center for Public Policy
- North Carolina Justice Center
- Partners Ending Homelessness
- Partnership for Community Care
- Renaissance Community Co-op
- Union Square Campus
- YWCA
2015 Impact Alamance Investments

During fiscal year 2015, Impact Alamance made commitments totaling $2,083,191.45 in grants to 45 Alamance County nonprofit organizations.

Community Health Fund

Alamance Burlington School System
Alamance Community College
Alamance County - Alamance Juvenile Crime Prevention Council
Alamance County Health Department
Alamance County Public Libraries
Benevolence Farm
Catholic Charities of the Diocese of Raleigh
Children's Museum of Alamance County
Community YMCA of Alamance County
Family Abuse Services of Alamance
Friends of Alamance County Public Libraries
Open Door Clinic of Alamance County
Piedmont Health Services, Inc.
Positive Attitude Youth Center, Inc.
The Exchange Club’s Family Center
The Salvation Army

Healthy Community

Alamance Burlington School System
Alamance Citizens for Education
Alamance County Dispute Settlement and Youth Services Inc.
Alamance Partnership for Children
Allied Churches of Alamance County
Ebenezer United Church of Christ, Inc.
Family Justice Center
FrameWorks Institute
StriveTogether
United Way of Alamance County
Women’s Resource Center of Alamance County

Healthy Kids

Active Living By Design
Alamance Community College
Alamance County Arts Council
Alamance County Recreation & Parks
Burlington Development Corporation
Children’s Museum of Alamance County
City of Burlington
Community YMCA of Alamance County
Dolly Parton Imagination Library
Episcopal Diocese of NC: Holy Comforter Church
Friends of Graham Recreation and Parks
Healthy Alamance
Positive Attitude Youth Center
Reach Out and Read Carolinas
Special Olympics NC
St. Paul’s United Methodist Church
Sustainable Alamance
The Salvation Army
Town of Green Level
Walter Williams High School Parent Bulldogs United

Response to Community Needs

Allied Churches of Alamance County
Burlington Downtown Farmer’s Market
Children’s Executive Oversight Committee
United Way of Alamance County
Charitable donations make it possible for Cone Health to invest more in helping to create healthier communities. When you or a loved one is treated at Cone Health, chances are that some aspect of that care is made possible through charitable gifts.

Every gift – large or small – makes a difference. In 2015, you donated more than $3 million. Through the work of Cone Health medical teams, these gifts directly benefit the lives of thousands of people in Alamance, Caswell, Forsyth, Guilford, Randolph, Rockingham and neighboring counties.

At Cone Health, three community-based fundraising offices – Cone Health Institutional Advancement, Alamance Regional Charitable Foundation and Annie Penn Hospital Foundation – receive these gifts and direct them to the areas where they will make the greatest difference. This includes purchasing medical equipment and supplies, providing medical screenings and flu shots, delivering medication assistance, offering healing arts programming, and undertaking heart and cancer clinical trials.

Cone Health Institutional Advancement
Contact Larry Jerome, senior vice president, at 336-832-9450 or email lawrence.jerome@conehealth.com.

Alamance Regional Charitable Foundation
Contact Katie Boon, director, at 336-538-7946 or email katie.boon@conehealth.com.

Annie Penn Hospital Foundation
Contact Stokes Ann Hunt, executive director, at 336-951-4628 or email stokesann.hunt@conehealth.com.

For additional information, visit conehealth.com/support.
About Us

Cone Health is an integrated not-for-profit network of health care providers serving people in Alamance, Caswell, Forsyth, Guilford, Randolph, Rockingham and surrounding counties. Our tagline - “The Network for Exceptional Care” - highlights our commitment to excellence, which is shared by our more than 11,000 employees, 1,300 physicians and 1,200 volunteers.

As one of the region’s largest and most comprehensive health networks, Cone Health has more than 100 locations, including six hospitals, three ambulatory care centers, three outpatient surgical centers, four urgent care centers, a retirement community, more than 100 physician practice sites and multiple centers of excellence.

Alamance Regional Medical Center, a 238-bed medical and surgical hospital in Alamance County, joined Cone Health in May 2013. Specialized services include heart and vascular, cancer and women’s care as well as advanced imaging services and surgical services, among others. Our modern facility utilizes state-of-the-art equipment such as the da Vinci® surgical robot system.

Annie Penn Hospital has 110 acute care beds. This facility includes inpatient and short stay surgery centers, cancer care, heart care and specialty clinics such as a Sleep Disorders Center and an Endoscopy Center of Excellence.

Behavioral Health Hospital offers pediatric and adult inpatient crisis stabilization at an 80-bed facility. Outpatient care includes numerous group therapy programs as well as individual counseling and day programs. The hospital also offers the community a 24-hour helpline that provides access to trained mental health professionals. Three additional outpatient Behavioral Health Centers also are located in Greensboro, Kernersville and Reidsville.
Cone Health Medical Group is a physician-led network of specialty and primary care medical practices of more than 400 doctors and health care professionals at nearly 100 locations across the Triad. Cone Health Medical Group providers offer primary care medical services, including family medicine, internal medicine, obstetrics and gynecology, pediatrics and urgent care. Specialty care – such as cardiology, gastroenterology, orthopedics, pulmonology, rheumatology, oncology, endocrinology, urology and general surgery – is also available at many locations.

MedCenter High Point is a 75,000-square-foot facility that features a 24-hour emergency department; comprehensive lab and imaging services; an outpatient pharmacy; Women’s Health Network; specialized health services such as outpatient rehabilitation, cancer care, heart care and sports medicine; and other walk-in services.

MedCenter Kernersville offers a full range of services, including family medicine, women’s health care, orthopedics, heart care, outpatient rehabilitation, behavioral health, and occupational health complete with on-site lab and imaging services. For those seeking immediate care, we offer an urgent care facility that is open seven days a week with minimal wait times.

MedCenter Mebane offers numerous services in a single location, including an outpatient surgery center; urgent, primary and cancer care; and services in the areas of ear, nose and throat, gastroenterology, imaging, radiology, lab, physical therapy, diabetes management, nutrition therapy, occupational health, ophthalmology/optometry, dermatology and plastic surgery.
The Moses H. Cone Memorial Hospital is our flagship. Moses Cone Hospital is a 517-bed teaching hospital and referral center. It includes a Children’s Emergency Department, Level II Trauma Center and centers of excellence in orthopedics, neurosciences, stroke, and heart and vascular care. North Tower opened in 2013 with 16 new operating rooms and all private patient rooms.

Triad HealthCare Network is one of the nation’s most successful accountable care organizations. Cone Health partnered with local physicians to create this consortium of more than 1,200 Cone Health and independent physicians in Alamance, Guilford, Randolph and Rockingham counties. The collaboration among those physicians has markedly improved the quality and value of the care provided to patients.

Wesley Long Hospital offers 175 private beds for oncology, bariatric care, urology and orthopedic medical and surgical patients. Our modern facility utilizes state-of-the-art equipment such as the da Vinci® surgical robot system and the SpyGlass® visualization system in the Endoscopy Center. The campus also provides cancer, sickle cell, sleep disorders, and wound and hyperbaric care.

Women’s Hospital, a 134-bed facility, is home to one of the area’s most experienced neonatal intensive care teams. The hospital’s Level II and Level III neonatal unit has been providing care to critically ill newborns since 1990. The hospital also houses the nationally accredited Breast and Ultrasound Imaging Center. The hospital’s da Vinci® robot provides minimally invasive surgical care for gynecology patients.
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