

1961 ■ 50<sup>th</sup> ANNIVERSARY ■ 2011



# The Mission Health System COPA

## Presentation to the House Select Committee on the Certificate of Need Process and Related Hospital Issues

Thomas McCarthy, Ph.D.

Senior Vice President

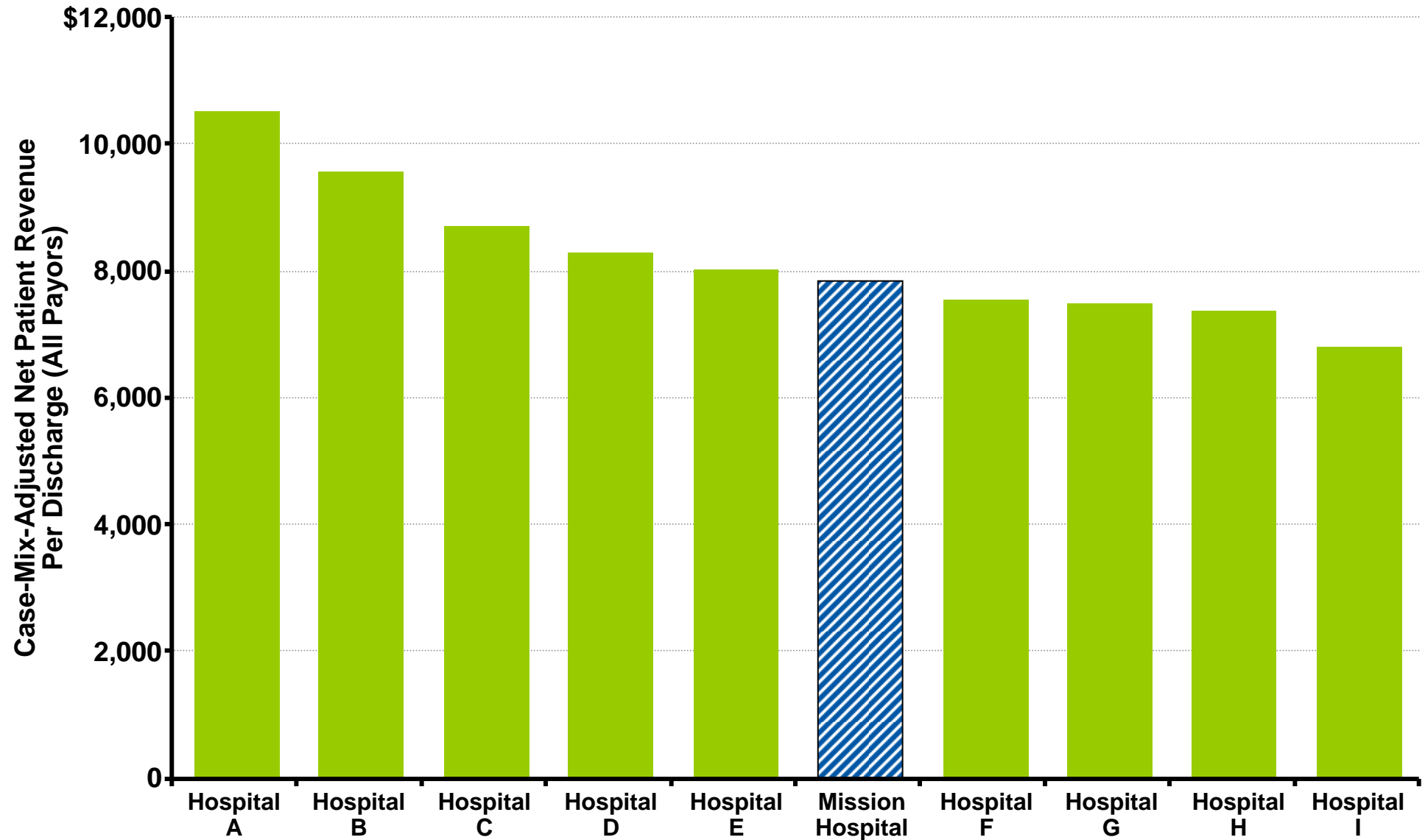
October 20, 2011

# Effectiveness of the COPA Mission's Performance

- **Prices:** Well within the mainstream of competitive hospital pricing

