



Rural Healthcare and Independent Hospitals

April 7, 2026



Health System Overview

**4 hospital, 546-bed health system,
locally governed, not-for-profit**

- Employees: **6,700**
- Revenue: **\$1.1 billion**
- Emergency visits: **149,554**
- Discharges: **23,790**
- FirstHealth Physician Group visits: **931,151**
- Credentialed Medical Staff: **1,032**

FirstHealth Campus/Locations

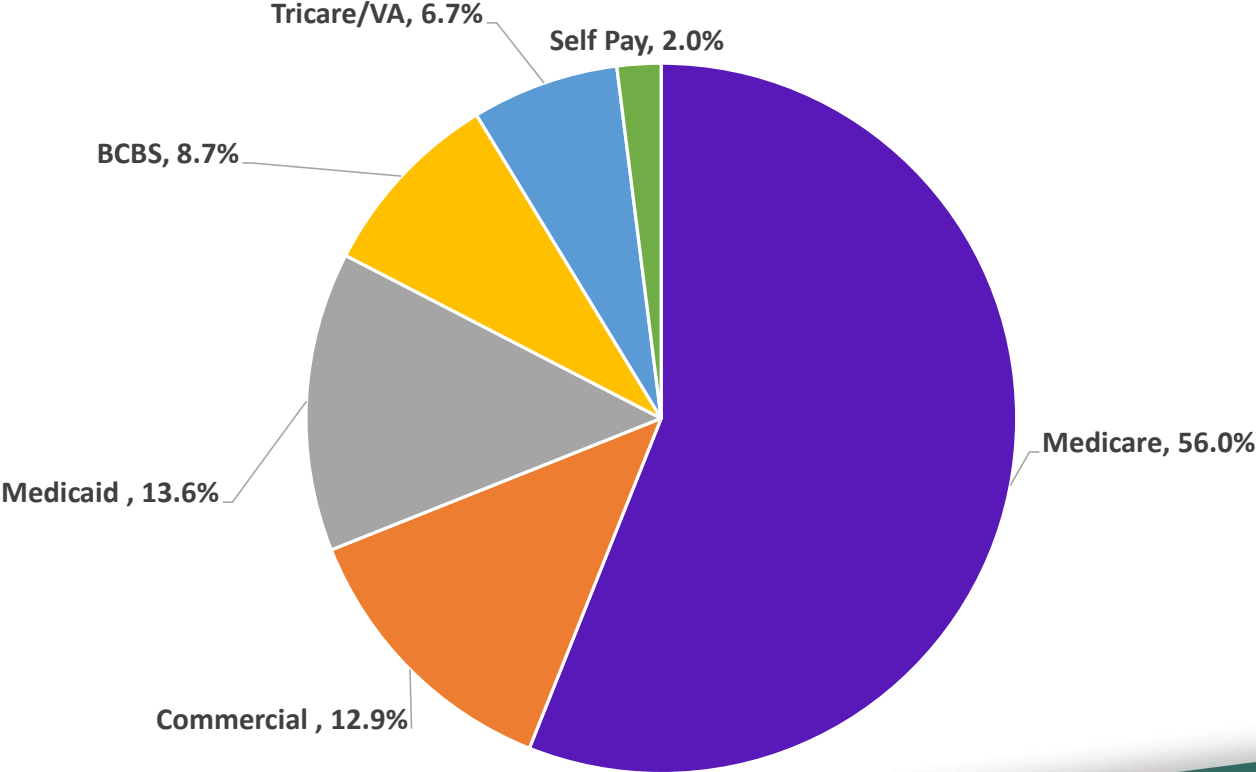


System at a Glance

FirstHealth

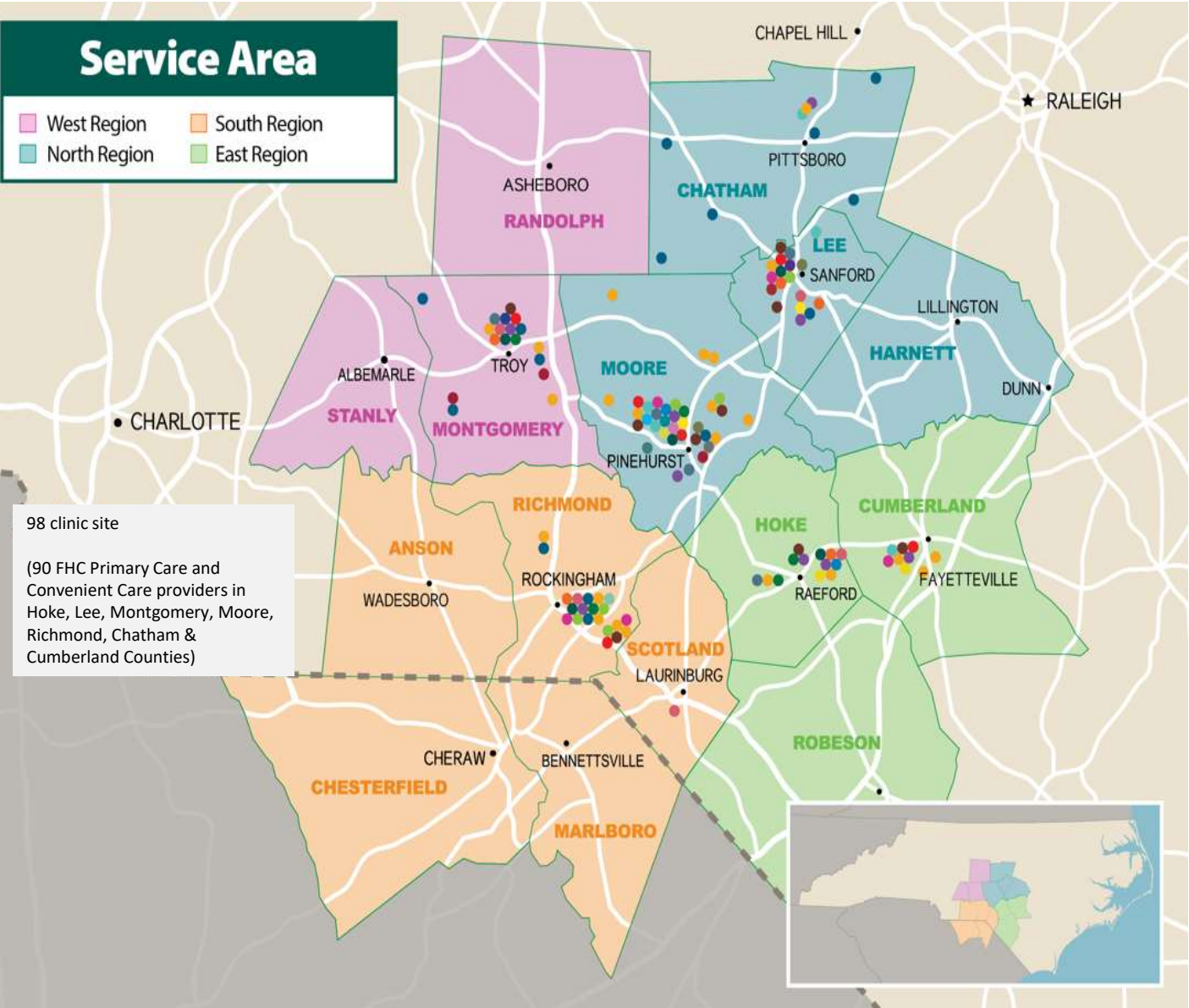
- 546 Licensed Beds
- Inpatient and Outpatient Rehabilitation
- Primary & Specialty Care Clinics
- 7 Fitness Centers – new 24/7 site
