

2022 Report on Community Benefit

Duke University Health System

\$823 Million
Total Community
Benefit and Investment

\$141 Million
Financial Assistance at
Estimated Cost

Figures for fiscal year ending June 30, 2021



Committed to caring for communities across our state

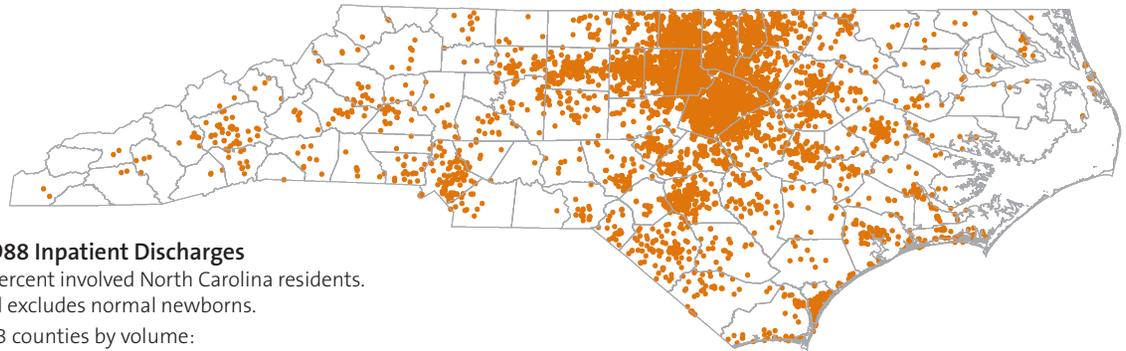
Welcome to the 2022 edition of the Duke University Health System Report on Community Benefit. The report highlights Duke's commitment to promoting health, wellness, and access to quality care for the people and communities of North Carolina.

For the fiscal year ending June 30, 2021, Duke provided a total community benefit and investment of \$823 million, a nine percent increase from the previous year. Of that cost, \$141 million represents financial assistance for 267,907 patients, nearly all of whom call North Carolina home.

Duke's commitment to its patients allows the Health System to ensure those who are uninsured or can't pay for care because of financial hardship receive the treatment they need.

Including the \$823 million for FY2021, Duke's total community benefit and investment over the past 10 years is \$5.2 billion.

This year's Report on Community Benefit is available online at Corporate.DukeHealth.org/Community.



66,988 Inpatient Discharges

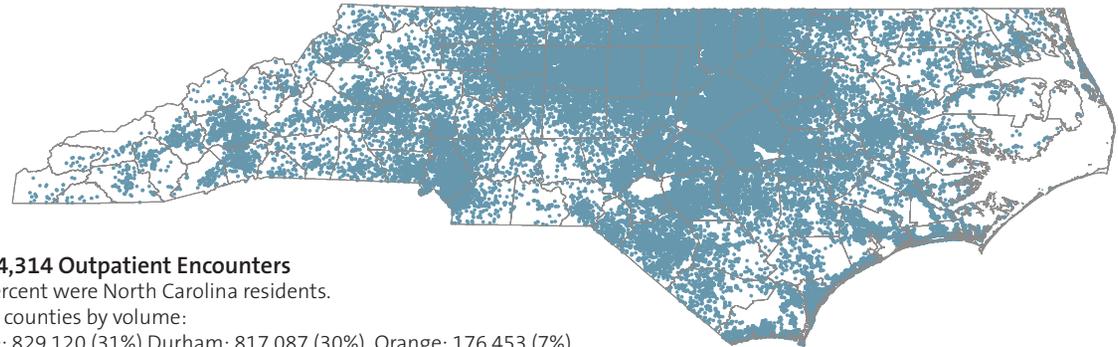
92 percent involved North Carolina residents.
Total excludes normal newborns.

Top 3 counties by volume:

Durham: 20,104 (30%) Wake: 12,653 (19%) Granville: 3,174 (5%)

One dot = one inpatient discharge

Figures for the fiscal year ending June 30, 2021



2,684,314 Outpatient Encounters

95 percent were North Carolina residents.

Top 3 counties by volume:

Wake: 829,120 (31%) Durham: 817,087 (30%) Orange: 176,453 (7%)

One dot = 20 outpatient encounters

Figures for the fiscal year ending June 30, 2021

Financial assistance is a lifeline for patients

Marilyn Loveras has been called an angel by patients. She works as a financial care counselor at the Duke Cancer Center Raleigh. When a patient is seeking care but does not have insurance, Marilyn gets involved, exploring all options.

