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# 2022 Report to the Greenville Health Authority

*This annual report to the Greenville Health Authority provides information in support of Prisma Health–Upstate’s responsibilities contained in the Lease and Contribution Agreement that exists between the parties. Also noted in the content of this report is the relevant section pertinent to that lease agreement.*

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*NOTE: This report spans a primary time frame of Fiscal Year 2022 (October 2021–September 2022). Various COVID-19 protocols were in effect during this period, so some figures may differ markedly from previous years.*

# Increase accessible, affordable care

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

## Community benefit report

(3.11a, 3.11c, 3.11e)

Prisma Health uses guidelines set by the Catholic Health Association (CHA) allowing for equitable comparisons of community benefits among health care 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 2022 (October 2021–September 2022).

To help meet the medical needs of Upstate citizens who have no health care coverage and cannot afford to pay for medical services, we provided \$182.6 million in charity and government-sponsored health care (at cost) in Fiscal Year (FY) 2022.

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 health care workers and to ensure access to basic medical services for everyone.

In FY22, Prisma Health, in total, provided more than \$1 billion in community benefits – 17.6% of its total operating expenses.

### Prisma Health: Upstate only (FY 2022)

|  |                        |
|--|------------------------|
| Net cost of charity and Medicaid services .....              | \$182.6 million        |
| Support to the community and community health partners ..... | \$115.5 million        |
| <b>Benefits recognized by CHA.....</b>                       | <b>\$298.1 million</b> |

Medicare shortfall and bad debt (at cost) also are benefits that the health company provides. The Medicare shortfall represents \$243.8 million of unpaid costs when reimbursement falls short of the actual cost of care. Bad debt, which totaled \$63.6 million, occurs when patients are unwilling or unable to pay for services and do not seek charity care.

|  |                        |
|--|------------------------|
| Medicare shortfall.....  | \$243.8 million        |
| Bad debt .....   | \$63.6 million         |
| <b>Additional benefits recognized by American Hospital Association .....</b> | <b>\$307.4 million</b> |

|  |                        |
|--|------------------------|
| <b>TOTAL QUANTIFIABLE COMMUNITY BENEFIT (rounded).....</b> | <b>\$605.4 million</b> |
|--|------------------------|

*These figures and amounts are reported based on information through Sept. 30, 2022 (as of Jan. 16, 2023), and are subject to change. Updated information or changes may be reflected differently in more current filings such as tax forms and cost reports. Figures may differ markedly from previous years due to COVID-19.*

## Medicare and Medicaid participation

(3.11b, 3.11c)

Our organization has long been committed to providing care for all Greenville County citizens and others in our service area. In support of this commitment, Prisma Health takes part in Medicare and Medicaid programs.

In FY 2022, Prisma Health in the Upstate provided \$693,704,842 in care for Medicaid patients and \$2,048,783,872 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).

| <b>FY 2022</b>                 | <b>Total charges</b>   | <b>Payor mix by total charges</b> |
|--------------------------------|------------------------|-----------------------------------|
| Private/Managed care insurance | \$ 1,663,774,687       | 35.0%                             |
| Medicaid                       | \$ 693,704,842         | 14.6%                             |
| Medicare                       | \$2,048,783,872        | 43.1%                             |
| Self-pay/Charity               | \$ 348,408,991         | 7.3%                              |
| <b>Grand total</b>             | <b>\$4,754,672,391</b> | <b>100%</b>                       |

## COVID-19 summary

(3.11a, 3.11e)

Since the start of the pandemic in early 2020 through September 2022, Prisma Health as a whole has responded to the greatest public health crisis in the last century by:

- Treating nearly 25,000 hospitalized patients having COVID-19.
- Answering 236,469 COVID-19 hotline calls.
- Providing 510,000 vaccinations in our communities.
- Administering nearly 800,000 COVID-19 tests.
- Rapidly deploying technology to connect clinicians and patients via video, audio and automated online formats – leading to more than a million virtual visits.
- Participating in 38 clinical trials and studies.
- Deploying six mobile vans to dispense vaccinations, focusing on residents in rural and underserved areas.
- Donating more than \$107,000 of personal protective equipment to other hospitals, nursing homes, dentist offices, etc., throughout the state.

