PASSPORT TO THE FUTURE
Covenant Health
2015
REPORT TO THE COMMUNITY
After joining Covenant Health in 1996, Anthony L. “Tony” Spezia was named President and CEO in 2000. He is a Fellow in the American College of Healthcare Executives, the Healthcare Financial Management Association, and Health Ethics Trust. He serves on numerous hospital association boards and councils, and is past chairman of the Healthcare Systems Governing Council of the American Hospital Association.

Covenant Health is privileged to provide a growing number of Tennesseans with both excellent and compassionate health services, in fulfillment of our mission to serve our communities by improving the quality of life through better health. Our health system is nationally recognized as a top performer in many areas: patient care, quality, cost, integration, information technology, finances, ethics and innovation.

Recently, Covenant Health was named in the top quintile in a national study of health systems that measures quality and efficiency in areas such as adherence to clinical standards of care, patient safety and satisfaction, length of stay and other criteria. Covenant Health also received awards for clinical excellence from VHA, Inc., and two of our hospitals – Fort Loudoun Medical Center and LeConte Medical Center – were among just six hospitals in the country to receive a VHA 2015 Excellence Award for Clinical Effectiveness for achieving exceptionally high levels of performance compared to national benchmarks.

Amid a challenging healthcare environment, Covenant Health is providing care from a position of strength today and preparing confidently for the future because of our long-standing commitments to our communities:

• We are committed to serving our communities as a not-for-profit health system.
• We are committed to excellence in governance and leadership, effective strategic planning and wise use of resources.
• As the largest private employer in the region, we are committed to an engaged workforce with the right skill sets.
• We are committed to being the practice environment of choice for our physicians.
• We are committed to optimizing the value of being a unified health system.
• We are committed to reinvesting in our communities to improve local healthcare services and patient care. We have invested well over a billion dollars in our communities since 2000 – a commitment that no other healthcare organization in our region has approached.

Most of all, we are committed to providing the best care and outstanding customer service to every patient, every time.

Anthony L. Spezia

Named Chairman of the Covenant Health Board of Directors in 2010, Larry Mauldin is retired Chairman and President of SunTrust Bank, East Tennessee, and current Chairman of First Security Group, Inc. His career includes 30+ years of banking leadership in Georgia and Tennessee. He has chaired two United Way campaigns and has served on the boards of community foundations, neighborhood improvement groups, Chambers of Commerce, and economic development organizations.

Reflecting on this year’s theme, “Passport to the Future,” I have been thinking about passports – what they are and how we use them. First of all, a passport is a means of identification. It tells us who we are and summarizes our identifying characteristics. It tells a little about our legacy – about where we have been and the roads we’ve traveled.

Covenant Health is privileged to have spent many years improving the health of Tennesseans – from the establishment in 1919 of our first Knoxville hospital, Fort Sanders Regional Medical Center, to the addition of our newest hospital members, Cumberland Medical Center and Claiborne Medical Center, in 2014. During the intervening years, there have been breathtaking medical advances, the opening of new facilities and programs, and changes in the healthcare environment that have presented ongoing challenges.

Fortunately, our health system is well-grounded – at Covenant Health, we know who we are. We are committed to our not-for-profit mission of improving our communities’ quality of life through better health. We are committed to governance by a volunteer board made up of community leaders and physicians who understand the healthcare needs of our region. And we have an unwavering commitment to quality and service excellence.

A passport doesn’t just tell us where we have been – it also opens the door to a world of destinations. In today’s healthcare environment, the future is not always clear. We forge ahead, as courageous and innovative travelers always have, by being prepared and proactive in anticipating the future as best we can. With a legacy that is based on sound principles and values, Covenant Health has the strong foundation needed for success, and the flexibility to choose both the course and the destination that will provide the healthiest future for those we are privileged to serve.

Larry Mauldin
Covenant Health Board of Directors

Covenant Health Board members and administrative leaders serve our communities through strategic planning and successful operation of these member organizations:

Hospitals
Claioborne Medical Center
Cumberland Medical Center
Fort Loudoun Medical Center
Fort Sanders Regional Medical Center
LeConte Medical Center
Methodist Medical Center of Oak Ridge
Morristown-Hamblen Healthcare System
Parkwest Medical Center
Peninsula Hospital
Roane Medical Center

Outpatient and Specialty Care
Covenant HomeCare and Hospice
Covenant and Methodist Therapy Centers
Fort Sanders West Diagnostic Center
Fort Sanders West Outpatient Surgery Center
Morristown Regional Diagnostic Center
Patricia Neal Rehabilitation Center
Peninsula Outpatient Centers
Thompson Cancer Survival Center
Thompson Cancer Survival Center – West
Thompson Cancer Survival Center – Methodist
Thompson Cancer Survival Center – LeConte
Claioborne Nursing Home
Fort Sanders Sevier Nursing Home

Physician Services
Covenant Medical Group, Inc.

