



2020 Report to the Greenville Health Authority

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Increase accessible, affordable care

(Compliance with lease sections 3.11a, 3.11b, 3.11c, 3.11d, 3.11e)

Community benefit report

Prisma Health uses guidelines set by the Catholic Health Association (CHA) allowing for equitable comparisons of community benefits among healthcare institutions. In recognizing the importance of community outreach in ensuring a high quality of life for all residents in the region, Prisma Health in the Upstate offered support in a variety of ways during Fiscal Year 2020 (October 2019–September 2020).

To help meet the medical needs of Upstate citizens who have no healthcare coverage and cannot afford to pay for medical services, we provided \$129.7 million in charity and government-sponsored healthcare (at cost) in Fiscal Year (FY) 2020.

Community benefit programs encompass community health services, education of health professionals, subsidized health services, research, and financial and in-kind contributions. In addition to offering health fairs, screenings and information sessions, our organization works with community groups and educational institutions to train healthcare workers and to ensure access to basic medical services for everyone.

Although the numbers below are for the Upstate only, it is important to note that the percentage of operating expense recognized as community benefit for our health company overall was 20.5%.

Prisma Health–Upstate (FY 2020)

Net cost of charity and Medicaid services	\$129.7 million
Support to the community and community health partners	\$94.4 million
Benefits recognized by CHA.....	\$224.1 million

Medicare shortfall and bad debt (at cost) also are benefits that the health company provides. The Medicare shortfall represents \$237.7 million of unpaid costs when reimbursement falls short of the actual cost of care. Bad debt, which totaled \$65.5 million, occurs when patients are unwilling or unable to pay for services and do not seek charity care.

Medicare shortfall.....	\$237.7 million
Bad debt	\$65.5 million
Additional benefits recognized by American Hospital Association.....	\$303.2 million

TOTAL QUANTIFIABLE COMMUNITY BENEFIT.....\$527.3 million

These figures and amounts are reported based on information through Sept. 30, 2020 (as of Dec. 31, 2020), and are subject to change. Updated information or changes may be reflected differently in more current filings such as tax forms and cost reports.

Medicare and Medicaid participation

Our organization has long been committed to providing care for all Greenville County citizens. To fulfill this commitment, Prisma Health takes part in Medicare and Medicaid programs.

In FY 2020, Prisma Health–Upstate provided \$542,127,291 in care for Medicaid patients and \$1,510,789,566 in care for Medicare patients who live in Greenville County. This care was received at our facilities and practices in the Upstate, including our five Greenville County hospitals: Greenville Memorial, Greer Memorial, Hillcrest, North Greenville and Patewood (see below).

FY 2020	Total charges	Payor mix by total charges
Private/Managed care insurance	\$1,330,634,283	36%
Medicaid	\$542,179,291	15%
Medicare	\$1,510,789,566	41%
Self-pay/Charity	\$341,926,267	9%
Grand total	\$3,725,477,407	100%

Response to COVID-19

- Prisma Health led the state's COVID-19 response in the Upstate and Midlands – treating 33% of patients hospitalized with the virus, providing 15% of all testing, sharing protective gear and ventilators with nearly 100 smaller businesses in need, and gaining a statewide reputation as a “go to” source for timely and accurate information, appearing in more than 5,000 news stories.
- As the state's largest, most comprehensive integrated healthcare organization, Prisma Health possesses the breadth and depth of resources to rapidly respond to COVID-19 challenges, such as securing critical medical supplies. Thanks to our size, we can go directly to manufacturers around the globe to obtain supplies in bulk, which we can then store and ship from our central distribution center.
- Early on, designated areas such as North Greenville Hospital became specialized COVID-19 hubs. These conversions resulted in safer environments for patients and team members by minimizing virus spread, coordinating use of protective gear, consolidating efficiencies and expertise, and enhancing outcomes for those with the disease.
- Widespread testing is a cornerstone strategy in effectively managing the pandemic's impact in the communities we serve. As a result, we continue to work with the S.C. Department of Health and Environmental Control to provide COVID-19 screenings in high-priority, underserved areas. The Upstate conducted 62 drive-thru “pop-up” events at various community-based sites, performing 20,000 screenings. Within our Upstate hospitals, 18,000 tests were administered along with 60,000 outpatient screenings located at our facilities, for a total of approximately 100,000 tests.
- Digital health options expanded as the virus spread. Prisma Health debuted the state's first interactive COVID-19 symptom checker chatbot on our website, along with a free online Virtual Visit for anyone with potential signs of the virus. In the symptom checker's first five days, the free tool generated nearly 3,000 clicks overall and more than 50,500 by the end of September. In the Upstate alone, Virtual Care visits by phone, video and eVisit (COVID-19 and otherwise) surpassed 275,000.
- When visitation was curtailed due to spread of COVID-19, we equipped hospitalized patients with hygienic iPads and iPods, allowing them to stay in touch with loved ones.

Increase access

- Despite the pandemic, two new offices opened in Greenville County, enhancing patients' access to primary or specialty care: Reedy Family Medicine and Adult Congenital Cardiology Center.
- Marked gains occurred in the Upstate's number of physician assistants, nurse practitioners and certified registered nurse anesthetists. Also recruited were a variety of specialty physicians.
- Seven organization-wide service lines were operationalized – behavioral health, cancer, children's, heart and vascular, musculoskeletal, primary care and women's – to help improve patient access and the patient experience, as well as to ensure best practices are followed throughout Prisma Health.

New services

- Prisma Health's Ambulance Service was first in the state to perform a blood transfusion during emergency transport, which improves survival for patients with internal or severe bleeding. At least 200 transfusions are anticipated this calendar year.
- Greenville Memorial was the state's first hospital to offer Home Recovery Care. This care model keeps patients out of the hospital by bringing key elements of inpatient care into their homes. Patients with acute, non-life-threatening medical conditions spanning approximately 150 diagnoses are eligible for this service.
- Children's Hospital now offers the area's most advanced neonatal intensive care ambulance: an 18,000-pound mini-NICU that can carry twins in separate incubators. Nearly 180 babies – some weighing less than a pound – are transported annually in the Upstate.
- Oconee Memorial Hospital and the Children's Hospital opened a nine-bed pediatric unit for patients in greater Seneca. All beds can be flexed for inpatient, observation and ambulatory infusion use.

Advance population health

(Compliance with lease sections 3.11a, 3.11b, 3.11d)

Prisma Health Upstate Network

In spring 2014, our health company began partnering with independent doctors, hospitals and other healthcare providers across the Upstate to form a physician-led clinically integrated network. This created the infrastructure to operationalize clinical and cultural change to transform healthcare and improve patient outcomes.

Prisma Health Upstate Network engages providers in a patient-centered performance improvement program that integrates quality initiatives across the continuum of care. This collaboration fosters a high degree of coordination to enhance quality, improve the patient experience, create efficiencies in care and reduce costs.

Value-based care necessitates focusing on the patient's needs and the convenience to access healthcare in innovative ways. The key to success in any payment model is a well-poised clinical delivery system that can ensure high quality and exceptional patient experience. Physicians and other providers work together in new ways to ensure optimal care delivery within and across the continuum to meet the healthcare needs of communities. The network negotiates value-based contracts with employers, Medicare and commercial payors that hold providers accountable for quality performance in their patient populations, for instance, reducing A1c levels in those with diabetes. These value-based contracts shift payment from fee-for-service, volume-driven models to shared savings if quality performance and/or financial targets are met, or shared risk if quality performance and/or financial targets are not met.

Our initial contract was with Medicare Shared Savings Program (MSSP) in 2015. We then expanded into the direct-to-employer market.

In its fifth year of taking part in the MSSP in 2019, Prisma Health Upstate Network – of which about two-thirds of its physician participants are employed by our health company – improved clinical quality and cut Medicare costs by more than \$7.5 million across a population of 59,553 patients. Although the network exceeded the quality target and came in under the Centers for Medicare & Medicaid Services (CMS) benchmark, saving CMS in excess of \$7.5 million, it did not meet the shared savings thresholds.

In 2020, the network continued to expand and made great strides in adding three Medicare Advantage contracts, along with a large commercial agreement involving almost 200,000 at-risk lives. Though the network has not yet engaged in a Medicaid contract, Prisma Health–Upstate has a value-based, at-risk contract with Healthy Blue Medicaid.

By putting management and decision-making in the hands of providers and patients, Prisma Health Upstate Network can ensure that clinical quality priorities remain at the forefront of care.

Population health initiatives

AccessHealth

In FY 2020, Upstate AccessHealth programs served 4,050 uninsured patients. These programs accounted for a 54% reduction in ED use and 37% decrease in inpatient care, resulting in a \$3.6 million savings for Prisma Health. Since inception, Upstate AccessHealth programs have served 7,252 uninsured patients.

PASOs Greenville

During FY 2020, PASOs ("steps" in Spanish) Greenville connected:

- 350 adults and 18 children to a social determinant of health referral
- 936 adults and 1,214 children with access to healthcare
- 158 adults and three children with SNAP (Supplemental Nutrition Assistance Program) benefits
- 136 pregnant women with education on folic acid; 146 received general pregnancy education
- 309 women and 616 children to be enrolled in WIC (Special Supplemental Nutrition Program for Women, Infants and Children)
- 408 adults and 1,061 parents of children with information on WIC benefits
- 515 new adults and 615 new children from the numbers above to take part in PASOs

Hypertension Management Program

The Hypertension Management Program (in partnership with Clemson Cooperative Extension) graduated 39 participants. Of those who graduated, 23 (59%) lost weight, 32 (82%) decreased their blood pressure or maintained a normal blood pressure, and 35 (90%) showed an increase in their knowledge scores related to high blood pressure.

