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We exist to give people a healthier tomorrow.

Letter from Division President

Reflecting on the past year, I’m immensely proud to be a part of Mission Health. We’ve faced some challenges that come naturally with change, but we have continued to raise the bar for excellent care and community support. This Impact Report spotlights some of our key accomplishments in caring for our patients, our colleagues and our communities in 2019.

In the first 12 months of our partnership with HCA Healthcare, we made improvements such as increasing the charity care we provide patients by more than $100 million, completing and opening the Mission Hospital North Tower, hiring more than 100 new providers and advance practice providers, raising the minimum wage for colleagues and donating over $1.5M in cash and in-kind gifts to not-for-profit entities across Western North Carolina. HCA Healthcare’s scale and financial stability have enabled us to continue providing the high quality services we have offered patients for more than 134 years.

I’m proud to say that we have met our annual commitments made as part of the acquisition, and we are on track for others that will require more time to complete. Our annual report has been delivered to the seller entity, ANC Healthcare, Inc., the Independent Monitor, the Attorney General and our hospitals’ advisory boards, along with this Impact Report. HCA Healthcare remains committed to serving Western North Carolina and investing in Mission Health to build upon its reputation as a leading healthcare provider.

The information in this report is presented in three sections: “Doing What Is Right for Patients,” “Excellent People Make Excellence Happen” and “Caring for Our Community.” The first highlights the exceptional care we deliver each and every day. The next section showcases our phenomenal staff and how they work tirelessly to deliver the best care possible. And the last section is all about how Mission Health contributes to the local communities we are so privileged to serve.

As I reflect on 2019, I can’t help but think about how different this year will be for us. As I write this, our colleagues are facing enormous challenges related to coronavirus (COVID-19), and they are giving their all to save lives. Mission Health, and the entire HCA Healthcare organization, is facing these challenges head-on by leveraging our robust network of response teams who help us mobilize quickly and scale accordingly in times of need.

Whether you’re a Mission Health patient, colleague or community member, I hope this report gives you the same sense of pride that it gives me. I look forward to another year of growing and improving so we can provide even better care and support for our Western North Carolina community.

Sincerely,

Greg Lowe
President
North Carolina Division
Who We Are

Mission Health is based in Asheville, N.C., and is the state’s sixth largest health system.

For six of the past eight years, we have been named one of the nation’s Top 15 Health Systems by IBM Watson Health—and we’re the only health system in North Carolina to achieve this recognition.

We operate six hospitals; numerous outpatient and surgery centers; a post-acute care provider, CarePartners; a long-term acute care provider, Asheville Specialty Hospital; and the region’s only dedicated Level II trauma center. And with more than 10,500 dedicated colleagues, Mission Health is capable and committed to improving the health and wellness of the people of Western North Carolina.

Sites of Care

We provide quality health services to communities across 18 counties in Western North Carolina. Our sites of care include:

- 6 hospitals
- 124 physician practices
- 1 post-acute care rehab hospital
- 5 walk-in Mission My Care Now urgent care locations

Other sites:
- 1 hospital-based ambulatory surgery center
- 1 long-term acute care hospital
- 2 skilled nursing facilities
- Home health and private duty services
- Inpatient and outpatient hospice services
- PACE (Program of All-Inclusive Care for the Elderly) adult daycare program

North Tower

In October 2019, we opened the Mission Hospital North Tower—the culmination of more than eight years of planning and construction and one of the largest healthcare capital projects in North Carolina’s history.

The North Tower is also a showcase for the work of local artists. Read more about some of the local artists featured at the North Tower on page 38–39.
This partnership provides our colleagues more opportunities, our communities more resources and our patients more services for high-quality care.

In 1968, HCA Healthcare was founded by two physicians and a businessman with the vision of creating a healthcare company with the scale, resources and clinical expertise to provide patient-focused care to many rapidly growing communities. Today, more than 50 years later, that original vision thrives.

With over 2,000 sites of care located in 21 states and the United Kingdom, the scale of HCA Healthcare enables Mission Health to leverage leading-edge research and data from approximately 35 million annual patient encounters to inform and improve patient care across Western North Carolina.

Mission Health is a part of HCA Healthcare, a collaborative healthcare network comprised of approximately 280,000 colleagues dedicated to giving people a healthier tomorrow.

In 2019:

- **~35 million** patient encounters
- **9.2 million** emergency room visits
- **~220,000** babies delivered

HCA Healthcare locations:

*Hospital locations as of February 2020*
Doing What Is Right for Patients

Our mission compels us to ensure safe, compassionate, equitable care to anyone who seeks it.
Services

Cardiac

Mission Health has been a regional leader in cardiothoracic surgery and heart care for more than 40 years. Our physician teams with Asheville Cardiology Associates and Asheville Heart provide a comprehensive approach to helping patients with heart issues.

Mission Hospital earned a distinguished three-star rating from The Society of Thoracic Surgeons (STS) in 2019 for its patient care and outcomes in isolated coronary artery bypass grafting (CABG) procedures. The three-star rating, which denotes the highest category of quality, places Mission Health among the elite for heart bypass surgery in the United States and Canada.

Heart patients at Mission Health have a significantly higher inpatient survival rate, depending on the procedure, than at any other hospital in North Carolina—and lower readmission rates.

Surgery

Mission Health performs the majority of surgeries in Western North Carolina. We also deliver up-to-date procedures for the treatment of gastroesophageal reflux disease, conditions and disorders involving the endocrine system and surgical weight loss.