## Increase access

(3.11a, 3.11e)

- Prisma Health Baptist Easley Hospital dedicated the Larry Winn, MD, Cancer Care Unit. The \$1.9 million project increases access to hematologic/oncology services for patients with cancer and blood disorders.
- Despite the pandemic, Prisma Health opened two new primary care practices for patients in these fast-growing areas: Pediatrics and Internal Medicine–Squires Point in Duncan and Primary Care–Fountain Inn. Other examples of increasing access include adding more on-site clinics in Upstate businesses and increasing the use of advanced practice providers.
- Care expanded as well with the debut of Greenville Midwifery Care in Easley, with certified nurse-midwives who care for women throughout their lives.
- A convenient care orthopedic clinic opened at Blue Ridge Orthopedics in Anderson.
- Advocate Aurora Health and Prisma Health partnered to offer Virtual ICU services at Baptist Easley and Oconee Memorial hospitals. The goal is to expand services and maintain coverage for high-acuity patients.

- Greer Memorial Hospital now provides inpatient pediatric services. The four-bed unit is a satellite of Prisma Health Children's Hospital.
- Also new on Greer campus is the Wound Healing and Hyperbaric Medicine Center, which features the latest technology and treatments for major wounds, ulcers or infections – Prisma Health's fifth such center in the Upstate.
- Prisma Health and the City of Greenville partnered to host the Prisma Health Welcome Center at the newly opened Unity Park. The center includes a self-serve first-aid room, lactation space, and community area for wellness and prevention education, which Prisma Health supported with a \$1 million contribution.

## New providers

(3.11a)

In addition to establishing or expanding patient access points, Prisma Health has added new providers to enhance accessibility of care. A marked gain occurred in the Upstate number of registered nurses (adding 238 for a total of 4,879) over the previous year. Specialty areas of cardiology, psychiatry, radiology and surgery saw substantial physician growth; geriatrics, psychiatry and surgery logged noteworthy increases in the number of advanced practice providers. It is no surprise that as provider – and practice – numbers increase, so does patient accessibility to the services offered.

## New services

(3.11a)

- Prisma Health launched its Transplant Center in response to rising community needs. South Carolina ranks second per capita for those on the waiting list for kidney transplants. One of three in the state, this Greenville-based center began performing kidney transplants in February 2022, with 17 completed in FY22.
- The Greenville-based Addiction Medicine Center works with ERs and community paramedics to fight addiction and associated diseases. This Prisma Health center focuses on six core areas: education and mentoring, data coordination, prevention and public health, treatment and recovery, research, and technology and innovation.
- Restorative Self-Management Training and Functional Rehabilitation (RESET) is an intensive interdisciplinary pain management program for patients ages 12–19 with chronic pain accompanied by severe disability. This inpatient program, housed at Prisma Health's Roger C. Peace Rehabilitation Hospital, is the first of its kind in the Southeast.
- Prisma Health was the first in the Upstate to use Auris Health's Monarch™ Platform, an innovative technology enabling earlier, more accurate lung cancer diagnoses.
- Greer Memorial Hospital is the state's sole facility offering the new Focal One® HIFU Robotic System, which uses noninvasive imaging to precisely target prostate cancer with minimal side effects and downtime.
- In Greenville, a new Breast Cancer Prevention Clinic serves women whose risk for breast cancer is above average. Patients meet with a team of oncology specialists who share evidence-based recommendations to reduce risks of developing breast cancer.

# Advance population health

(Compliance with lease sections 3.11a, 3.11b, 3.11d, 3.13a)

## 2022 Community Health Needs Assessment

(3.11d, 3.13a)

With input from individuals, focus groups, surveys and community leaders, Prisma Health conducted its triennial Community Health Needs Assessment. Feedback identified the **top three health concerns for our residents:**

**1. Mental health, 2. Overweight and obesity, and 3. Heart disease and stroke.**

Prisma Health is now formulating action plans to address these prioritized needs through 2025.