Diabetes Prevention Program

The Diabetes Prevention Program had 10 groups in FY20 (six completed, four ongoing) with 81 participants. Total weight loss was 1,221 pounds.

Community Care program

The Community Care program launched July 6. Through September, the program received 15 referrals; of those, seven people were eligible and enrolled in our program. Program data will be available in FY21.

Community Health Worker program

The Community Health Worker program has reduced unnecessary ED use by 13% and inpatient use by 62.6%, while decreasing costs by \$1,050,282. In addition, primary care visits have increased by 191.5% since the program's start (January 2015) through June 2020.

This program enrolled 148 uninsured patients to help them access healthcare services and connect with community resources. Of these new enrollees, 13 graduated, 64 disenrolled and 65 remain active. Currently, the program has a total of 195 actively managed patients.

Community Paramedicine program

Greenville County

The Community Paramedicine program in Greenville County has reduced unnecessary ED use by 8.5%, inpatient use by 34.5% and EMS use by 58% – decreasing costs by \$750,770. Also, primary care visits have increased by 119.8% since the program's inception (February 2015) through June 2020.

The program enrolled 69 patients with chronic conditions and set self-management goals to improve their overall health. Of these patients, 31 graduated, 18 disenrolled and 20 remain active. Currently, the program has 24 actively managed patients.

Oconee and Pickens counties

The Community Paramedicine program in Oconee and Pickens counties went live July 2019. Through June 2020, the program reduced unnecessary ED use by 30.8%, inpatient use by 38.9% and EMS use by 52% – decreasing costs by \$188,035. Primary care visits also increased by 11.5%.

The program enrolled 37 patients in FY20. Of those, 18 graduated, 9 disenrolled and 10 are still being actively managed.

Mobile Health Clinic

The Prisma Health Mobile Health Clinic served 1,100 underinsured or noninsured patients at 200 community clinics in FY20. More than 60% have been referred to AccessHealth for continuum of care. Since its debut in 2016, the mobile clinic has seen more than 5,000 patients at Upstate sites.

Bradshaw Institute for Community Child Health & Advocacy

Here is a summary of Bradshaw Institute team activities or statistics in the Upstate during FY20:

- Pediatric Support Services, which was established across all ambulatory pediatric practices, received 3,506 referrals.
- The Survey of Well-being of Young Children screening tool was fully implemented at eight ambulatory practices.
- Quality Improvement projects began at nine ambulatory pediatric practices, enabling 30 physicians to be eligible for American Board of Pediatrics Maintenance of Certification Credits.
- 506 students were seen during 748 total visits at School-based Health Centers in the 2019–20 school year; 96% returned to class following their visit, thus avoiding an absence from school.
- 208 students received vaccines through our immunization clinics.
- 253 students received a sports physical.
- The team helped the Greenville County Care Coordination Collaborative launch the Childhood Homelessness Project.
- In the fourth quarter, safety educators at Greenville Memorial Hospital provided personalized pediatric injury prevention education to 94.5% of all families before their baby's discharge from Newborn Services at Children's Hospital.
- 249 individuals participated in the Bradshaw Institute Parenting Support Series.
- The team maintained 29 permanent Child Passenger Safety Inspection Stations in the community, including the on-site station at Greenville Memorial Hospital.
- 1,337 Upstate students took part in the Wheels to Wellness bike skills program.
- 328 students were provided fresh produce on a monthly basis through Grow to Greatness.
- 32 residents were trained in community health and advocacy.
- Two medically supervised camps were supported.
- Six Title 1 schools received comprehensive health promotion messaging each month.
- 145 referrals for Connect for Health text messages were made by 33 providers since the initiative started in June.
- Eight pediatric practices received outreach education on Connect for Health and pediatric obesity weight management.
- On average, 165 pediatric patients present each month who are eligible to participate in the Connect for Health intervention.

Improve quality and safety

(Compliance with lease sections 3.11a, 3.11b, 3.11d)

National recognitions

U.S. News & World Report ratings

One of the year's biggest achievements was recognition by *U.S. News & World Report* in several healthcare categories – including Greenville Memorial Hospital (GMH) being ranked among the nation's Top 50 hospitals in GYN care for two years in a row!

GMH was also rated a High Performer (top 10%) in heart failure, colon cancer surgery and in chronic obstructive pulmonary disease (COPD).

Another High Performer for heart failure was Oconee Memorial Hospital, which was also lauded for COPD services.

Patewood Hospital was named a High Performer for knee and hip replacements.

High Performers as noted in <i>U.S. News & World Report</i>	Colon cancer surgery	COPD	Heart failure	Hip/Knee replacement
Greenville Memorial Hospital	✓	✓	✓	
Oconee Memorial Hospital		✓	✓	
Patewood Hospital				✓

Quality Star listings

The Centers for Medicare & Medicaid Services (CMS) has released its 2020 Overall Hospital Quality Star Ratings: Top (5-star) ratings once again went to Patewood and Greer Memorial hospitals. Four stars went to Hillcrest, Laurens County and Oconee Memorial hospitals. Three stars were given to Baptist Easley Hospital; two stars were given to Greenville Memorial Hospital.

- ***** Greer Memorial Hospital
- ***** Patewood Hospital
- **** Hillcrest Hospital
- **** Laurens County Hospital
- **** Oconee Memorial Hospital
- *** Baptist Easley Hospital
- ** Greenville Memorial Hospital

This initiative uses scores of quality metrics to rate more than 4,500 U.S. hospitals on a 1–5 scale. Time frames used in calculating these ratings range from 2015–18.

ABCs of safety

Four Prisma Health–Upstate hospitals earned “A” rankings in the spring 2020 Leapfrog Group report. Greenville Memorial Hospital earned a “B,” while Baptist Easley scored a “C.” The Leapfrog Hospital Safety Grade is assigned to general acute-care hospitals only. Time frames used in calculating these ratings range from 2016–19.

- A:** Greer Memorial Hospital
- A:** Hillcrest Hospital
- A:** Laurens County Hospital
- A:** Oconee Memorial Hospital
- B:** Greenville Memorial Hospital
- C:** Baptist Easley Hospital

Leapfrog Hospital Safety Grade uses national performance measures from CMS, Leapfrog Hospital Survey, Agency for Healthcare Research and Quality, Centers for Disease Control and Prevention, and the American Hospital Association’s Annual Survey and Health Information Technology Supplement. Taken together, those measures produce a grade representing an acute-care hospital’s overall performance in keeping patients safe from preventable harm and medical errors.

Greer Memorial Hospital is the state’s sole hospital to earn straight A’s for five years in a row!

Best Hospital honors

Healthgrades lauded Greenville Memorial for being among the country’s 50 Best Hospitals for Vascular Surgery in 2020. Healthgrades also tapped Patewood as one of the 100 Best Hospitals for Joint Replacement.

Maternity care kudos

Named Best Maternity Care hospitals nationally by *Newsweek*/The Leapfrog Group were Greenville Memorial, Oconee Memorial and Laurens County hospitals. The annual list of 231 hospitals was determined by a panel of experts evaluating excellent maternity care.

Tops in teaching

Patewood was named a Top Teaching Hospital nationally by The Leapfrog Group. About 2,100 facilities were considered for the award, with Patewood being one of 55 hospitals attaining this distinction based on superior quality and patient safety.

Kudos to these hospitals

Five Upstate hospitals were honored by the American Heart Association for high-quality stroke care:

- Greenville Memorial: Gold Plus Achievement/Quality Award, Target: Stroke, Elite Plus Advanced Therapy; Target: Type 2 Diabetes, Honor Roll
- Greer Memorial: Gold Plus Achievement/Quality Award; Target: Stroke, Honor Roll; Target: Type 2 Diabetes, Honor Roll
- Hillcrest: Silver Plus Achievement/Quality Award
- Laurens County: Bronze Achievement/Quality Award
- Oconee Memorial: Silver Plus Achievement/Quality Award

Most Wired award

Prisma Health was named a Most Wired organization by the College of Healthcare Information Management Executives, reaching Level 8 (of 10) and placing it in the top quartile of the more than 16,000 facilities surveyed. The Most Wired program evaluates technology use to improve healthcare in multiple areas, including clinical quality and safety, interoperability, population health, patient engagement, and analytics and data management.

Wound healing honors

Baptist Easley Hospital received top marks from Healogics in 2019 as an outstanding wound healing center – the only one in the Upstate to earn this distinction. Plus, gaining high honors for wound care was Laurens County Hospital. A new physician leader was hired for this service, which can dramatically improve the life of patients with diabetes, with the intent of expanding this program to other facilities.

Applause for hand hygiene

Laurens County Hospital received the 2020 DebMed award for Hand Hygiene Compliance Excellence. This Prisma Health hospital leads the nation in successfully using the DebMed electronic system, which monitors hand hygiene compliance.

Community hospital kudos

Hillcrest Hospital was recognized by Vizient as a Top Performing 5-star Community Hospital, ranking fifth overall across the country in FY20. Top performing categories were identified as effectiveness, equity, mortality and patient centeredness.