Other Programs and Services
Fortress Corporation
Fort Sanders Health and Fitness Center
Nanny’s
Covenant Staffing Services
Tennessee Wesleyan College – Fort Sanders Nursing

Foundations
Fort Sanders Foundation
Claioborne Healthcare Foundation
Dr. Robert F. Thomas Foundation
Methodist Medical Center Foundation
Morristown-Hamblen Hospital Foundation
Thompson Cancer Survival Center Foundation

Covenant Health is also a partner in joint ventures with physicians that provide surgical and other services.
A Healthy Start for Life’s Journey

When parents are expecting a new baby, they may read books, buy new furniture and baby clothes, and consult family and friends. As families prepare for their new arrivals, Covenant Health hospitals are ready and waiting with a variety of birthing options and hospital amenities to help welcome their smallest patients. More than 7,000 babies got their first glimpse of life from the security and comfort of a Covenant Health hospital last year.

Maternity suites at Covenant hospitals are spacious, beautifully decorated and designed to maximize comfort and provide immediate access to technology. Room options may include private suites equipped with bassinets for “rooming in” and comfortable sleeper furniture for a family member. All maternity units are secured with monitored entries and exits. Additional security devices and procedures are in place to monitor babies’ safety.

Covenant Health has more than 50 physicians credentialed to provide care during pregnancy and while in the hospital, with high-risk pregnancy services at Fort Sanders Regional Medical Center and Fort Sanders Perinatal Center. Childbirth education classes are available throughout the health system to help parents prepare for their new arrival.

Best Practices for Babies’ Healthy Start

Five Covenant Health hospitals that offer obstetrics services were recognized by the Tennessee Hospital Association for reducing the number of babies born electively between 37 and 39 weeks gestation during 2017-2018. Fort Sanders Regional Medical Center, Parkwest Medical Center, LeConte Medical Center, Methodist Medical Center, Morristown-Hamblen Healthcare System, have additional 3D mammography. Two locations, located conveniently throughout Covenant’s service area, offer state-of-the-art digital mammography. Two locations, Parkwest and Morristown-Hamblen Healthcare System, have 3D mammography services. Covenant Health has additional technologies for the early detection of breast cancer, including breast ultrasound and MRI.

The health system provides comprehensive heart and stroke care for women, and offers programs to inform women about cardiovascular disease, risk factors, prevention, treatment and rehabilitation in a hospital’s directory while receiving treatment. Wayfinding kiosks have been implemented at Fort Sanders Regional Medical Center, Cheyenne Outpatient Diagnostic Center and Morristown Regional Diagnostic Center. For facility visitors, Covenant Wayfinding kiosks are used more than 2,000 times per month to help family and friends locate patients who have given permission to be included in a hospital’s directory while receiving treatment. Wayfinding kiosks have been implemented at Fort Sanders Regional Medical Center, Parkwest, Methodist, Morristown-Hamblen and Roane Medical Centers.

The American Hospital Association’s Health Forum and the College of Healthcare Information Management Executives (CHIME) have named Covenant Health among the nation’s most wired healthcare organizations in the 17th annual Healthcare’s “Most Wired” Survey. Covenant Health is one of only four Tennessee healthcare organizations to be named to the Most Wired list. It is the 12th time that Covenant Health has been ranked among Most Wired in the nation.

The survey and benchmarking study is a leading industry barometer measuring information technology use among hospitals nationwide. The survey of more than 741 participants represents more than 2,213 hospitals. It examined how healthcare organizations leverage IT to improve performance for value-based healthcare in areas such as infrastructure, business and administrative management, quality and safety, and clinical integration. The survey showed that hospitals are taking more aggressive privacy and security measures to protect and safeguard patient data. Most Wired hospitals are also using IT to better link and exchange across care settings, and greater alignment between hospitals and physicians. Most Wired organizations are also implementing patient portals to get patients actively involved in their health and health care.

IT Launches Kiosks for Patients’ Convenience

Covenant Health now has three types of kiosks available to help patients “check in” at registration, electronically sign documents, and to help family members find a patient’s hospital location.

The check-in kiosks are used over 5,000 times per month by patients who sign in electronically, notifying registration staff of their arrival. A notable feature of the check-in kiosks is integration of Covenant FastPass hand-scanning technology, which Covenant uses to ensure positive patient identification and deter identity theft.