# Mission Hospital's Pricing Compared with Current COPA Peer Group

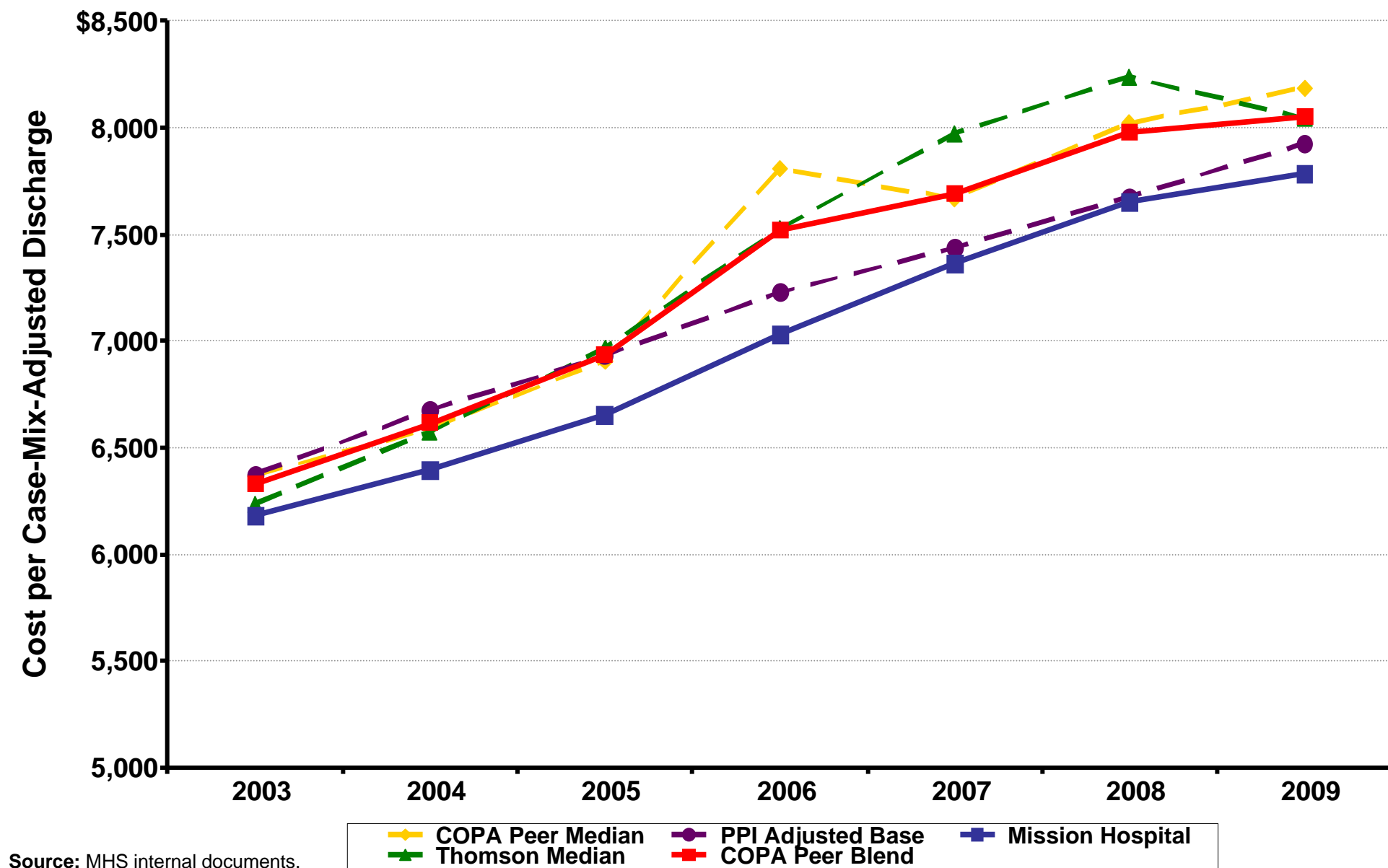
**Fiscal Year 2009**



# Effectiveness of the COPA Mission's Performance

- **Prices:** Well within the mainstream of competitive hospital pricing
- **Costs:** Well within the median of current COPA peer group

