Building Healthy Communities

2017 Community Report

Mountain States Health Alliance
People. Trust. Experience.
Mission
We exist to identify and respond to the healthcare needs of individuals and communities in our region and to assist them in attaining their highest possible level of health.

Vision
We passionately pursue the healing of the mind, body and spirit as we create a world-class healthcare system.

Values
INTEGRITY—
honesty in everything we do
SERVICE—
with care and compassion
LEADERSHIP—
with creativity and innovation
EXCELLENCE—
always pursuing a higher standard

These are not just words. They are the six critical elements Mountain States Health Alliance has identified to help us successfully advance and build on our mission, vision and values.

We call them Building Blocks.

As a community-based organization, we take very seriously our responsibility as stewards of the assets of Mountain States, with our first priority being to ensure the highest quality care for our patients. We also work to provide our physicians and team members a robust environment to practice their expertise, earn your trust, improve the patient experience and build healthy communities.
Since 1998, Mountain States Health Alliance has been bringing the nation’s best healthcare close to home to serve the residents of Northeast Tennessee, Southwest Virginia, Southeastern Kentucky and Western North Carolina. This not-for-profit healthcare organization based in Johnson City, Tennessee, operates a family of 14 hospitals, including a large tertiary hospital with a Level 1 trauma center, a dedicated children’s hospital, several community hospitals, two critical access hospitals, a behavioral health hospital, two long-term care facilities, home care and hospice services, retail pharmacies, outpatient services and a comprehensive medical management corporation. Our family of hospitals, serving 30 counties, maintains full accreditation and includes:

**Tennessee Hospitals**
- Franklin Woods Community Hospital
- Indian Path Medical Center
- Johnson City Medical Center
- Johnson County Community Hospital
- Laughlin Memorial Hospital
- Niswonger Children’s Hospital
- Sycamore Shoals Hospital
- Unicoi County Memorial Hospital
- Woodridge Hospital

**Virginia Hospitals**
- Dickenson Community Hospital
- Johnston Memorial Hospital
- Norton Community Hospital
- Russell County Medical Center
- Smyth County Community Hospital

In addition to our hospitals, Mountain States’ integrated healthcare delivery system includes primary/preventive care centers, outpatient care sites and home care services. Primary and specialty care physician practices, as well as urgent care and occupational medicine clinics, are owned and managed through Blue Ridge Medical Management Corporation.

Through its subsidiary, Integrated Solutions Health Network (ISHN), Mountain States launched the region’s first accountable care organization (ACO), AnewCare Collaborative, bringing together community healthcare providers to create better health outcomes and improved patient satisfaction at a lower cost.
Team Members, Physicians, Volunteers and Tuition Assistance

9,700+ TEAM MEMBERS
1,400+ PHYSICIANS
3,000+ VOLUNTEERS

$361,146 TUITION ASSISTANCE | JANUARY 1 – DECEMBER 31, 2017

Building Block: People

Choosing the right people for the team.
People are at the foundation of everything that happens here at Mountain States. Our words and actions put us in control of how we are perceived by our patients, families and community. We are always looking for people who are motivated to make the patient experience a positive one, and who view every interaction as an opportunity for exemplary customer service.
### Mountain States Patient Encounters

#### FISCAL YEAR 2016

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<th>Hospital</th>
<th>Admissions</th>
<th>Outpatient Visits</th>
<th>Emergency Visits</th>
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**63,774** TOTAL ADMISSIONS

**1,932,751** TOTAL OUTPATIENT VISITS

**283,390** TOTAL ER VISITS
YOUR GIFTS AND HOW THEY HELPED

HOW YOUR CONTRIBUTIONS HAVE HELPED MAKE A DIFFERENCE

Every dollar donated, every hour volunteered and every event attended helped positively impact the healthcare in the communities we serve. Together, we are making a difference, and we thank you for your support.

- $225,892 Improving Community Health
- $131,787 Patient Assistance
- $321,244 Providing Equipment
- $836,861 Special Projects

TEAM MEMBER CAMPAIGN

The 2017 Team Member Campaign raised $226,073 with 1,856 team members participating! Funds raised were for Circle of Hope, Greatest Need Fund, Helping Hands, and Team Member Emergency Fund or to support an individual healthcare facility.