Check-in kiosks have been implemented at Claiborne Medical Center, Methodist Medical Center, Morristown-Hamblen Healthcare System, Roane Medical Center and Peninsula Outpatient Clinics. Covenant also has implemented electronic signature kiosks (eSign) at some facilities. These allow patients to review their personal and billing information and then sign registration paperwork on screen.

The eSign service streamlines registration for patients with simple appointments and gives registration staff more time to spend with patients with more complex needs. eSign kiosks are located at Fort Sanders Regional Medical Centers, Cheyenne Outpatient Diagnostic Center and Morristown Regional Diagnostic Center. For facility visitors, Covenant Wayfinding kiosks are used more than 2,000 times per month to help family and friends locate patients who have given permission to be included in a hospital’s directory while receiving treatment. Wayfinding kiosks have been implemented at Fort Sanders Regional Medical Center, Parkwest, Methodist, Morristown-Hamblen and Roane Medical Centers.

Electronic check-in is available at Methodist Medical Center’s registration area and at several other Covenant Health facilities.
Covenant Health is committed to excellence in all areas of heart care – from heart disease prevention and diagnosis of heart conditions to advanced technology and treatments, emergency interventions, and cardiac rehabilitation programs for follow-up care.

More than 50 affiliated cardiologists provide diagnostic testing and perform a variety of interventional procedures such as heart catheterization and techniques to clear blocked arteries and place stents to restore blood flow. Cardiologists also treat heart arrhythmias and often repair heart valves and holes in the chambers of the heart.

**Advanced Technology Keeps More Hearts Beating**

Covenant Health is at the forefront of cardiac innovations that restore health and the ability to live life to the fullest. Covenant was the first health system in the region to offer Transcatheter Aortic Valve Replacement (TAVR), in which a minimally invasive procedure places a new valve into the heart. The procedure gives new hope to patients suffering from life-threatening aortic stenosis who are not candidates for open-heart surgery.

In addition to TAVR, a full spectrum of advanced cardiac procedures are available at Covenant Health’s “heart hospitals” – Fort Sanders Regional Medical Center, Methodist Medical Center of Oak Ridge and Parkwest Medical Center. For patients experiencing severe coronary disease like blocked arteries and aortic enlargement, care close to home may seem like a distant hope. Covenant’s cardiac services offer complex surgeries and treatment that are often only available in larger cities.

**When Minutes Matter**

If a heart attack occurs, time is critical. The heart hospitals of Covenant Health work together to make sure that patients receive the most appropriate care as quickly as possible. The American College of Cardiology and American Heart Association have established recommended care standards for heart attack patients, specifically those identified as the “ST-Segment Elevation MI” (STEMI) population. These patients have the highest mortality (risk of death) and morbidity (risk of associated complications). They can be rapidly identified with an electrocardiogram (EKG).

The standards emphasize organizing regional systems of care and patient transfer procedures to provide faster access to advanced therapies that help facilitate rapid restoration of blood flow during a heart attack. For example, at Fort Sanders Regional Medical Center, the care team – from first responders and emergency departments to cardiologists and cath lab staff – collaborates to provide efficient and effective care.

“Our role is to evaluate the entire process and collaborate with anyone who has contact with this patient population to develop a standardized approach to efficiently get them to a cath lab,” said Joshua Todd, MD, interventional cardiologist. “Every 30 minutes results in nearly an eight percent increase in risk of death, so we can improve patient outcomes by having a systems approach to identification, notification, and rapid transfer.”

Several new processes have been developed, including:

- Helping train EMS providers to identify STEMI patients quickly, and building relationships with emergency transporters to ensure efficient arrival at a center equipped to deal with STEMI patients.
- Clinical members of Covenant Rapid Access, Covenant Health’s patient transfer center, are available 24/7 to accept STEMI patients from outlying hospitals and immediately notify the cath lab team and interventional cardiologist. “Rapid Access is the coordinating center for Covenant facilities,” Dr. Todd noted. “They are integral to our STEMI system of care.”
- Emergency transporters can now simultaneously notify both ED and cath lab teams of potential STEMI patients and transmit an EKG when available. This allows earlier activation of the cath lab team, with personnel available immediately when the patient arrives.
- A regular review process provides feedback on outcomes and helps continually improve systems and processes.

As a result of these efforts, Fort Sanders Regional Medical Center has exceeded state and national hospitals’ performance in meeting standards for “First Medical Contact-to-Device” times. Mortality and readmission rates also have declined. The Fort Sanders STEMI team collaborates with hospitals and emergency responders in Claiborne, Sevier, and Jefferson counties, and as far away as Newport and Kentucky.