"I kind of become an extended part of the patient's family," she said.

When payment plans, insurance eligibility, and county and medication assistance applications are all exhausted, Marilyn sees if the patient qualifies for financial

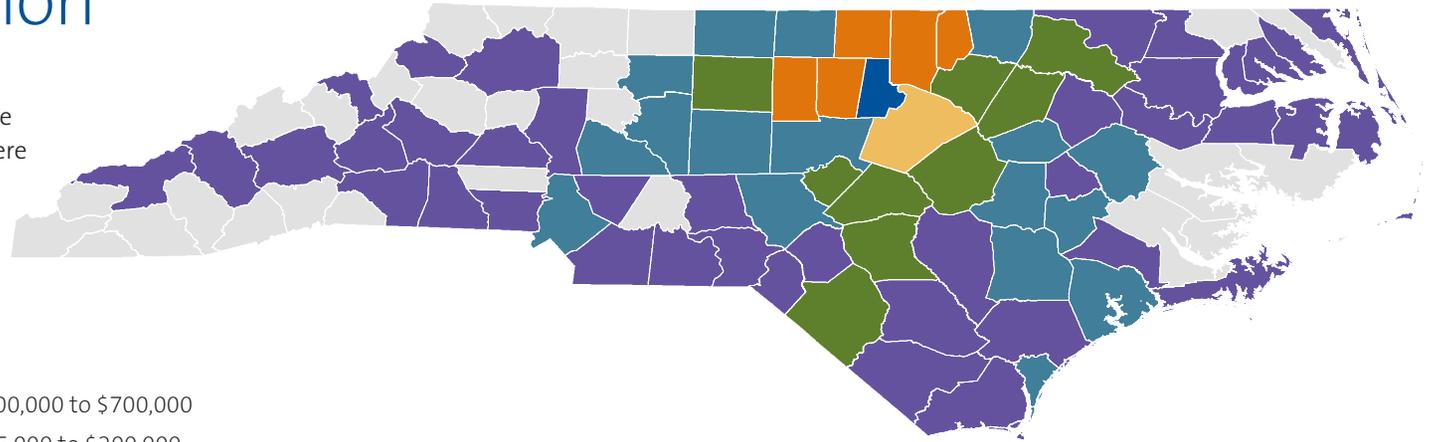
assistance from Duke University Health System (DUHS). In fiscal year 2021, DUHS provided \$141 million of financial assistance to 267,907 patients, of which 97 percent were residents of North Carolina.

"I'm proud of being a Duke team member," Marilyn said. "I love what I do. I love the interactions with patients, and I love when patients recover and can start their lives again. Financial assistance truly saves lives."

World-class care to all patients, regardless of ability to pay

\$141 Million

Over the course of the last fiscal year, Duke provided \$141 million in financial assistance to 267,907 patients, of which 97 percent were residents of North Carolina. 85 percent (226,893) reside in Duke's primary service area of Alamance, Durham, Granville, Orange, Person, Vance, and Wake counties.



County-by-county financial assistance figures

- Durham County (\$67 million)
- Wake County (\$26.4 million)
- \$2.5 to \$6.5 million
- \$15,000 to \$200,000
- \$200,000 to \$700,000
- Less than \$15,000
- \$700,000 to \$2.5 million

All dollar figures are at estimated cost for the fiscal year ending June 30, 2021.

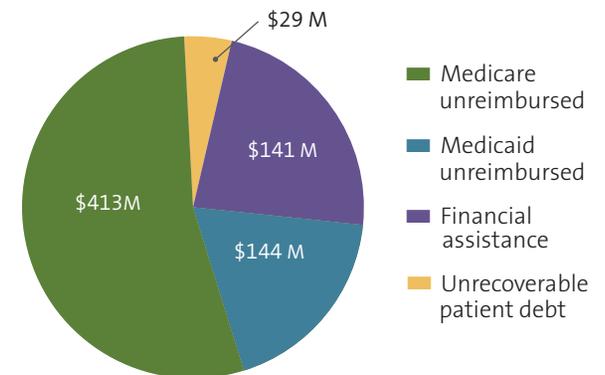
Highlights of Duke's financial assistance and discounted care policies

- Duke provides state-of-the-art care with a consistent, high level of dignity, respect, and skill to all patients, regardless of ability to pay.
- Duke provides eligible care at a discount or without charge to all qualifying patients who do not have health insurance, or who cannot pay for care because of financial hardship. (Cosmetic procedures are not eligible.)
- Duke physicians donate emergency, primary, and specialty care services to eligible, uninsured patients through Project Access, a program in Durham and Wake counties.
- Duke helps patients navigate government-sponsored financial assistance programs.
- Duke absorbs cost differences when government programs such as Medicaid do not completely cover the cost of care.

