We support the growing preference for information offered in multiple formats and are pleased to introduce videos to supplement this written report. Simply use your smartphone to scan QR codes and launch the videos on your phone.
At Mission Health, the patient experience is, quite simply, everything. Every Mission Health patient experience is shaped by many important factors: our deep commitment to clinical excellence; the high level of expertise of our physicians, nurses and other clinicians; the proficient skills and caring approach of our caregivers and support departments; our relentless focus on safety as we care for patients; our mindfulness to the purposeful use of resources; the vision and strength of our Board of Trustees and administrative team, and of equal importance, our many friends’ and donors’ remarkable generosity in ensuring sustainable care for the region.

The unique blend of commitment, compassion and expertise that defines care at Mission Health can be directly attributed to those who comprise the Mission team and propel us forward every day as we serve nearly one million people across the 18 counties of western North Carolina. Team members is the term that best describes our staff, and their personal largesse generated nearly a million dollars of pledged support to community partnership efforts through our Give Well campaign just this last year. Their support enables and nurtures our work to address our region’s most pressing health issues. (Details of our Community Investment will be provided later in this report.)

Through this publication and its companion multimedia platforms, we seek to convey and celebrate Mission Health’s extraordinary achievements during 2016, and, most importantly, to cement our commitment to this special and deserving community. We hope you come away informed – and beyond that truly inspired – by this summary that outlines exactly how Mission Health is helping, in so many ways, our neighbors to Be Well, Get Well and Stay Well.

Ronald A. Paulus, MD
President and Chief Executive Officer
Mission Health
who we are

Mission Health, based in Asheville, is North Carolina’s sixth-largest health system. Mission has received widespread national recognition including designation as the only health system ever designated one of America’s Top 15 health systems in five of six years (2012-2015, 2017) – by the respected Truven Health Analytics, formerly Thomson Reuters. Mission Health is the only health system in the nation to achieve this designation. Mission Health operates six hospitals, numerous outpatient and surgery centers, post-acute care provider CarePartners, long-term acute care provider Asheville Specialty Hospital and the region’s only Level II Trauma Center. The health system also collaborates with a diverse array of community partners to support a growing number of community health centers. Mission Health’s approximately 12,000 full-time team members and 2,000 volunteers reflect its dedication to improving the health and wellness of the people of western North Carolina.
Since many members of the community may not be familiar with certain industry-specific nomenclature or medical-services terms, efforts have been made to clarify these in this report and provide additional context to aid reader understanding. Below is an explanatory list of items that define levels of medical care and describe in detail the types of care provided, as well as the specialists who provide the care.

Level II trauma, for example, means that a hospital can meet essential criteria set by The Committee on Trauma of the American College of Surgeons, a national entity, to ensure a high level of trauma care capability and institutional performance. Mission Hospital, Mission Health’s flagship facility, has attained this designation for their dedication to providing optimal care for injured patients. It also means that Mission and other Level II trauma centers provide a full spectrum of care that addresses the needs of all injured patients, from the preadmission phase through the rehabilitation process. Dr. Paulus often refers to the “tertiary” and “quaternary” care offered at Mission Hospital, and those terms, as well as others in the same care level spectrum, are defined below:

**PRIMARY CARE:** This is the first stop for most health consumers and ideally should be a long-term, collaborative relationship for all care needs. Primary care clinicians provide care and support for common ailments such as a stomach bug, sore throat, skin rash or vaccinations but also provide critical oversight of chronic disease, care coordination, informed decision-making and other longitudinal functions.
SECONDARY CARE: When a patient consults a provider who has specific expertise in whatever problem the patient is experiencing, the patient is receiving secondary care. These specialists can focus on a specific body system, such as a cardiologist, who focuses on the heart and its pumping system or an orthopedist who focuses on bones, joints and surrounding tissues. A specialist can focus on a condition, too. Oncologists are trained to help cancer patients, for instance.

TERTIARY CARE: If a patient is hospitalized and requires a higher level of specialty care within the hospital, the patient may be referred to tertiary care, which involves highly specialized equipment and expertise such as those patients requiring true intensive care or complex procedures such as coronary artery bypass surgery. Mission Hospital is the sole facility in the Mission system that is structured to provide tertiary and quaternary care.