VOLUNTEER IMPACT:
MORE THAN 800 TOTAL VOLUNTEERS

Volunteers help Mountain States Foundation serve the community in all the foundation’s program areas. Volunteers have been the backbone and lifeblood of the organization. We thank our many volunteers for their incredible work and dedication.
$18,494
Dickenson Community Hospital Foundation
“The most important contribution of our foundation over the past year was that of helping Dickenson Community Hospital acquire the Vocera communication system. It’s made the hospital a safer environment for both patients and team members alike.”
- Donald Baker, Mayor of Clintwood, Chair

$50,075
Indian Path Medical Center Foundation
“Our two annual fundraising efforts this year along with strong support in our Team Member Campaign allowed us to provide the following: furniture for the radiology waiting room, microcentrifuge for the lab, fetal monitor and bilimeter for the family birth center, glide scope for the emergency department and intensive care unit, vein ablation for the cardiovascular department and radiation oncology waiting room renovations.”
- Michelle Bacon, Chair

$46,414
Johnson County Community Hospital Foundation
“The latest endeavors by the foundation board will allow for the completion of the hospital’s cardiac rehabilitation equipment project. Access to this equipment at our local hospital is critical for those who call Johnson County home.”
- Paula Walter, Chair

$81,974
Johnston Memorial Hospital Foundation
“This year our efforts were focused around improving the health of cancer patients in our region. The foundation board raised money for the navigational bronchoscopy system for the Johnston Memorial Hospital Regional Cancer Center, which enhances the diagnosis and treatment of lung cancer. This equipment is critical for our friends and neighbors who are battling lung cancer, and I’m so proud that we are able to help those patients throughout their journey.”
- Brian Ely, Chair

$47,605
Norton Community Hospital Foundation
“The nation and our community need more nurses, and establishing Nursing/Allied Health Scholarships at UVA Wise is just one way our hospital can help by providing scholarships to meet our goal of improving community health.”
- Kenny Gilley, Chair

$17,631
Russell County Medical Center Foundation
“Our focus this year was youth wellness in Russell County. A large portion of our funds went to help a joint commitment between Russell County Medical Center’s Foundation, the Town of Lebanon and Russell County Public Schools for a new ADA-compliant playground that can be used by the public when school is not in session. By combining our efforts, children county-wide will be able to use the new facility for years to come.”
- Sophie Vance, Chair

$48,018
Smyth County HealthTrust
“The Smyth County HealthTrust’s mission is to support the hospital’s programs. The hospital’s job is not only to supply first-class medical care, but also to support the health of the community. The Stepping Out of Summer Camp supports the idea that good nutrition and exercise is a lifelong journey and there is no better time to start than in elementary school. The project was developed in concert with the help of the school system, The Lifetime Wellness Center, Emory & Henry College School of Health Sciences, Morrison Food Services and the Hungry Mother Lutheran Camp. We had over 60 campers that attended the camp over a two-week period where they learned about some of the most important building blocks of healthy living. The HealthTrust is proud that we had the opportunity to work with not only the campers, but so many community volunteers.”
- Gary Peacock, Chair

$33,740
Sycamore Shoals Hospital Foundation
“Our second annual ‘Friday Night Fever’ event was a huge success and generated support from our local community. The proceeds will enable Sycamore Shoals Hospital to purchase a state-of-the-art 3D mammography machine. This will allow our community hospital to be on the cutting edge of technology and serve the members of our community to the fullest. Thank you!”
- Dustin Jackson, Chair

$1,209,477
Washington County Foundation
“It is truly an honor and a privilege to serve as the chair for the Washington County Foundation Board as I enter my second year. Our board is filled with diverse and talented individuals who volunteer to serve our community and our wonderful healthcare system here at Mountain States. Signature events and donor campaigns have helped to fund so many projects and needs, such as the Woodridge Hospital expressive therapy program and the Willow Unit renovation, the Circle of Hope cancer patient program, and the upcoming renovation of the Johnson City Medical Center intensive care unit healing garden, which benefits patients, their families and staff alike. Our foundation board is dedicated to Changing Lives Through Giving, and we will continue to honor your gifts and shepherd them with the utmost integrity.”
- Michele King, Chair
When every minute counts, patients need the best and need it fast.
That’s why Johnson City Medical Center is offering the most advanced surgical stroke care available in the country. Our highly skilled surgeons are standing by to provide exceptional stroke care the moment it is needed. Drs. Samuel “Chip” Massey and Brian Mason are the only fellowship-trained neuroendovascular surgeons in our region who perform minimally invasive stroke procedures. This means patients get lifesaving treatment with a shorter recovery time.