We have the region’s only fellowship-trained surgeons in Hepato-Pancreato-Biliary (HPB), endocrine, trauma and colorectal surgery.

We perform more minimally invasive robotic surgeries than any other healthcare provider in Western North Carolina—and among the most in the state—and we recently acquired new da Vinci Surgical Systems as part of HCA Healthcare’s investment in state-of-the-art technology. We also are the only bariatric Center of Excellence in the region.

Orthopedics

The Mission Health Orthopedics team of surgeons, nonsurgical physicians, sports medicine specialists, pediatric orthopedic surgeons and orthopedic trauma surgeons provide comprehensive care close to home.

As the region’s leader in orthopedics, our specialists use highly advanced nonsurgical, regenerative medicine and minimally invasive surgical procedures to personalize care based on a patient’s individual needs. Throughout the region, we are the only team to offer MAKOplasty robotic total and partial knee surgery and we perform more orthopedic surgeries than any other hospital.

We offer a strong sports medicine program comprised of affiliated providers and athletic trainers to care for local amateur and professional athletes.

Mission Hospital houses the region’s only dedicated Level II trauma center. More than 3,500 trauma patients were treated in 2019.
Mission Cancer physicians performed more than 9,500 surgical oncology procedures in 2019.

In 2019, Mission Cancer partnered with Sarah Cannon, the Cancer Institute of HCA Healthcare, to enhance patient navigation and clinical cancer programs in the region.

Mission’s Radiation Therapy Department received accreditation by the American Society for Radiation Oncology (ASTRO) – Accreditation Program for Excellence (APEx) in 2019.

We also have Western North Carolina’s only fellowship-trained surgeons in musculoskeletal oncology, surgical oncology and gynecologic oncology.

Mission Cancer partners closely with the Fullerton Genetics Center, the only comprehensive genetics and personalized medicine program in the region.

Maternal-Fetal Medicine Services

Mission Hospital’s antepartum high-risk unit provides care for women with high-risk pregnancies or complications that require advanced care. Our supporting team of caregivers includes our perinatal nurse navigator, nurses, social workers, dietitians and obstetric specialists who provide support for women with complex conditions before, during and after pregnancy.

Our perinatal nurse navigator offers assistance for pregnant women who have been identified as high-risk, either because of a maternal or fetal issue, to coordinate specialist appointments and provide support for high risk conditions. Their services result in:

- Enhanced patient outcomes and experiences
- Partnerships with physicians to get the best outcomes for patients
- Emotional support to the patient, family and caregivers
- Improved access and utilization of healthcare partnered resources

Neonatal Intensive Care and Associated Programs

Mission Children’s Hospital is home to Western North Carolina’s only Level III Neonatal ICU with approximately 800 admissions each year. Neonatologists and neonatal nurse practitioners, along with neonatal nurses, pediatric respiratory therapists and infant-focused multidisciplinary care team members, care for high-risk newborns with infections and respiratory, surgical or genetic diagnoses, as well as babies who are born prematurely.

Infant Transport Team

This specialized team services 18 counties of Western North Carolina, and can also transport babies to Tennessee, Georgia, South Carolina and Florida.

The team includes highly skilled neonatal nurses and pediatric respiratory therapists and uses specialty equipment mobile incubators equipped with ventilators, monitors, IV pumps, a heat source and more. This allows the team to bring the ICU to the tiniest patients, stabilizing infants before the transfer back to Mission Hospital. During the transport, the team is in contact with the neonatologist at Mission Children’s Hospital.

≈200 infants transported to and from the Mission Children’s Hospital NICU

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Ryan and Paige’s Story

Expect the unexpected

Paige Wood was expecting a new baby in a couple of weeks, but what she wasn’t expecting was the phone call that came the last week in June. Wood learned her husband, Ryan Neff, had been in a traumatic skateboarding accident and was being flown to Mission Hospital with serious injuries.

The next 12 days were long and tiring for Wood, who hardly left her husband’s side. His extensive leg injury resulted in four leg surgeries during what turned into a 17-day hospital stay. Wood, who was 39 weeks pregnant at the time, had some decisions to make about her care and the delivery of their baby originally planned for another hospital.

Setting Goals

“Our goal was to be together no matter what,” said Wood, about their birth plan before her husband’s accident. “After Ryan’s accident, my biggest concern was that I was going to have to do this delivery alone.”

It wasn’t long into her husband’s hospitalization that Wood decided to explore Mission Hospital’s Labor and Delivery Unit. She met Mary Cascio, RN, the nurse manager of the Labor and Delivery Unit, explained their situation and took a tour.

Cascio kept in regular touch as Wood’s due date approached, checking in to answer questions while Wood visited her husband.

Change of Plans

Cascio and her team are part of a once- or twice-in-a-lifetime experience for families and take that very seriously.

“People remember the day their baby was born for the rest of their lives,” said Cascio.

Once Wood decided to deliver at Mission and transferred her care there, Cascio’s team got to work coordinating between providers and units within the hospital to plan for Neff’s involvement in the birth of his baby, even while he continued recovering in the neuro-trauma unit.

“We know we’re part of a forever memory for families, and we want it to be a good one,” said Cascio.

Chance Happenings

One nurse caring for Neff had previously been a doula, or birth coach, and comforted Wood while she visited the neuro-trauma unit. Another nurse now working in Labor and Delivery had transferred from the neuro-trauma unit where Neff was recovering. Coordination between these two units was seamless.