- Sleep Disorders Centers
- FirstHealth On The Go (virtual care)
- Hospitality House
- Convenient Care Clinics
- Charitable Foundation
- Hospice Residence & Palliative Care
- Home Health Services
- Critical Care Transport
- EMS and Med. Transport
- Dental Care
- Occupational Health & Wellness
- 820 volunteers – 68,560 hours

Payor Mix



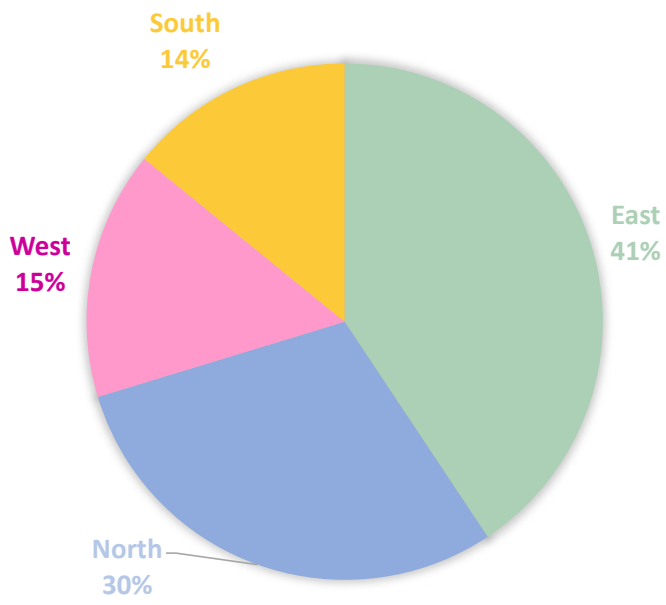
Service Area

- West Region
- South Region
- North Region
- East Region



FirstHealth Service Area

**15 COUNTY POPULATION
1,335,109**



Becker's Healthcare Top Places to Work in Healthcare

23 24 25



Top 100 8 times
(more than any hospital in NC)



