2020 Impact Report
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Mission Health is based in Asheville, NC, and is the state’s sixth largest health system.

Mission Health operates six acute care hospitals and one rehab hospital; numerous care access points; 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. As the largest employer in western North Carolina, Mission Health is capable and committed to improving the health and wellness of the people of western North Carolina.

Part of the HCA Healthcare Family

We are proud to be part of HCA Healthcare, one of the nation’s leading providers of healthcare services with 185 hospitals and approximately 2,000 ambulatory sites of care, including surgery centers, freestanding ERs, urgent care centers and physician clinics, in 20 states and the United Kingdom. Our colleagues’ skill and sense of purpose drive our commitment to delivering excellence through effective, evidence-based, innovative and patient-centered care.

Our network enables caregivers to deliver great outcomes for patients and gives colleagues unparalleled opportunities to learn and grow. Most importantly, as a part of HCA Healthcare, we’re connected to something bigger, which means more resources, more solutions and more possibilities for everyone who walks through our doors.

Above all else, we are committed to the care and improvement of human life.

Mission by the numbers

- 8 hospitals
- 1,295 licensed beds
- 10,500+ colleagues
- 1,600+ active and affiliated providers
- 5 My Care Now walk-in care centers
- 2.1M+ patient encounters
- 1,580 COVID-19 Inpatients treated
- 4,000+ babies delivered
- 51,000+ telehealth encounters

Data in this report refers to 1/1/2020 - 12/31/2020
A Message from Our President

Mission Health admitted its first COVID-19 patient on March 20, 2020. At that time, we could not have imagined the challenges ahead, not only for our hospitals and communities, but for the world. As the pandemic grew, it soon became clear that this novel coronavirus would not be defeated quickly or easily. It was also unmistakable that what we always knew about our people was true. We knew they were skilled, innovative and compassionate — but a new level of commitment and resiliency was revealed in 2020 as healthcare heroes emerged to treat a continuous flow of critically ill patients, learning new clinical protocols, and all the while learning to navigate how this pandemic would change our lives personally and professionally.

More than ever, this year confirmed that our support from HCA Healthcare was invaluable. We are grateful the organization’s pandemic pay and redeployment strategies meant that Mission Health did not experience related furloughs even during the initial stages of mandated quarantines and cessation of some surgeries. Established vendor relationships through HCA Healthcare meant that Mission Health was fully prepared with the necessary personal protective equipment (PPE) for our team members, as well as life-saving equipment, medicines and other necessities for our patients. There is no doubt that Mission Health’s place in the HCA Healthcare family saved lives and livelihoods.

Despite its challenges, 2020 was an outstanding year for Mission Health, as this Community Impact Report demonstrates. This year brought exceptional recognitions of the outstanding patient care at Mission Health. After years of effort, our deserving nursing team at Mission Hospital garnered Magnet Recognition — a designation given to fewer than 10% of hospitals in the country. Mission Hospital was also awarded the Leapfrog Patient Safety “A” grade and also named one of Healthgrades Top 50 Hospitals in America.

I’m proud of our team, our commitment to western North Carolina, and to the continued investment that HCA Healthcare is making to bring the most advanced healthcare to this region.

Greg Lowe
President
North Carolina Division
Being There for Our Patients

Mission Health strives to create the safest community of care possible for our patients and everyone who enters our care facilities. Given ongoing advised precautions by the CDC, we adjusted our facilities to help keep patients, colleagues and visitors safe throughout the pandemic by implementing several new safety protocols and processes.

Screening processes
Updated visitor restrictions
Universal masking
Social distancing requirements
Heightened infection prevention policies
Increased testing capacity
Increased telehealth options
Curbside check-in
Limited waiting-room capacity

To learn more about HCA Healthcare’s safety protections for patients and colleagues during the COVID-19 pandemic, visit HCAhealthcareImpact.com.
Patient Story: Patty McBride

Patty McBride’s Surgery during COVID-19 Beat All Her Expectations

Patty McBride, a former healthcare consultant, said she is not an easy patient. So, after making the decision to have surgery at Mission Hospital during the COVID-19 pandemic, she was on high alert.

From her first visit to the surgeon’s office through her surgery, hospitalization and discharge, McBride said every staff member and doctor she encountered treated her in a safe, professional and compassionate manner. COVID-19 procedures included social distancing in waiting areas. Workers had been screened and were wearing masks, and patients were not permitted to have a partner with them beyond registration.

Staff not only explained the many special precautions they were taking due to the pandemic, but also provided warm reassurance. “They just couldn’t have been more caring and more concerned for my comfort and my anxiety,” said McBride.

Providing a Hand to Hold

One of the biggest changes due to COVID-19 was that McBride’s husband could not be with her before and after surgery. But in each area she visited in the hospital, “I think the staff went overboard in the most positive sense since my husband couldn’t be there,” she said.

That culture of caring was obvious to McBride at every step. “Every single person was professional, efficient, knowledgeable, very compassionate and very caring,” she said. “I have never had such a positive medical experience on every level.”
Protecting Our Colleagues and Physicians

Protecting and supporting our colleagues and physicians is our top priority, which in turn provides a safe environment for our patients, visitors and community members. We take a proactive approach to identify risks and increase security protections at our facilities to help provide a safe physical environment for all.

Providing Adequate PPE
To minimize COVID-19 exposure and preserve PPE, we appointed PPE stewards to help ensure clinicians had the protective equipment they need and that it fit accurately in order to keep them safe.

Early in the COVID-19 crisis, we recognized that interruption of the global supply of personal protection equipment (PPE) was a real possibility. The team at Mission Health immediately began planning and conservation efforts to head off shortages. The benefits and support of HCA Healthcare during this crisis were immeasurable as they worked with manufacturers, vendors and brokers on our behalf to secure the materials we needed to keep our team safe.