QUATERNARY CARE: Quaternary care is an extension of tertiary care, but more specialized and highly unusual, such as the ability to participate in clinical trials. Because it is so specialized, not every hospital or medical center even offers it. Mission Hospital is an asset to western North Carolina in that it offers most quaternary care (excluding burns and transplants).

mission future ready: our footprint for the future

In 2015, Mission Health announced plans to construct the new Mission Hospital for Advanced Medicine, a 12-story, 600,000-square-foot state-of-the-art facility on the north side of Mission Hospital in Asheville, currently known as Memorial Campus. This remarkable investment – the single largest investment in the history of western North Carolina – will consolidate the St. Joseph and Mission Memorial campuses and provide a healing environment for patients, families and caregivers from the entire 18 counties in western North Carolina.

The facility will include:

• A new and expanded 97-bed emergency department featuring a dedicated radiology suite

• Expansion of the surgery department with eight general operating rooms and two vascular/hybrid operating rooms located in the tower, along with a consolidated, sterile processing department

• Interventional cardiology expansion with the addition of four new heart catheterization labs, one structural heart lab and two electrophysiology labs
• A radiology suite to include two CT scanners, two diagnostic radiology rooms, two ultrasound rooms and one MRI suite

• Four interventional radiology suites, one invasive CT scanner and two invasive radiology procedure rooms

• A post-anesthesia care unit with 40 beds, a 96-bed preparation and phase II recovery area, including 220 inpatient rooms (44 rooms designated as critical care) with remaining rooms designated for intermediate care, with a rooftop helipad attached

• Indoor and outdoor gathering space for families and loved ones

The Mission Hospital for Advanced Medicine is designed to offer the best care and experience possible for our region. Significant site preparation strides were made in 2016, construction is expected to be visible from the street level in 2017 and the facility is on track to open in 2019.
other capital investment projects

Highlands-Cashiers Hospital, in Highlands, is replacing its existing emergency department with a $6.5 million renovation that will include a 6,800-square-foot addition to the current facility. Completion is expected in 2017.

Transylvania Regional Hospital, located in Brevard, is slated to receive a new emergency department, which is now under construction. The new department will offer 15 beds in larger rooms, and all have been efficiently designed with the needs of patients, family members, visitors and team members in mind. Four rooms will be dedicated exclusively to behavioral health patients.

McDowell Hospital, located in Marion, will benefit from a $45 million replacement hospital. The project, on track for completion in early 2018, will include expanded emergency department services, additional inpatient rooms and imaging equipment.
illuminating our way

A trio of light posts constantly and clearly define Mission Health’s path as we strive to provide service that exceeds the expectations of western North Carolina’s community members:

1. Our BIG(GER) Aim, which describes WHAT we do

2. Our Guiding Principles, which describe WHO we are

3. Our Key Strategies, which describe HOW we are accomplishing this

In 2016, Mission Health’s senior leadership team revised its strategic priorities by elevating Become a Great Place to Work and Practice to the top spot. The wording of Our (BIG)GER Aim underwent a revision, too.

Our BIG(GER) Aim
To get every person to their desired outcome, first without harm, also without waste and always with an exceptional experience for each person, family and team member.

Guiding Principles

The principles that guide Mission Health, introduced in 2014, are a part of the fabric that is Mission Health.

MISSION HEALTH GUIDING PRINCIPLES

1. Patients First.
Above all, through the eyes of our patients and their families we do what is best.

2. Safety Focused.
We not only value, but insist upon and practice a Culture of Safety.

3. Evidenced-Based.
We are fully committed to evidenced-based, data-driven clinical and operational practices and to educating the next generation of healthcare providers, staff and administrators in these practices.

4. Team Approach.
We dedicate ourselves to a team-based approach to care and problem solving including the patients and their families as core members of the team.

5. Interdependence.
We serve one another and our community best by working collaboratively as partners.

6. Value Focused.
We create value together through collaborative and synergistic performance improvement, thoughtful stewardship of limited resources and creative innovation to ensure our long-term obligation to meaningfully and purposefully serve our community.