Leading up to the big day, Neff’s care, medications and transfer were planned so he could be part of the delivery while continuing the care he required to heal. Both teams worked tirelessly to make it happen.

“To be able to see Ryan with his son for the first time and look over and see his face meant everything,” said Wood. “We were both in hospital beds, but we were together. That’s all that mattered.”

“During delivery, their hospital beds faced each other,” said Cascio. “He was a part of everything.”

Baby Oliver was born July 8, 2019, and weighed a healthy 8 pounds, 14 ounces. “I’m very thankful and grateful they went out of their way to provide that experience to our family. We have those memories, and it’s more than I thought we were going to get,” said Wood.
We have a growing offering of high-quality, integrated and clinically focused telehealth programs and services that allow caregivers at our rural hospitals to consult remotely with specialists at larger facilities. In 2019, we offered more than 20 unique telehealth services including stroke, behavioral health, cardiology, ED triage, neonatology and more.

Mission Health is proud to offer a diverse range of care options that accommodate residents in urban areas as well as less populated rural counties.

Mission Health is dedicated to caring like family for everyone in the communities we serve.

We offer several financial support options and apply a sliding scale discount on patient amounts due based on federal poverty guidelines (FPG) and household income, including:

- A 100% write-off related to emergent, non-elective services for qualifying patients who are not eligible for state or federal assistance. Generally, patients with annual household incomes of less than 200% of FPG qualify for this program.
- Financial relief for emergent, non-elective services to families that meet annual household incomes between 200% and 400% of the FPG. We also cap out-of-pocket balances at 3%-4% of annual income using a sliding scale.
- Discounts for patients with no insurance or exhausted insurance benefits.
- Liability protection for patients with household incomes between 400% and 1,000% of the FPG. These discounts are need-based and calculated on a sliding scale based on the patient’s annual household income.

We are also committed to responsible billing and collections. Our financial counselors work with patients to establish interest-free payment arrangements. Patients who make payments at the time of service for their estimated financial liability receive a 20% discount on the amount owed.

Our staff is available to assist patients in applying for both federal and state healthcare coverage programs including the state Medicaid program. Our benefit advisers offer screening and eligibility evaluation on-site or in a patient’s home, and will provide support throughout the application process. When eligibility is secure, this benefit also provides coverage for future healthcare services.

Legacy of Care
Charity policies ensure quality care for uninsured patients

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Mission Health is drawing upon the latest scientific evidence to deliver high-quality care and outcomes. Through machine learning and data science, we can use data and algorithms to better inform outcomes for patients and create tools that can deliver information to providers in real time to help identify life-threatening conditions such as sepsis. This commitment improves safety, quality, efficiency and, most importantly, patient care.

We benefit from HCA Healthcare’s network of more than 2,000 sites of care that conducts leading-edge research, shares best practices and supports and develops technologies to improve patient care. With HCA Healthcare we are also expanding our own robust research program. We are partnering with the HCA Research Institute (HRI) and working within HCA Healthcare’s service lines to perform collaborative research, starting with neuroscience.

Equity of Care

Mission Health recognizes the diverse backgrounds of our patients, partners, physicians and colleagues, and we are committed to providing all patients with equitable access to culturally competent, patient-centered care.

We deliver care in more than 50 languages division-wide via employed interpreters, Stratus (tele-interpreters) and the Western Carolina Medical Society Foundation’s Interpreter Network (WIN) (third party in-person interpreters) to make sure communication and language are not barriers to quality healthcare.

We focus on access to services, including web accessibility, to ensure our patients can perceive, understand, navigate and interact with our access points.

Some of our programs and partnerships in this area include:

- **Family Support Network**: Coordinators provide inpatient and outpatient resources and education for parents of children with developmental, mental and learning disabilities.
- **DD Plus**: This state pilot research program provides community-based care via telehealth/virtual care for children with complex care needs related to developmental disability plus behavioral health needs in their medical homes.

Innovation

Mission Health is drawing upon the latest scientific evidence to deliver high-quality care and outcomes.

In our first year of partnership with HCA Healthcare (2/1/19–1/31/20) we spent $200 million in capital investments to bring leading edge technology to Western North Carolina including:

- The completion of Mission Health North Tower
- Deposit for a new helicopter for Mission’s air medical fleet
- Land for building our new Angel Medical Center facility
- Minimally invasive, state-of-the-art technology to enhance the caliber of services provided to our patients, including two da Vinci Xi robots, an upgraded Mako Robot, an O-arm surgical imaging system and six StealthStations
- Upgrades in imaging equipment, including new MRI and CT machines, and new Mammography Units
- Investments in our sister facilities to expand surgical and imaging capabilities throughout Western North Carolina

Safety

Our goal is to make Mission Health a safe community of care.

To achieve this, we are supported by the resources of HCA Healthcare in creating a robust safety learning organization, where we use safety science and systems engineering to redesign and improve our processes.

To protect our sites of care, we have healthcare-trained security officers and use advanced camera, alarm access control and exterior lighting technologies throughout our hospital campuses. We are also developing situational awareness trainings that all colleagues will have access to in 2020.

Our colleagues use a security app, LiveSafe, to instantly text or call local security with concerns, which helps us proactively identify risks and increase security protections to keep our facilities safe.
Excellent People Make Excellence Happen

At Mission Health, we have a lot to be proud of, but at our core, our greatest strength is our people.
Investing in Our People

Education Assistance

In 2019, we implemented HCA Healthcare’s student loan repayment program, which has provided more than $775,000 to more than 750 Mission Health colleagues between May 1, 2019 and March 17, 2020.