Safety through a Pandemic
Additional measures the organization implemented to protect our colleagues and physicians included:

- $4.7M+ in pandemic pay for 4,800+ colleagues to maintain salaries when many hospital services were paused
- Collaborating with local hotels to provide discounts for our frontline workers
- Offering scrub laundering for frontline workers
- Resources for emotional health and stress management
- Childcare resources
- Internal hub for COVID-19 clinical guidance and education

PPE by the Numbers 2020 (Mission Health)

- 347,000+ N95 masks
- 35.9 million+ gloves
- 2 million+ surgical masks
- 1 million+ gowns
- 193,000+ face shields

As an enterprise, HCA Healthcare distributed nearly 1.2 billion units of PPE in 2020. Here in WNC, PPE quantities were equally impressive.
Partnering with Our Physicians

Mission Health believes partnering with and empowering our physicians in delivering exceptional care is the best way to guide advances in medicine across our network. Our North Carolina Division Physician Services Group is the leader in physician employment for Mission Health.

In addition to employing more than 800 providers and managing more than 120 physician practices, we provide innovative, value-based solutions that help physicians deliver high-quality, cost-effective healthcare to support our commitment to the care and improvement of human life.

Mission Health Providers by the Numbers

- **1,600+** active and affiliated providers
- **800+** employed providers
- **120+** physician practices
- **88** residents and fellows
- **7** residency programs
  - Family Medicine, General Surgery, Psychiatry, OB/GYN, Hospice/Palliative Care Fellowship, Addiction Medicine Fellowship, Sports Medicine Fellowship
Expanding Graduate Medical Education in Western North Carolina

We continue to invest in North Carolina’s healthcare through training the next generation of clinicians to help meet the growing needs of our community.

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.

HCA Healthcare operates the largest GME network in the United States with more than 270 programs available, affiliated with high-quality medical schools that served more than 4,000 residents and fellows in 2020. This makes our GME program one of the largest providers of residency and fellowship training programs across the nation.

HCA Healthcare is committed to developing the nation’s largest network of teaching hospitals. In western North Carolina we remain at the forefront of this initiative by partnering with Mountain Area Health Education Center (MAHEC) and helping to facilitate 88 residents and fellows.

In 2021, we plan to continue partnering with MAHEC to extend graduate medical education training to include new Internal Medicine and Transitional Year residency programs and additional fellowships in Surgical Critical Care and Consultation Liaison Psychiatry.

Physician Spotlight: Quinton Cancel, MD

Quinton Cancel, MD, is a board-certified urologist who practices general urology with an emphasis on prostate cancer and men’s sexual health and wellness.

Dr. Cancel is highly skilled and has extensive experience in minimally invasive robotic procedures and specializes in robotic prostatectomies for the treatment of prostate cancer.

Dr. Cancel was an early adapter to robotic surgery and traveled the country teaching other surgeons how to perform robotic prostatectomies. In addition to providing excellent patient care, he has contributed to several publications and research studies, and has presented his research at both national and regional urological symposiums. Prior to joining Mission Health in 2020, Dr. Cancel served as the Chairman of the Robotic Surgery Committee at Cookeville Regional Medical Center in Tennessee for 10 years, where he helped build and oversee the state’s first five specialty robotic programs.

In his free time, Dr. Cancel enjoys spending time with his wife and their two sons. Dr. Cancel believes in being involved in any community in which he lives. Outside of medicine, he enjoys the opportunity to impact the lives of those who are marginalized in our society through community organization and service.
Caring for Our Communities and Partnering with Others

Mission Health colleagues are driven by our mission to care for and improve human life. That mission extends outside the walls of our facilities and into our communities. Whether it is through partnering with organizations or making charitable donations, we are committed to improving more lives in more ways.

$750K+
in cash and in-kind donations to charitable organizations

$2.5M+
spent to support community program continuation
Joining Forces to Defeat COVID

When the novel coronavirus reached western North Carolina, we were lucky to have a collective regional response that has included public health agencies, area hospital leadership and countless connections to resources that increased our safety and prevention. Trusted local voices helped get the word out to the community about the “3 W’s — Wait 6 Feet Apart, Wash Your Hands, & Wear Your Mask!” through the #MyReasonWNC campaign, led by our partners at WNC Health Network. An “all hands on deck” attitude has helped us to communicate more effectively, monitor important data trends together, and share best practices and resources that make all of our mountain towns safer.

A culture of giving and gratitude

$160,000+ in colleague contributions and company match for 62 nonprofits and social justice organizations through partnership with our local United Way

A $50,000 COVID Response donation from HCA Healthcare to the Community Foundation of WNC for immediate community needs

Collection drives of backpacks, toys and food organized by community-minded colleagues

Participation as a key partner in Western Carolina Medical Society’s Project Access Program®, which connected 2,230 uninsured patients to needed care in 2020

A big thank you to the community for the 8,000+ meals, 7,500+ chocolate bars and thousands of other gifts and letters that poured in from over 100 companies and individuals to support our healthcare workers during the pandemic

I got a vaccine because I want to do my part to protect my family, my patients, and my community.
- Gretchen Banks, MD
Spotlight community partnership

Healthy Start for Moms and Babies
SistasCaring4Sistas (SC4S) is a community-based doula program founded by women of color for women of color that offers evidence-based birth support before, during and after labor.

“We love it when we see an SC4S doula in the room, because we know that we have a solid partner in creating a safe, positive experience for our new moms,” said Mary Cascio, Director of Women's OB Services for Mission Hospital.

The doula team of SC4S engages with pregnant women of color across western North Carolina to help them envision their healthy birth plan and access childbirth education, breastfeeding information and other resources they may need. They build relationships with their clients during prenatal visits and preparation for birth that enhance the sense of support and encouragement in the labor room and beyond.