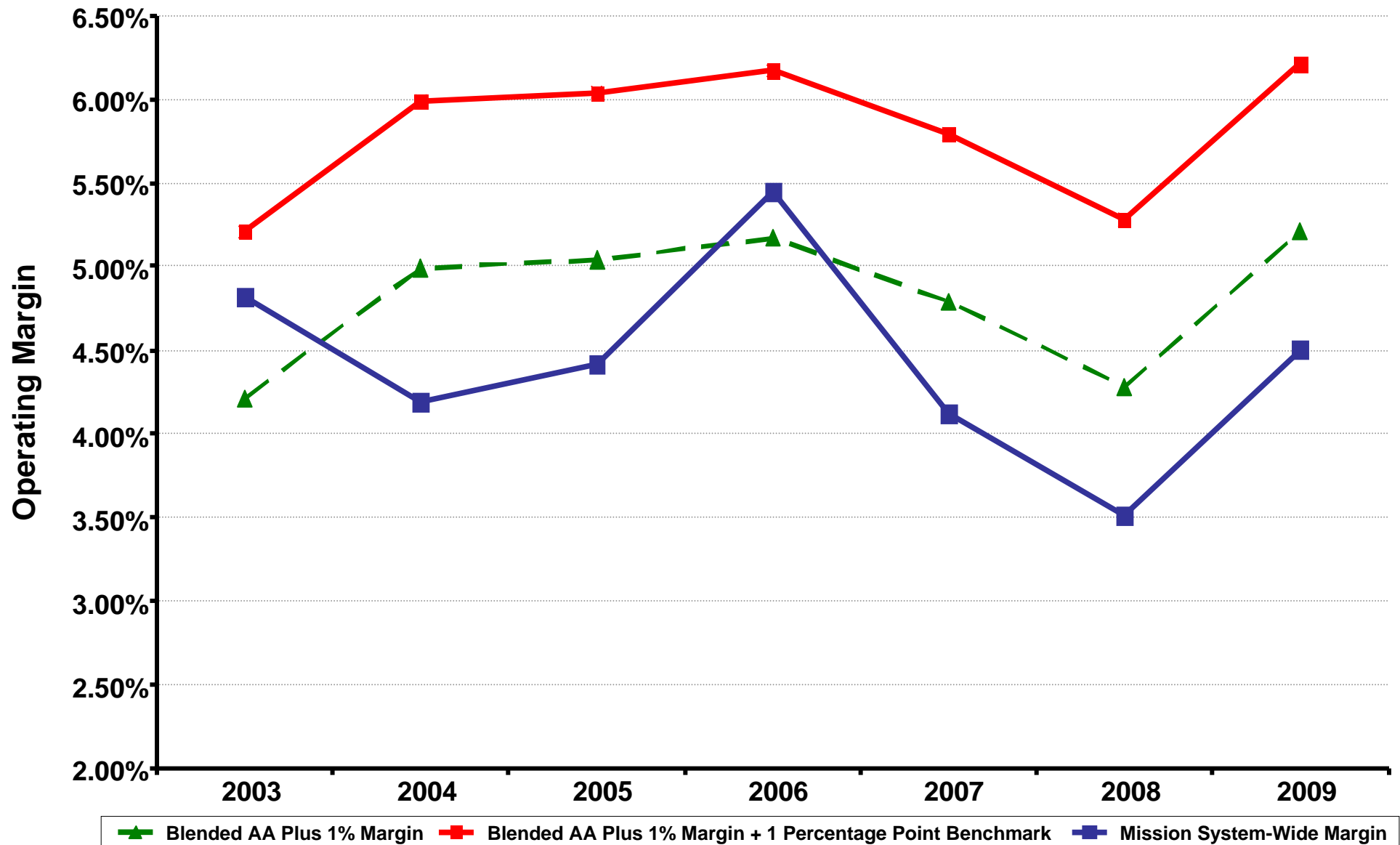
# Mission Hospital's Cost Levels Compared with COPA Peer Benchmarks