The Certified Stroke Center at Johnson City Medical Center provides world-class comprehensive stroke care for those at risk or suffering from complex vascular disorders of the brain and spine. We use the latest technology to accurately diagnose and treat patients.

We provide a wide range of treatments for:
• Arteriovenous malformations
• Atherosclerotic disease in the head and neck
• Brain aneurysms
• Hemorrhagic stroke
• Ischemic stroke
• Traumatic vascular dissections

Choosing the right people for the team.
Human beings are at the foundation of everything that happens here at Mountain States. Our words and actions put us in control of how we are perceived by our patients and community. We are always looking for people who are motivated to make the patient experience a positive one, and who view every interaction as an opportunity for exemplary customer service.
Life Saved.

David McGlamery, Stroke Survivor

Husband, Father, Cross-fitter, Firefighter

I fell down twice and my wife Lisa looked at me and said, “What are you doing?” I didn’t really know anything was wrong at first. Since I’m a firefighter, I work every day with EMTs. Lisa knew something was wrong, so she called a friend of mine at the fire station who is an EMT, and he came right over. I guess he could tell that something was very wrong, so they called 9-1-1. I don’t remember that part—that’s what they told me later.

When we got to Johnson City Medical Center, Dr. Mason told Lisa that he was going to do everything he could, and that it would probably be a good outcome. The fact that Dr. Mason took the time to talk to Lisa directly really meant a lot. It turns out I had a dissected carotid artery—which is unusual for someone my age. As a result of that, I had a stroke.

The toughest part of it all was seeing how it affected Lisa. She had to be the strong one, and has been by my side every step of the way.

Since I am a firefighter, and also a Cross-fitter, I have two, very large, very extended families and so, while I was in the ICU, I had people visiting all the time and that was a blessing. Everyone was so supportive of my family. Fifteen days later, I walked out of the hospital. From being brought in in an ambulance, to walking out fifteen days later—that’s really something.

I don’t know what the future holds. I have to get healed up a little bit first. The hardest part is...as a firefighter I’m used to helping people. I’d like to get back to that, someday.
Excellence is not claimed. It is earned.

The people of our community can feel confident they’re getting award-winning medical care from the hospitals of Mountain States Health Alliance. We are proud of the many national quality awards our hospitals have received, and we thank our team members and physicians for making this possible.
100 TOP HOSPITALS
• 100 Top Hospitals – Truven Health Analytics – Franklin Woods Community Hospital (2016-2017)
• 100 Great Community Hospitals - Becker's Hospital Review – Franklin Woods Community Hospital (2016)
• 100 Hospitals and Health Systems with Great Oncology Programs – Becker’s Hospital Review – Johnson City Medical Center (2016)
• Top 100 Hospital in the Nation, Patient Safety - Overall Hospital Care – CareChex (2017)
• Top 100 Hospital in the Nation, Medical Excellence – Cardiac Care – CareChex (2017)
• Top 100 Hospital in the Nation, Medical Excellence – Heart Attack Treatment – CareChex (2017)
• Top 100 Hospital in the Nation, Medical Excellence – Pulmonary Care – CareChex (2017)

INFECTION PREVENTION
• One of the nation’s nine best hospitals for infection prevention – Becker’s Hospital Review – Johnston Memorial Hospital (2015)
• One of the top three hospitals in Tennessee for room cleanliness – Becker’s Hospital Review – Sycamore Shoals Hospital (2016)
• One of the top four hospitals in Virginia for room cleanliness – Becker’s Hospital Review – Smyth County Community Hospital (2016)