7. Great Place to Work and Practice.
We thrive and prosper in a mutually respectful, fair, credible and supportive manner, which in turn makes Mission Health a Great Place to Work and Practice.

We willingly offer one another the benefit of the doubt when circumstances are unknown, assuming the best, and yet practice and insist upon Just Culture.

We expect all parties to speak up and proactively hold one another accountable – mutual accountability is essential to our success and to the well-being of our patients.

10. Select for Shared Values.
We embrace and promote those who support these guiding principles through their words, actions and deeds.
key strategies

Our strategic mindset and goals are what define our organization and make our value to this community unique. For the next 3 to 5 years, Mission Health will be concentrating on five areas of focus.

Not surprisingly, Mission Health's annual goals align with these strategies. We conduct quarterly and annual reviews to ensure that Mission Health is serving the community to the fullest and best extent possible.

- **BECOME A TRULY GREAT PLACE TO WORK AND PRACTICE**
- **PROVIDE THE SAFEST, HIGHEST-QUALITY CARE IN THE NATION WHEN, WHERE AND HOW DESIRED BY CONSUMERS**
- **ACHIEVE LONG-TERM FINANCIAL STABILITY**
- **ACHIEVE TARGETED GROWTH**
- **EFFECTIVELY GROW, AND MANAGE, OUR AT-RISK POPULATION**
Key Strategy #1:  
Become a Truly Great Place to Work and Practice

Mission Health’s Human Resources department is leading the transformation toward fully becoming a strengths-based organization by using performance engagement approaches known as StandOut Manager™ and StandOut Team Leader™. The results of using these approaches are an observable and measurable sustained rise in the percentage of fully engaged team members. This contributes substantially to a more positive workplace overall and a higher level of engagement with our patients, their families and our community. Additionally, in 2016, Mission Health achieved the following benchmarks, which contributed significantly to Mission’s journey toward Becoming a Truly Great Place to Work and Practice:

- Established a new living wage of $11 hourly, plus benefits, for over 200 lower-paid team members
- Implemented the Mission Physician Leadership Council to develop physician leadership skills
- Initiated a continuous improvement journey, named Mission reNEW, aimed to increase joy and reduce hassles among team members

Key Strategy #2:  
Provide the Safest, Highest Quality Care in the Nation When, Where and How Desired by Consumers

With patients’ lives at stake, every physician, nurse and team member at Mission Health works to uphold the highest standards for quality and safety. Whether on a large scale, with tens of thousands of lives affected or within a single department, all initiatives are directed at ensuring the safety of patients and team members and offering care that surpasses patient expectations. Over the past six years, Mission Health has reduced inpatient mortality by more than 40 percent, now to among the very lowest in the nation. 2016 is truly a year to celebrate, as more than 600 people who would have died in the hospital in 2010 went home to their families. Beyond that, there were many other achievements across the health system that benefited our patients, family members and community. At the top of the list is the continued, significant reduction in all forms of patient harm. These include infections, or falls or medication problems that impede care and recovery. Last year alone, Mission Health’s Harm Across the Board measure fell to 15.4 harms per 1,000 patient days, from 17. (Essentially, more than 400 harms were prevented.)
Other quality and safety-focused highlights that help and enhance the community that we serve include:

- Implementing 17 Care Process Models, which resulted in improved survival, fewer hospital readmissions and less inpatient length of stay
- Mission Cardiothoracic Surgery receiving the highest three-star rating in all programs, matched only by 11 of 1,000 programs nationwide
- Mission Heart being named by Truven Health Analytics as one of the nation’s Top 50 Cardiovascular Hospitals – for the 10th consecutive time
- Mission Hospital being named by US News & World Report as one of only 63 Top Performing U.S. Hospitals
- CarePartners Home Health achieving Five Star patient experience ratings at all sites and CarePartners Rehab achieving top decile performance for Overall Quality of Care
- Angel Medical Center being designated as Acute Stroke Ready and named a Top 100 Critical Access Hospital
- Transylvania Regional Hospital being named a Top 20 Critical Access hospital for the third year in a row and celebrated another full year without a central line infection
- Blue Ridge Regional Hospital maintaining a full-year Left Without Being Seen rate of less than 1 percent and reaching arrival-to-provider times at less than 15 minutes
- Highlands-Cashiers Hospital’s implementations of Cerner PowerChart; walk-in patients are now being welcomed at the Highlands and Cashiers Primary Care Offices