Keeping patients safe from falls

Press Ganey Associates highlighted North Greenville Hospital as a top performer in consistently keeping patients safe from falls, showcasing the hospital's best practice to "stay on your hall to prevent a fall" initiative. The best practice was shared in September during a national webinar with other facilities.

Supply chain recognition

A significant challenge in operating efficiently as one organization has been how to standardize vendor credentialing, which calls for integrating thousands of vendor profiles, hundreds of companies and dozens of policies. Throughout this transition, Prisma Health worked with GHX to maintain credentialing program compliance, staying true to its commitment to patient and team member safety. In so doing, our organization achieved best practices across all credentialing categories, while striving to reduce waste, cut costs and improve patient care.

As a result, Prisma Health was named the 2019 GHX Excellence in Vendor Credentialing & Compliance winner. This award recognizes healthcare supply chain leaders who set the standard for optimizing sourcing, contracting and onboarding; credentialing and payment approval; and performance reviews.

Patient recognitions/Satisfaction score awards

Women's Choice winners

The Women's Choice Award identifies the country's best healthcare institutions based on the most recent publicly available data from CMS and accreditation information that considers clinical excellence and the preferences of women when selecting a hospital. In 2020, five Prisma Health–Upstate hospitals received a total of eight awards for meeting high standards.

Women's Choice winners	Bariatric surgery	Breast care	Obstetrics	Patient safety	Pediatric care	Stroke care
Children's Hospital					✓	
Greenville Memorial Hospital		✓				
Greer Memorial Hospital			✓	✓		✓
Hillcrest Hospital	✓			✓		
Patewood Hospital			✓			

As shown, Hillcrest Hospital earned an award in the category of Bariatric Surgery and for Patient Safety. Also commended: GMH in Breast Care. Greer Memorial Hospital received recognition for Obstetrics, Patient Safety and for Stroke Care. Patewood Hospital garnered Obstetrics honors, while Children's Hospital was named Best Children's Hospital.

In addition, all mammogram imaging centers across our eight campuses received recognition.

Home Health spotlight

All three of our Home Health agencies covering Columbia, Sumter and the Upstate received 5 stars from CMS in 2020. This top rating is based on surveys from patients detailing their care experiences delivered by the Home Health team.

Additionally, Strategic Healthcare Programs honored Home Health in the Upstate for Best Home Health Patient Satisfaction in 2019. Home Health scored in the top 20% nationally for consistently providing outstanding performance in patient and caregiver satisfaction. Honorees were ranked by reviewing survey satisfaction scores for more than 3,000 home health providers.

Hospice highlight

Strategic Healthcare Programs named Prisma Health Hospice of the Foothills a Premier Performer, achieving an overall Caregiver Satisfaction score ranking in the top 5% of all eligible clients for 2019. Recipients were determined by reviewing and ranking survey satisfaction scores for more than 1,400 hospice providers.

Best of the Best

Greenville News readers voted Prisma Health best in Virtual Medical Experience and as Best Hospital. Readers also named Brian Burnikel, MD, the Best Orthopedic Surgeon (Steadman Hawkins Clinic of the Carolinas). Best Dermatology honors went to Carolina Dermatology of Greenville, while Internal Medicine Associates of Greenville was voted Best Primary Care Physician/Practice.

The Prisma Health Swamp Rabbit Trail was named Best Hiking Trail and the Best Remedy for Cabin Fever. Prisma Health-sponsored TD Bank Saturday Market was dubbed Best Outdoor Event.

Laurens County Hospital was voted Best Hospital by readers of the Clinton Chronicle. 2020 marks the 15th year in a row that the hospital has amassed this honor from the Readers’ Choice contests sponsored by that local newspaper.

Greer Citizen readers tapped Greer Memorial Hospital as Best Hospital.

Readers of the Pickens County Courier voted Pediatric Associates–Easley to be the Best Pediatrician.

Patient experience recap

National awards

Greer Memorial Hospital received the Healthgrades Outstanding Patient Experience Award in 2020. This honor was given to 424 hospitals, which represents the top 15% of hospitals in the nation for patient experience, according to Healthgrades analytics.

Patewood Hospital earned five stars in patient experience from CMS. Only 266 of the 3,478 hospitals evaluated received this top rating – Patewood was the sole hospital in South Carolina to do so. This facility, along with Surgery Center–Spartanburg, also garnered the Press Ganey Guardian of Excellence Award for performing in the top 5% of patient experience throughout the year.

Prisma Health Service and Quality Pillar performance

Across our enterprise, a key measure of service quality is creating a better experience for patients and their families. This experience includes interactions that patients may have with us as they seek and receive care, such as communication with care providers and the support team, along with access to facilities and timely appointments.

Our commitment to excellence is reflected in the organization’s Pillar goal for patient experience, which was exceeded this year. We also surpassed our clinical excellence goals, which improve quality and safety, ultimately enhancing patient outcomes and the patient experience. These enterprise-wide goals are designed to drive long-term results.

Service Pillar goal: Serve our patients and their families by providing them with an exceptional experience.

Measurement	Metric	Target	Actual
Inpatient satisfaction	9 of 9 HCAHPS metrics	at least 49th %-ile	55th %-ile

Quality Pillar goal: Deliver high-quality care that keeps our patients and caregivers safe.

Measurement	Metric	Target	Actual
Clinical excellence	Quality and Patient Safety Dashboard	at least 100%	107%
Ambulatory	Quality and Patient Safety Dashboard	at least 100%	101%
Acute	Quality and Patient Safety Dashboard	at least 100%	110%
Post-acute	Quality and Patient Safety Dashboard	at least 100%	120%

For the complete Pillar Performance Scorecard showing all of Prisma Health, please refer to Appendix Page 32.

Accreditations, certifications, designations

Zero Harm accolades

Prisma Health–Upstate hospitals amassed 25 Certified Zero Harm Awards from the S.C. Hospital Association in FY20. The awards, given semiannually, recognize hospitals when no preventable hospital-acquired infections of a specific nature are recorded during the reporting period.

In two preventable harm categories, Greer Memorial Hospital earned a special Crystal Award for logging no such infections over a time frame of at least seven continuous years.

Stroke certification

Oconee Memorial Hospital earned The Joint Commission's Gold Seal of Approval and the American Heart Association/American Stroke Association's Heart-Check mark for Advanced Certification as a Primary Stroke Center. Primary Stroke Center certification demonstrates our ability to provide excellent stroke care for patients.

Baby-Friendly designation

Laurens County Hospital earned international Baby-Friendly designation. Baby-Friendly hospitals offer optimal care for infant feeding and mother/baby bonding.

Level II nursery

Patewood Hospital added a Level II/Special Care Nursery to better serve newborns who need more attention than a traditional nursery can provide. This four-bed nursery allows babies with less serious conditions to remain close to home.

Blue Distinction Centers

BlueCross BlueShield of South Carolina designated Baptist Easley Hospital as a Blue Distinction Center (BDC) for maternity care. Hospitals attaining Blue Distinction Center+ status in that category were Greenville Memorial, Greer Memorial, Laurens County, Oconee Memorial and Patewood. Hillcrest Hospital was named a BDC for bariatric surgery. BDC honors for spine surgery and for cardiac care went to Greenville Memorial Hospital. Oconee Memorial Hospital earned knee and hip replacement designation.

Blue Distinction Centers are nationally designated hospitals that demonstrate expertise in delivering specialty care. A Blue Distinction Center+ shows enhanced cost efficiency in delivering such care.

Blue Distinction Center	Bariatric surgery	Cardiac care	Hip/Knee replacement	Maternity care	Spine surgery
Baptist Easley Hospital				✓	
Greenville Memorial Hospital		✓		✓+	✓
Greer Memorial Hospital				✓+	
Hillcrest Hospital	✓				
Laurens County Hospital				✓+	
Oconee Memorial Hospital			✓	✓+	
Patewood Hospital				✓+	

Be responsible stewards of resources

(Compliance with lease sections 1.8 and 3.11d, 3.11e)

Healthy Greenville grants

Greenville Health Authority (GHA), by way of its Healthy Greenville program, pledged \$150,000 in April to three organizations in Greenville County. At a specially called meeting, the GHA Board of Trustees voted unanimously to provide grant funds to meet urgent needs for organizations providing health assistance for the county's most vulnerable populations during COVID-19.

The three organizations receiving funds were:

- Miracle Hill – COVID-19 Shelters for Homeless
- Meals on Wheels of Greenville
- FoodShare of Greenville

In July, the GHA Board of Trustees approved 15 grants through Healthy Greenville, bringing the total amount of community health-focused grants to more than \$20 million since the endeavor launched four years ago.

Recipients of two macro-grants were:

- United Housing Connections (for 36 homes for those with severe disabilities who also face chronic homelessness)
- Greenville Area Parkinson Society (for technology initiatives to expand virtual services)

Also, 13 micro-grants of \$7,692 apiece were given to:

- Center for Educational Equity
- Greenville Tech Foundation
- International Ballet
- Jasmine Road Inc.
- LEAD Collective Inc.
- Meals on Wheels Greenville
- North Greenville Crisis Ministry
- Ronald McDonald House of Charities of the Carolinas
- Safe Harbor, Inc.
- Sustaining Way
- SWITCH
- Upstate Circle of Friends
- YouthBASE

Greenville Health Authority has pledged more than \$20 million in yearlong and multi-year grants through FY22 as part of its commitment to improve the health of Greenville County and Upstate residents. This commitment is for the life of the Amended and Restated Lease and Contribution Agreement ("Lease") between Prisma Health–Upstate and GHA (34 years).