In 2019, we approved more than 1,200 applications for tuition reimbursement, reimbursing more than $1,000,000 to our colleagues—a vast majority of which was for nursing. We are expanding this program in 2020 to include HCA Healthcare’s tuition reimbursement program, which increases our reimbursement amount to $5,250 per calendar year.

Increased Wages

To help recruit and retain our team members:

- In spring 2019, we implemented a new career ladder for behavioral health technicians and $135,000 in pay adjustments.
- In fall 2019, we increased the minimum wage across Mission Health from $11.00 to $12.50/hour.
- In fall 2019, we implemented a new career ladder for hospital-based patient care technicians (PCT) with the minimum PCT rate increased to $13.00/hour.

HCA Healthcare Hope Fund

Mission Health has proudly adopted the HCA Healthcare Hope Fund, which was established in 2005 to give colleagues a way to support each other in times of natural disaster, illness, injury, domestic violence, the death of a loved one or any of a number of unavoidable hardships.

Visit [www.HCAhopefund.com](http://www.HCAhopefund.com) to learn more.

Nursing at Mission Health

Mission Health’s 2,800+ nurses work hard to raise the bar for our patients, our organization and the nursing profession.

At Mission Health, we are committed to listening to and addressing our nurses’ concerns and are working to help nurses spend more time at the bedside where they can have the greatest impact. We are investing in the latest tools and technologies to help ensure nurses are able to focus more on providing quality care to patients.
Pathway to Excellence

Angel Medical Center and Blue Ridge Regional Hospital achieved their Pathway to Excellence® designation from the American Nurses Credentialing Center in 2019.

The Pathway to Excellence® program recognizes acute care and long-term care organizations for positive professional practice environments where nurses grow and advance. To earn Pathway designation, an organization must demonstrate that it has integrated six practice standards of care and 64 elements of performance into its operating policies, procedures and management structure.

Journey to Magnet Excellence at Mission Hospital

Mission Hospital is on the journey to becoming a Magnet®-designated hospital and in 2019 submitted the evidence document for this designation. The Magnet Recognition Program®, sponsored by the American Nurses Credentialing Center, recognizes hospitals with a high degree of regard for registered nurses at all levels and in all roles in partnership with the interprofessional team.

Nursing by the Numbers in 2019

- 2,876 nurses hired in 2019
- 379 were hired in 2019
- 8,749 continuing education (CE) hours awarded
- 104 nurses received certifications
- 73 degrees achieved
- 209 new graduate RN residents
- 6 recipients of the "North Carolina Great 100 Nurses" award

We exceeded our goal of 2% growth in education (BSN and above) and certification for 2019 resulting in:

- 58% unit-based clinical RNs with BSN or above
- 34% unit-based clinical RNs with certifications (of those eligible)
- 94% hospital and division nursing leaders with BSN or above
Nursing Development and Opportunity

CNO Clinical Nurse Liaison at Mission Hospital

Mission Hospital offers frontline, bedside clinical nurses the opportunity to apply for a role as CNO Clinical Nurse Liaison. This year-long position begins during Nurses Week each year and will celebrate its 5th year in 2020. The liaison works part of his or her schedule at the facility CNO’s side, while continuing to work in his or her clinical unit. The liaison provides a perspective and voice of frontline staff and receives mentorship and education related to nursing leadership.

StaRN Nurse Residency

Our year-long nurse residency program, StaRN, launched its inaugural cohort in October 2019. This program allows first-year nurses to move with confidence from the classroom to the clinic, while unlocking all the promise and possibilities of their careers. Through classroom learning, mentoring and hands-on experience, nurses work with preceptors in a series of different rotations to gain knowledge and skills. The experience can help determine the path they want to take as a nurse, and open doors to help them get there.

We had more than 200 residents in 2019 at Mission Health, and we project 300 residents for 2020.

ACNO Development

The Assistant Chief Nursing Officer Advanced Leadership Program at Mission Health helps nurses move into leadership roles. In 2019, two nurse leaders completed the program, which is designed to develop the skills needed to become Chief Nursing Officers and includes a three-day group workshop led by the American Nurses Association and our own experts. The workshop is followed by four months of virtual learning.

Nursing Professional Governance Congress

Mission Health Nursing Professional Governance Congress provides the structure and process for which nurses are empowered to create an autonomous nursing practice in collaboration with interprofessional partners.

Nurses in all levels and all roles engage in vertical and horizontal communication through Nursing Unit Councils, Hospital Councils, Service Lines Councils and the Congress. The governance structure supports the empowerment of every professional nurse to own his or her nursing practice and standards of care, to achieve desired outcomes and to strengthen relationships with each patient, family and team member. Through this structure, clinical nurses have direct access to CNOs.

In 2019, some of the Congress’ greatest accomplishments included:

- Converting preceptor bonuses to an hourly differential
- Facilitating all members of Mission Health Professional Governance councils and committee having email access from home to participate in the process
- Requesting and obtaining participation in HCA Healthcare’s tuition reimbursement policy, which increases annual reimbursement to $5,250
- Advocating for and receiving approval for inclusion in HCA Healthcare’s certification program with bonuses for certification and recertification

Investment in Clinical Education

In January of 2020, HCA Healthcare became the majority owner of Galen College of Nursing, one of the largest educators of nurses in the nation. The innovative strategic partnership brings together two of the top nursing organizations in the country to increase access to nursing education and provide career development opportunities for our Mission Health colleagues.
Graduate Medical Education

Graduate medical education (GME) is a cornerstone of our culture at Mission Health. We recognize the need and value the opportunity to train the next generation of providers who we hope will remain in our community. In collaboration with the Mountain Area Health Education Center (MAHEC) we are proud to host approximately 100 trainees in programs in the following disciplines:

- Family medicine
- Obstetrics and gynecology
- Psychiatry
- Surgery
- Hospice and palliative care medicine
- Sports medicine
- Addiction medicine

In addition, Mission Health and MAHEC plan to expand GME by adding programs in internal medicine, surgery critical care, child psychiatry and liaison psychiatry, with support from HCA Healthcare’s national resources.