Additionally, we began preparing for earning the highest institutional honor awarded for nursing excellence from the American Nurses Credentialing Center (ANCC), the Magnet® Recognition Program. Our member hospitals are pursuing Pathways® designation, which is also awarded by ANCC. When this is achieved, Mission Health will join an elite number of systems who meet the ANCC’s rigorous standards.

Key Strategy #3: Achieve Long-Term Financial Stability

In 2016, Mission Health continued to carefully manage and monitor its financial operations. In addition, the system observed favorable investment earnings and an extremely strong fundraising year. Led by Mission Health’s Department of Philanthropy, the inaugural Give Well campaign — a fundraising initiative specifically aimed at team members — was a tremendous success, resulting in nearly $1 million in contributions from nearly 3,700 team members. This represents a 33 percent participation rate. Pledges will benefit Mission Health and the United Way. (For information about Mission’s philanthropy portfolio, visit cases.missionphilanthropy.org.)

For more about our Community Investment, turn to page 18.
Achieving long-term financial stability requires that we continue to meticulously monitor proposed actions of federal and state legislative and executive bodies in these uncertain times. It is imperative that we remain deeply involved in budget proposals – some of which have advised cutting substantial funds from hospitals – and federal efforts to institute severe cuts in Medicare and Medicaid, which are our primary payors.

Late in 2016, Dr. Paulus accepted an invitation to serve on the American Hospital Association’s Committee on Health Strategy and Innovation, joining an elite few who comprise this committee. He and his fellow committee members are focusing on critical discussions relating to significant strategic issues for AHA members, all of whom are exploring viable approaches to innovation within healthcare, as well as the transformation of healthcare delivery. These transformative shifts are imperative as Mission Health keeps pace with the evolution of healthcare.

At the center of 2016’s financial achievements are sustained net growth and stability. This was accomplished with sound cost control, completion of funding for the construction of the Mission Hospital for Advanced Medicine, and AA- and Aa3 stable ratings affirmed by the top ratings agencies.

**A Bond Rating Primer**

There are three major rating agencies that evaluate thousands of issuers and their municipal bonds. The agencies are Standard and Poor’s (S&P), Moody’s and Fitch. The objective of the rating agency is to assign a municipal bond a credit to make it faster to evaluate risk. Mission Health’s creditworthiness is very strong.
### Mission Health Systems, Inc. and Affiliates

#### Consolidated Balance Sheets

September 30, 2016 and 2015  (In thousands)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>112,341</td>
<td>97,479</td>
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<tr>
<td>Investments</td>
<td>31,983</td>
<td>13,303</td>
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<tr>
<td>Current portion of assets limited as to use</td>
<td>18,786</td>
<td>17,288</td>
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<tr>
<td>Accounts receivable, less allowance for uncollectible accounts of $113,967 in 2016 and $100,145 in 2015</td>
<td>245,628</td>
<td>220,464</td>
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<tr>
<td>Other receivables</td>
<td>37,736</td>
<td>27,369</td>
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<tr>
<td>Inventories</td>
<td>23,428</td>
<td>23,143</td>
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<tr>
<td>Prepaid expenses and other</td>
<td>30,512</td>
<td>22,766</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>500,414</td>
<td>421,812</td>
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<tr>
<td><strong>Assets limited as to use</strong></td>
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<td></td>
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<tr>
<td></td>
<td>940,676</td>
<td>941,212</td>
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<tr>
<td>Property and equipment, net</td>
<td>901,115</td>
<td>864,726</td>
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<tr>
<td>Other assets</td>
<td>47,069</td>
<td>51,934</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$2,389,274</td>
<td>2,279,684</td>
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<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>$21,208</td>
<td>13,022</td>
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<tr>
<td>Lines of credit</td>
<td>15,500</td>
<td>500</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>48,172</td>
<td>42,129</td>
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<tr>
<td>Accrued payroll and other expenses</td>
<td>134,779</td>
<td>134,702</td>
</tr>
<tr>
<td>Due to third-party payors</td>
<td>57,367</td>
<td>50,816</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>277,026</td>
<td>241,169</td>
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<tr>
<td>Long-term debt</td>
<td>549,812</td>
<td>563,333</td>
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<tr>
<td>Other long-term liabilities</td>
<td>38,841</td>
<td>45,339</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>865,680</td>
<td>849,841</td>
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<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,498,824</td>
<td>1,405,826</td>
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<tr>
<td>Temporarily restricted</td>
<td>18,289</td>
<td>17,908</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>6,148</td>
<td>5,848</td>
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<tr>
<td><strong>Total net assets attributable to Mission Health System, Inc.</strong></td>
<td>$1,523,594</td>
<td>1,429,582</td>
</tr>
<tr>
<td><strong>Noncontrolling interests</strong></td>
<td>333</td>
<td>261</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>1,523,594</td>
<td>1,429,843</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$2,389,274</td>
<td>2,389,274</td>
</tr>
</tbody>
</table>
## Operational Statistics and Trends