Annual commitment to Greenville County and its municipalities

In January 2020, pursuant to the Lease, GHA provided \$1 million to Greenville County and \$1 million to the incorporated municipalities within Greenville County. Prisma Health and GHA are proud to support programs and services that will enhance the health and well-being of Upstate communities.

Municipality/County	Population based on 2010 census	FY20 GHA award based on census data
Fountain Inn	7,799	\$56,750.54
Greenville	58,409	\$425,021.47
Greer	25,515	\$185,663.56
Mauldin	22,889	\$166,555.09
Simpsonville	18,238	\$132,711.42
Travelers Rest	4,576	\$33,297.92
Greenville County	n/a	\$1,000,000

This commitment continues for the life of the Lease between Prisma Health–Upstate and GHA.

Insurance coverage and licensures

The ability to maintain insurance coverage and the appropriate licenses for our facilities and services highlights our dedication to quality as well as our commitment to protecting and maintaining our resources.

Please refer to Appendix Page 24 for a summary of insurance coverages.

Before FY17, our facilities did not have a common license renewal date with the S.C. Department of Health and Environmental Control. However, we have now moved all licensure renewals to Oct. 31.

Please refer to Appendix “License Application Processing/Applied for/Renewed” on Page 25 for a list of licensures expiring in the next year.

Flu shots

Each year, Prisma Health administers flu shots at multiple drive-thru and walk-in sites, including Greenville, Greer, Simpsonville and Travelers Rest. Shots are free to the public and available on a first-come, first-served basis. In addition, our Business Health Solutions department provided 3,975 flu vaccines to 30 businesses.

Internally, we also dispense influenza vaccines for free to team members, volunteers and students as a way to keep the community healthy. During last year’s flu season (October 2019–March 2020), 12,466 vaccines were administered internally.

Because flu symptoms can closely mirror COVID-19 symptoms, Prisma Health launched an aggressive flu shot campaign in September, with the goal of vaccinating 200,000 people across the Upstate and Midlands for the upcoming flu season – which will be a record for the organization. The number of Upstate vaccines administered in September (33,224) was more than double what was dispensed in September 2019.

Prisma Health–Upstate and Greenville Health Authority financial statements

Please refer to Appendix Page 27 for these FY20 financial statements. Note that Prisma Health as a whole exceeded the operating margin percentage positively under the Financial Pillar in our FY20 Performance Scorecard; see also Page 32.

Remain the area's employer of choice

(Compliance with lease section 3.11e)

With approximately 10,000 employed team members in Greenville County alone as of Sept. 30, 2020, our organization ranks as the county's largest employer. As such, it is an economic driver for the region. Size is not all that matters, however. For many, Prisma Health is considered the employer of choice, as illustrated below.

Market wage adjustments

When Mark O'Halla arrived as CEO in 2019, he challenged the management team to bring all job categories up to market-competitive levels by the end of FY20. We started with our frontline clinical staff last fall; as of Sept. 30, all job categories have had market wage adjustments. These adjustments represent an annual investment of nearly \$140 million across the entire organization.

Pulse Survey of team member engagement

In September 2020, Prisma Health conducted an organization-wide Pulse Survey. The 10-question survey allows team members, including providers, to shape the future of our health company by sharing their opinions on what's working well and what needs improvement.

Overall Prisma Health results appear below:

- Participants: 17,684
- Response rate: 69%
- Engaged: 78% (above the 50%-ile nationwide)

The most pronounced positive trend involved compensation: As a result of market wage adjustments this year, team members felt they were being paid appropriately for their contributions to the enterprise. However, as with many healthcare facilities across the country in this challenging year, response and engagement rates generally were down from FY19. At Prisma Health, we fell slightly short of our People Pillar goal of an 80% team member engagement index.

UPLIFT-ing news

One way Prisma Health enhances the workplace is through UPLIFT, which stands for Use Portable Lifts in Facilitating Transfers. Since launching in 2008, this initiative to prevent patient-handling and lifting injuries has continued to increase patient and team member safety. Plus, the cost to provide and maintain UPLIFT equipment, training and coaching is markedly less than the costs incurred for compensation and missed work related to patient-handling injuries.

This year, the UPLIFT program saw a 73% reduction in the cost of the average claim from the year before. It also realized a 10% decrease in event reports submitted by team members for patient-handling injuries.

In FY20, the program focused on providing tools and education to the team around keeping patients from falling as well as keeping them safe during bed/stretchers positioning.

Employee benefits enhance workplace culture

Prisma Health is committed to being an employer of choice. As such, we seek to provide a culture that respects all individuals and the role they play in serving the organization's purpose, offer competitive salary and benefits, support work/life balance, and actively listen and respond to team members' suggestions or concerns.

To help remain an employer of choice, we offer a plethora of services and benefits. Some offerings are targeted to our health plan members; some extend to family members; others are focused on all members of the health team.

Here are some of the many ways we continued to attract and retain our valued workforce throughout 2020:

- Maintained premiums and employee cost-sharing on all health benefit plans from Calendar Year 2019 to 2020 – with no premium or out-of-pocket increases or reduction in services
- Contributed more than \$47 million to retirement savings plans for Upstate team members; partnered with Malloy Advisors to provide retirement counseling to those transitioning to Medicare and Social Security
- Offered our health plan participants 50% discounts on certain prescription medications if they have one or more of these chronic conditions: asthma, congestive heart failure, COPD, diabetes, coronary artery disease
- Reimbursed more than \$2 million to Upstate team members pursuing advanced education; offered student loan debt program to assist team members with loan forgiveness, refinancing and consolidation
- Provided leadership and professional development opportunities through internal offerings, Upstate AHEC consortium and LinkedIn Learning
- Enhanced communication venues through which team members can be informed of our company's strategic direction and organizational structure
- Launched Back Up Care program providing 10 free days a year to all team members to help with child and elder care
- Made available a discount on monthly dues for Prisma Health Life Center® Health & Conditioning Club members
- Offered a discount for select vision, cosmetic and bariatric services provided within the organization; provided full coverage for diabetes education and nutrition counseling; removed the pediatric office visit copay for those on our standard deductible plan
- Provided low-cost Team Member Care Centers on-site to conveniently address common medical conditions
- Afforded prompt, low-cost treatment for neck, back, shoulder, hip and knee pain through our MSK (Musculoskeletal) Program
- Expanded healthcare access through Virtual Care services
- Delivered financial wellness opportunities through online and in-person education
- Added emergency transport voluntary plan through MASA, providing coverage for both ground and air ambulance transports
- Launched Wellness resources toolkit, which includes COVID-19 topics, through our online benefits website: www.BenefitsForMyWorld.com
- Provided free Greenlink transit benefits
- Published new Paid Time Off policy to increase time-off accruals for most team members, which also allows a cash-in option

In addition, Prisma Health responded with several benefits enhancements as a result of COVID-19, six of which are mentioned below:

- Extended childcare benefit to all FT, PT and PRN team members: The benefit allows team members to receive up to 10 days at \$100 a day to cover childcare
- Expanded PTO policy to allow team members to donate to an online major emergency bank to assist those on furlough or working reduced hours
- Continued to expand workplace flexibility initiatives to achieve better work/life balance during COVID-19
- Covered Virtual Care at no cost to team members
- Expanded medical plan coverage to 100% for COVID-19 testing and outpatient treatment
- Amended HSA and FSA plans to allow team members to include over-the-counter drugs and menstrual care products; also allowed team members to amend their medical insurance during a special election period in June

Fast facts for the Upstate

Facilities

Medical campuses 8
Licensed hospitals 10
Physician practice sites 174
Licensed beds 1,595
Licensed NICU/Special Care bassinets 85

Academics/Research

Residents 258
Fellows 29
Residency programs 13
Fellowship programs 18
Active clinical trials 890

Prisma Health team

Total employed team members 16,645
 Employed physicians (included in team members) 1,248
 Physician assistants 152
 Registered nurses 4,846
 Nurse practitioners 344
 Nurse midwives 11
Affiliated physicians (not included in team members) 1,601
Volunteers 1,414

Clinical statistics

Inpatient surgical procedures 13,385
Outpatient surgical procedures 38,210
Adult and pediatric patient days 329,652
Average inpatient daily census 901
Average length of stay (in days) 6.3
Hospital discharges 52,091
Outpatient facility visits (includes clinic, ER, home health and hospice visits) 1,776,903
 Clinic/facility visits 1,449,042
 Emergency services visits 262,664 (23,873 pediatric)
 Home health visits 51,215
 Hospice visits 13,982
Physician practice visits (includes MD360® Convenient Care, now Prisma Health Urgent Care) 3,351,360
 Convenient/urgent care visits 91,228
Babies birthed 8,068

Clinically integrated network members

Prisma Health–Upstate Network 2,843 (1,527 physicians, which includes our employed physicians)

Note: More than 800,000 unique patients were treated in this network.

This report spans a time frame in which COVID-19 protocols went into effect, so some figures may differ markedly from previous years.

Transform health care

(Compliance with lease sections 3.11a, 3.11d, 3.11e)

Oncology news

Unique program finishes first full year

Prevent Cancer–Greenville is a unique Prisma Health program that strives to prevent cancer two ways: Help individuals identify and reduce their risk through recommended screenings and lifestyle changes, and conduct research to better identify cancers in the future. A yearly visit for those age 18+ includes a complete health risk analysis (with body composition measurements), education and referrals. The initial and ongoing annual visits are free, thanks to philanthropic support.