“It is a great collaboration because the mom, our doulas and the clinical team — we all want the same thing,” said Cindy McMillan, Director of SistasCaring4Sistas, “a healthy baby in her arms, and for her to feel valued, heard, and cared for, with strong maternal confidence, during her birthing stay at Mission Hospital.”
Economic Impact in Our Communities

At the beginning of the COVID-19 pandemic, HCA Healthcare pledged to keep colleagues safe and employed, while still protecting the organization, in order to maintain the ability to serve our communities today and well into the future.

Mission Health is proud to serve our western North Carolina communities, and we are committed to investing in them for years to come.

<table>
<thead>
<tr>
<th>Economic Impact</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$60 million+</td>
<td>in state taxes incurred (includes income, property, provider, and unemployment taxes)</td>
</tr>
<tr>
<td>$95 million+</td>
<td>in capital investment</td>
</tr>
<tr>
<td>$330 million+</td>
<td>provided in financial assistance</td>
</tr>
<tr>
<td>$789 million+</td>
<td>in payroll and benefits</td>
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MAMA Fleet Grows

The Mountain Area Medical Airlift (MAMA) team performs about 45 flights per month. MAMA crew members are trained and prepared to deal with just about any emergency, including heart attacks, strokes and septic patients. That also includes the many different symptoms and syndromes of pediatric patients.

The MAMA crew consists of the pilot, a nurse, which can be for an adult or child depending on the emergency, and a paramedic. They work twelve-hour and twenty-four-hour shifts, similar to their equivalent clinicians who work in the physical hospital buildings.

In early November, the MAMA team welcomed a new helicopter. This new aircraft replaced one of the existing Asheville aircraft. Advanced technology and more space are two major improvements over the older model, allowing MAMA to provide better care access, the transport of larger patients and 15% more patient transport range.
2020: A Special Year of the Nurse
Years of nursing professionalism, teamwork and superiority in patient care led Mission Hospital to achieve Magnet® recognition, the gold standard for nursing excellence.

On November 19, 2020, Mission Hospital achieved Magnet recognition as a reflection of its nursing professionalism, teamwork and superiority in patient care. The American Nursing Credentialing Center’s (ANCC) Magnet Recognition Program® distinguishes organizations that meet rigorous standards for nursing excellence. With this designation, Mission Hospital joins the global community of Magnet-recognized organizations. Less than 10 percent of U.S. hospitals have achieved Magnet recognition and Mission Hospital is the only one in western North Carolina.

Mission Hospital’s journey to Magnet recognition began in September of 2015, continued through the transition to HCA Healthcare and culminated in a final site visit in September 2020. The Magnet journey recognizes Mission Hospital nurses for their unwavering commitment to excellence. Nurses and nursing leadership together focus on patient- and family-centered care, self-care, positive practice environments and quality patient outcomes.

Magnet recognition sets the bar for nursing excellence and is a factor when the public selects healthcare organizations. U.S. News & World Report’s annual showcase of “America’s Best Hospitals” includes Magnet recognition in its ranking criteria for quality of inpatient care.

“Magnet recognition provides our community with the ultimate benchmark to ensure quality patient care,” said Chad Patrick, CEO, Mission Hospital. “Achieving Magnet recognition reinforces the culture of excellence that is a cornerstone of how we serve our community. It’s also tangible evidence of our nurses’ commitment to providing the very best care to our patients, of which we are extremely proud.”

The Magnet Model provides a framework for nursing practice, research and measurement of outcomes. Through this framework, ANCC evaluates organizations across a number of components and dimensions to gauge nursing excellence. The foundation of this model comprises various elements deemed essential to delivering superior patient care. These include the quality of nursing leadership and coordination and collaboration across specialties, as well as processes for measuring and improving the quality and delivery of care.

“Achieving Magnet recognition reinforces the culture of excellence that is a cornerstone of how we serve our community.”

- Chad Patrick, CEO, Mission Hospital
Investment in Clinical Education

**StaRN Nurse Residency and Student Placement**

Our year-long nurse residency program, StaRN, allows first-year nurses to move with confidence from the classroom to the bedside, 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 hired 225 new graduate residents in 2020 at Mission Health who joined more than 10 service lines. Mission Health assisted almost 40 schools and 343 graduates with student placement.

**Clinical Ladder**

The Clinical Ladder program at Mission Health is structured to develop and promote professional practice and recognize excellence for advanced performance, leadership and education at the point of service. The benefits and goals of Clinical Ladder include the following:

- Enhance, recognize and reward professional development
- Retain staff nurses in direct patient-care positions
- Increase staff nurse employee satisfaction
- Recognize expert nurses at the point of service
- Promote excellence in providing patient- and family-centered care
- Encourage life-long learning through personal and professional development

Based on a 5-level program, a clinical bedside nurse can earn an award of $250 to $5,000 for their calendar year’s work. In 2020, 203 recipients received awards totaling more than $749,000.

**Nursing Development**

**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 for a year term. This unique role for direct care nurses at Mission Hospital began in 2016 as part of the journey to Magnet. The liaison role works closely with the Chief Nursing Officer at Mission Hospital and the nursing leadership team to facilitate professional governance, patient-centered care and important nursing projects. The liaison helps to lead professional clinical practice as a bedside clinical leader. This is an opportunity for further growth and learning while being part of key nursing decisions.