HCA Healthcare trains more providers than any other healthcare system in the country with more than 3,200 residents and fellows currently in training. Recognizing a current and predicted national shortage of physicians, HCA Healthcare seeks to expand this number to upwards of 7,200 trainees over the next five years. Locally it is anticipated that our trainees will double during that time frame, peaking at well over 200 residents and fellows as we add programs in a variety of specialties. Historically, 50% of the graduates of the MAHEC programs have remained in Western North Carolina, emphasizing the value of GME in creating a local workforce.

MAHEC training programs have residents and fellows in clinical rotations at Mission Hospital, Mission Hospital McDowell, Transylvania Regional Hospital and Angel Medical Center.

By the Numbers 2019

7 residency programs
7 locations
103 residents and fellows

Adding Physicians in Critical Areas

Across the 18 counties we serve, we recruited more than 100 new providers and advanced practice providers in 2019, including some hard-to-fill positions in our regional hospitals serving the more rural areas of our community.
I was aware Mission Health was entertaining the possibility of merging with another health system to provide stability and security for the community,” she said. “When HCA Healthcare came in, we were able to acquire new resources that are helpful for us and for our patients. Senior leadership has been very receptive in terms of what we need to grow our program and treat patients with the highest level of care.”

“Out of our first conversation, we got a new robotic platform that allows us to do sentinel lymph node mapping for our patients with gynecological cancers, which is now the standard of care. We did have some patients who were going to larger institutions to get that. This allows better care locally.”

“Dr. Ashley Case, M.D., practices in Asheville, N.C., to help residents of her home state. As a gynecologic oncologist with Hope Women’s Cancer Centers, she said a partnership with Mission Health supports her ability to walk with patients through their cancer journey.

Dr. Case has been in practice for 10 years and has always used Mission Health’s surgical facilities. Five years ago, her practice entered into a service agreement with Mission Health to strengthen the partnership.

“I’ve been closely involved from the start with Mission Health as part of a team,” she said. “We always worked with their administrators and clinical leaders on a joint goal to optimize care for those women affected with cancer in Western North Carolina.”

Dr. Case is board certified in obstetrics and gynecology and gynecologic oncology and is a member of the Society of Gynecologic Oncology, American Society of Clinical Oncologists, American Association for Cancer Research and the American Society for Colposcopy and Cervical Pathology. She said Mission Health supports her goal to establish a level of care locally that equals centers of excellence across the country.

Last year, when Mission Health joined with HCA Healthcare, increased resources became available to provide even greater care for her patients, she said.

“I was aware Mission Health was entertaining the possibility of merging with another health system to provide stability and security for the community,” she said. “When HCA Healthcare came in, we were able to acquire new resources that are helpful for us and for our patients. Senior leadership has been very receptive in terms of what we need to grow our program and treat patients with the highest level of care.”

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Dr. Case said while some aspects of the transition to a new partnership are still in process, there are great possibilities for improved patient care.

“The leadership has very similar goals and has been very supportive of our vision to grow our program for the future. Our goal is and remains to provide the highest level of care we can for women throughout Western North Carolina who are faced with a gynecological malignancy.”
Caring for Our Community

Our dedication to caring like family extends beyond our hospitals’ walls across Western North Carolina.
Investing in the Community

At Mission Health, we are proud to contribute to the health of our patients—and the health of our communities.

$8.9 million
paid in new property taxes that go toward building civic infrastructure and funding vital public services such as parks, schools and roads

$250 million+
in charity care, uninsured discounts and other uncompensated care*
*2/1/19–1/31/20

$770 million
paid in payroll and benefits

10,500+
people employed

Community Contributions

We all want to do our part to help our community thrive and one way we do that is through giving.

$1.5 million+
in cash and in-kind donations to not-for-profit entities in Western North Carolina

$250,000+
in charitable donations from colleagues

HCA Healthcare Mission Fund

As part of the Mission Health acquisition, HCA Healthcare committed to providing $25 million to launch the HCA Healthcare Mission Fund to help smaller companies/start-ups that are providing healthcare solutions in Western North Carolina. The Fund will invest in companies and economic development activities that innovate in the delivery of healthcare throughout Western North Carolina. As a strategic investor, we will collaborate with innovative companies, individuals and other organizations and leverage the expertise and other resources of HCA Healthcare to stimulate healthcare related economic activity, create healthcare jobs or otherwise improve the efficiency, quality and/or cost of healthcare in Western North Carolina.