Duke's complete financial assistance and uninsured discounted care policies are available at DukeHealth.org/Financial-Assistance.

\$727 Million

Costs Duke covers for financial assistance and other unreimbursed expenses



Categories as defined by the IRS. All dollar figures are at estimated cost for the fiscal year ending June 30, 2021.

Helping our community combat COVID-19

COVID-19 continued to impact our community's health in 2021. Duke University Health System (DUHS) responded by creating a task force to identify and reach our most vulnerable residents. We worked in partnership with other community stakeholders.

For example, we collaborated with Durham Public Schools (DPS) to provide testing at the Holton Career and Resource Center in East Durham. We also visited nursing facilities to test this vulnerable age group. In total, Duke administered nearly 350,000 COVID tests in 2021.

Waiting for a test result or receiving a positive diagnosis requires quarantining, which can create a financial strain for families. The COVID-19 Support Services Program provided resources ranging from food, personal protective equipment, medication delivery, transportation, and relief payments. Approximately 35,000 people in seven counties were able to safely stay at home and still have their basic needs met in 2021 thanks to this partnership between the state, community-based organizations (CBOs), and Duke University Health System.

When novel infusions to treat the virus were developed, Duke began offering them at Duke Health Center at Southpoint. And we converted six of our primary and urgent care sites into respiratory care clinics where we treated nearly 25,000 patients. For the 3,735 patients who required hospitalization at Duke for COVID infection in 2021, we ensured that there were no disparities in care, treatment, or outcomes among African American, Latinx, or white patients.

Fortunately, vaccinations to prevent serious illness and death became available. The DUHS Patient Vaccination Equity Committee ensures we are getting vaccine to populations disproportionately impacted by viral pathogens. The committee outlined three initial strategies dedicating appointment blocks and vaccine allocation, partnering with community organizations, and transferring available vaccine to community groups who have the ability to vaccinate communities hit the hardest by COVID.

Duke clinicians, co-led by family medicine physician Viviana Martinez-Bianchi, MD, and pediatrician Gabriela Maradiaga Panayotti, MD, formed LATIN-19, the Latinx Advocacy Team & Interdisciplinary Network for COVID-19. By collaborating with partners from all aspects of the community, LATIN-19 seeks to address health disparities within the Latino community as a result of the COVID-19 pandemic. Mass vaccination events for the Latino community were held in Durham and Wake counties thanks to a collaboration between Duke, the Latino Community Credit Union, La Semilla, El Centro Hispano, and Catholic churches.

With guidance from LATIN-19, the African American COVID Taskforce Plus (AACT+) formed in June 2020 after two Duke family medicine residents noticed COVID testing and education were not being equitably distributed throughout Durham. Assisted by several team members from Duke's Clinical & Translational Science Institute (CTSI), AACT+ began partnering with community groups and faith-based organizations across NC to increase African Americans' access to COVID testing, vaccination, treatment, and education.



“Our members trust us and felt safe coming here to get vaccinated. Dr. Martinez-Bianchi being here and representing Duke was crucial. She’s become a hero in the Latino community.”

Silvia Rincon
Senior Vice President of Member Experience
Latino Community Credit Union

COVID-19 by the numbers in 2021

The role of the AACT+ has grown into a robust community partnership aimed at ending health disparities, addressing social determinants of health, and building trust among the African American community.

“Our strength is in our cross-collaboration with community groups and our willingness to listen to their input,” said Danielle Thompson, MPH, program coordinator with the Duke CTSI. “We let the community lead.”