**RN Mentor Program**

Mission Health offers a RN mentoring program that allows seasoned RNs to work with our newer nurses as they enter the nursing workforce. This evidence-based program aims to decrease the number of nurses who leave their first nursing position within one year and to increase their chances of success. Other objectives include the following:

- Increase nurse satisfaction for role and responsibilities
- Increase nurse retention
- Development/growth of professional nurse characteristics
- Interpersonal skills (communication, feedback, assertiveness, conflict management)
- Management skills (delegation, motivation, team building, self-care, networking, organizational culture)
- Organizational skills (project management, goal setting, time management)
Professional Governance — Shared Decision Making

Shared governance in healthcare plays an important role in direct patient care and employee engagement. Nursing literature indicates healthcare organizations that promote employee engagement outperform other facilities in several areas, including job satisfaction and nurse retention. In 2020, shared decision making led to numerous wins for our nursing teams, including:

- Preceptor pay converted from bonus to hourly differential
- Requested/approved transition to HCA Healthcare tuition reimbursement of $5,250
- Participation in HCA Healthcare Certification Program
- 29 nursing research studies by clinical nurses in the past four-year period

Practice changes include sedation documentation, elimination of vest restraints, changes in insulin syringes and depression screening in stroke patients.

Mission Health Nursing by the Numbers:

- 2,796 nurses
- 455 nurses hired in 2020
- 1,574 nurses received Continuing Nurse Education
- 4,319 Continuing Education hours
- $3 million+ in student loan and tuition reimbursements for all colleagues
- 59% unit-based clinical RNs have a BSN or above
- 203 recipients of Clinical Ladder incentives
- $749,000+ paid incentives for Clinical Ladder

North Carolina Great 100 Nurses

Courtney Sullivan, MSN & Nurse Examiner
- Forensic Nurse at Mission Hospital

Marie Antoinette Tan, MSN
- Heart Tower at Mission Hospital

Haley Ramsey, BSN
- Mother/Baby at Mission Hospital
Transylvania Regional Hospital (TRH) is the first hospital in the North Carolina Division to begin using the LUCAS 3 chest compression system for cardiac arrest patients. The LUCAS chest compression system delivers continuous, high-performance compressions during a cardiac arrest compared to nonmechanical compressions and has shown a 60% increase in blood flow to the brain during a cardiac arrest. The increased blood flow results in increased return of spontaneous circulation and a decrease in long-term deficits post-cardiac arrest. The LUCAS system has no specific weight or size restrictions and is functional for use on 95% of patients.

In a critical access hospital, the LUCAS system has allowed more hands to be available to provide patient care. The LUCAS system is portable, which makes transportation throughout the facility easy, and trained emergency department staff are able to respond and assist in Code Blue situations in other areas.

During cardiac arrests, family members and/or visitors are often frightened, confused and unsure of what is taking place. Utilizing the LUCAS device, Transylvania Regional Hospital has been able to dedicate a registered nurse to be with family and explain what is happening and what staff is doing to help their loved one. The LUCAS system not only helps provide the highest quality of care to our patients, but also assists in providing superior attention and compassionate care to patient visitors and loved ones.
Regional Resources: NC Division Transfer Center “Mission Direct”

The NC Division Transfer Center formerly known as “Mission Direct” is a resource for Mission Health and the patients of western North Carolina.

The transfer center team includes all registered nurses who collaborate with multiple providers across 18 counties and beyond to ensure patients receive timely access to care. This includes regional transfers of patients to acute facilities, direct admissions, ER notifications and telehealth consultations, in addition to centralized patient placement across Mission Health and coordination with the Mission MedCom team for air and ground transport. The NC Division Transfer Center is part of the HCA Healthcare National Transfer Centers, which includes 13 individual transfer centers across HCA Healthcare.

The transfer center is a partner in emergency management and preparedness across Mission Health, western North Carolina and the state in addition to support from the HCA Healthcare corporate command center. The transfer center has the ability to support emergency evacuations affecting any number of Mission Health facilities and beyond.

22,000+ total patient cases
6,700+ ER transfers
6,000+ individual bed assignments
190,000+ phone calls answered in an average of 10 seconds

COVID-19 Nursing Task Force

Dozens of clinical nurses at Mission Hospital joined together to form the COVID-19 Nursing Task Force, which began rounding 24/7 at the end of March 2020. The task force provided critical support for nurses and other departments during the pandemic by providing the following services:

• Educational cart with sample PPE
• Educational notebooks with illustrative, updated material
• Demonstrations with caregivers to practice PPE donning and doffing
• Answer questions and deploy to areas needing support (i.e., Environmental Services, Security, Transport)
• Deploys to provide support for all caregivers on units receiving a new COVID-19 patient
• Collaboration with PPE Steward and five distribution centers
• Utilized videos, huddle cards and education boards with QR codes that link to use of PPE
Amidst the fight against COVID-19, our commitment to addressing critical, collective issues remained at the forefront in 2020. Supported by HCA Healthcare, our dedication to the communities we serve extends past our facilities and is reflective of our continuous and strong desire to create healthier tomorrows.

Diversity, equity and inclusion

Mission Health is dedicated to ensuring equitable access to high quality care for our patients, fostering a diverse and inclusive workplace for our colleagues, and cultivating and sustaining relationships that broaden our reach and deepen our understanding in the communities we serve.

- Formation of Mission Health’s Diversity, Equity, and Inclusion Council to guide goals and initiatives, with facility and leadership representation
- Continued membership as an anchor institution in the WNC Diversity Engagement Coalition and sponsorship of its professional development series on equity and inclusion
- Initial implementation of HCA Healthcare’s Conscious Inclusion Training experience
- Ongoing commitment to equitable care, with services for those who are limited-English proficient, deaf or hard of hearing, blind or have low vision, or have service animals. Division-wide we deliver care in more than 50 languages
Innovation

As a result of our affiliation with HCA Healthcare, Mission Health is able to bring leading-edge technology to western North Carolina. Our affiliation has resulted in numerous capital investments including:

- Mission Health North Tower
- New MAMA helicopter
- Da Vinci Xi robots for minimally invasive, state-of-the-art technology for patients
- Upgrades in imaging equipment, including new MRI and CT machines and new mammography units
- Only CyberKnife in western North Carolina
- Upgraded MAKO robot for robotic joint replacement
- Enhancing patient experience with increased telehealth capability, adding virtual video visits and launching digital scheduling/messaging for primary-care patients

Combatting the Opioid Crisis

In October 2020, Mission Health hosted its second annual “Crush the Crisis” event to raise awareness about the dangers of opioid misuse and proper disposal of medications in concert with the Drug Enforcement Agency’s National Prescription Drug Takeback Day.