**Cardiac Rehab Helps Pave the Road to Recovery**

The weeks immediately following a heart attack, angioplasty, or open heart surgery are critical for long-range rehabilitation. Several Covenant hospitals offer medically supervised Cardio-Pulmonary Rehabilitation programs that safely restore physical fitness and function for people who have recently had serious cardiac events. Through monitored exercise, education, counseling and healthy lifestyle changes, patients regain confidence in exercising their hearts. They also learn to make lifestyle changes to reduce the risk of further complications from heart disease. Cardiac rehabilitation offers effective treatment for heart attack, angina, post-infarction, angioplasty, post-coronary bypass, and patients considered to be high risk for coronary artery disease.
Covenant Health has the region’s only stroke hospital network for delivering advanced diagnostics and treatment to halt the devastating effects of stroke. At the hub of the network are Fort Sanders Regional Medical Center and the award-winning Patricia Neal Rehabilitation Center, located at the hospital. Fort Sanders is a Stroke Center of Excellence, and the only facility in the region to hold both a Comprehensive Stroke Center certification from The Joint Commission and three separate stroke accreditations from CARF (the Commission on the Accreditation of Rehabilitation Facilities).

**The Region’s Only Stroke Hospital Network**

**Delivering Immediate and Excellent Care**

When a stroke happens, timely treatment is critical. Fort Sanders Regional has a team of experts available to treat patients 24 hours a day, seven days a week. The stroke team includes emergency room physicians, neurologists, neurosurgeons, neurointerventional radiologists, nurses and therapists. The team works together to quickly diagnose patients and use the most advanced treatment methods available to remove clots, repair broken arteries and restore blood flow to the brain.

The amount of time it takes for a patient to be brought into a hospital until the moment medications are intravenously administered is referred to as “door-to-needle time.” While the national average for door-to-needle time is a little more than an hour, the door-to-needle time at Fort Sanders Regional averages just 44 minutes. It’s just one of the many advantages a patient has when treated at a comprehensive stroke center.

“The center really exists to provide that next level of care,” said Arthur Moore, MD, medical director of Fort Sanders Regional’s Comprehensive Stroke Center. “Finding out why the stroke occurred to prevent it from happening again sometimes takes someone who’s done a lot more work in in other areas of the region.”

Covenant Health’s stroke hospital network also offers advanced treatments and clinical trials that are unavailable in other areas of the region.

**Reaching Across Time and Distance**

When stroke happens, time is critical. Thanks to Fort Sanders Regional Medical Center’s “tele-stroke” robot, East Tennessee stroke patients may benefit from early consultation with the hospital’s stroke experts, even if they are at a different hospital location.

The InTouch R7 robot is a mobile communications platform that enables stroke patients to receive consults from Fort Sanders neurologists via its video screen “face.” The robot allows neurologists to be available to patients in outlying areas 24 hours a day, said Dr. Keith Woodward, a neurointerventional radiologist at Fort Sanders Regional. Covenant Health stationed its first two robots in the emergency departments at Parkwest Medical Center in Knoxville and LeConte Medical Center in Sevierville. A third robot has been added at Morristown-Hamblen Healthcare System.

The telestroke network allows physicians in surrounding hospitals to use live Web video streaming to consult with neurologists as soon as a patient arrives at the community hospital. The neurologist can remotely review patient information and examine and talk with the patient, family members and local clinicians to help determine the best course of treatment, all at the patient’s bedside.

The interaction between neurologist and the patient via the robot helps the physician, because “it’s important when you’re doing a neurological exam to see facial expressions and get the patient to respond to you,” Dr. Woodward said. Accurate, timely diagnosis is essential when stroke occurs. “The clock starts with the onset of symptoms. As time ticks by, treatment options become more limited and patients can lose more and more functionality,” Dr. Woodward added. “With this tele-medicine tool, we can advise surrounding emergency departments how to best treat their stroke patients or to have them transported to Fort Sanders Regional for advanced care.”

**Rehabilitation After Stroke**

While prompt medical care can stop or minimize the effects of stroke, rehabilitation after a “brain attack” can help a patient recover abilities and reconnect with loved ones. At the Patricia Neal Rehabilitation Center, stroke patients are treated by a holistic team approach which includes the patient and family members. Physical therapists, occupational therapists, speech-language pathologists, rehab psychologists (behavioral medicine), nursing staff, case managers, recreation therapists and physicists (specialists in physical medicine and rehabilitation) make up the treatment team.