Hospital Operating Statistics for Year Ending September 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td><strong>Discharges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicare</td>
<td>24,551</td>
<td>24,493</td>
<td>24,327</td>
</tr>
<tr>
<td>Medicaid</td>
<td>11,502</td>
<td>11,666</td>
<td>11,614</td>
</tr>
<tr>
<td>Commercial</td>
<td>14,164</td>
<td>13,349</td>
<td>12,562</td>
</tr>
<tr>
<td>Patient/Charity</td>
<td>1,953</td>
<td>1,862</td>
<td>2,100</td>
</tr>
<tr>
<td><strong>Total Discharges</strong></td>
<td><strong>52,170</strong></td>
<td><strong>51,370</strong></td>
<td><strong>50,603</strong></td>
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</tbody>
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<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Licensed beds</td>
<td>1,049</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Daily Census</td>
<td>651</td>
<td>645</td>
<td>638</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>4.68</td>
<td>4.64</td>
<td>4.69</td>
</tr>
<tr>
<td>Case Mix Index</td>
<td>1.6621</td>
<td>1.6177</td>
<td>1.5851</td>
</tr>
</tbody>
</table>

**Surgery**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Operative cases</td>
<td>47,290</td>
<td>46,421</td>
<td>48,695</td>
</tr>
</tbody>
</table>

**Hospital-based Outpatient**

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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Charged hospital ambulatory visits</td>
<td>777,327</td>
<td>708,482</td>
<td>699,909</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>138,216</td>
<td>131,127</td>
<td>134,462</td>
</tr>
<tr>
<td><strong>Total hospital outpatient visits</strong></td>
<td><strong>915,543</strong></td>
<td><strong>839,609</strong></td>
<td><strong>834,371</strong></td>
</tr>
</tbody>
</table>
Key Strategy #4: Achieve Targeted Growth

For over 130 years, Mission has been committed to caring for patients, and our responsibility is to ensure that this will continue far into the future. This will be accomplished through targeted growth, including capital investment.

We are cultivating this growth in multiple ways, including:

• Keeping people out of the hospital and helping them stay in their homes with their families by increasing the number of rehabilitation and palliative patients we care for and by providing more home-based services

• Optimizing our productivity and looking at new ways of offering care outside of hospitals, medical office buildings and clinics through "virtual" care

• Leveraging "innovation partnerships" to help transform care and support the creation of new jobs in western North Carolina

INNOVATION PARTNERSHIPS

Mission Health is concentrating on major innovations that solve highly challenging problems. In 2016, the Mission Center for Innovation teamed with healthcare high-tech giants such as GE Healthcare and Cerner to advance patient care.