Six Mission sites across WNC collected 129 pounds of unused prescription medications.

Nationally, HCA Healthcare facilities collected 13,523 pounds of medication, which equates to approximately 9.3 million doses of medication.

Every day, we use evidence-based best practices to care for patients with opioid dependence in our primary care, emergency and in-patient settings, while implementing responsible and effective pain management approaches aimed at prevention.
Did you know?

• For 2020, 14 HCA Healthcare hospitals were recognized as one of the 250 Best Hospitals by Healthgrades. Mission Hospital was listed as one of the 50 Best Hospitals.

• For the 11th time, HCA Healthcare has been recognized by Ethisphere as one of the World’s Most Ethical Companies, and in 2020 was one of only seven honorees in the Healthcare Providers category to receive the distinction.
Angel Medical Center is a full-service, critical access hospital serving Macon and the surrounding counties. Located in Franklin, North Carolina, Angel Medical Center offers inpatient services that include an intensive care unit and a medical and surgical unit. Outpatient services include a wound clinic, a full laboratory, digital mammography, CT, MRI, nuclear medicine, rehab therapy, as well as surgical and endoscopy services. The hospital also operates Mission My Care Now – Angel and CarePartners Hospice & Palliative Care.

Angel Medical Center has been named an Acute Stroke Ready Hospital by the Joint Commission and American Heart Association / American Stroke Association.

**Services and Treatments**
- Acute Medicine Services
- Anesthesiology
- Bone Density
- Cardiac Rehab
- Cardiology
- CT/CT Angiography
- Diabetes and Nutrition
- Echocardiography
- Emergency Medicine
- Family Practice
- Gastroenterology
- Infusion/Transfusion Therapy
- Inpatient Services
- Laboratory
- Mammography
- MRI/MRA
- Neurology
- Nuclear Medicine
- Orthopedics
- Pathology
- Pediatrics
- Physical and Occupational Therapy
- Pulmonary Function Tests
- Radiology (Imaging)
- Rehabilitation Services
- Respiratory Therapy
- Sleep Studies
- Speech and Language
- Stress Testing
- Surgical Services
- Telemedicine
- Transitional Rehabilitation
- Vascular Ultrasound
- Women’s Services

**Awards**
- Acute Stroke Ready Certified by the American Heart Association and American Stroke Association
- 2020 American Heart Association/American Stroke Association Get With The Guidelines® Stroke Gold Plus Quality Achievement Award
- 2020 Performance Leadership Award for top quartile performance in Outcomes from The Chartis Center for Rural Health
- Pathway to Excellence Designation by the American Nurses Credentialing Center

**Leadership**
Karen Gorby, RN, MSN, MBA, CENP, FACHE, Chief Executive Officer and Chief Nursing Officer
Blue Ridge Regional Hospital

125 Hospital Dr.
Spruce Pine, NC 28777
828-765-4201
missionhealth.org/blueridge

Blue Ridge Regional Hospital is located in Spruce Pine, North Carolina, and has been serving Spruce Pine and the surrounding North Carolina mountain communities of Mitchell, Avery and Yancey counties since 1955. Blue Ridge Regional Hospital is a critical access hospital and features 25 beds. The hospital also includes a sophisticated full-service emergency department with 12 beds.

Blue Ridge Regional Hospital has access to the Mountain Area Medical Airlift (MAMA) service, which provides critical care air transport to Mission Hospital in Asheville, North Carolina, 24 hours a day. From premature infants in respiratory distress to serious traumatic injuries, MAMA’s nurses, paramedics and respiratory therapists are trained to provide quality care in transport under medical direction from Mission Hospital.

Services and Treatments

• Acute Medicine Services
• Blue Ridge Fitness Center
• Blue Ridge Rehabilitation Center
• Cardiac/Pulmonary Rehabilitation
• Cardiology
• Emergency Services
• Gastroenterology
• General Surgery
• Hospitalist Services
• Imaging Services
• Infusion Center
• Laboratory
• Mission My Care Now – Spruce Pine
• Mental and Behavioral Health Care
• Ophthalmology
• Orthopedics
• Pharmacy
• Podiatry
• Primary Care
• Social Services
• Surgical Services
• Swing Bed Program

• Urology
• Virtual Care Clinic
• Women’s Care
• Women’s Imaging
• Wound Care

Leadership

Tonia Hale, DNP, MA, RN, Chief Executive Officer and Chief Nursing Officer

46 beds
62 nurses
251 colleagues
447 active and affiliated physicians
CarePartners

68 Sweeten Creek Road
Asheville, NC 28803
828-277-4800
missionhealth.org/carepartners

CarePartners Health Services is located in Asheville, North Carolina, and has been providing compassionate care for the people of western North Carolina since 1996. CarePartners services include Home Health, Inpatient and Outpatient Rehabilitation, Hospice, Palliative Care, Program of All-inclusive Care for the Elderly (PACE), Private Duty and Orthotics & Prosthetics. CarePartners Health Services is dedicated to helping people live full and productive lives, despite illness, injury, disability or issues related to aging.