# Effectiveness of the COPA Mission's Performance

- **Prices:** Well within the mainstream of competitive hospital pricing
- **Costs:** Well within the median of current COPA peer group
- **Margins:** COPA Margin Cap requirements met every year

# Mission System-Wide Margin Levels Compared with those of AA-Rated Benchmark Hospital Systems



# Effectiveness of the COPA Mission's Performance

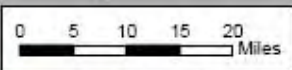
- **Prices:** Well within the mainstream of competitive hospital pricing
- **Costs:** Well within the median of current COPA peer group
- **Margins:** COPA Margin Cap requirements met every year
- **Quality:** Leader in health care quality and efficiency
- **Financial stability without excess returns:** Financially healthy, but must prioritize and even forego projects



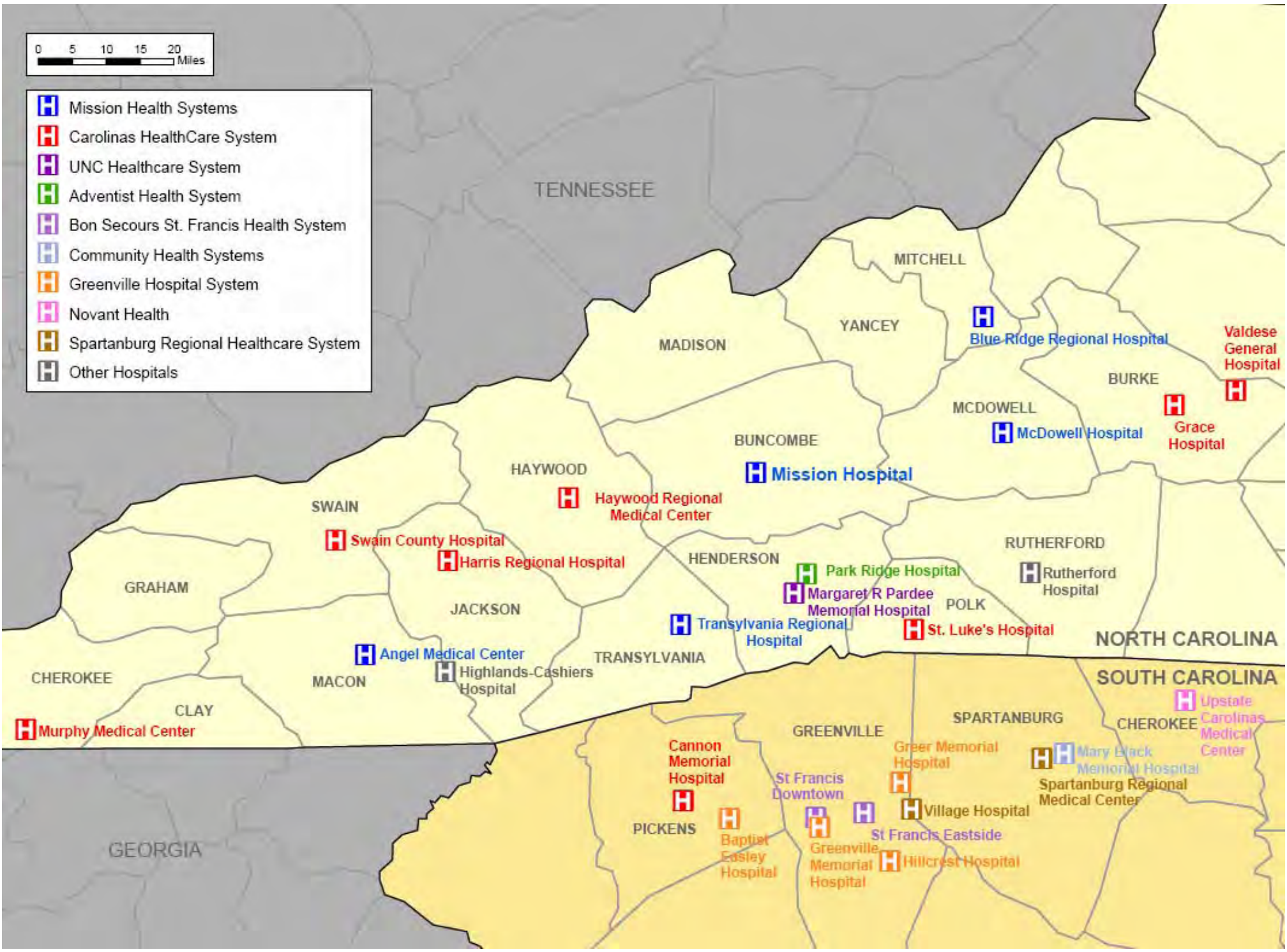
# Competitive Developments

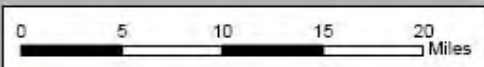
## National and Regional Competitive Trends

- Acquisitions of smaller stand-alone hospitals
- Growth of outpatient services outpacing inpatient service growth
- Hospital employment of physicians is substantial and growing
- Provider risk sharing expected



- Mission Health Systems
- Carolinas HealthCare System
- UNC Healthcare System
- Adventist Health System
- Bon Secours St. Francis Health System