Treatment is an active process with both patient and family involved in goal setting, therapy and education. Therapies may include interdisciplinary training in range of motion, strengthening and conditioning exercises; training in self-care and daily living skills; in speech, language and swallowing; and in cognitive perceptual training, psychological evaluations, and leisure/recreation evaluations. Other aspects include identification and management of risk factors to help prevent future strokes.

The Patricia Neal Rehabilitation Center has received multiple awards and five top-honor Crystal Awards from Professional Research Consultants for overall patient satisfaction, along with accolades for innovation, quality of care and successful outcomes.

“Excellence is an ongoing process, and we are always striving to improve,” said Mary Dillon, MD, medical director of the Center. “Our goal is to provide the best care – the kind we would want for our own families and loved ones.”
LEADING THE FIGHT AGAINST CANCER

Even though cancer affects many thousands of people, a cancer diagnosis can be a lonely experience. Covenant Health is committed to helping cancer patients fight the disease with excellent medical care and a multidisciplinary team of support.

At the core of Covenant Health’s cancer care is an elite team of physicians, armed with the most advanced cancer tools available. Technology includes advanced imaging such as positron emission tomography (PET) in Knoxville and mobile PET services in Sevierville, high-dose-rate brachytherapy and 3D radiation therapy. Fort Sanders Regional Medical Center offers Gamma Knife, the area’s only non-invasive radiosurgical device that targets tumors in a single visit. Clinical trials, stem cell transplantation and genetic counseling are other resources available to help patients “fight to win” against cancer.

The health system recently invested $7.6 million for equipment upgrades, expanded connectivity and growth of a highly regarded radiation therapy research program at six locations: Thompson Cancer Survival Centers in downtown and west Knoxville, Oak Ridge and Sevierville, at Morristown Regional Cancer Center, and at Cumberland Medical Center’s radiation oncology program in Crossville.

“Covenant Health is the largest radiation therapy provider in the region,” said Chester Ramsey, Ph.D., medical physicist for Thompson. “There is not another radiation oncology Center of Excellence in the United States that has better technology and more comprehensive treatment capabilities than the services operated by Covenant Health.”

Patients receiving cancer care at Covenant Health facilities receive individualized treatment plans, and have a multidisciplinary team of specialists and “navigators” to help with the treatment process. Support is also provided by social workers, nutrition counselors, and other members of the cancer care team.

Covenant’s physician team includes members of Thompson Oncology Group which has offices in Sevierville, Knoxville, Blount County, Morristown and Oak Ridge. The group has been recognized by the Quality Oncology Practice Initiative Certification Program, an affiliate of the American Society of Clinical Oncology. The certification process includes each of the 10 Thompson Oncology Group locations and encompassed evaluation of treatment planning, staff training, patient education and safe chemotherapy administration.

“Thompson Oncology Group’s doctors, nurses, nurse practitioners, techs and staff continue to provide the very highest quality of care,” said Monty Scott, Thompson Cancer Survival Center president and CAO. “Their expertise, combined with our geographic footprint and our chemotherapy, radiation and surgical technologies, offer East Tennessee the most comprehensive approach to cancer survival.”

Bariatric surgeons Jonathan Ray, MD, and Mark Colquitt, MD, have helped more than 2,000 patients over the past dozen years. After celebrating many patient success stories, they are celebrating another accomplishment: the Fort Sanders Center for Bariatric Surgery has been designated as a Center of Excellence by the American Society for Metabolic and Bariatric Surgery.

“It’s exciting – we think the center has the potential to be not just one of the best bariatric surgery centers in our region, but in the United States,” said Dr. Ray.

“We have always thought of ourselves as a regional practice,” Dr. Colquitt said. “Being affiliated with Fort Sanders and Covenant Health helps us reach more patients and physicians who need to know that our services are available.”

Obesity has become a significant national health issue. “The foods we eat are poor choices, and society is overweight,” Dr. Ray said. Morbid obesity, defined as having a BMI over 35 and being at risk for obesity-related health issues, is closely correlated with serious medical conditions including heart disease, high blood pressure and diabetes.

The physicians noted that bariatric surgery often eliminates these conditions, along with side effects that can result from the medications used to treat them. It is becoming a more viable option for people who need to lose at least 100 pounds and have found other weight-loss strategies to be unsuccessful.

The atmosphere at the Center for Bariatric Surgery is one of support and encouragement, the surgeons said.

“We consider our patients to be valued guests, and the relationship between physicians, staff and the patient is very open,” Dr. Colquitt said. “We want the patient to be completely informed as far as making a choice about surgery.”

“There are three components to a person—body, mind and spirit,” Dr. Ray said. “We help the patient move toward the goal of a happier, more satisfying, more engaged life. Every inch of progress counts—the atmosphere here of success is transforming.”