Leadership

Tracy Buchanan, PT, MBA, President & Chief Executive Officer, CarePartners

Asheville Specialty Hospital

428 Biltmore Avenue, 4th floor
Asheville, NC 28801
828-213-5400
missionhealth.org/ash

Asheville Specialty Hospital (ASH) is located in Asheville, North Carolina, on the campus of Mission Hospital. ASH is a licensed long-term acute care hospital (LTACH) offering a unique treatment approach for complex medical conditions by designing an individualized treatment plan in cooperation with the patient’s medical provider.

The approach to care is family-oriented, providing a compassionate atmosphere that improves outcomes and values family as a part of the treatment and recovery process. A low staff-to-patient ratio provides intensive, highly skilled treatment and therapeutic care for patients.

Leadership

Julie Dikos, MSN, RN, Chief Executive Officer, Asheville Specialty Hospital
Highlands-Cashiers Hospital is a community hospital serving Macon, Jackson and the surrounding counties. Located between the towns of Highlands and Cashiers, the hospital offers 24/7 emergency care, acute inpatient care, outpatient surgical services, rehabilitation, as well as long-term, skilled nursing care through Eckerd Living Center. Highlands-Cashiers Hospital has 24 beds for acute care services. Ambulatory services are also available as well as primary care practices serving both Highlands and Cashiers.

Eckerd Living Center, an 80-bed skilled nursing facility, offers high staffing levels, a safe home-like environment and immediate access to the medical resources of Highlands-Cashiers Hospital. All staff are CPR trained and given specialized training in dementia/alzheimer care. We provide a wide variety of activities that inspire interaction. Eckerd Living Center also has a team of occupational, speech and physical therapists who maintain or improve your loved ones physical abilities.

**Services and Treatments**
- Acute Medicine Services
- Anesthesiology
- CT/CT Angiography
- Echocardiography
- Emergency Medicine
- Endoscopy/Colonoscopy
- Family Practice
- Infusion/Transfusion Therapy
- Inpatient Services/Acute Care
- Laboratory
- Mammography
- MRI/MRA
- Nuclear Medicine
- Orthopedics
- Physical, Occupational and Speech Therapy
- Radiology (Imaging) Bone Density
- Rehabilitation Services/Cardiac Rehab
- Sleep Studies
- Stress Testing
- Surgical Services
- Telemedicine
- Transitional Rehabilitation
- Vascular Ultrasound

**Awards**
- 2019 Press Ganey Guardian of Excellence Award – Top 5% of Emergency Departments Nationwide
- Eckerd Living Center, 5-Star Recognition from Nursing Home Compare
- 2018 & 2019 Gold Award from NC Dept of Labor Occupation & Safety Health division for employee safety
- 2018 National Safety Award for Food Services
- 2018 Recognized by Business NC as a top pick
- 2017 Performance Leadership Recognition by Chartis Center for Rural Health in areas of Patient Outcomes (low rates of readmissions, infection and mortality)
- ACR Lung Cancer Screening Designation
- ACR Radiology (CT, MRI, ultrasound, mammography)
- AACVPR Cardiac Rehab
- CAP Laboratory

**Leadership**

Tom Neal, RN, MBA, MHA, Chief Executive Officer and Chief Nursing Officer
Mission Hospital McDowell is located in Marion, North Carolina, and has been serving Marion and the surrounding North Carolina mountain communities of McDowell County since 1908. Mission Hospital McDowell is licensed for 65 beds while currently operating 30. It also includes a sophisticated full-service emergency department with 15 state-of-the-art exam rooms.

Mission Hospital McDowell has access to the Mountain Area Medical Airlift (MAMA) service, which provides critical care air transport to Mission Hospital in Asheville, North Carolina, 24 hours a day. From premature infants in respiratory distress to serious traumatic injuries, MAMA’s nurses, paramedics and respiratory therapists are trained to provide quality care in transport under medical direction from Mission Hospital.

At Mission Hospital McDowell, we are focused on your health and well-being. Formed with the mission to serve the healthcare needs of this community, we remain true to that commitment by providing compassionate healthcare, delivered with the skilled attention for which we are known.

**Services and Treatments**
- Acute Medicine Services
- Cardiology
- Cardiac/Pulmonary Rehabilitation
- Diabetes Management
- Emergency Services
- Imaging Services: CT, MRI, Ultrasound, 3D Mammography, Nuclear Medicine
- Infusion Center
- Laboratory Services
- Maternity and OB/GYN Services
- Mental and Behavioral Health Care
- Mission My Care Now – McDowell
- Occupational Medicine
- Orthopedic Care
- Pediatric Care
- Pharmacy
- Primary Care
- Rehabilitation Services
- Sleep Center
- Sports Medicine
- Surgical Services
- Urology Services
- Virtual Care Clinic
- Women’s Care
- Wound Care

**Awards**
- Mission Hospital McDowell is a Diagnostic Center of Excellence and ACR Certified for Breast Magnetic Resonance Imaging, Breast Ultrasound, Computed Tomography, Mammography, Magnetic Resonance Imaging, Nuclear Medicine, Stereotactic Breast Biopsy and Ultrasound
- American Heart Association/American Stroke Association’s Gold Plus, Target: Stroke Elite, & Target: Type 2 Diabetes Honor Roll recognition in the Get With The Guidelines-Stroke® program
- Mission Hospital McDowell has been designated as a Baby Friendly Hospital
- Acute Stroke Ready Hospital Accredited

**Leadership**
Carol C. Wolfenbarger, MSN, RN, FACHE, Chief Executive Officer
Mission Health’s flagship hospital, Mission Hospital is located in Asheville, North Carolina, and has been serving western North Carolina since 1885 and is the regional referral center for tertiary and quaternary care. We have 815 beds and house the region’s only dedicated Level II trauma center. Mission Hospital’s brand new, 630,000-square-foot North Tower is the region’s most sophisticated emergency department and critical care facility with 94 emergency beds and 220 acute beds.

