



Community Benefit at a Glance

| FY 2011 | FY 2012 | FY 2013

A Tradition of Caring for the Community

When WakeMed opened its doors as Memorial Hospital of Wake County in 1961, one thing was certain – it would be an institution with an unwavering commitment to the health and well-being of the communities it serves. Now – more than 52 years later – WakeMed continues to fulfill our commitment to provide outstanding and compassionate care to those we serve both inside our facility walls and beyond. Today, WakeMed is a locally-owned and managed private not-for-profit health system that exists for the sole purpose of benefitting the residents of Wake County.

The WakeMed Mission & Vision

Our Mission

WakeMed provides outstanding and compassionate care to all who seek our services.

Our Vision

WakeMed is the region's preferred health care system, providing high quality patient care and technological leadership. Our physicians, employees and volunteers represent the best minds and biggest hearts in the business.

Our Values

- We provide a quality experience for those we serve, regardless of ability to pay.
- We partner with our physicians to provide safe, effective, compassionate care.
- We are a leader in health care technology and education.
- We empower employees and volunteers, recognize their achievements and encourage their development.
- We ensure financial viability and operate a well-managed, goal-directed, fiscally responsible organization.
- We value preventive health care and collaborate with others to improve the health of the communities we serve.

Our Goals

- Quality Outcomes
- Unsurpassed Service
- Workforce Excellence
- Fiscal Responsibility
- Market Development

In the context of our mission, vision and values, we offer a broad range of preventive, primary, acute, tertiary and rehabilitative care services including these key centers of excellence:

- Heart & vascular services
- Orthopaedics
- Neurosciences
- Emergency & trauma
- Women's services
- Children's services
- Surgical services
- Rehabilitation

Each year, the 8,500 employees, 1,200 physicians and more than 1,000 volunteers serve, support and work closely with the community in many ways to improve access to care while addressing critical health needs. We absorb the health care costs of the uninsured who are unable to pay for their care which was in excess of \$80 million in unreimbursed costs during the past year. We educate and train physicians and caregivers. We develop new services to improve access to care and meet the needs of the underserved. We partner with community-based organizations to develop programs that answer a need. We donate to community charities and organizations whose goals mirror our mission. And we offer a host of community outreach and education programs to help individuals improve their overall health and well-being.

Community outreach activities and initiatives such as health screenings, seminars, health fairs and support groups, help us attain our goal of extending our mission beyond our walls by taking our services directly into the community for the

benefit of residents. At these events, we not only provide valuable services and information, we also help people understand that high-quality health care services are available to them regardless of their ability to pay. We also partner with numerous organizations to provide similar services.



Community Benefit Program Planning

The WakeMed Community Benefit Program and reporting process have been in place since 1999. To ensure that our efforts truly reflect community needs, and to ensure we are compliant with related federal guidelines, the WakeMed Board of Directors established a Community Benefit Task Force in 2010. The task force includes Board members, physicians and community leaders who continue to help align WakeMed’s resources and support with community health needs, our mission, our vision and strategic plan.

A Community Health Improvement Implementation Plan was developed and implemented based on the 2010 Wake County Community Health Needs Assessment. That plan has served as the framework for community health activities between 2011 and 2013. The Community Health Needs Assessment was updated in 2013 as a collaborative effort between Wake County Human Services, WakeMed Health & Hospitals, Duke Raleigh Hospital, Rex Healthcare, The United Way of the Triangle and Wake Health Services. An implementation plan for the two hospitals licensed by WakeMed has been developed by staff with input from the Community Benefit Committee of the Board of Directors. The implementation plan was then formally adopted by the Board of Directors in November 2013.

Community Profile & Needs Assessment

Where Our Patients Live

WakeMed serves patients from all 100 North Carolina counties and beyond with most coming from Wake and Johnston counties. These counties are growing. North Carolina Office of the State Demographer data reveals an anticipated 19 percent increase in the Wake County population and a 17 percent increase in the Johnston County population by 2015.

Race & Ethnicity

The majority of the residents in Wake and Johnston counties are white (73 percent combined average). Approximately 19 percent are black. The remaining 8 percent are Asian, Hispanic and “other/unknown”.

Key Health Indicators: Wake & Johnston Counties

WakeMed frequently collects and reviews health indicators for the populations we serve.

	Wake County	Johnston County
Percentage of low-weight births	7.7%	9.1% (2008)
Teenage pregnancies/1,000 aged 15-19	40.7	61.4 (2008)
Births	13,542	2,535 (2008)
Persons Living in Poverty	7.5%	12.5% (2000)
Percent Uninsured	13.4%	17.8%

Aging of the Population

Wake County is experiencing marked growth in persons age 65+ (7.2%/year) and persons age 45-65 (4.7%).

Wealth

The population in the WakeMed market is far from homogeneous. There exist extreme differences in wealth, ranging from very wealthy census tracts to very poor census tracts.