**Refer to Page 29 to learn more about this report and to find a QR code to link to its contents.**

## inVio Health Network

(3.11a, 3.11b)

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

Formerly Prisma Health Upstate Network (and in the Midlands, Prisma Health Midlands Network), inVio Health Network – the merger of these two networks in October 2021 – engages providers in a patient-centered performance improvement program that integrates quality initiatives across the care continuum. This collaboration fosters a high degree of coordination to enhance quality, improve the patient experience, create efficiencies in care and reduce health care costs.

Value-based care necessitates focusing on the patient's needs and the convenience to access health care 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. By partnering with physicians and other health care providers, the network can work together in new ways to ensure optimal care delivery within and across the continuum to meet the health care needs of our communities.

The network negotiates value-based contracts directly with employers, Medicare and commercial payors who 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.

The network's initial contract was with the Medicare Shared Savings Program (MSSP) in 2015, which then expanded into the direct-to-employer market.

In its seventh year of taking part in the MSSP in 2021, inVio Health Network in the Upstate improved clinical quality across a population of more than 43,000 patients. Although the network exceeded the quality target, it did not meet the financial benchmark thresholds to generate shared savings. Through the MSSP contract, inVio Health Network in the Upstate has cumulatively saved the Centers for Medicare & Medicaid Services more than \$67 million for the 59,000+ Medicare fee-for-service beneficiaries.

In 2020, the network made great strides by adding three Medicare Advantage contracts, along with a large commercial agreement totaling more than 42,000 at-risk lives and growing. In 2021, the network partnered with BlueCross BlueShield of South Carolina to offer a new product – Blue Exclusive Reedy – that included nearly 3,000

Greenville County individual exchange members, and expanded into Laurens, Oconee and Pickens counties in 2022 to engage more than 4,000 individual exchange members.

In 2022, the network partnered with Aetna to extend a commercial health insurance offering to our network community provider practices with discounts for participating in our network. This product was also extended to community employers across the Upstate. Additionally, the network partnered with Aetna to introduce a new Medicare Advantage product, Aetna Medicare Prime plan (HMO-POS); our physician leadership collaborated on designing the plan benefits to drive patient engagement and remove potential financial barriers in getting care.

Although the network has not yet engaged in a Medicaid contract, Prisma Health has a value-based, at-risk contract with Healthy Blue Medicaid that consistently improves clinical outcomes and contains costs.

To support inVio Health Network's independent community practices in providing ongoing coordinated, quality care, Prisma Health formed a managed services organization (MSO). In 2022, the MSO and network launched a robust suite of clinical solutions and services to support our network community primary care practices in maintaining high-quality care and increased practice efficiency. Services include coding resources; a partnership with HealthSnap to offer virtual chronic care management and remote patient monitoring for those with heart disease, hypertension, Type II diabetes, obesity or other chronic conditions; a pharmacy team who assists patients with medication education and reduces barriers in getting their prescribed medications; and a centralized care gaps closure team who helps patients schedule wellness exams, cancer screenings, hypertension and diabetes care.

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

## Population health initiatives

(3.11a)

### AccessHealth

Prisma Health AccessHealth programs work with community partners, such as free medical clinics, to improve access to care and services for those in need. In FY 2021, Upstate AccessHealth programs resulted in a 65% reduction in Emergency Department (ED) use and 15% decrease in inpatient care for patients enrolled in the programs, resulting in a \$3.6 million savings for Prisma Health. Since inception, Upstate AccessHealth programs have served more than 11,000 uninsured patients.

AccessHealth Greenville and AccessHealth Mountain Lakes help any eligible uninsured person in Greenville, Laurens, Oconee and Pickens counties gain access to care. Our multidisciplinary care team includes social workers, community health workers, community paramedics and program navigators. We continue to explore ways to expand the breadth of our reach and impact by partnering with medical groups, local community partners, free clinics and federally qualified health centers. AccessHealth is becoming more integrated into Prisma Health, and we are encouraged that some upcoming changes will have a very positive impact on our program and our ability to support our patients.