At Duke, we administered nearly 370,000 doses and fully vaccinated 160,761 patients and team members in 2021. We partnered with the Durham County Health Department and DPS to establish and run a community vaccination site – first at Southern High School, and later, with Durham Parks & Recreation to move the site to the former Wheels Fun Park. Both locations were selected for their proximity to regions in our community most disproportionately impacted by COVID. We also collaborated with many CBOs to hold numerous pop-up and mobile vaccination clinics.

In addition to vaccination, we supported the community in other preventative measures. The Duke Population Health Management Office replenished personal protective equipment (PPE) for 12 clinics in the Duke Connected Care network, which primarily serve rural areas. And we developed an innovative technology to sanitize N95 masks for reuse. This allowed us to keep our frontline team members safe and help to protect Durham and Orange County Emergency Medical Services.

350,000 Tests administered

25,000 Patients treated

3,745 Patients requiring hospitalization

370,000 Vaccine doses administered

160,761 Fully vaccinated patients
and team members

Caring for the community, in the community

A long-standing partnership between Duke Health and Lincoln Community Health Center is reducing financial barriers to accessing medical care.

“Over 80 percent of the patients that use Lincoln Pharmacy are uninsured or underinsured and would have difficulty obtaining needed medications,” said Tracy Stillwell, PharmD, RPh, the director of pharmacy at Lincoln Community Health Center. “The partnership between Lincoln and Duke is allowing us to take care of some of the most vulnerable people in our community.”

In fiscal year 2021, Duke Health provided Lincoln Community Health Center with \$8.1 million in financial and in-kind support. The radiology, pharmacy, laboratory, engineering and environmental services teams at Lincoln are Duke Regional Hospital staff. Their time and services are provided in-kind.

Duke and Lincoln have partnered for years on numerous projects, including population health and chronic disease management. And in 2014, Duke helped to pay for Lincoln to access EPIC, meaning that Lincoln providers could now view their patients’ specialty care visits at Duke. Duke and Lincoln also work together to operate three micro-clinics, including Holton Wellness Center, Lyon Park Clinic, and Walltown Neighborhood Clinic.

“Without this relationship with Duke, we wouldn’t be able to serve our patients effectively,” said Claretta Foye, Lincoln’s CEO. “We are improving our patients’ quality of life.”

“Over 80 percent of the patients that use Lincoln Pharmacy are uninsured or underinsured and would have difficulty obtaining needed medications.”

Tracy Stillwell, PharmD, RPh
Director of Pharmacy
Lincoln Community Health Center



\$13 Million

Supporting the work of community groups

Duke and its local collaborators work to eliminate health care disparities and improve access to high-quality medical care.

In the 2021 fiscal year, Duke provided more than \$13 million in cash and in-kind support for community groups, including:

- \$8.1 million for Lincoln Community Health Center and its satellite community clinics, which serve a majority poor and uninsured population.
- \$2.6 million for Durham County’s Emergency Medical Services program.
- \$2.2 million in cash contributions to other community organizations.

Duke trainees remain in NC to provide care

As a teenage athlete, Mary Jackson had the opportunity to interact with physical therapists and the experience made an impression.

“I thought physical therapists were so cool. I wanted to be like them,” she said.

And she did just that. Mary pursued a pre-physical therapy exercise science track as a college undergrad. When it came time to apply for schools to earn her doctoral degree in physical therapy, there was no question where she would go.

“There’s no school from an educational standpoint that can beat Duke,” said Mary, a senior pediatric physical therapist at Lenox Baker Children’s Hospital.

Mary is one of more than 7,750 Duke-trained health care professionals who live and work in North Carolina. She graduated with her DPT in 2016 and completed her clinical rotation with the same pediatric team she works with today. Mary treats patients from birth to 21 years old, helping them recover from injuries and manage conditions, including scoliosis and cerebral palsy.

“Duke has supported my education and career development,” Mary said. “This allows us to offer patients cutting-edge treatment and care.”