The Center for Bariatric Surgery offers laparoscopic gastric bypass (usually done as a robotic procedure), in which a smaller stomach pouch is created and a portion of the small intestine is rerouted to the pouch, and sleeve gastrectomy, which removes a portion of the stomach and creates a narrower digestive tube.

Dr. Colquitt said the safety of bariatric surgery has improved greatly over the past several years and in most instances, the patient goes home within 24 hours after surgery. “But in order for bariatric surgery to succeed, people have to commit to making the lifestyle changes to support the choice,” he said.

Dr. Ray added, “Our team will be there for the patient before and after the procedure.” A support group is available for patients both prior to and after surgery, and patients are strongly encouraged to participate.

The physicians also want to educate patients and families – to make them nutrition experts and help them find physical activities that will bring them joy, so they won’t go down the path to obesity in the first place.

“Our goal is to promote health and wellness and support an obesity-free lifestyle,” they said, “and to help our patients become more productive and fully engaged in life.”
A shared vision and collaboration with physicians are essential if Covenant Health is to accomplish its mission of improving the quality of life through better health. Physicians partner with the health system in many ways including employment, as members of hospital medical staffs and Covenant’s board of directors, in committee leadership roles, through joint ventures, and in the development of service line strategies.

Covenant Medical Group, Inc. comprises the health system’s employed physicians and now encompasses nearly 200 physicians in about 100 practice locations. CMG includes both primary care and specialty physicians.

Covenant Health also builds and maintains partnerships with physicians through joint ventures such as surgery centers and the development of service line strategies that focus on improving quality and cost of patient care.

Nearly 1,500 physicians are affiliated with Covenant Health hospitals and member organizations as active or consulting members of the health system’s medical staffs. These physicians may serve in leadership positions at their respective hospitals, and several also represent their organizations and communities through membership in Covenant Health’s Board of Directors.

“Overall, Covenant Health’s desire for alignment with both employed and non-employed physicians is driven by our need to fully evolve as a healthcare system in today’s environment,” said Monty Scott, president and chief administrative officer of Covenant Medical Group. “The health system’s goal is to work side by side with physicians to provide a seamless continuum of care and excellent outcomes for patients.”

**Good Health is Good Business**

In addition to partnerships with physicians, Covenant Health works with businesses and insurance brokers who are looking for ways to help their clients control and lower healthcare costs. **Covenant Health Solutions** identifies and guides a specific population’s health decisions with evidence-based data and provides local solutions for health improvement.

Working side by side with companies, Covenant Health Solutions tailors programs and services such as on-site clinics that engage employees in healthy behaviors and chronic disease management.

With more than 30 years of experience providing biometric screenings and wellness programs in local communities, Covenant Health’s professionals deliver on-site solutions for business clients. The program’s goals are to improve employee health and positively affect an organization’s healthcare investment.

**Cov**enant Health has made an unprecedented cumulative investment in new facilities and equipment, medical information and clinical technology, with more planned...

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**C**ovenant Health’s long-term vision has achieved positive results:

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NEW FREE TO ACCESS WEBSITE:  
Covenant Health Solutions  
Covenant Health’s online tool for employers and health care brokers.

- **Medical Information and Clinical Technology**
- **Major Facility Projects**
A Legacy of Making a Difference

Since the first campaign of Fort Sanders Foundation to establish the Patricia Neal Rehabilitation Center in the late 1970s, the volunteer board members of Covenant Health’s foundations have focused on raising funds to ensure the future of healthcare in our communities. This partnership with thousands of generous individuals, businesses and foundations in East Tennessee has had a substantial positive impact on Covenant’s philanthropic efforts.

Covenant’s Office of Philanthropy coordinates fund raising at six foundations: Fort Sanders Foundation (serving the needs of Fort Sanders Regional, Fort Loudoun, Parkwest, Roane, and Cumberland Medical Centers; Peninsula, and the Patricia Neal Rehabilitation Center), Methodist Medical Center Foundation, Morristown-Hamblen Healthcare Foundation, Claiborne Healthcare Foundation, Dr. Robert F. Thomas Foundation (serving LeConte Medical Center and Seven County’s health needs), and Thompson Cancer Survival Center Foundation.

One strong example of a philanthropic partnership is the Will Rogers Institute and its 15-year history of support for the pulmonary rehabilitation programs of Covenant Health and the Patricia Neal Rehabilitation Center.

The Will Rogers Institute (WRI) is a national charitable organization dedicated to perpetuating the memory of one of America’s best-loved entertainers. It supports cardiopulmonary research and treatment programs, neonatal care, and patient/community education on health and fitness. Each summer, movie theaters across the country participate in a fundraising campaign for WRI.