- Community Health Systems
- Greenville Hospital System
- Novant Health
- Spartanburg Regional Healthcare System
- Other Hospitals





TENNESSEE

-  Mission Health Systems
-  Carolinas HealthCare System
-  UNC Healthcare System
-  Adventist Health System
-  Other Hospitals
-  Park Ridge Medical Associates
-  Southeastern Sport Physician Services

MITCHELL

YANCEY

 **Blue Ridge Regional Hospital**

MADISON

BURKE

MCDOWELL


 **Grace Hospital**

 **McDowell Hospital**


BUNCOMBE

 **Mission Hospital**

HAYWOOD

 **Haywood Regional Medical Center**


RUTHERFORD

 **Rutherford Hospital**

HENDERSON

**Park Ridge Hospital**

POLK

 **St. Luke's Hospital**

 **Margaret R Pardee Memorial Hospital**

**Transylvania Regional Hospital**  


TRANSYLVANIA

NORTH CAROLINA  
SOUTH CAROLINA



# Carolinas HealthCare System

## ACUTE CARE HOSPITALS

1. Carolinas Medical Center, Charlotte [748 beds]

### ***Western North Carolina Hospitals***

2. MedWest-Harris Regional Hospital, Sylva [86 beds]
3. MedWest-Haywood Regional Medical Center, Clyde [105 beds]
4. Grace Hospital, Morganton [162 beds]
5. St. Luke's Hospital, Columbus [25 beds]
6. MedWest-Swain County Hospital, Bryson City [24 beds]
7. Valdease General Hospital, Valdease [131 beds]
8. Murphy Medical Center, Murphy [57 beds]