No. 5 in the state and high performing in 19 specialties



18 Years in a row; Top 10% in the nation (more than any hospital in NC)

Rural Healthcare Challenges

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- More than 700 rural hospitals (one-third of all rural hospitals in the U.S.) are at risk of closing due to financial problems. More than 300 of these are at immediate risk of closure.
- 50% of rural hospitals are operating in the red.
- Access to inpatient care continues to deteriorate as 167 rural hospitals have either closed or converted to a model that excludes inpatient care.
- Nearly 60% of rural hospitals no longer provide OB care.
- Impending impacts of HR1 are detrimental to rural healthcare.

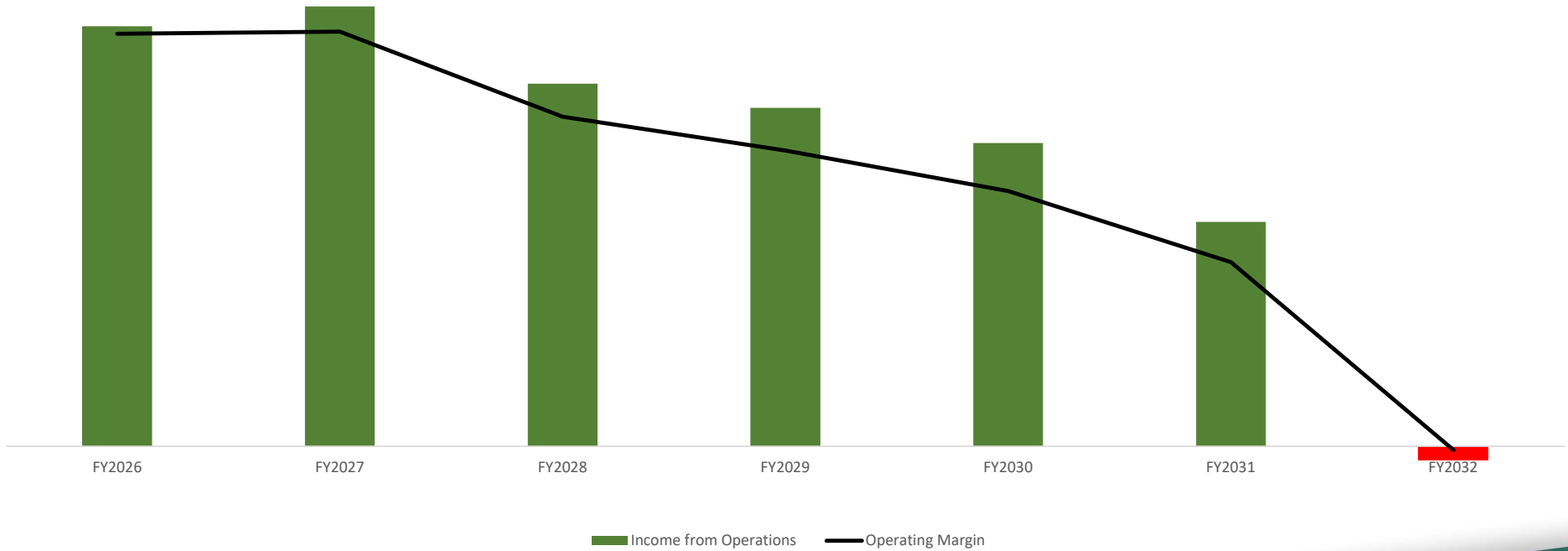
FirstHealth Challenges

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- Workforce challenges
- Physician recruitment and shortages
- Health inequities
- Medicaid cuts/Rebase funding
- Proposed state and federal policies that increase financial risk

FirstHealth Forecast – HR1 Impact

Operating Income and Margin



Our Hippocratic Ask – First Do No Harm

FirstHealth

- Avoid state policies that exacerbate financial risk to rural hospitals:
 - Medicaid rate cuts
 - Loss of property tax exemptions
 - Loss of CON protections for rural care
 - Unfunded regulatory mandates
- Policy decisions made today will determine:
 - Whether rural hospitals remain independent (or survive)
 - Whether rural communities thrive or decline