Knoxville-based Regal Entertainment Group, which supports the Patricia Neal Rehabilitation Center and its annual Golf Classic, helped develop the relationship between the Will Rogers Institute and Covenant Health.

Over the past 15 years, the Institute has granted more than $2 million to the Patricia Neal Rehabilitation Center and the hospitals of Covenant Health for cardio-pulmonary rehabilitation services. Thousands of patients have benefited from the Institute’s generosity.

Grant funds support cardipulmonary rehabilitation and health improvement initiatives at PNRC and other Covenant facilities, including a strong focus on smoking cessation and access to pulmonary rehabilitation care. Therapy equipment, oxygen piping and monitoring systems, and pulmonary testing equipment have been provided for the Pat Neal Center’s pulmonary rehabilitation programs.

The grant also funds a unique telemedicine program in which respiratory therapists provide follow-up education and information on smoking cessation classes to patients who express interest in stopping smoking while at a Covenant hospital. Current respondents show a 42 percent compliance rate, well exceeding national benchmarks.

The grant also funded Covenant Health’s development of a “Stop Smoking” app for Apple and Android phones. The app is offered free to the public as a tool to help break cigarette addictions.

“We are fortunate and grateful to have such a generous and long-standing relationship with the Will Rogers Institute and Regal Entertainment Group,” said Jeff Elliott, vice president of development. “Their support has created a legacy for the future, not only for pulmonary health initiatives, but for funding of our health care mission throughout the region.”

An insider view of healthcare

For the third year, an invited group of business and community leaders from across the region have experienced an in-depth view of Covenant Health and the healthcare environment as participants in Covenant Answers: A Healthcare Leadership Academy. The Office of Philanthropy hosts the Academy each year in an effort to expand the cadre of healthcare-informed volunteer leaders in our community.

Over a five-month period, class members attended an orientation with Covenant executive leadership and half-day sessions at five different Covenant hospitals. The sessions included behind-the-scenes tours and hands-on access to the latest technologies and treatments. Participants had opportunities to discuss the challenges of the current healthcare environment with Covenant physicians and clinicians, communicate via a tele-stroke robot with a physician in another state and visit with a patient who received a life-saving interventional stroke treatment. They also observed a TAVR heart valve replacement surgery and a Barrett’s esophagus laser procedure.

“I’ve been involved with several non-profit boards, but we did not have a program like this one,” said Tim Matthews, president and CEO of Jewelry Television. “It was unique and beneficial.” Classmate Monte Miller agreed, saying, “The opportunity to see behind the scenes and meet the actual clinical program staff had a big impact on me.” Recruitment is underway for the next Leadership Academy class, which will begin in early 2016.

"Thank you for the grant to attend pulmonary rehabilitation. It has been a wonderful positive experience for me. After learning of my diagnosis, I was devastated. I felt alone and hopeless. During the past three months, I have grown through physically, learned about my medications, learned better nutrition, learned more about my disease, and learned more about myself. Consequently, I have more hope and more confidence in my future.”

—a pulmonary patient whose rehabilitation was funded through the Will Rogers grant

Members of the 2015 Covenant Answers: A Healthcare Leadership Academy class included Jim Atchley, First Tennessee Bank; Christopher Baker, WVL; David Bradshaw, CapitalMark Bank & Trust; Rick Chinn, R&R Properties; Rodney Grugin, Meadowview Greenhouse & Gardens; Shohreh “Nazzy” Hashemian, community volunteer; Jon Lawler, Johnson & Galyon; Lee Martin, Trinity Health Foundations; Tim Matthews, Jewelry Television; Kathy McFarland, Health Fitness Corporation; Monte Miller, Capital Financial Group; and Roger Osborne, Pinnacle Financial Partners.
Connecting with Our Communities

In addition to taking care of patients and families who receive direct services, Covenant Health is committed to making a positive impact in the health of the surrounding community. In all the communities Covenant Health serves, local initiatives and partnerships create opportunities to interact with people of all ages and encourage healthier lifestyles.