TOP PERFORMER
• Top Performer – The Joint Commission – Smyth County Community Hospital (2016)
• Top 53 Hospitals with Best Outcomes for Pneumonia Patients – Becker’s Hospital Review – Franklin Woods Community Hospital and Norton Community Hospital (2016)
• Healthier Tennessee Workplace – The Governor’s Foundation for Health & Wellness – Indian Path Medical Center
• Leapfrog Hospital Safety Grade “A” – Johnston Memorial Hospital (2017)
• Get with the Guidelines Stroke Silver Plus – American Heart Association – Johnson City Medical Center (2017)
• Blue Distinction Spine and Knee and Hip – Blue Cross & Blue Shield – Johnson City Medical Center (2017)

BEHAVIORAL HEALTH
• Press Ganey Guardian of Excellence – Woodridge Hospital (2017)

CHILDREN’S HEALTH AND WELLNESS
• Gold Seal of Approval for Perinatal Care – The Joint Commission – Franklin Woods Community Hospital, Johnson City Medical Center and Niswonger Children’s Hospital (2015)
• National Safe Sleep Hospital Certification Program “Gold Safe Sleep Champion” – Franklin Woods Community Hospital and Niswonger Children’s Hospital (2015)
• Meeting core measures for asthma care for 16 straight months – The Joint Commission – Niswonger Children’s Hospital
• Certified Bronze Safe Sleep Hospital – Indian Path Medical Center (2017)

TOP 10% IN THE NATION
• Top 10% in the nation for 12 consecutive years, inpatient rehabilitation program – Norton Community Hospital
Community Benefit

The annual economic impact of Mountain States operations exceeds $1.1 billion, but there are other even more direct ways that the health system supports the communities it serves. Mountain States figures for fiscal year 2017 demonstrate a direct community benefit of more than $88 million* resulting from the organization’s status as a community-based, not-for-profit health system.

“As a not-for-profit health system, our shareholders are the community,” said Alan Levine, president and CEO of Mountain States. “It is important for us to be good stewards of these assets, while also ensuring we support the needs of our patients and families who call this region home.”

* Total community benefit as reported on the FY16 Forms 990.

Building Block: Finance

One word: Stewardship

The way to financial success as a health system is to be good stewards of our not-for-profit dollars and the region’s healthcare resources entrusted to our care. Financial stability allows us to take care of the health of our community and our patients, and means we can invest in the equipment, technology and facilities needed. Most of all, financial success is the responsibility of every team member.
**Our Service Area**

Mountain States serves a 30-county service area across four states, including Northeast Tennessee and Southwest Virginia, as well as parts of Kentucky and North Carolina. Ninety-seven percent of patients originate from the primary service area with the remaining three percent coming from outside that area.

Mountain States hospitals are organized into four markets across the service area. Johnson City Medical Center functions as a regional tertiary referral center for high acuity services for patients across the entire Mountain States service area.

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**Building Block: Service**

*Always patient-first.*

Patients expect clinical excellence from us. It’s the patient-centered service surrounding that care that sets us apart. It starts with compassion and communication at every point of care—in our hospitals, physician practices and pharmacies. It involves listening to, educating and comforting our patients—treating each one as if he or she is our only patient. And it concludes by remembering we have the opportunity to touch someone’s life every day.
Services Provided by Mountain States Health Alliance