The program launched November 2018, with 359 people enrolling through December 2019. Despite the pandemic, January–September 2020 saw 112 new enrollees sign up and 150 patients return for their second visit, for a total of 262 visits.

Screening success

Despite a downturn in U.S. health screenings due to COVID-19, Prisma Health celebrated cancer screening success across oncology areas – actually logging more screens than in 2019. Of special note thanks to concerted efforts by our medical team: Breast cancer screening goals were exceeded, and we recorded the country's highest rate of Cologuard at-home colon cancer screens.

Diversity and inclusion

Diversity Action Council debuts

The organization's new Diversity Action Council focuses on strategic priorities to help foster workforce diversity, cultivate inclusion, and spearhead equity and innovation. Council members will develop a diversity and inclusion action plan, monitor outcomes and strategy execution, and track effectiveness and accomplishments.

New! Key terminology

The Office of Diversity and Inclusion has developed standardized terminology to support our organizational diversity strategy and shared meaning across Prisma Health. This language includes definitions for diversity, equity, inclusion and belonging to aid in ongoing conversations and workplace inclusion.

Diversity: Involves recognizing and respecting individual attributes as a unique collection of differences and commonalities

Equity: The quality of demonstrating fairness and impartiality

Inclusion: A culture where every individual is embraced, engaged and invited to contribute fully to the organization

Belonging: An experience where one's identity is accepted, valued and affirmed

Preparing to Listen conversations

Prisma Health partnered with Juan Johnson, president of Leadership in Action and nationally recognized diversity facilitator, to host a series of "Preparing to Listen" conversations with more than 350 members of leadership on topics of racial and social injustice. These subjects address current events and reinforce our commitment to

diversity, equity and inclusion. The effort provided a safe space for team members to have respectful, honest conversations and continue to elicit dialogue to promote understanding, value differences, foster inclusion and seek fair treatment for all.

Supplier Diversity Program

The healthcare supply chain has never been more prominent or challenged than during the COVID-19 pandemic. Prisma Health's Supply Chain met that challenge in the earliest days of the pandemic by combining our supplier resources in both the Midlands and Upstate. Our goal was to identify current and future needs while casting a wide net to local and regional suppliers willing to assist us and the community at large.

Among those new relationships that formed was with Rhino Medical Supply – a Certified Minority Business Enterprise introduced through local, trusted connections. This company has proven to be one of Prisma Health's most valued resources during the pandemic, responding to our calls at all hours and becoming a reliable source for scarce PPE.

Another win has been our partnership with The Boeing Company. Working directly with a local PPE broker and Boeing, Supplier Diversity was able to bring one of the world's largest airplanes, loaded with 1.5 million protective masks, to the Greenville-Spartanburg Airport. Both Boeing and Prisma Health are corporate sponsors of the Carolinas-Virginia Minority Supplier Development Council.

Language Services

Prisma Health Language Services is committed to bridging communication and cultures compassionately and innovatively for the patients, families and communities we serve. That's why Language Services offers free in-house services such as video interpreting options in multiple languages, interpretation, and document translation to team members and patients who need them. The department also provides an audio option with the use of Vocera for clinicians and patients, and it partners with three vendors to ensure all interpretation needs are covered in a timely fashion.

The in-house unit of trained, qualified and certified team members includes translators, interpreters, a bilingual employee program and a trilingual team. Medical interpreters deliver services in person, over the phone or by video – totaling more than 138,113 encounters in the Upstate in FY20 (last year's number was 92,000). Not surprisingly with the pandemic, in-person visits decreased while phone and video visits skyrocketed. Our interpreters work on-site at several hospitals, outpatient facilities and physician practices.

This fiscal year, interpreters:

- Facilitated 36,158 in-person interpreting encounters
- Were involved in 86,245 phone interpretations
- Participated in over 15,710 video interpretations

Prisma Health is one of the few health organizations in the nation with a group of internal translators. Members translate a variety of Prisma Health documents to ensure that patients with limited or no English proficiency have access to print materials. In FY20, this group translated more than 789,266 words – an increase of about 110,000 words over FY19!

Language Services provides access to more than 200 languages. In addition to Spanish, commonly requested languages include American Sign Language, Vietnamese, Arabic and Russian.

Time, talent and treasure

Our locally owned, not-for-profit organization houses two 501(c)(3) foundations in the Upstate, along with an Office of Philanthropy. Despite the pandemic, collective philanthropic efforts in FY20 totaled \$15.8 million, thanks to generous donors contributing pledges, cash and in-kind contributions to enhance local patient care.

Of that monetary amount, approximately \$13.5 million was contributed to our Office of Philanthropy. Six gift highlights to that department are summarized below:

Hair, hair – something to bark about

The Prisma Health Canine F.E.T.C.H. (Friends Encouraging Therapeutic Coping and Healing) Unit saw “paw-sitive” success during 2020 with the addition of two trained facility dogs – Cookie and Bo. The doggie duo joins six tail-wagging teammates: Four work in pediatric settings and two bring comfort to our adult palliative care patients. Cookie works in pediatrics; Bo, our newest furry friend, serves patients at Prisma Health’s Center for Prosthetics & Orthotics. The Canine F.E.T.C.H. Unit is home to the largest facility dog program in the state.

Scrubs for a Just Cause

Just Cause provides medical apparel to customers while donating 50% of the net profits to the cause of their choosing – which includes Prisma Health. Scott Porter, MD, MBA, a sarcoma surgeon at Prisma Health, helped found this philanthropic effort.

Kellett Scholarship Endowment grows

Dr. and Mrs. Michael Kellett made a \$1 million estate gift commitment to the William W. Kellett III, MD, Scholarship Endowment at University of South Carolina School of Medicine Greenville. The scholarship was created in memory of his brother and longtime OB/GYN partner, and it will benefit generations of Wofford College graduates at the medical school. This gift is in addition to the \$300,000 pledge made by the Kelletts to establish the fund. To date, more than \$1.5 million has been committed to the scholarship.

Jolley good news for medical students

The Jolley Foundation, together with board members Duff Bruce and Jolley Christman, made a \$1.5 million gift to establish the James E. Jolley Endowed Scholarship Fund, which will provide need-based scholarships for motivated and resilient students at University of South Carolina School of Medicine Greenville. The endowment is granted in memory of one of the Jolley Foundation’s founding family members, Jimmy Jolley.

Camp Courage drive-by

Our Children’s Hospital team members are always thinking of creative ways to reach patients. This year, they held a COVID-19 friendly, drive-thru event to celebrate Camp Courage, an annual summer camp for children with cancer and blood disorders. While campers were unable to spend a week away at camp, they were still able to interact and enjoy some summer cheer from our team members and camp staff.

Time for a change

During National Diaper Need Awareness Week (Sept. 21–27), the Bradshaw Institute for Community Child Health & Advocacy, part of Children’s Hospital, launched a diaper bank to help ensure that every child in the community has enough diapers to remain clean, dry and healthy. Partner RE/MAX RESULTS agents kicked off the initiative even earlier by collecting more than 10,000 diapers in August. Diaper drives will continue into next fiscal year.

Baptist Easley Hospital Foundation

In FY20, Baptist Easley Foundation focused on raising funds to expand local cancer services. We continued working on the newly named Larry Winn, MD, Cancer Care Unit, thanks to a generous gift from the late doctor’s spouse, Wraellen Winn. In all, we amassed about \$790,000, which included amazing community support with an outpouring of in-kind donations for hospital employees during the pandemic.

Oconee Memorial Hospital Foundation

Support for the Oconee Memorial campus has long been a priority for a generous Upstate, demonstrated by the donations highlighted below for FY20:

- The community contributed \$1.5 million to support Prisma Health services on our campus and surrounding areas.
- The Christmas Tree Festival in December 2019 was the most successful to date, raising a net profit of \$204,000 for Prisma Health Hospice of the Foothills.
- Community members donated more than \$57,000 in meals, treats and financial support to show gratitude for our healthcare heroes during COVID-19.
- The community has now given more than \$600,000 toward the \$1 million goal of expanding our Emergency Department.
- Foundation staff provided test drives and tours of the da Vinci robotic-assisted system, which can improve surgery outcomes. In just a week, donors contributed more than \$200,000 toward the purchase of this leading-edge technology.