A partnership with Hamilton, New Jersey-based Voxware, an independent voice application and a leading provider of cloud-based voice solutions, was an innovative stand-out in 2016, too. Mission’s distribution center stocks 1,800 items and maintains an inventory value of over $1.5 million and handles all nonpharmaceutical and nonfoodstuff supplies. Health and wellness items stocked by Mission’s retail organization were being hand-picked and shipped by a team of materials operations technicians during the day shift. Another team member managed the remaining tasks in the evening, picking and packing 2,500 to 3,500 items per day. That is, until Voxware introduced innovative hands-free voice automation technology. Replacing the manual process immediately increased accuracy and speed. The shift has also enabled clinicians to provide an even higher standard of care due to the exponentially improved level of efficiency.

In another notable project, Mission Health Center for Innovation and Cerner Corporation partnered on a solution aimed at reducing the risk for patient falls in hospitals. The core technology utilizes the Microsoft® Kinect® 3-D sensor to continuously monitor patients and automatically alerts when risky behaviors or movements are detected. The pilot project demonstrated a statistically significant reduction in fall rates (including falls with injury) and is being explored for additional use cases.

See all Mission Health videos at youtube.com/user/MissionHealthSystem
Key Strategy #5: Effectively Grow, and Manage, Our At-Risk Population

Mission Health is committed to Our BIG(GER) Aim: to get every person to their desired outcome, first without harm, also without waste and always with an exceptional experience for each person, family and team member.

The health status of each person, family and team member contributes to the whole of our community. This is what we mean by "population health." The people we serve in western North Carolina are at greater risk than other regions of North Carolina, the southeastern United States and the nation to develop chronic conditions such as lung disease and diabetes. When we say, "manage our at-risk population," we mean we put our energy into efforts to decrease the prevalence and severity of any such conditions.

Mission is committed to working with our community to promote healthy living and prevent chronic disease. This brings the greatest health benefits to the greatest number of people in need. It also helps reduce health gaps caused by differences in race and ethnicity, location, social status, income and other factors that can affect health.

The fact is, many people simply do not know they are at risk for health problems, and a population health approach helps address this important need. In the 18-county region of western North Carolina served by Mission Health, Mission has formed an accountable care organization (ACO), Mission Health Partners. ACOs like Mission Health Partners place the patient at the center of the care model and engage consumers and broader communities in support of patient well-being. Currently, about 80,000 western North Carolinians receive care delivered through Mission Health Partners. Mission Health is focused on increasing this number, and this is what we mean by the "effectively grow" reference to this key strategy.

Population healthcare delivery emphasizes the importance of annual preventive visits, which include screenings for cancer, depression, diabetes, and individual health measures such as body mass index (BMI), cholesterol, blood pressure and blood sugar. The resulting health status "snapshot" might flag an elevated or growing risk for developing chronic conditions. When this occurs, the patient benefits from earlier diagnosis. This can lead to an improved clinical outcome and lower treatment cost.

There is much more to health status than biometric indicators such as BMI, however. Social determinants, including quality of life, health behaviors, clinical care, social and economic factors, and physical environment must also be considered. Mission Health Partners joins other ACOs in identifying these risks. When social determinants are flagged, we can help connect patients and their families with community resources. This helps resolve barriers to care, and in turn improves outcomes.

With the support of Mission Health’s clinical programs, analytical tools and partnerships with community resources committed to addressing social determinants, we are raising awareness, encouraging early preventive action and enabling consumers to Be Well, Get Well and Stay Well.
Strategic Collaboration Improves Community Health

Every three years, communities come together to study community health and assess which areas need the most improvement. Mission Health member hospitals are at the table partnering with local public health agencies and community organizations to identify, prioritize and plan how to address the greatest health needs across the region.

This process, called the Community Health Needs Assessment, began as a requirement of the Affordable Care Act and has grown into an opportunity for communities in our region to come together in a meaningful, strategic way. In western North Carolina, hospitals and health departments in 16 counties participate in a unique, collaborative and coordinated process led by WNC Healthy Impact. WNC Healthy Impact brings together all hospitals (not just Mission Health) and health departments to coordinate shared data collection, which helps to reduce task duplication and increase the work’s impact. This collaborative process ensures strategic alignment in each county and across the region. Ultimately, the high priority health needs determined in this process guide Mission Health’s strategic partnerships and investments.
regional map of health priorities
Identified Community Health Needs by County

Access to Care  Healthy Living  Obesity
Collaborating for a Healthier Community

Collaboration with other community-based not-for-profit organizations and public health is key in our work to support a healthier community. Together, we are mutually committed to addressing western North Carolina’s most urgent health issues. This type of unified approach not only confirms our belief in the interdependence of the agencies who work with those in greatest need, but serves to improve their lives by increasing their access to care, helping them prevent and better manage chronic diseases, and providing education about healthy lifestyle practices.