### ***Other North Carolina Hospitals***

9. Anson Community Hospital, Wadesboro [52 beds]
10. Carolinas Medical Center-Lincoln, Lincolnton [101 beds]
11. Carolinas Medical Center-Mercy, Charlotte [281 beds]
12. Carolinas Medical Center-Northeast, Concord [447 beds]
13. Carolinas Medical Center-Pineville, Charlotte [109 beds]
14. Carolinas Medical Center-Union, Monroe [157 beds]
15. Carolinas Medical Center-University, Charlotte [130 beds]
16. Cleveland Regional Medical Center, Shelby [233 beds]
17. Columbus Regional Healthcare System, Whiteville [154 beds]
18. Kings Mountain Hospital, Kings Mountain [42 beds]
19. Scotland Memorial Hospital, Laurinburg [97 beds]
20. Stanley Regional Medical Center, Albemarle [94 beds]
21. Wilkes Regional Medical Center, N. Wilkesboro [118 beds]

### ***South Carolina Hospitals***

22. AnMed Health Medical Center, Anderson [357 beds]
23. Bon Secours St. Francis, Charleston [204 beds]
24. Cannon Memorial Hospital, Pickens [42 beds]
25. Mount Pleasant Hospital, Mount Pleasant [106 beds]
26. Roper Hospital, Charleston [414 beds]
27. Wallace Thomson Hospital, Union [107 beds]

**“Carolinas HealthCare System is one of the finest providers of healthcare in the country. However, we are much more than just a collection of physician practices, hospitals and other facilities. We are an interlocking set of partnerships operating together for the good of the patients and communities we serve.”**

## OUTPATIENT FACILITIES

- 9 Surgery Centers
- 7 Endoscopy Facilities
- 8 Cancer Centers
- 18 Imaging Centers
- 3 Mobile Imaging Units
- 9 Wellness Centers
- 18 Urgent Care Centers
- 19 Physical Rehab and Therapy Facilities

## PHYSICIANS

- 1,712 employed physicians
- Physician Networks
  - Carolinas Physicians Network [CPN]
    - Practices in 11 counties in NC and SC
  - NorthEast Physician Network [NEPN]

## SPECIALIZED HOSPITALS

### ***North Carolina Hospitals***

1. Levine Children's Hospital, Charlotte
2. Carolinas Medical Center Randolph, Charlotte
3. Carolinas Rehabilitation- Mt. Holly, Belmont
4. Crawley Memorial Hospital, Boiling Springs
5. Carolinas Rehabilitation, Charlotte

### ***South Carolina Hospitals***

6. AnMed Health Rehabilitation Hospital, Anderson
7. AnMed Health Women & Children's Hospital, Anderson

# Novant Health

## ACUTE CARE HOSPITALS

1. Forsyth Medical Center, Winston-Salem [818 beds]

### ***Other North Carolina Hospitals***

2. Presbyterian Hospital, Charlotte [463 beds]
3. Rowan Regional Medical Center, Salisbury [171 beds]
4. Thomasville Medical Center, Thomasville [121 beds]
5. Presbyterian Hospital Matthews, Matthews [102 beds]
6. Presbyterian Hospital Huntersville, Huntersville [60 beds]
7. Kernersville Medical Center, Kernersville [46 beds]
8. Brunswick Community Hospital, Supply [60 beds]
9. Franklin Regional Medical Center, Louisburg [70 beds]

### ***South Carolina Hospitals***

10. Upstate Carolina Medical Center, Gaffney [125 beds]

### ***Virginia Hospitals***

11. Prince William Hospital, Manassas [148 beds]

**“Novant Health provides comprehensive health services in many locations in North Carolina, South Carolina and Virginia. From hospitals to outpatient surgical and rehabilitation centers to primary care physician offices, these buildings provide the foundation for delivering exceptional healthcare services...”**

## SPECIALIZED HOSPITALS

### ***North Carolina Hospitals***

1. The Oaks at Forsyth, Winston-Salem
2. Springwood Care Center, Winston-Salem
3. Medical Park Hospital, Winston-Salem
4. Presbyterian Orthopaedic Hospital, Charlotte
5. Presbyterian Hemby Children’s Hospital, Charlotte