APPENDIX

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General summary of Prisma Health–Upstate insurance coverages

Summary of Insurance Policies for FY 2020

Line of Insurance Coverage	Carrier	Term	Deductible/SIR	Limit
Comprehensive Property	Factory Mutual (FM Global)	10/01/2019 - 10/01/2020	\$100,000 for Hospitals; \$50,000 all other	\$ 1,500,000,000
Pollution / Environmental Legal Liability	Illinois Union (Chubb)	10/01/2019 - 10/01/2022 (3 Years)	\$100,000 each incident	\$ 20,000,000
Storage Tank Liability - Laurens	Chubb (ACE)	11/05/2019 - 11/05/2020	\$25,000 per Storage Tank Incident	\$1M per Incident / \$2M Aggregate
General & Professional Liability Umbrella (Malpractice)	Columbia Casualty (CNA)	10/01/2019 - 10/01/2020	\$1.2M per occurrence / \$30M aggregate	\$ 10,000,000
	National Fire & Marine (Berkshire Hathaway)		N/A	\$ 25,000,000
	Total			\$ 35,000,000
Directors & Officers Liability and Employment Practices Liability (D&O/EPL)	ACE/Chubb (Primary)	10/01/2019 - 10/01/2020	\$750,000 per claim	\$ 10,000,000
	RSUI (1st Excess Layer)		N/A	\$ 10,000,000
	Argonaut Ins. Co. (2nd Excess Layer)			\$ 5,000,000
	Argonaut Ins. Co. (Side A DIC)			\$ 5,000,000
	Total			\$ 30,000,000
Fiduciary Liability	Chubb (Primary)	10/01/2019 - 10/01/2020	\$50,000 per claim	\$ 10,000,000
	AIG (1st Excess Layer)		N/A	\$ 10,000,000
	Beazley (2nd Excess Layer)			\$ 10,000,000
	Total			\$ 30,000,000
Cyber Liability	Beazley (Primary)	10/01/2019 - 10/01/2020	\$500,000 each incident	\$ 15,000,000
	Allied World (Excess)		N/A	\$ 10,000,000
	Total			\$ 25,000,000
Crime	Great American	10/01/2019 - 10/01/2020	\$100,000 per occurrence	\$ 10,000,000
Employed Lawyers	AIG	10/01/2019 - 10/01/2020	\$25,000 per claim	\$ 5,000,000
Managed Care E & O	Ironshore	10/01/2019 - 10/01/2020	\$50,000 per claim	\$ 5,000,000
Kidnap & Ransom (Special Crime)	HCC Tokio Marine	10/01/2017 - 10/01/2020 (3 Years)	N/A	\$ 10,000,000
Workers Compensation (In-State)	PHT / Safety National	1/01/2020 - 1/01/2021	\$750,000 per occurrence	\$5,000,000 per occurrence
Workers Compensation (Out of State)	Travelers	09/01/2019 - 09/01/2020	N/A	\$1,000,000 per occurrence
Business Automobile	Cincinnati Ins. Co.	10/01/2019 - 10/01/2020	\$1,000 per occurrence	\$1,000,000 per occurrence
Emergency Vehicles	American Alternative (VFIS)	10/01/2019 - 10/01/2020	\$2,000 per occurrence	\$1,000,000 per occurrence
Business Travel & Accident	Federal Ins. Co.	10/01/2019 - 10/01/2022	\$25,000 per occurrence	\$300,000 per occurrence
Non-Owned Aviation Liability	Federal Ins. Co.	10/01/2019 - 10/01/2020	N/A	\$ 20,000,000
Police Liability (Greenville Health Authority)	Indian Harbor Ins. Co.	10/01/2019 - 10/01/2020	\$10,000 per occurrence	\$ 1,000,000
D&O/EPL (Greenville Health Authority)	Indian Harbor Ins. Co.	10/01/2019 - 10/01/2020	\$25,000 per occurrence	\$ 5,000,000

2020 DHEC license renewals for Prisma Health–Upstate

Prisma Health–Upstate Licensed bed list

LICENSE APPLICATION PROCESSING/APPLIED FOR/RENEWED			
FACILITY/PROGRAM	# Beds	License Number	Expiration Date
Prisma Health Greenville Memorial Hospital	864	HTL- 0936	10/31/2021
Greenville Memorial Hospital	746		
NICU (not included in the 846 count)	80		
Roger C. Peace Rehabilitation Hospital	53		
Marshall I. Pickens Hospital	65		
Prisma Health Patewood Hospital	72	HTL-0933	10/31/2021
General Hospital			
Prisma Health Laurens County Hospital	76	HTL-0932	10/31/2021
General Hospital			
Prisma Health Greer Memorial Hospital	82	HTL-0934	10/31/2021
General Hospital			
Prisma Health Hillcrest Hospital	43	HTL-0931	10/31/2021
General Hospital			
Prisma Health Oconee Memorial Hospital	169	HTL-0937	10/31/2021
General Hospital			
Prisma Health Baptist Easley Hospital	109	HTL-0945	10/31/2021
General Hospital			
Prisma Health Cross Creek Surgery Center	4 OR'S	ASF-0132	10/31/2021
Ambulatory Surgery Facility			
Prisma Health Surgery Center–Spartanburg	2 OR'S	ASF-0134	10/31/2021
Ambulatory Surgery Facility			
Prisma Health Patewood Outpatient Surgery Center	6 Gen OR's / 2 GI Rms	ASF-0133	10/31/2021
Ambulatory Surgery Facility			
Prisma Health North Greenville LTACH	45	HTL-0935	10/31/2021
Specialized Hospital			
Prisma Health Lila Doyle	120	NCF-0990	10/31/2021
Nursing Care Facility			
Prisma Health Cottingham Hospice House	15	HPF-0030	10/31/2021
Inpatient Hospice Facility			
Prisma Health Hospice of the Foothills		HPC-0212	10/31/2021
Hospice Program			
Prisma Health SeniorCare PACE–Upstate	140 Participants	ADC-0431	8/31/2021
Adult Day Care Program			
Prisma Health Home Health–Upstate	NA	HHA-0323	10/31/2021
Prisma Health-Upstate Total Licensed Beds FY2021	1595		

2019 Community Health Needs Assessment Report

A Community Health Needs Assessment is an invaluable tool for identifying and prioritizing a community's health needs, in this case, the areas served by Prisma Health (see link below). This report includes input from individuals representing the broad interests of the community through a randomized mail survey in our service area counties (for the first time, the CHNA Report covers both Upstate and Midlands affiliates), online surveys, community focus groups and in-person interviews with community leaders.

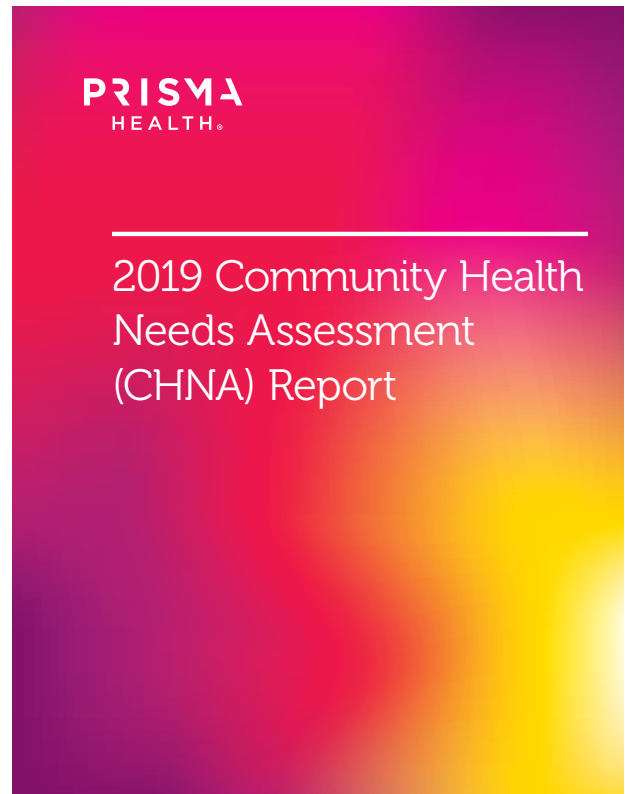
With this input, along with support from community stakeholders and a thorough analysis of relevant data – and in accordance with regulations put forth by the Internal Revenue Service pursuant to the 2010 Patient Protection and Affordable Care Act – Prisma Health has identified three health priorities to focus on over the three-year period ending in 2022. These priorities are listed in rank order:

1. Mental health
2. Obesity
3. Drug use/abuse

These needs were identified using three key measures: health access needs, health status and barriers to care. Results were then grouped into priorities of health needs using a six-step process:

1. Incidence and prevalence
2. Presence and degree of disparities
3. Alignment with health system and state priorities
4. Potential for measurable, achievable outcomes
5. Support from the community
6. Existing community partnerships, programs and resources

Strategies are now being crafted to address these prioritized needs through 2022, with an end goal of improving community health. Through concerted efforts and strong engagement with our patients, guests and families; area leaders; health care advocates and goodwill ambassadors; academic, business, legislative and community partners; and team members acting as one Prisma Health, our communities can become stronger and healthier – both physically and emotionally. Our *2019 Community Health Needs Assessment Report* will help guide this transformation.