Support for United Way


Support for March of Dimes

In 2019, 12 teams from Mission Health joined colleagues across HCA Healthcare in participating in March for Babies walks across the United States to raise funds for lifesaving research and programs to help moms have healthy, full-term pregnancies. Across HCA Healthcare, more than $1,000,000 was donated, including matching, to March of Dimes.
Since fall 2016, Mission has been the employment host for Project SEARCH, a one-year internship program for students with intellectual or developmental disabilities. The goal of the program is to help students from 18 to 30 years old secure meaningful, competitive employment. The program is a partnership between Mission Health, The Arc of North Carolina, A-B Tech, NC Vocational Rehabilitation, Vaya Health and the NC Council on Developmental Disabilities. Since 2016, Mission Health has supported 36 students, and in 2019, we supported eight students. In total, six students have secured steady employment at Mission Health as a result of being part of the program. Additionally, 26 of 28 graduates have found employment in the community, adding an average of 416 hours into the workforce of the Asheville area.

**Project SEARCH**

For more than a decade, Mission Hospital has collaborated with Asheville City Schools, Buncombe County Schools and private schools in Buncombe County to run Mission Possible, a program that provides academic enrichment and career exploration opportunities in a healthcare setting for high school juniors and seniors. Since its inception, 300 students have visited Mission Hospital. In addition, since 2015, Mission Health has welcomed 1,075 students for the single-day Students@Work annual event.

**Mission Possible**

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**Healthy Neighbors Network**

The concept is simple: neighbors helping neighbors. Healthy Neighbors Network (HNN) is a collaboration of faith-based communities in Macon, Mitchell and Yancey counties to rebuild the organic safety net of neighbors helping neighbors to achieve and maintain health and safety at home. HNN connects organizations through a software system that allows them to coordinate volunteers and services to help people in need. Mission Health has sponsored CharityTracker licenses to make this collaboration and coordination possible.

**Western North Carolina Health Network**

All Mission Health hospitals participate in the Western North Carolina (WNC) Health Network, an alliance of hospitals working together, and with partners, to create healthy and thriving communities in Western North Carolina. This network facilitates collaboration between hospitals throughout the region and leads WNC Healthy Impact, a project to assess community health needs and develop improvement plans to positively impact health priorities.

**Partnerships**

At Mission Health, we are raising the bar for patient care by collaborating with community leaders to help solve community problems. We partner with dozens of organizations in our community, including the following:

**Mountain Child Advocacy Center**

Since 2012, Mission Health has partnered with the Mountain Child Advocacy Center to identify and respond to child abuse and neglect. This partnership involves multiple organizations to provide a hub of services for children and families experiencing abuse and neglect. Our Mission Health child safety team plays a critical role in providing forensic interviews and child medical exams. Between 400 and 500 families are provided advocacy services and approximately 200 children are provided therapy services annually.

**Crushing the Opioid Crisis**

Mission Health is combatting the opioid crisis by taking action and making a real difference for patients, families and communities.

In 2019, we developed a Care Process Model (CPM) for Office-Based Opioid Treatment (OBOT) to promote and guide the care of patients with opioid dependence in the primary care setting. Mission Behavioral Health provides integrated behavioral health services in primary care to support this treatment.

Our emergency departments and inpatient psychiatry (Copestone) use opioid replacement medications (Suboxone/buprenorphine) for patients with opioid dependence. Trauma services, primary care, behavioral health and other specialties use Screening, Brief Intervention, and Referral to Treatment (SBIRT), an evidence-based practice used to identify, reduce and prevent problematic use, abuse and dependence on alcohol and illicit drugs.

We also provide multidisciplinary protocol-driven care to individuals with intravenous drug abuse (IVDA) resulting in infective endocarditis or other blood infections. We have one of the largest programs for this condition in the state.

**Five Mission Health hospitals joined HCA Healthcare in hosting a “Crush the Crisis” opioid take-back day on Sept. 7, 2019. Across the organization, HCA Healthcare collected over 5,000 pounds of unused or expired prescription opioids.**

<table>
<thead>
<tr>
<th>Pounds of unused and expired prescription opioids collected</th>
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<tbody>
<tr>
<td>Angel Medical Center</td>
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<tr>
<td>Highlands-Cashiers Hospital</td>
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<td>Mission Hospital McDowell</td>
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<tr>
<td>Mission Hospital</td>
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<tr>
<td>Transylvania Regional Hospital</td>
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<tr>
<td><strong>TOTAL</strong></td>
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</tbody>
</table>

**Mission Health 2019 Impact Report | 37**
Becca Joy
Acrylic painting

As an art therapist, it felt natural for Becca Joy to share her art in a healing environment. “I liked the idea that my artwork, and arguably an extension of myself, could provide comfort to someone amidst the pain and fear that can accompany hospital stays,” she says. Her piece for the hospital, titled “Calling Me Home,” is based on a painting she made when she was living in Florida and missing the Western North Carolina mountains she grew up in. “My hope is that it will bring serenity to the space and to the viewers, and that people will look at it and see the magic of the journey rather than the challenges of climbing life’s mountains—often life’s struggles are met with spectacular views when we reach the top,” she says. “It’s very personal to involve the community this way, and reminds us that even with the changes happening in our community, the things that connect us really are the most important.”

Joseph Pearson
Oil paintings

Joseph Pearson entered our call for artists because he believes in the power of art to enhance and change lives. “Hopefully the art works its magic,” he says.

When people see his oil paintings, Joseph hopes they feel the meditativeness and the quietness of the pieces as a whole. “I’m hoping the art is a part in the healing process when it’s hanging in the hospital,” he says. “I’d like the painting to connect with quietness, and psychological and emotional peace.”

“Mission reaching out to working artists acknowledges that this is work,” he says. “It helps draw the community closer together because they will get to know some of us through our work.”