- 3D Mammography
- Adolescent Medicine
- Airborne Infection Isolation Room
- Alcoholism—Drug Abuse or Dependency Care
- Alcoholism—Drug Abuse or Dependency Outpatient Services
- Ambulance Services
- Ambulatory Surgery Center
- Assisted Living
- Auxiliary
- Bariatric/Weight Control Services
- Birthing Room—LDR Room—LDRP Room
- Black Lung Program
- Blood Donor Center
- Breast Cancer Screening/Mammograms
- Cancer Navigators
- Cardiac Catheterization (Diagnostic/Invasive) Adult & Pediatric
- Cardiac Catheterization (Interventional) Adult & Pediatric
- Cardiac Electrophysiology—Adult
- Cardiac Intensive Care
- Cardiac Rehabilitation
- Cardiac Surgery—Adult & Pediatric
- Cardiothoracic Surgery
- Case Management
- Chaplaincy/Pastoral Care Services
- Chemotherapy
- Children’s Resource Center
- Children’s Wellness Program
- Community Health Education
- Community Outreach
- Complementary & Alternative Medicine Services
- Crisis Prevention
- Dental Services
- Diagnostic Imaging—CT Scanner
- Diagnostic Imaging—Diagnostic Radiosotope Facility
- Diagnostic Imaging—Magnetic Resonance Imaging (MRI)
- Diagnostic Imaging—Multislice Spiral Computed Tomography (<64+ slice CT)
- Diagnostic Imaging—Multislice Spiral Computed Tomography (64+ slice CT)
- Diagnostic Imaging—Positron Emission Tomography (PET)
- Diagnostic Imaging—Positron Emission Tomography/CT (PET/CT)
- Diagnostic Imaging—Single Photon Emission Computerized Tomography (SPECT)
- Diagnostic Imaging—Ultrasound
- Emergency Department
- Enabling Services
- Endoscopic Services—Endoscopic Ultrasound
- Endoscopic Services—Ablation of Barrett’s Esophagus
- Endoscopic Services—Esophageal Impedance Study
- Endoscopic Services—Endoscopic Retrograde Cholangiopancreatography (ERCP)
- Enrollment Assistance Services
- Extracorporeal Shockwave Lithotripter (ESWL)
- Fitness Center
- Freestanding Outpatient Care Center
- General Medical—Surgical Care
- Geriatric Services
- Health Fair
- Health Research
- Health Resources Center
- Health Screenings
- Heart Valve Clinic
- Hemodialysis
- HIV-AIDS Services
- Home Health Services
- Hospice Program
- Hospital-based Outpatient Care Center Services
- Immunization Program
- Intermediate Nursing Care
- Interventional Cardiology
- Interventional Radiology
- Level I Trauma Center
- Linguistic/Translation Services
- Medical Surgical Intensive Care
- Neonatal Intensive Care
- Neonatal Intermediate Care
- Neuro Intensive Care
- Neurological Services
- Neurosurgery
- Nutrition Programs
- Obstetrics—Levels 1 - 3
- Occupational Health Services
- Oncology Services
- Orthopedic Services
- Other Special Care
- Outpatient Surgery
- Pain Management Program
- Palliative Care Program
- Patient Controlled Analgesia (PCA)
- Patient Education Center
- Patient Representative Services
- Pediatric Cardiology
- Pediatric Dentistry
- Pediatric Endocrinology
- Pediatric Gastroenterology
- Pediatric Gynecology
- Pediatric Hematology/Oncology
- Pediatric Infectious Disease
- Pediatric Intensive Care
- Pediatric Medical-Surgical Care
- Pediatric Nephrology
- Pediatric Neurology
- Pediatric Pulmonology
- Pediatric Sleep Center
- Physical Rehabilitation
- Physical Rehabilitation Outpatient Services
- Primary Care Department
- Psychiatric Consultation—Liaison Services
- Psychiatric Education Services
- Psychiatric Emergency Services
- Psychiatric Geriatric Services
- Psychiatric Outpatient Services
- Psychiatric Partial Hospitalization Program
- Pulmonary Rehabilitation
- Radiation Therapy—Intensity-Modulated Radiation Therapy (IMRT)
- Radiation Therapy—Shaped Beam Radiation System
- Radiation Therapy—Stereotactic Radiosurgery
- Reproductive Health—Fertility Clinic
- Reproductive Health—Genetic Testing/Counseling
- Retirement Housing
- Shriners Hospitals for Children Orthopaedic Clinic
- Skilled Nursing Care
- Sleep Center
- Social Work Services
- Sports Medicine
- St. Jude Tri-Cities Affiliate Clinic
- Stroke Care
- Support Groups
- Surgical Trauma Intensive Care
- Swing Bed Services
- Teen Outreach Services
- Tobacco Treatment/Cessation Program
- Transplant Services—Kidney & Tissue
- Transportation to Health Facilities
- Trauma Center—Level 1
- Urgent Care Center
- Vascular Surgery
- Volunteer Services Department
- Women’s Health Center/Services
- Wound Management Services
Mountain States Licensed Beds