<https://www.PrismaHealth.org/services/other-services/community-health-hub/community-health-needs-assessment>

Prisma Health–Upstate FY 2020 finances

Prisma Health and Subsidiaries

Balance Sheet Information

As of September 30, 2020

(dollars in thousands)

	Prisma Health– Upstate
ASSETS	
Current assets:	
Cash and cash equivalents	\$ 4,626
Patient accounts receivable, net	334,814
Inventories of drugs and supplies	56,235
Other current assets	41,022
Due from related parties, net	33,131
Total current assets	<u>469,828</u>
Assets limited as to use	-
Property and equipment, net	840,728
Right-of-use assets	239,856
Investments in joint ventures	15,037
Investments	25,110
Other assets	27,476
Total assets	<u><u>\$ 1,618,035</u></u>
LIABILITIES AND NET ASSETS	
Current liabilities:	
Accounts payable	\$ 64,932
Accrued liabilities	246,900
Estimated third-party payor settlements	37,939
Current portion of lease obligations	32,681
Current portion of long-term debt	7,825
Total current liabilities	<u>390,277</u>
Long-term debt, net	332,926
Long-term lease obligations, net	247,747
Other long-term liabilities	283,217
Total liabilities	<u>1,254,167</u>
Net assets:	
Without donor restrictions	313,024
With donor restrictions	50,844
Total net assets	<u>363,868</u>
Total liabilities and net assets	<u><u>\$ 1,618,035</u></u>

Prisma Health–Upstate FY 2020 finances

Prisma Health and Subsidiaries

Statement of Operations and Changes in Net Assets Information

For the Year Ended September 30, 2020

(dollars in thousands)

	Prisma Health- Upstate
Revenue, gains and other support:	
Net patient service revenue	\$ 2,561,586
Other revenue	365,557
Net assets released from restrictions used for operations	3,164
Total revenue, gains and other support	<u>2,930,307</u>
Expenses:	
Salaries, wages, benefits, and contracted labor	1,688,143
Supplies and other expenses	986,796
Depreciation	111,985
Interest and amortization	22,742
Total expenses	<u>2,809,666</u>
Operating income	<u>120,641</u>
Nonoperating income (expense):	
Investment income, net	14,276
Net change in unrealized loss on derivative financial instruments	(2,276)
Contributions awarded and received, net	(7,576)
Other	45,739
Total nonoperating income	<u>50,163</u>
Revenues and gains greater than expenses and losses	170,804
Parent / subsidiary equity transaction	(317,460)
Cumulative effect of change in accounting principles	33,233
Increase in interest in affiliated foundations	451
Net assets released from restrictions used for capital	2,281
Other	(2,829)
Decrease in net assets without donor restrictions	<u>(113,520)</u>
Net assets with donor restrictions:	
Increase in interest in affiliated foundations	788
Investment income, net	809
Contributions, net	6,058
Capital contributions	2,281
Other	(481)
Net assets released from restrictions used for capital	(2,281)
Net assets released from restrictions used for operations	(3,164)
Increase in net assets with donor restrictions	<u>4,010</u>
Decrease in net assets	(109,510)
Net assets at beginning of year	473,378
Net assets at end of year	<u><u>\$ 363,868</u></u>

Greenville Health Authority FY 2020 finances

**Greenville Health Authority
Statements of Net Position
As of September 30, 2020 and 2019
(In thousands)**

	2020	2019
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 31,769	\$ 39,931
Other current assets	6,000	6,000
Total current assets	37,769	45,931
Assets with limited use - donor restricted	144	437
Other assets	95,506	96,791
Total assets	<u>\$ 133,419</u>	<u>\$ 143,159</u>
LIABILITIES AND NET POSITION		
Current liabilities:		
Accrued liabilities	\$ 2,336	\$ 2,350
Due to affiliates	17,400	25,612
Estimated third-party settlements	15,806	15,806
Total current liabilities	35,542	43,768
Other long-term liabilities	31,915	32,271
Total liabilities	67,457	76,039
Net position:		
Unrestricted	65,818	66,683
Restricted for specific operating purposes	144	437
Total net position	65,962	67,120
Total liabilities and net position	<u>\$ 133,419</u>	<u>\$ 143,159</u>

Greenville Health Authority FY 2020 finances

Greenville Health Authority
Statements of Revenues, Expenses and Changes in Net Position
For the Years Ended September 30, 2020 and 2019
(In thousands)

	<u>2020</u>	<u>2019</u>
Revenues:		
Recoveries of accounts previously deemed uncollectible	\$ 10,610	\$ 16,168
Total operating revenues	<u>10,610</u>	<u>16,168</u>
Expenses:		
Supplies and other costs	<u>76</u>	<u>119</u>
Total operating expenses	<u>76</u>	<u>119</u>
Operating income	<u>10,534</u>	<u>16,049</u>
Nonoperating activities:		
Investment income, net	467	1,333
Transactions with Prisma Health-Upstate and Subsidiaries, net	(10,992)	(17,308)
Present value adjustment to contribution from Prisma Health-Upstate, Healthy Greenville	4,715	4,776
Present value adjustment to contribution to Greenville County and municipalities	(1,580)	(1,600)
Other	<u>(4,302)</u>	<u>(4,162)</u>
Total nonoperating activities	<u>(11,692)</u>	<u>(16,961)</u>
Excess of revenues under expenses	(1,158)	(912)
Net position, beginning of year	<u>67,120</u>	<u>68,032</u>
Net position, end of year	<u>\$ 65,962</u>	<u>\$ 67,120</u>

Greenville Health Authority FY 2020 finances

Greenville Health Authority
Statements of Cash Flows
For the Years Ended September 30, 2020 and 2019
(In thousands)

	2020	2019
Cash flows from operating activities:		
Cash receipts from recovery of bad debt	\$ 10,610	\$ 16,168
Cash payments to vendors and affiliated entities, net	(19,230)	(39,327)
Net cash used in operating activities	(8,620)	(23,159)
Cash flows from noncapital financing activities:		
Contribution from Prisma Health-Upstate	6,000	6,000
Net cash provided by noncapital financing services	6,000	6,000
Cash flows from investing activities:		
Investment income realized	467	1,333
Payments to Greenville County and municipalities	(2,000)	(2,000)
Payments for Healthy Greenville	(4,302)	(4,138)
Net cash used in investing activities	(5,835)	(4,805)
Net decrease in cash and cash equivalents	(8,455)	(21,964)
Cash and cash equivalents, beginning of year	40,368	62,332
Cash and cash equivalents, end of year	\$ 31,913	\$ 40,368
Reconciliation of cash and cash equivalents:		
Cash and cash equivalents in current assets	\$ 31,769	\$ 39,931
Cash and cash equivalents in assets with limited use - donor restricted	144	437
	<u>\$ 31,913</u>	<u>\$ 40,368</u>
Reconciliation of operating income to net cash used in operating activities:		
Operating income	\$ 10,534	\$ 16,049
Adjustment to reconcile operating income to net cash used in operating activities:		
Change in operating assets and liabilities:		
Other assets, net	-	(1)
Other liabilities	(19,154)	(39,207)
Net cash used in operating activities	<u>\$ (8,620)</u>	<u>\$ (23,159)</u>

Prisma Health–Upstate FY 2020 Pillar Performance Scorecard

Prisma Health Performance Scorecard (FY20)						Results thru September 2020
Pillar & Measure	Target Performance	Performance Cooridor	Annual Goal (FY20)	YTD Actual (FY20)	Comments	
People: Create a culture that attracts, retains and develops team members.						
Employee Engagement Index (Annual)	≥ 80% employee engagement index	<div><div>≥ 80%</div><div>78.1% - 79.9%</div><div>≤ 78%</div></div>	80%	78%	Annual Measure	
Service: Serve our patients and their families by providing them with an exceptional experience.						
Inpatient HCAHPS	Improve Patient Experience as measured by achieving the 49th percentile rank on 9 of 9 selected HCAHPS domain metrics across Prisma Health	<div><div>≥ 49th %-ile</div><div>45.1 - 48.9 %-ile</div><div>≤ 45th %-ile</div></div>	49th %-ile	55th %-ile	Prior Month: 55th %-ile	
Quality: Deliver high-quality care that keeps our patients and caregivers safe.						
Clinical Excellence	Improve Clinical Excellence as measured by Quality and Patient Safety Dashboard (100% across Prisma Health)	<div><div>≥ 100%</div><div>85% - 99%</div><div>≤ 84.9%</div></div>	100%	110%	Prior Month: 107%	
Ambulatory		<div><div>≥ 100%</div><div>85% - 99%</div><div>≤ 84.9%</div></div>	100%	104%	Prior Month: 101%	
Acute		<div><div>≥ 100%</div><div>85% - 99%</div><div>≤ 84.9%</div></div>	100%	116%	Prior Month: 110%	
Post-Acute		<div><div>≥ 100%</div><div>85% - 99%</div><div>≤ 84.9%</div></div>	100%	120%	Prior Month: 120%	
Finance: Achieve financial results so we may invest in our people, services, facilities and technology.						
Operating Margin (\$)	Achieve an Operating Margin of \$46,115,000	<div><div>≥ \$46,115,000</div><div>\$46,113,000 - \$46,114,000</div><div>≤ \$46,112,999</div></div>	\$46,115,000	\$93,098,000	Prior Month: \$106,809,000	
Operating Margin (%)	Achieve an Operating Margin of 1.0%	<div><div>≥ 1.0%</div><div>0.90% - 0.99%</div><div>≤ 0.89%</div></div>	1.0%	1.9%	Prior Month: 2.4%	
Adjusted Discharges	Achieve 312,018 adjusted discharges in FY20	<div><div>≥ 312,018</div><div>304,218 - 312,017</div><div>≤ 304,217</div></div>	312,018	260,240	Not Applicable due to COVID-19	

NOTE: FY20 quarterly results reflect the average for that quarter (3 months)

Memorandum of lease


MEM/LEASE Book: DE 2549 Page: 4656 - 4661
October 10, 2018 04:40:41 PM
Rec: \$12.00
E-FILED IN GREENVILLE COUNTY, SC

2018077579

6 Pgs

Timothy J. Hanney

STATE OF SOUTH CAROLINA)
COUNTY OF GREENVILLE)
MEMORANDUM OF AMENDED AND
RESTATED LEASE AND
CONTRIBUTION AGREEMENT

THIS MEMORANDUM OF AMENDED AND RESTATED LEASE AND CONTRIBUTION AGREEMENT ("**Memorandum**") is made and entered into as of the 1st day of October, 2018, by and between Greenville Health Authority f/k/a Greenville Health System, a political subdivision of the state of South Carolina ("**Lessor**"), and Upstate Affiliate Organization, a South Carolina nonprofit corporation ("**Lessee**").