Mission Hospital includes Mission Children’s Hospital — the region’s only children’s hospital, providing 30 pediatric subspecialists. Our Radiation Therapy Department and Mountain Radiation Oncology achieved accreditation in 2019 through the American Society for Radiation Oncology Accreditation Program of excellence.

Mission Hospital is the busiest surgical hospital west of Raleigh, North Carolina, and the second-busiest in the state. Mission Hospital provides the only open heart and interventional cardiology in the region, and is the only CyberKnife provider west of Raleigh.

**Services and Treatments**

- Behavioral Health
- Cardiac Services
- Diabetes and Education Center
- Genetics
- General Medicine Services
- Imaging and Diagnostic Services
- Maternity, OB/GYN Services and NICU
- Neuro Trauma Services
- Oncology Services
- Orthopedics and Spine Care
- Pediatric Services and Pediatric Specialty Outpatient Clinics
- Primary Care
- Sleep Center
- Sports Medicine
- Surgical Services
- Trauma and Emergency
- Virtual Care Clinic
- Weight Management
- Wound Care

**Awards**

- 2021 IBM Watson Top 50 Cardiovascular Program
- ANCC Magnet Recognition©
- American Heart Association 2020 Get With The Guidelines Gold Plus Target: Stroke Honor Roll-Elite Plus and Advanced Therapy Target: Type 2 Diabetes Honor Roll
- Three-star rating from The Society of Thoracic Surgeons (STS)
- Leapfrog Patient Safety “A” Grade

**Leadership**

Chad Patrick,
Chief Executive Officer
Transylvania Regional Hospital is a full-service, critical access hospital serving Transylvania and the surrounding counties. Located in Brevard, North Carolina, Transylvania Regional Hospital offers comprehensive services through a full spectrum of specialties.

Transylvania Regional Hospital is fully accredited by The Joint Commission on Accreditation of Healthcare Organizations and has been named one of the Top 20 Critical Access Hospitals in the United States for the last six years.

At Transylvania Regional Hospital, we are focused on your health and well-being. Formed in 1933 with the mission to serve the healthcare needs of this community, we remain true to that commitment by providing state-of-the-art healthcare delivered with the personal attention for which we are known.

**Services and Treatments**

- Acute Medicine Services/Surgical Services
- Cardiac/Pulmonary Rehabilitation
- Cardiology
- Critical Care/Intermediate Care
- Diabetes Prevention/Management
- Emergency Services
- Endoscopy
- General Surgery
- Infusion Services
- Physical, Occupational and Speech Therapy
- Orthopedics and Sports Medicine
- Outpatient Adult Behavioral Health
- Pain Management
- Radiology
- Sleep Lab
- Transitional Care Unit (Skilled Nursing Facility)
- Urology
- Women’s Care
- Wound Care/Ostomy and Convenience Services

**Awards**

- Recognized as a Top 20 Critical Access Hospital for six of the last seven years
- American Heart Association Get With The Guidelines-Stroke® Program Gold Plus & Target: Type 2 Diabetes Honor Roll Recognition
- Lab Accreditation by the College of American Pathologists (CAP)
- Designated a Diagnostic Imaging Center of Excellence by the American College of Radiology

**Leadership**

Michele Pilon, MS, BSN, RN, NE-BC, Chief Executive Officer and Chief Nursing Officer
Service Lines

Cardiac
- **No. 1 survival rate** in North Carolina for patients experiencing a heart attack
- One of America’s **50 Top Cardiovascular Hospitals** by IBM Watson Health 15th year in a row
- **Three-Star Rating** from The Society of Thoracic Surgeons (STS)
- **Superior** heart failure outcomes

Maternity
- More than **4,000 babies** born each year
- WNC’s only **Level III Neonatal ICU** with approximately 700 admissions annually
- **Maternal Fetal Medicine Unit** and **Perinatal Nurse Navigator** for high-risk moms
- Infant transport team serves 18 counties of WNC with approximately **140 transports each year**
- Extensive renovation of Women’s Pavilion announced to include new mother and baby rooms, entrance and ER for OB patients

Orthopedics
- **More orthopedic surgeries** than any other hospital in WNC
- **Only team to offer MAKOplasty** robotic total and partial knee surgery
- **Comprehensive** orthopedic trauma program
- Sports medicine program in **partnership** with many local schools and sports teams
In October 2020, Mission Health announced a partnership with Sarah Cannon, the Cancer Institute of HCA Healthcare, to expand its comprehensive cancer services for the thousands of patients facing the disease across western North Carolina. Through the collaboration, patients will have greater access to the latest treatments across HCA Healthcare and beyond, world-class cancer care programs — including expanded nurse navigation programs — close to home.

As a part of HCA Healthcare and Sarah Cannon, Mission Cancer Specialists recently completed a $3.7M renovation of its surgical oncology clinic providing the latest technology, resources and services for patients facing cancer in the Asheville community and western North Carolina region.

Cancer

- **Partnership** with Sarah Cannon Cancer Institute, a network of **globally recognized cancer experts**
- Collaborative physician teams with **working together across numerous cancer types**, with tumor-specific expertise
- **Coordinated, centralized care** from diagnosis to treatment to survivorship
- **Skilled** oncology surgeons and medical oncologists to treat **adults and children**
- Region’s most advanced robotic technology for **minimally invasive** surgical care
Surgery

- Most general and **minimally invasive** robotic surgeries in WNC
- Three **Da Vinci Xi robots** with a fourth robot arriving in 2021
- Only **CyberKnife** provider west of Raleigh
- Only **Bariatric Center of Excellence** in WNC
- Regional **destination** for complex hernia care

Behavioral Health

- Acute **psychiatric** services
- **Telepsych program** available 24/7 to all Mission Health emergency departments
- Depression and anxiety **clinic**
- **Hospital-based** outpatient programs
- **Breaking ground** for new, dedicated behavioral health hospital in 2021