1,968 LICENSED BEDS TOTAL

- Johnson City Medical Center: 548 beds
- Indian Path Medical Center: 239 beds
- Laughlin Memorial Hospital: 230 beds
- Norton Community Hospital: 129 beds
- Sycamore Shoals Hospital: 121 beds
- Johnston Memorial Hospital: 116 beds
- Francis Marion Manor: 109 beds
- Woodridge Hospital: 84 beds
- Franklin Woods Community Hospital: 80 beds
- Russell County Medical Center: 78 beds
- Niswonger Children's Hospital: 69 beds
- Unicoi County Memorial Hospital: 48 beds
- Smyth County Community Hospital: 46 beds
- Dickenson County Hospital: 25 beds
- Johnson County Community Hospital: 2 beds
**2017 Community Report**

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**Morning Mile**

Niswonger Children’s Hospital and the Children’s Resource Center are partners in creating the Morning Mile, a program designed to help area schoolchildren begin and maintain healthy habits, like daily exercise. Research proves that kids who exercise regularly do better in school, so participants in the Morning Mile start every morning, before school, doing fun walking or running exercises that increase oxygen flow to their brains, reduce stress, improve their moods, and get their minds and bodies primed for learning. Seventy-four total schools throughout Northeast Tennessee and Southwest Virginia participate in the program.

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**Construction Begins on New Unicoi County Memorial Hospital**

Construction officially began July 26, 2017, on the new Unicoi County hospital in Erwin, Tennessee, when hospital officials and local stakeholders gathered at the construction site for a groundbreaking ceremony and community barbecue to celebrate the milestone.

A second milestone was reached in late November when the final steel beam for the hospital structure was put in place. The white beam was covered with signatures from hospital leaders, team members and local officials—allowing them to put their stamp on the new hospital.

The new hospital will replace the current Unicoi County Memorial Hospital, which originally opened in 1953. The new facility is expected to be complete in the fall of 2018.

The facility at 2030 Temple Hill Road next to Interstate 26 will have 20 total beds, inpatient acute-care services, as well as resources for increasing access to primary care. It will also include a 24-hour emergency department, standard and advanced diagnostics, a chest pain center, an area for community education and physician office space.

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**Building Block: Innovation**

**Finding a better way.**

For everything we do, there’s something that could make it better. Innovation invites us to apply concepts and processes from other industries to healthcare—viewing technology as an investment in better quality and more efficient care—to expand our partnerships and opportunities in research for the benefit of our community. And, once in place, these new applications become the brilliant ideas that keep us moving forward.
Meet Patiance

Setting the stage for a healthier life

Becoming a triple-threat performer—singing, dancing and acting—is 11-year-old Patiance Gardner’s goal despite the immune deficiency that plagues her with fatigue, narcolepsy, a heart murmur, and susceptibility to all childhood diseases even though she’s been vaccinated and re-vaccinated for all of them.

Gwendolyn Gardner says that she and her husband, Chico, had no idea why their resilient daughter was continually sick. Finally, she was diagnosed with Specific Antibody Deficiency, a type of Common Variable Immune Deficiency (CVID). That means that every three weeks, Patiance visits Niswonger Children’s Hospital for medical tests, doctor visits, and to have an IVIG (intravenous immunoglobulin) infusion of antibodies that her body doesn’t make. She’ll need these infusions for the rest of her life.

“When we went to Niswonger Children’s Hospital for her first infusion, a child life specialist helped her start a mock IV on a stuffed bear,” says her mom. “After that, she wasn’t scared anymore. Now, she loves to go and says the staff is like her family.”

Thanks to the infusions, Patiance has fewer illnesses and more endurance to sing, hang out with friends, and even attend practices at Jonesborough Repertory Theatre where she’ll perform in a musical.

“Niswonger Children’s Hospital has been a blessing and the staff is amazing,” says Gwendolyn. “I don’t know what we would do without them.”
Great patient care doesn’t just happen. It takes all of us—physicians, nurses and every other team member—working together. Every hour, every day of the year, our Mountain States team members are providing exceptional healthcare to the patients and families we serve. So for all the big and little things our team members do throughout the year, we want to say thank you.