### ***Virginia Hospitals***

6. Caton Merchant House, Manassas

## OUTPATIENT FACILITIES

- Presbyterian Mid-Town Surgery Center, Charlotte
- Presbyterian Surgery Center – Ballantyne, Charlotte
- Presbyterian Surgery Center, Monroe
- Presbyterian Bariatric and General Surgery, Matthews
- South Park Surgery Center, Charlotte
- Rowan Regional Medical Park Outpatient Surgery, Salisbury
- Forsyth Medical Center Hawthorne Outpatient Surgery Center, Winston-Salem
- Forsyth Regional Cancer Center (6 locations)
- Presbyterian Rehabilitation Center (4 locations)
- Presbyterian Urgent Care (3 locations)
- Prime Care Urgent Care (5 locations)
- The Wound Center of Forsyth, Winston-Salem
- Heathcote Health Center, Haymarket, VA
- Marblestone Health Center, Woodbridge, VA
- Sea Trail Medical Center, Supply
- Presbyterian Imaging Center (7 locations)
- Forsyth Medical Center Imaging (4 locations)
- Presbyterian Endoscopy Center, Huntersville
- MedQuest (108 diagnostic imaging centers across 13 States)

## PHYSICIANS

- Novant Medical Group
  - 1,053 employed physicians
  - 265 clinic locations in NC, SC, and VA

# Greenville Hospital System

## ACUTE CARE HOSPITALS

1. Greenville Memorial Hospital, Greenville [723 beds]

### ***Other South Carolina Hospitals***

2. Greer Memorial Hospital, Greer [58 beds]
3. Hillcrest Memorial Hospital, Simpsonville [43 beds]
4. Baptist Easley Hospital, Easley [88 beds]

## SPECIALIZED HOSPITALS

### ***South Carolina Hospitals***

1. Marshall I. Pickens Hospital, Greenville
2. Roger R Peace Rehabilitation Hospital, Greenville
3. Patewood Memorial Hospital, Greenville
4. North Greenville Hospital, Travelers Rest
5. The Cottages at Bushy Creek, Greer

**“Our five campuses provide integrated healthcare to communities across Greenville County and beyond through a tertiary referral and education center, community hospitals, a long term acute care hospital, nursing home, outpatient facilities and wellness centers.”**

## OUTPATIENT FACILITIES

- Patewood Medical Campus, Greenville [outpatient surgery, diagnostic radiology, laboratory services]
- North Greenville Medical Campus, Travelers Rest [ER, diagnostic radiology, laboratory services]
- Institute for Vascular Health, Greenville
- MD360 Urgent and Primary Care, Greenville
- MD360 Urgent and Primary Care, Simpsonville

## PHYSICIANS

- 542 employed physicians
- 722 affiliated medical staff physicians (excluding employed physicians)





"There was a lot of talk about the fact that we are a monopoly, and we are. We're kinda the five hundred pound gorilla in Western North Carolina"

Presented to Society for Healthcare  
Strategy and Marketing Development

September 2011

At a conference in Arizona

**Janet Moore, APR**

Director of Marketing & Web Services

Mission Health System



## **COMMENTS TO COUNTY COMMISSIONERS**

“If Pardee does not participate in this project(the proposed county-line facility), then Mission will proceed on it's own and attract Pardee's existing patients.”

-- Bill Lapsley, *Pardee Hospital Board Chairman*  
*September 7, 2010*





"Rest assured, if Mission Hospital wants to own Pardee Hospital, it will, and if it (Mission) wants to own Park Ridge Hospital, it will.

Henderson County Board  
of Commissioners Meeting  
September 21, 2011

**James (Jay) Kirby, II**  
President and CEO  
Pardee Hospital





“I would rather join someone  
(Mission) who has  
\$550 million dollars  
than compete against someone  
who has \$550 million dollars.”

Henderson County Board  
of Commissioners Meeting  
September 21, 2011

**James (Jay) Kirby, II**  
President and CEO  
Pardee Hospital