COMMUNITY INVESTMENT
In this recent video, community partners discuss Mission Health’s role in the development of four new, key community initiatives that are improving the health of western North Carolinians. Mission Health Senior Vice President Sonya Greck describes the primary goals of Community Investment and the high value Mission Health places on partnering to impact the future of our region. Highlighted community initiatives include:

• C3356, a walk-in urgent care center for those with behavioral health needs
• The Mountain Child Advocacy Center, which supports and treats child victims of abuse and their families
• The Dale Fell Health Center, a federally qualified health center that provides primary care to vulnerable members of the community
• The Family Justice Center, which provides wraparound services for victims of domestic and sexual violence in a trauma-informed setting

See all Mission Health videos at youtube.com/user/MissionHealthSystem
community investment
grant-funded agencies

FY16 Community Investment Funded Agencies

All Souls Counseling Center
  Accessible Mental Healthcare

Asheville Buncombe Community Christian Ministry
  Medical Clinic and Pharmacy

Buncombe County Health and Human Services
  Community Health Improvement Process

CARING for Children, Inc.
  ACE – Assessment, Counseling and Education

Community Care of Western North Carolina
  High Utilizers Project

Haywood Street Congregation
  Haywood Street Respite

Homeward Bound of Western North Carolina, Inc.
  Permanent Supportive Housing Program

Madison County Health Department
  Tobacco Free Madison

MANNA Foodbank
  MANNA Packs for Kids

MemoryCare
  Support of individuals with memory impairment

Pisgah Legal Services
  HEALS – Health Education and Legal Support

The Council on Aging of Buncombe County, Inc.
  Project Continuum CARE (Coordinating Care to At-Risk Elderly)

University of North Carolina Asheville
  PRAISE – Preventive Health Education Resulting in Inspiring Success for Everyone

Verner Center for Early Learning
  Rainbow in My Tummy

Western Carolina Nonprofit Pathways
  Funders Collaborative

YMCA of Western North Carolina
  LIVESTRONG

YWCA of Asheville and Western North Carolina
  Diabetes Wellness and Prevention Program
Total value of charity and unreimbursed care in 2016

$104,769,000
Total 2016 community investments

$183,426,390
## Working together to achieve better health

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>2016 (in millions)</th>
<th>2015 (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated costs of treating charity care patients</td>
<td>$29,577</td>
<td>$28,049</td>
</tr>
<tr>
<td>Unreimbursed medical education and research costs</td>
<td>$4,924</td>
<td>$3,738</td>
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<tr>
<td>Other direct community investments in programs and services</td>
<td>$73,733</td>
<td>$67,642</td>
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<tr>
<td>Estimated unreimbursed costs of treating Medicare patients</td>
<td>$64,323</td>
<td>$55,832</td>
</tr>
<tr>
<td>Estimated unreimbursed costs of treating Medicaid patients</td>
<td>$10,869</td>
<td>(6,380)</td>
</tr>
<tr>
<td><strong>Total community investments and unreimbursed costs of government healthcare programs</strong></td>
<td><strong>$183,426</strong></td>
<td><strong>$148,881</strong></td>
</tr>
</tbody>
</table>
MISSION HEALTH 2016 ANNUAL REPORT PAGE 27

- Estimated costs of treating charity care patients
- Unreimbursed medical education and research costs
- Other direct community investments in programs and services
- Estimated unreimbursed costs of treating Medicare patients
- Estimated unreimbursed costs of treating Medicaid patients
- Total community investments and unreimbursed costs of government healthcare programs
Healthcare’s future continues to evolve, and Mission Health is excited and honored to be leading the way.
Mission Health Annual Report
Community Investment Report 2016

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