Leading Causes of Death

In Wake County, the leading causes of death are cancer, heart disease, cerebrovascular diseases, chronic lower respiratory diseases and diabetes.

Conclusions

When considering all of the characteristics of the people we serve and the current health care industry climate, it is clear that we must continue to be extremely accurate in matching our community investments with community needs.

Community Needs Assessment

The community needs assessment is a process that helps us identify factors affecting the communities we serve (Wake County in particular); determine the resources needed to address these factors; and develop a related implementation plan.

WakeMed is using Wake County's 2010 community needs assessment to help determine the areas where WakeMed should focus its community benefit efforts.

The assessment targeted four areas to determine community challenges and needs:

- Most important community issues
- Most important environmental issues
- Most important risky behaviors
- Most important health issues

For our purposes, the Wake County Community Assessment is an effective tool to help us identify the top priorities for our health system. In addition, we collect and analyze numerous sources of primary and secondary data to help us gain a complete picture of the communities we serve and their needs. Our effective response to these needs is mission critical. We also need to be sensitive to the needs of the neighbors in the immediate vicinity of our facilities because we are members of these communities.

Community Benefit Plan

The goal of the community benefit plan for a health care organization is to meet the specific health care needs of the community, both inside and outside facility walls. The Community Health Needs Assessment identified obesity, diabetes, mental health, injuries and teen pregnancy as some of the most important health issues facing our community. WakeMed also recognizes access to affordable care, heart disease and overall children's health as key needs.

Community demand for assistance far exceeds WakeMed's available financial resources. As a result, WakeMed evaluates all potential activities based on community need; services WakeMed is qualified to provide; and community partnership opportunities.

We also consider which program/service would have the greatest positive impact by matching our core strengths and mission with community needs; determining the most cost effective way to meet those needs in a manner that is consistent with our mission and image; and calculating how the service we provide will impact the health system's bottom line and financial health.

WakeMed's core strengths include:

- Critical care services
- Emergency & trauma services

- Heart & vascular services
- Pediatric & neonatal care
- Physical rehabilitation
- Women's health & high-risk obstetrics
- Emergency response
- Provider education
- Workforce development
- Collaborating with the community for the community's well-being



Areas of Focus: FY 2011, 2012, 2013

I. Access, Affordability & Gaps

- Improve access to care** –WakeMed expanded and will continue to expand its network of primary care providers to address the shortage of such providers in our region. In addition, WakeMed is expanding its network of emergency departments to ensure area residents have ready access to care where they work, live and play.
- Improve access to appropriate and affordable health care to the underserved populations in Wake County** – We provide quality health care at no cost or at a significant discount to the uninsured and underinsured and those not covered through a government program while keeping

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	FY 2011	FY 2012	FY 2013
Unreimbursed cost of treating charity care patients	\$72,796,049	\$77,143,223	\$80,695,392
Unreimbursed cost of treating Medicare patients	\$64,629,478	\$67,278,413	\$88,511,476
Unreimbursed cost of treating Medicaid patients	\$47,272,072	\$6,691,534	\$25,649,621
Other Government Program Losses		\$439,822	\$506,465
Health Professions Education	18,629,829	\$32,376,508	\$31,808,699
Community Education, Health Improvement, Outreach & Contributions	\$4,665,534	\$5,867,008	\$6,497,378
TOTAL DIRECT COMMUNITY BENEFIT	\$207,993,962	\$189,796,508	\$233,669,031

WakeMed categorizes charity care as care given to any person who has no third party coverage of any kind and is at a poverty level which prohibits them from paying for their care. The unreimbursed cost of treating Medicare and Medicaid patients is the difference between government reimbursement and the hospital's actual cost to provide that care. Not reported in these figures is the cost of treating bad debt patients. In FY 2013 bad debt totaled \$15.4 million.

within our organization's financial limitations. We ensure our discount and collection policies are consistent with our commitment and responsibility to provide care to patients with our need to secure reimbursement. Our policies and targets are reviewed and set annually, and we proactively and respectfully communicate financial responsibilities for care to our patients.

- c. **Collaborate with community partners to respond to health care gaps and other community needs that are unmet and fall outside WakeMed's strengths and resources** – We partner with other community health care providers who serve the underserved and support a stronger community referral process within our emergency departments, clinics and inpatient services. Through collaboration, we also continue to seek solutions to the mental health service shortcomings in Wake County. While there is no comprehensive solution to date, WakeMed has expanded the services provided inside our facilities for patients who have mental health and medical needs.

II. Disease Prevention, Management & Health Education

- a. **Promote and support the optimal prevention and management of chronic diseases, injuries and illnesses in children** – WakeMed maintains pediatric diabetes, Energize (pediatric exercise program to combat childhood obesity), injury prevention programs and initiatives in

Wake County. We use our resources and personnel to provide important health education and information to community members at community-based seminars, health fairs and events and seek grant funding to support chronic disease management programs. In addition, WakeMed closely collaborates with and funds Advocates for Health in Action, which advocates for active lifestyles and healthy behaviors among our community's youth.