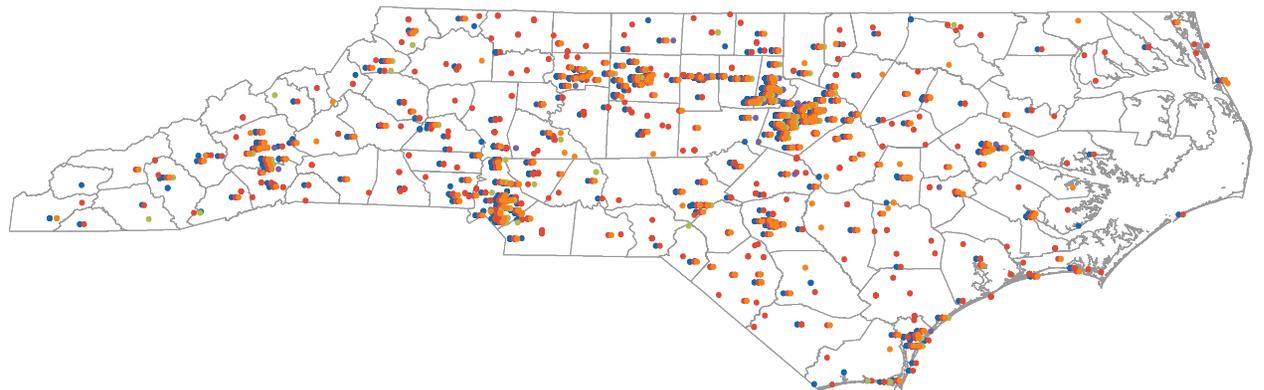


“Duke has supported my education and career development. This allows us to offer patients cutting-edge treatment and care.”

Mary Jackson
Physical Therapist
Lenox Baker Children’s Hospital

More than 7,750 Duke-trained health care professionals live and work in North Carolina

● Physicians	3,393
● Nurses	3,317
● Physician Assistants	921
● Physical Therapists	101
● Pathology Assistants	33
Total	7,765



\$83 Million

Investing in health professions education

Educating the next generation of physicians, nurses, nurse practitioners, physician assistants, physical therapists, and pathology assistants is central to Duke's mission to improve health care for patients and the community.

In the 2021 fiscal year, Duke invested almost \$83 million in its health professions education program.

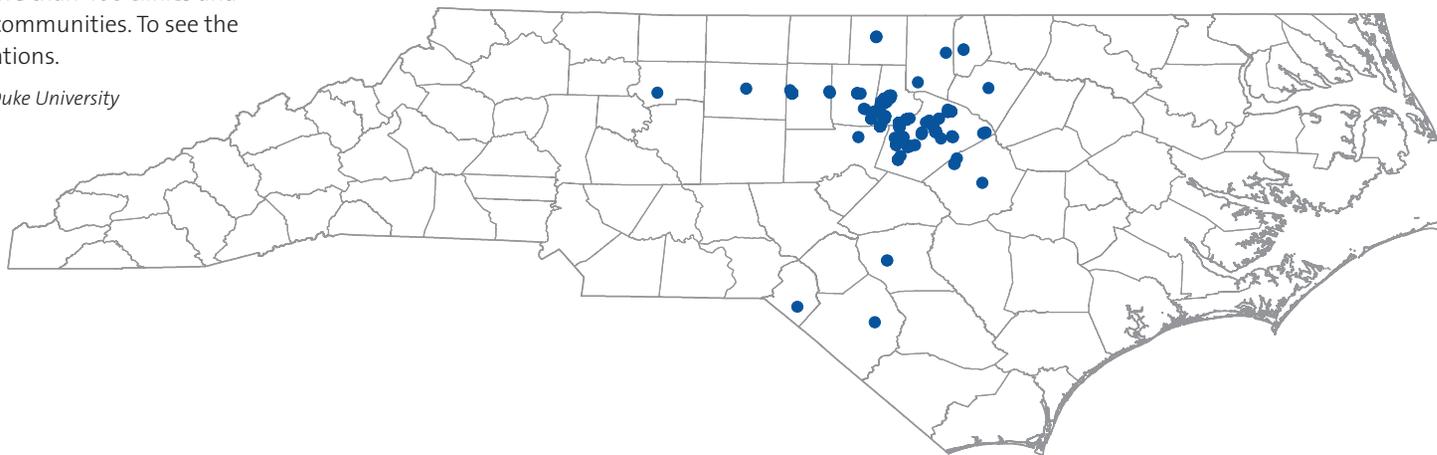
The program remains one of the most challenging and innovative in the country and emphasizes new models of community-focused care that focus on health, wellness, and self-care, as well as population health management.



400 Locations

Duke University Health System has more than 400 clinics and care locations serving North Carolina communities. To see the current list, go to DukeHealth.org/Locations.

Each dot represents one or more locations for Duke University Health System clinics and care sites.



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