- In April 2015 nearly 8,000 people participated in the 11th Covenant Health Knoxville Marathon, which attracted local runners and hand cyclists, as well as competitors from throughout the U.S. and other countries. Marathon events included 2- and 4-person relays, a 5K, half-marathon and full marathon.
- The Covenant Health Biggest Winner Weight Loss Challenge continued as a friendly competition that encourages East Tennesseans to get moving for a fit and healthy lifestyle. Team members trained together for five months, with the goal of crossing the finish line in Covenant Health Knoxville Marathon events, and challenging other East Tennesseans to change their lives for the better.
- Some of the funds raised through the Covenant Health Knoxville Marathon were contributed to Patricia Neal Rehabilitation Center’s Innovative Recreation Cooperative. More than $5,000 was given to the IRC, a collaboration of representatives from Thompson Cancer Survival Center talked about the importance of learning to swim. LeConte Medical Center, Cumberland Medical Center and Methodist Medical Center have also established walking clubs in Parkwest Medical Center, LeConte Medical Center and Thompson Medical Center, which is part of the American College of Sports Medicine Camp. The camp helps children and families who meet specific screening criteria and did not have insurance coverage.
- Missy Kane, health promotions coordinator for Covenant Health, led hikes in communities where Covenant Health hospitals are located and established walking clubs in Roane and Anderson counties in conjunction with Roane Medical Center and Methodist Medical Center. Parkwest Medical Center, LeConte Medical Center and Thompson Cancer Survival Center have been co-sponsors of hiking programs led by Missy Kane.
- The Covenant Kids Run attracted nearly 1,000 children who participated in a “marathon of activities” over a period of several weeks, culminating in a run to Neyland Stadium the day before the Covenant Health Knoxville Marathon.
- Covenant HomeCare Hospice helps children grieving the loss of a loved one through Katerpillar Kids Camp, a free event offered with the support of Variety – The Children’s Charity. The camp helps children in grades 1-12 express their feelings of loss in a supportive environment.
- Methodist Medical Center co-sponsored the third annual Baby’s Best Fest, a day of family games and an ice cream social celebrating World Breastfeeding Month and supporting breastfeeding as the healthiest start for babies.
- LeConte Medical Center partnered with Dollywood’s Splash Country for the second year to host Water Safety Day. The day was held in conjunction with the “World’s Largest Swimming Lesson,” a national event promoting the importance of learning to swim. LeConte employees educated children about water safety. Employees from Thompson Cancer Survival Center talked about the importance of sunscreen, and staff from the Patricia Neal Rehabilitation Center presented the Think First head and spinal cord injury prevention program and adaptive water sports. More than 600 children participated.
- Cumberland Medical Center in Crossville co-sponsored numerous health fairs and community events throughout the year, and hosted free Mammogram Days for women aged 50 and over.
- In addition, a new program led by Missy Kane, which educates children about water safety, encourages East Tennesseans to get moving for a fit and healthy lifestyle. Team members trained together for five months, with the goal of crossing the finish line in Covenant Health Knoxville Marathon events, and challenging other East Tennesseans to change their lives for the better.

One of the most tangible expressions of the charitable purpose of Covenant Health is providing care to people in need. As a not-for-profit system, Covenant Health provides medically necessary services to people with limited resources. Covenant Health actively participates in the state’s TennCare program, and collaborates with other are providers to identify and support efforts to make community healthcare resources available for those in need.

<table>
<thead>
<tr>
<th>Summary of Community Benefit Totals for Uncompensated Care</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care</td>
<td>$59.9 million</td>
</tr>
<tr>
<td>TennCare*</td>
<td>$51.3 million</td>
</tr>
<tr>
<td>Medicare*</td>
<td>$120.7 million</td>
</tr>
<tr>
<td><strong>Total Uncompensated Care</strong></td>
<td><strong>$231.9 million</strong></td>
</tr>
</tbody>
</table>

*Care which costs more to provide than reimbursements from state and national programs cover. Covenant Health provides community benefit that far exceeds the value of its tax-exempt status.

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<tr>
<th>2014 Community Benefit by Covenant Health Member Organizations</th>
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<tbody>
<tr>
<td><strong>Uncompensated Patient Care</strong></td>
</tr>
<tr>
<td><strong>Health Professions Education</strong></td>
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<tr>
<td><strong>Subsidized Health Services</strong></td>
</tr>
<tr>
<td><strong>Donations, Medical Missions, and Community Building</strong></td>
</tr>
<tr>
<td><strong>Total Contributions</strong></td>
</tr>
<tr>
<td><strong>Related Employee Contributions to Outreach Programs</strong></td>
</tr>
</tbody>
</table>

**2014 Total Contributions to the Community** $259,586,587
**Our Mission**
We serve the community by improving the quality of life through better health.

**Our Values**
In service to God and community, we value:
- Integrity
- Quality
- Service
- Caring
- Developing People
- Using Resources Wisely

**Our Vision**
Covenant Health’s clinical and service excellence will make us the first and best choice for patients, employees, physicians, employers, volunteers, and the community.