In addition to activities related to preventing chronic disease, we also coordinate and support efforts to prevent injuries. WakeMed continues to serve as the lead agency



for Wake County Safe Kids Coalition and offers injury prevention tips through blogs and community events. By providing injury prevention information about helmet safety, proper medication use and other topics, our injury prevention efforts reach adults and children alike.

- b. **Increase focus on improving and maintaining cardiovascular health, with an emphasis on addressing heart disease, stroke and diabetes and other health issues pertinent to building a healthier community** – During the past two years, hundreds of area residents have received hands-only CPR training because of a partnership between WakeMed and the American Heart Association.

WakeMed nurses and physicians also reach out to community residents by providing heart-healthy screenings (cholesterol, blood glucose, stroke, etc.), education and information at seminars, events and health fairs at various community events. WakeMed also opens its facilities free of charge to organizations offering support groups that match our mission.

III. Workforce Development

- a. **Continue efforts related to workforce development and educating the health care providers of today and tomorrow** – WakeMed has and continues to partner with The University of North Carolina at Chapel Hill, North Carolina State University, Campbell University, Wake Technical Community College, Johnston Community College and other institutions to train



current and future nurses, physicians, allied health professionals, emergency medical technicians and other health care providers through on-site education and training opportunities. Providers throughout the region also benefit from the scenario-based educational opportunities available in the WakeMed Center for Innovative Learning.

Through our partnership with Wake Area Health Education Center, we also continue to expand our continuing medical education and accredited programming serving providers in an eight-county area.

IV. Community Building Activities

- a. **Provide support and leadership in community building activities that address the root causes of health problems** – WakeMed officials work closely with elected officials on key policy decisions and participate in economic development activities.

The WakeMed Raleigh Campus is an important resident of the neighborhood that surrounds it. We are currently working with the East Raleigh Community Advisory Council to improve our neighborhood and develop a medical district.

- b. **Encourage employee, volunteer and physician participation, philanthropic support and volunteerism in the community directly to organizations or through WakeMed activities** – Members of the WakeMed family share their skills with the community through their own associations with area churches and organizations and during WakeMed-sponsored activities. This information is gathered by WakeMed.
- c. **WakeMed donates excess and reusable equipment and supplies to local non-profit agencies and third-world mission organizations to support the Surplus program** – Wake Smiles, Kazumu Hospital in Africa, Project Health Leon and House of Joy are several organizations that have received equipment and supplies from WakeMed.

Our Community Partners

Over the past several years, WakeMed has partnered with the following charitable organizations in efforts to serve our community's health care needs or improve the communities we live in.

Action for Children	Highwoods Kiwanis	Prevent Blindness of NC
Advocates for Health In Action	Horizon Health Center	Prevent Child Abuse NC
African American Cultural Festival	Hospice of Wake County	Raleigh Police Memorial Foundation
Alliance Medical Ministry	InterAct	Read & Feed
American Cancer Society	Inter-Faith Food Shuttle	Ronald McDonald House Charities
American Diabetes Association	Junior League of Raleigh	SAFEchild
American Heart Association	JDRF	Susan G. Komen Foundatoin
American Red Cross	Leukemia & Lymphoma Society	Tammy Lynn Memorial Foundation
Artsplasure	Marbles Kids Museum	The Healing Place
Autism Society of NC	March of Dimes	Triangle Family Services
Boys & Girls Club	Methodist Home for Children Foundation	Triangle Disability Associates
Brain Injury Association	National MS Society	United Way of the Triangle
Capital Care Collaborative	NC Medical Society Alliance	Urban Ministries of Wake County
Cary Rotary Club	NC Museum of Art	Wake County EMS
Catholic Parish Outreach	NC Museum of Natural Sciences	Wake County Medical Society/Project Access
Center for Volunteering Caregiving	NC Prevention Partners	Wake Early College High School
Crabtree Rotary Foundation	NC Spinal Cord Injury Association	Wake Enterprises
East Wake Education Foundation	NC Symphony	Wake Health Services
El Pueblo	NCAMSS	Wake County Human Services
Garner Educational Foundation	Occoneechee Council Boy Scouts	YMCA of the Greater Triangle
Girl Scouts- NC Coastal Pines	Open Door Clinic	
Guiding Lights	Poe Center for Health Education	
Hilltop Home		

In addition, our leadership provides thousands of hours annually by serving on boards and committees which further improve the community where we live, work and play.

WakeMed Health & Hospitals • www.wakemed.org

Raleigh Campus • Cary Hospital • North Healthplex • Apex Healthplex • Brier Creek Healthplex • Garner Healthplex
Clayton Medical Park • Raleigh Medical Park • WakeMed Outpatient Rehabilitation Facilities
Home Health • WakeMed Physician Practices • Capital City Surgery Center

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