RECITALS:

- A. Greenville Health System (n/k/a Greenville Health Authority) and Lessee entered into the Lease and Contribution Agreement dated March 9, 2016 (as amended by the First Amendment to Lease and Contribution Agreement dated September 27, 2016, the Second Amendment to Lease and Contribution Agreement dated July 1, 2017, and the Third Amendment to Lease and Contribution Agreement dated April 1, 2018) (the "**Predecessor Lease**").
- B. Greenville Health System (n/k/a Greenville Health Authority) and Lessee recorded in a Memorandum of Lease and Contribution Agreement in the Office of the Register of Deeds, Greenville County, South Carolina on February 27, 2017 in Book 2507 at Pages 1383-1387.
- C. Lessor and Lessee have entered into that certain Amended and Restated Lease and Contribution Agreement dated October 1, 2018 (the "**Agreement**") whereby Lessor has leased to Lessee, and Lessee has leased from Lessor, certain assets, including the real estate and any improvements now or hereafter located thereon situated in Greenville County and Spartanburg County, South Carolina, more particularly described in **Exhibit A** (the "**Leased Facilities**").
- D. It is the intent of the parties that the Agreement replace the Predecessor Lease in its entirety.
- E. The parties desire to place this Memorandum of record to provide notice to third parties of the existence of the Agreement.

NOW, THEREFORE, the parties hereby agree and state as follows:

- 1. In consideration of the rent and upon the terms and conditions set forth in the Agreement, Lessor hereby leases to Lessee and Lessee hereby leases from Lessor the Leased Facilities.

TO HAVE AND TO HOLD, the Leased Facilities subject to the terms, conditions, and covenants expressed and declared in the Agreement unto Lessee, its successor and assigns,

Memorandum of lease

for a term of thirty-four (34) years commencing at 12:01 a.m. on October 1, 2018 and ending at the close of business in September 30, 2052.

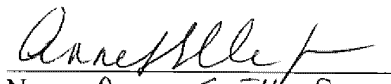
2. Reference is made to the Agreement for a complete statement of the rights and obligations of Lessor and Lessee thereunder.

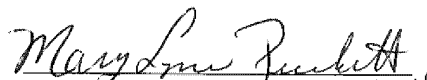
IN WITNESS WHEREOF, Lessor and Lessee have executed this Memorandum as of the day, month, and year first above written.


WITNESSES:

LESSOR:

Greenville Health Authority f/k/a Greenville Health System, a political subdivision of the state of South Carolina


Name: Anne S. Elletson



Name: Mary Lynn Puckett

By: 
Name: Michael Hildebrand
Title: President

STATE OF SOUTH CAROLINA)
)
COUNTY OF GREENVILLE)

ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 9th day of October, 2018 by Michael Hildebrand, the President of Greenville Health Authority, a political subdivision of the State of South Carolina, on behalf of Greenville Health Authority.


Notary Public, State of South Carolina
Name: Mary Lynn Puckett
My Commission Expires: 12/10/2025

Memorandum of lease

IN WITNESS WHEREOF, Lessor and Lessee have executed this Memorandum as of the day, month, and year first above written.

WITNESSES:

LESSEE:

Upstate Affiliate Organization, a South Carolina nonprofit corporation

Heather N. Donahue
Name: Heather N. Donahue

Anne S. Elletson
Name: Anne S. Elletson

By: Spence M Taylor MD
Name: Spence M Taylor MD
Title: President

WITNESSES:

LESSEE:

Upstate Affiliate Organization, a South Carolina nonprofit corporation

Anne S. Elletson
Name: Anne S. Elletson

Mary Lynn Puckett
Name: Mary Lynn Puckett

By: Joseph J. Blake, Jr.
Name: Joseph J. Blake, Jr.
Title: Secretary

STATE OF SOUTH CAROLINA)

ACKNOWLEDGMENT

COUNTY OF GREENVILLE)

The foregoing instrument was acknowledged before me this 9th day of October, 2018 by Spence M. Taylor MD, the President of Upstate Affiliate Organization, a South Carolina non-profit corporation, on behalf of Upstate Affiliate Organization.

Ann W. Lewis
Notary Public, State of South Carolina
Name: Ann W. Lewis
My Commission Expires: 6-30-2025

STATE OF SOUTH CAROLINA)

ACKNOWLEDGMENT

COUNTY OF GREENVILLE)

The foregoing instrument was acknowledged before me this 10th day of October, 2018 by Joseph J. Blake, Jr., the Secretary of Upstate Affiliate Organization, a South Carolina non-profit corporation, on behalf of Upstate Affiliate Organization.

Mary Lynn Puckett
Notary Public, State of South Carolina
Name: Mary Lynn Puckett
My Commission Expires: 12/10/2025

Memorandum of lease

EXHIBIT A

All those parcels of land, with improvements thereon, owned in fee simple by Lessor and situate in the County of Greenville and County of Spartanburg, State of South Carolina, including, but not limited to, those described generally by location set forth below, together with all easements, rights, appurtenances and privileges and all strips, gores, alleys, or ways which may be related to or associated with the land. It is the intention of the parties that this lease cover and include all land and improvements owned by Lessor on the date hereof whether or not specifically listed below. Should it be determined that any parcel or tract has been inadvertently omitted from this list such parcel shall nevertheless be deemed to have been a part of this lease from its inception.

OWNED LOCATIONS:

- Greenville Memorial Medical Campus, 701 Grove Road (Grove Road & West Faris Road addresses), Greenville, SC 29605
 - Greenville Memorial Hospital
 - Roger C. Peace Hospital – Rehabilitation
 - Marshall I. Pickens Hospital – Behavioral Health
 - Employee Services Center
 - Health Sciences Education Building I USC School of Medicine Greenville
 - Central Energy Plant
 - Medical Center Clinics
 - Facilities Development and Campus Planning Building
 - Child Care Center, 872 West Faris Road
 - Institute for Translational Oncology Research (ITOR), 900-B West Faris Road
 - 515 Grove Road (Vacant-previously The Blood Connection)
 - School of Nursing, 605 Grove Road
 - Greenville Memorial Campus Parking Decks
 - Land Associated with Greenville Memorial Campus
- Greer Medical Campus, South Buncombe Road, Greer, SC 29650
 - Greer Memorial Hospital, 830 South Buncombe Road
 - Central Energy Plant, 298 Village Green Circle
 - Greer Medical Office Building-330 Medical Parkway
 - Greer Cancer Centers Building (Linear Accelerator)-340 Medical Parkway
 - Land Associated with Greer Medical Campus
- North Greenville Medical Campus, 807 N. Main Street, Hwy 276, Travelers Rest, SC 29690
 - North Greenville Hospital – Long Term Acute Care
 - EMS Building (Note: Occupied by GHS)
 - Land Associated with North Greenville Medical Campus
- Patewood Medical Campus, Patewood Drive and Enterprise Blvd., Greenville, SC 29615
 - Patewood Outpatient Center, 200 Patewood Drive
 - Patewood Memorial Hospital, 175 Patewood Drive
 - Patewood Central Energy Plant

Memorandum of lease

- Patewood Campus Parking Garage
 - Land Associated with Patewood Medical Campus
- Simpsonville Medical Campus, 729,727, 733 & 741 SE Main Street, Simpsonville, SC 29681
 - Hillcrest Memorial Hospital, 729 SE Main Street
 - Hillcrest Medical Office Building, 727 SE Main Street
 - Hillcrest Central Energy Plant
 - EMS Building
 - Hillcrest Sleep Lab, 741 SE Main Street
 - Land Associated with Simpsonville Medical Campus
- Greenville OB/GYN Associates, 2 Memorial Medical Drive, Greenville, SC 29605
- Cancer Institute of GHS, 131 Lila Doyle Drive, Seneca, SC 29672
- Eye Clinic, Spartanburg-Eastside, 735 E. Main Street, Spartanburg, SC 29302 (Currently Vacant)
- Eye Clinic/Spartanburg Ambulatory Surgery Center – Westside – 1413 John B. White Sr. Blvd., Spartanburg, SC 29306
- 70 Lightning Bug Trail, Glenville, NC 28736
- Vacant land – 2.995 acres on International Drive, Greenville, SC 29615
- Stoney Point Land, (18.9 acres) Grove Road
- GHS Various Offices – 712 Grove Road, Greenville, SC 29605

Off-Campus Ground-Leased Land to Landlords (GHS as Ground Lessor):

- Center for Family Medicine Land, 877 W. Faris Road, Greenville, SC 29605
- Children's Center Duncan Chapel Land 415 Duncan Chapel Road, Greenville, SC 29617
- Children's Hospital Outpatient Ctr. Land, 249 N Grove Medical Park Dr., Spartanburg, SC 29303
- Eye Institute Land, 104 Simpson Street, Greenville, SC 29605
- Life Center Land, 875 W. Faris Road, Greenville, SC 29605
- Maxwell Pointe Land, 3907-3917 S. Hwy. 14, Greenville, SC 29615
- MD 360 Greer Land, 1305 South Suber Road, Greer, SC 29650
- GHS Senior Care (PACE Center) Land, 32 Centennial Drive, Greenville, SC 29605
- GHS Medical Center – Boiling Springs Land, 2400 Boiling Springs Road, Boiling Springs, SC 29316

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