Joshua Adams
Wooden masks

Joshua Adams’ set of seven clan Cherokee masks are not only beautiful, they are sacred. “Someone at the hospital saw my Cherokee masks on the internet, and they approached me to do a set of seven masks. Normally, you don’t get to do all seven, because they’re a sacred thing,” he says. “To get to do these is very special to me and an honor.”

According to Joshua, the order the masks are carved dictates their power. “Since these are for the hospital, we’re starting with the Blue Clan mask, which is associated with medicine,” he says. “On the wall, this will be in the center, because that’s where the most strength is.”

“Cherokees believe that masks are super strong, spiritually. I want to convey strength as patients are going through their hardships,” he says. “The hospital is on old Cherokee territory. This was our home for thousands of years. It’s an honor to get to be a part of the hospital.”

Art, Health and Community

Art in hospitals has been proven to contribute to healing, quicker recovery and comfort.

As we prepared to open our new Mission Hospital North Tower (MHNT), we asked artists from the 18 counties we serve to create art that emphasizes nature and healing—and we received more than 650 pieces.

With more than 220 patient rooms and 40 public areas, there are plenty of opportunities at MHNT to display the paintings, photographs, sculptures, ceramics, textiles, encaustic, glass, metal and origami. We’re so proud to showcase more than 150 talented local artists throughout our patient rooms, halls and open areas, highlighting the great regional creatives. These three local artists are part of our new collection.
Diversity and Inclusion

At Mission Health, we foster a culture where everyone is welcome and has a voice, regardless of age, gender, disability, race, color, ancestry, citizenship, religion, pregnancy, sexual orientation, gender identity or expression, national origin, medical condition, marital status, veteran status, or payment source or ability.

We are part of the Western North Carolina Diversity Engagement Coalition, a network of organizations dedicated to increasing diversity and inclusion, that brings people together to collectively support the professional development, engagement and inclusion of multicultural people within the member organizations in Western North Carolina.

We’re also proud to be a military veteran and military spouse employer. HCA Healthcare has been named a top Military Friendly Employer for 10 consecutive years by VIQTORY—a tradition that we are glad to be a part of. In 2019 alone, HCA Healthcare hired more than 1,500 military spouses and more than 4,500 veterans across the organization.

Mission Health’s Emergency Management (EM) coordination effort provides support, guidance, training, education and consultation across our division and maintains a relationship with HCA Healthcare’s enterprise Emergency Preparedness and Emergency Operations (EPEO) team for integration and response needs. As a part of HCA Healthcare, Mission Health is connected to a vast network of support and resources needed to respond quickly to emergencies or large-scale disasters. Coordination at the division level has effectively standardized EM practice, support and consistency for an integrated program through shared planning and implementation. Designated EM specialists at each facility manage local practices, coordination and implementation of program components.

Some of our activities and accomplishments from this area in 2019 include:

- Upgrading to digital emergency management operating systems that allow for interoperability and rapid communication between all facilities, local emergency responders and law enforcement
- Completing more than 300 departmental emergency plans
- Providing equipment caches for hospitals and EMS in the 17 county Mountain Area Healthcare Preparedness Coalition (MAHPC) region, thanks to our High Consequence Pathogens (HCP)/Ebola grant
- Conducting a three-day, full-scale exercise in concert with the Assistant Secretary for Preparedness and Response (ASPR), FEMA Region 4 and 10 other states, which identified a nationally supported best practice for highly infectious patient transport that will be implemented in the future
- Administering the Hospital Preparedness Program (HPP) grant (Mission Hospital serves as the sponsor hospital for MAHPC)
- Participating in a coalition-led surge test that involved some hospitals from across the region and interaction with the regional transfer center
- Participating in numerous exercises at the division level in 2019, including Active Shooter and Hostile Event (ASHER) implementation and an HCP exercise through Code Ready, provided by HCA Healthcare

COVID-19

As we write this community report, the dedication of our colleagues at Mission Health and across our HCA Healthcare family is being proven once again as we face the challenges posed by the coronavirus (COVID-19) in 2020. We have prepared and stand ready to do all we can to protect our nurses, physicians and colleagues, and diligently respond to the evolving needs of the patients we serve.
About Angel Medical Center
Angel Medical Center is a full-service, critical access community hospital serving Macon and the surrounding counties. We offer inpatient services that include an intensive care unit and a medical and surgical unit. Angel Medical Center has been named an Acute Stroke Ready hospital by the Joint Commission and American Heart Association/American Stroke Association and received a Pathway to Excellence designation from the American Nurses Credentialing Center, recognizing our commitment to create a positive and empowering environment for staff. Outpatient services include a wound clinic, chemotherapy services, a full laboratory, digital mammography, CT, MRI, nuclear medicine, rehab therapy, as well as surgical and endoscopy services. We also operate Mission My Care Now Franklin and CarePartners Hospice & Palliative Care.

Angel Medical Center
Franklin, NC
www.missionhealth.org/angel

59 beds
77 nurses
31 physicians
285 colleagues

About Blue Ridge Regional Hospital
Blue Ridge Regional Hospital is a critical access community hospital serving Mitchell, Yancey, lower Avery and upper McDowell counties. We are a Critical Access Hospital offering medical specialties including emergency services, prenatal and postnatal obstetrical care, wound clinic, cardiac stress testing, cardiac and pulmonary rehabilitation programs, nuclear medicine, 3D mammography, endoscopy services, critical care, rehabilitation services and fitness center, cancer services, orthopedics, general surgical services, pediatrics and family medicine, and walk-in, non-emergency care at Mission My Care Now Spruce Pine. In 2019, we were named a 100 Top Critical Access Hospital by Becker’s Hospital Review and achieved a Pathway to Excellence designation from the American Nurses Credentialing Center recognizing our commitment to create a positive and empowering environment for staff.