ER

- **Safe environments** with advanced protocols in place
- Region’s **only level II** trauma center
- **Orthopedic trauma** surgery
- Mountain Area Medical Airlift (MAMA)
- New, dedicated **Pediatric ER** in 2021
Pediatrics

- Mission Children’s offers pediatric and adolescent care for **multiple specialties**, including cardiology, neurology, orthopedics and cancer
- Pediatric inpatient units include **pediatric intensive care (PICU)** and **neonatal intensive care (NICU)**
- Reuter Outpatient Center offers **pediatric specialty** practices plus pediatric imaging, rehabilitation and lab in one location
- **Child Life program** reduces stress and anxiety of medical experiences for pediatric patients through play and developmentally appropriate education
- **Developmental program** with autism services, and occupational, physical and speech therapy

Pediatric ER

Designed just for kids, Mission Hospital’s new Pediatric Emergency Room offers specialized pediatric-focused physicians and providers for children in a kid-friendly environment. We aim to get our patients directly into a private room to avoid waiting areas. The pediatric ER offers full-service pediatric emergency care treating a range of pathologies from minor to life-threatening for kids of all ages.
Mission Health is committed to improving patient care in the communities we serve. Our clinical excellence builds on best practices — resulting in improved patient safety and clinical outcomes. By leveraging HCA Healthcare’s national network of care, we can bring even higher quality personalized care to our patients.

Median door-to-needle for stroke care decreased from 27 to 25 minutes, surpassing the national goal of 40 minutes. Faster stroke intervention means better long-term outcomes for stroke patients.

Blood transfusions for patients getting major joint replacements is at 0%, lowering the risk for surgical complications.

Adoption of Enhanced Surgical Recovery (ESR) has increased to 86%, benefiting patients with faster recovery, fewer complications, minimized opioid use, shortened hospital stays and improved outcomes.

Mission Hospital received an “A” Hospital Safety Score from the Leapfrog group for 2020.

HCA Healthcare Innovations

As part of a learning health system, HCA Healthcare collects and analyzes data from more than 32 million annual patient visits and brings innovative health solutions to the communities we serve.

- First national health system to mandate flu vaccination
- March of Dimes collaboration to prevent early elective deliveries (39 weeks)
- Part of the REDUCE MRSA and ABATE Infection trials to set the new clinical standards for preventing life threatening infections
- Utilized big data and analytics capabilities to provide clinicians with appropriate clinical protocols for mechanically ventilated patients with COVID-19
When Karen Croom awoke one Thursday morning in January 2020 and called her husband, he realized something was wrong. “He said that my speech was slurred, that I couldn’t talk,” Croom said.

Croom had planned to take her grandson to some appointments that day, and her husband asked her to wake him up and put him on the phone. It was her grandson who called 911. Croom, who lives in Glenwood, was taken to Mission Hospital McDowell.

Mission Hospital McDowell recently obtained Advanced Disease-Specific Care Certification as an Acute Stroke Ready Hospital (ASRH) from The Joint Commission and the American Heart Association/American Stroke Association. Stroke certification signals consistent, standardized, up-to-date care for the evaluation and treatment of stroke patients. The certification symbolizes the hospital’s commitment to this patient population.

Croom was in Mission Hospital McDowell for six days. “The treatment was excellent,” she said. “I got excellent care.” Croom went to outpatient rehabilitation at Mission Hospital McDowell twice a week for two months, taking speech and occupational therapy. She said she feels fine now, and is driving and doing other activities she enjoyed before. The only lingering effect of the stroke is that sometimes she has trouble putting her thoughts into words. “Sometimes my thought pattern doesn’t come out like I want it to,” she said. As for the care she received at Mission Hospital McDowell, Croom couldn’t be happier. “I can sing praises for everyone,” she said. “From the time I went in the door until the time I left, they were just excellent.”
Hope Is Here

Our vaccine efforts recently expanded to reach historically marginalized communities and essential workers from law enforcement, restaurants, teaching and more, as we worked with 25 partner organizations to vaccinate over 2,400 western North Carolinians.

On December 18, Mission Health administered our first vaccine dose. Since that time, we have instituted various access and education resources for our team members that have included the following:

- Vaccine clinics throughout the region for convenient access
- Offsite vaccine clinic in Asheville to accommodate more staff with less waiting time
- Educational and resource hub with vaccine updates, FAQ and latest news
- Regular updates through email, e-newsletters and internal website

I Got the COVID-19 Shot
#HeroesWorkHere
Looking to the Future

While the future still holds many unknowns due to COVID-19, Mission Health will continue to remain focused on one thing — the care and improvement of human life. It’s what we do. It’s who we are. In times of uncertainty, our people show up. When faced with a challenge, we see the path forward.

To further assist with COVID-19 recovery, HCA Healthcare is creating a new joint venture here in Asheville that will manufacture level 1 and level 3 PPE. This means PPE made right here in WNC will be used by hospitals across the nation to care for patients. This manufacturer will distribute PPE to more than 1,600 hospitals and care sites across the entire country. Production is estimated to start in the next few months. Another benefit for Asheville lies in the new jobs this new joint venture, which will be co-managed by A Plus and HealthTrust, will bring to the area. HCA Healthcare and A Plus hope to hire 15-20 people.

Mission Health will also see many other exciting developments in 2021 that will continue to support the health and wellness of the communities we serve:

- Adding fourth Da Vinci Xi robot
- Begin construction on new women’s health pavilion at Mission Hospital
- Expand PACE and inpatient rehabilitation programs
- Breaking ground in spring 2021 on new $65 million Angel Medical Center facility
- Property purchase and groundbreaking new state-of-the-art, 120-bed behavioral health hospital

Architectural rendering of the new Angel Medical Center