Blue Ridge Regional Hospital
Spruce Pine, NC
www.missionhealth.org/blueridge

46 beds
61 nurses
21 physicians
274 colleagues
## About CarePartners

CarePartners is a healthcare organization serving Western North Carolina and offering a full continuum of post-acute care. CarePartners has 141 beds: 80 rehabilitation, 27 hospice and 34 long-term acute care (LTACH). Services include a rehabilitation hospital, home health, outpatient rehabilitation, hospice, palliative care, private duty, PACE (Program of All-Inclusive Care for the Elderly) and orthotics and prosthetics. With more than 1200 colleagues and 400 volunteers, CarePartners Health Services is dedicated to helping people of Western North Carolina live full and productive lives, despite illness, injury, disability or issues related to aging.

<table>
<thead>
<tr>
<th>CarePartners</th>
<th>Asheville, NC</th>
<th><a href="http://www.carepartners.org">www.carepartners.org</a></th>
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<tbody>
<tr>
<td><strong>141</strong></td>
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<tr>
<td>beds</td>
<td>colleagues</td>
<td></td>
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<tr>
<td>256 nurses</td>
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<tr>
<td>141 beds</td>
<td>12 physicians</td>
<td></td>
</tr>
<tr>
<td>1,298 colleagues</td>
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## About Highlands-Cashiers Hospital

Highlands-Cashiers Hospital is a critical access community hospital serving Macon, Jackson and the surrounding counties. Located on Highway 64 between the towns of Highlands and Cashiers, we offer 24/7 emergency care, acute inpatient care and rehabilitation, as well as long-term care through Eckerd Living Center. Highlands-Cashiers Hospital has 24 beds for acute care services and 80 beds in the Eckerd Living Center. Ambulatory services are also available, including therapy services and primary care practices serving both Highlands and Cashiers.

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<tr>
<th>Highlands-Cashiers Hospital</th>
<th>Highlands, NC</th>
<th><a href="http://www.missionhealth.org/highlandscashiers">www.missionhealth.org/highlandscashiers</a></th>
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<tr>
<td>beds</td>
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<tr>
<td>31 nurses</td>
<td>6 physicians</td>
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<tr>
<td>113 colleagues</td>
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About Mission Hospital McDowell
Mission Hospital McDowell is a community hospital serving McDowell, Burke, and Rutherford counties. We are licensed for 65 beds and operate 30 beds including five labor and delivery suites. Medical specialties offered include family medicine, internal medicine, emergency medicine, general surgery, orthopedics, urology, obstetrics and gynecology, and walk-in, non-emergency care at Mission My Care Now McDowell. Five of our primary care practices have been recognized by the Centers for Medicare & Medicaid Services as Rural Health Clinics.

In 2019:
• The Leapfrog Group named us a Best Performer for pediatric head and pediatric body CT imaging and gave us an A grade for Patient Safety.
• The Joint Commission and the American Heart Association recognized us as an Acute Stroke Ready Hospital.
• The American Heart Association/American Stroke Association awarded us the “Get with the Guidelines Target: Stroke Honor Roll Elite Plus Gold Plus Quality Achievement Award.”

Mission Children’s Services
Asheville, NC
www.missionchildrens.org or @MissionChildren

Part of the Mission Hospital Memorial Campus

Services include pediatric and adolescent specialty care, neonatal and pediatric intensive care, and pediatric and adolescent psychiatric care. We have 45 pediatric beds and 51 neonatal intensive care bassinets. Annually, we average 3,100 patient admissions to our pediatric inpatient units, perform over 4,200 pediatric surgeries, and treat nearly 12,000 pediatric emergency department visits. Each year, over 900 ill and premature newborns receive lifesaving care in our Neonatal Intensive Care Unit. Mission Children’s Hospital is also home to Reuter Outpatient Center, which offers a full range of pediatric subspecialty services, including pediatric imaging, rehabilitation therapies and laboratory services. The physician practices of Mission Children’s Specialists are also located at Reuter Outpatient Center, which houses over 10 pediatric subspecialty practices in one location.
About Mission Hospital

Mission Hospital serves as the regional referral center for tertiary and quaternary care in Western North Carolina and the adjoining region. We have 815 beds and house the region’s only dedicated Level II trauma center. Mission Hospital includes Mission Children’s Hospital—the region’s only children’s hospital. Our Radiation Therapy Department and Mountain Radiation Oncology achieved accreditation in 2019 through the American Society for Radiation Oncology Accreditation Program for Excellence.

Mission Hospital
Asheville, NC
www.missionhealth.org/mission

815 beds
2,150 nurses
883 physicians
5,579 colleagues

About Transylvania Regional Hospital

Transylvania Regional Hospital is a full-service, critical access community hospital serving Transylvania and the surrounding counties. Located in Brevard, North Carolina, the hospital offers 25 inpatient rooms and 10 transitional care unit rooms. Transylvania Regional Hospital offers comprehensive services representing a full spectrum of specialties. Transylvania Regional Hospital was recently named one of the Top 20 Critical Access Hospitals in the United States.

Transylvania Regional Hospital
Brevard, NC
www.missionhealth.org/transylvania

92 beds
86 nurses
31 physicians
327 colleagues