Here's a summary from the first half of 2022:

- 4% decrease in ED use in Oconee/Pickens counties from January–June 2022.
- 30% decrease in ED use in Greenville/Laurens counties from January–June 2022.
- Although we saw a slight increase in inpatient use in Oconee/Pickens counties, we also saw a 20% decrease in inpatient use in Greenville/Laurens counties from January to June 2022.



## PASOs

PASOs ("steps" in Spanish) helps the Latinx community and local service providers work together for strong and healthy families in South Carolina. PASOs provides culturally responsive education on family health, early childhood and access to care; individual guidance for participants in need of resources; and partnership with health care and social service providers to help them provide more effective services.

During FY 2022, the PASOs Program connected with 1,648 patients and conducted 3,139 interventions.

### **441 adults and 347 children were connected to social determinants of health resources:**

- Financial assistance (medical bills, utility and rent support)
- SNAP (Supplemental Nutrition Assistance Program)
- Local food banks
- Transportation to and from medical appointments
- Legal referrals to family and immigration attorneys
- School support
- Language access
- Patient advocacy

### **917 adults and 731 children were supported with access to care:**

- Primary care provider support
- Specialty care support
- Prenatal care support
- S.C. Medicaid application
- Support education on appropriate use of hospital, emergency department and urgent care facilities
- Medication assistance support
- Hospitalization or surgery follow up

### **398 adults and 215 children were enrolled in WIC (Special Supplemental Nutrition Program for Women, Infants and Children).**

## Diabetes Prevention Program

The Diabetes Prevention Program has received Full Plus recognition from the Centers for Disease Control and Prevention, the highest achievement attainable for such a program.

This evidence-based, yearlong program helps prevent or delay Type 2 diabetes. The Diabetes Prevention Program offered 24 courses with 235 participants. Total pounds lost amounted to 3,341.9 (7.7% total weight loss).

## Mobile Health Clinic

The Prisma Health Mobile Health Clinic provides proactive health care for those facing barriers in access to care by going directly to communities with high rates of preventable illnesses, hospitalizations, and ED and emergency medical services (EMS) use.

The clinic completed 1,579 patient visits for the underinsured or uninsured at 140 community clinics for the 2022 calendar year. More than 70% of the patients seen have been referred to AccessHealth for continuum of care.

## Mobile Mammography unit

Prisma Health's Mobile Mammography unit, which opened in FY21, is making it more convenient to screen women across the Upstate – 1,979 mammograms in the 2022 calendar year. Of those screening mammograms, 16 came back positive for breast cancer. The mammography service has partnered with nearly 150 corporate and community sites to offer mammograms at various locations.

## Bradshaw Institute for Community Child Health & Advocacy

The Bradshaw Institute for Community Child Health & Advocacy, part of Prisma Health Children's Hospital–Upstate, works to create healthy and safe communities, increase access to care for those experiencing vulnerabilities, provide evidence-based strategies to improve health literacy, and ultimately become a best practice leader. Made possible by a legacy gift in 2016, the institute's funding comes from various sources: grants, philanthropy and operational dollars.

What follows is a summary of the team's activities or statistics in the Upstate during FY22:

- Pediatric Support Services throughout our ambulatory pediatric practices received 3,074 referrals; 1, 545 families were provided care coordination to connect with mental health, behavioral and parenting support services for their children; 183 families with food insecurity were connected to community resources. Circle of Security Parenting began in summer 2022.
- Five master's-level interns completed their field placement with Pediatric Support Services.
- 246 students were seen during 414 total visits at our School-based Health Centers in the 2021–22 school year; 144 of those visits were for mental health screenings and psychosocial management.
- 783 Tdap, HPV and meningococcal vaccinations were administered to Greenville County students through these School-based Health Centers.
- 151 students received sports physicals through School-based Health Centers.
- Patients served by School-based Health Centers were 57% Hispanic, 25% Black and 12% white. In all, 67% had Medicaid and 28% were uninsured, while 37% did not have a medical home.
- Health educators provided personalized pediatric injury prevention education to 2,048 families at Greenville Memorial, Oconee Memorial and Patewood hospitals before their baby's discharge from Newborn Services at our Children's Hospital. Also before discharge, 110 free car seats were distributed, more than 1,170 families were given hands-on education on car seat safety and staff performed 306 car seat inspections.
- Health education referrals were extended to the Children's Hospital to give in-person or phone education to families who were admitted due to a preventable injury (accidental ingestion, concussion, etc.). This order was fully rolled out in September 2022, with 20+ referrals completed that month.
- The team maintained 33 permanent Child Passenger Safety Inspection Stations in the community, including the on-site station at Greenville Memorial Hospital; 625 car seat inspections were completed in the community, including 63 through our Diaper Bank.
- To help keep children healthy and dry, 110,000 diapers were distributed via our Diaper Bank to 670 families in need; an additional 65,000 diapers were supplied to 25 internal and external partners.
- 2,272 elementary school students took part in the comprehensive Wheels to Wellness bike skills program.
- 295 safe sleep referrals and education were provided via Cribs for Kids; 110 cribs were supplied to families.
- Cribs for Kids expanded to Greenville County Schools to offer playards to teen parents, with 25 cribs distributed.
- 40 of our medical residents were trained in community health and advocacy.
- Six Title 1 schools received comprehensive health promotion messaging from September–May.
- 89 faculty, staff and administrators from Greenville County Schools took part in a daylong training offered by our institute on a trauma-responsive approach to discipline called Conscious Discipline.
- 50 faculty, staff and administrators from Greenville County Schools took part in an intensive two-day Digging Deeper into Conscious Discipline session.
- 124 faculty, staff and administrators from Greenville County Schools completed a Conscious Discipline Professional Learning Community course, which met monthly throughout the 2021–2022 academic year.

# Improve quality and safety

(Compliance with lease sections 3.11a, 3.11e)

## International, national and state recognitions

(3.11a, 3.11e)

### Maternity care laurels

Laurens County Hospital was recognized as being among the Best Hospitals for Maternity Care by Money magazine/The Leapfrog Group – one of nine in the state and 259 hospitals selected nationwide. In South Carolina, four of the nine hospitals chosen are part of Prisma Health.

### Best Hospital honors

Healthgrades lauded Oconee Memorial Hospital as being one of America's Best 100 for Pulmonary Care. Healthgrades also tapped Patewood to be among the 100 Best Hospitals for Joint Replacement. Both hospitals were commended for their clinical excellence.

### U.S. News & World Report ratings

U.S. News & World Report recognized four of our hospitals as High Performing in these areas:

- ✓ Baptist Easley: chronic obstructive pulmonary disease (COPD)
- ✓ Greenville Memorial: abdominal aortic aneurysm repair, colon cancer surgery, COPD, heart attack, prostate cancer surgery, stroke, uterine cancer surgery
- ✓ Oconee Memorial: COPD
- ✓ Patewood: hip replacements, knee replacements

### Kudos to these hospitals

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

- Baptist Easley: Get with the Guidelines® (GWTG)-Stroke, Silver Plus Achievement/Quality Award; Target: Type 2 Diabetes, Honor Roll
- Greenville Memorial: GWTG-Stroke, Gold Plus Achievement/Quality Award; Target: Stroke, Honor Roll Elite Plus, Advanced Therapy; Target: Type 2 Diabetes, Honor Roll
- Greer Memorial: GWTG-Stroke, Gold Plus Achievement/Quality Award; Target: Stroke, Honor Roll Elite; Target: Type 2 Diabetes, Honor Roll
- Hillcrest: GWTG-Stroke, Gold Plus Achievement/Quality Award; Target: Stroke, Honor Roll Elite; Target: Type 2 Diabetes, Honor Roll
- Laurens County: GWTG-Stroke, Silver Plus Achievement/Quality Award; Target: Type 2 Diabetes, Honor Roll
- Oconee Memorial: GWTG-Stroke, Silver Plus Achievement/Quality Award; Target: Type 2 Diabetes, Honor Roll

### ABCs of safety

Two Prisma Health hospitals in the Upstate earned "A" rankings in the fall 2022 Leapfrog Group report. These ratings were compiled using national data ranging from 2017–2021. Following national trends, we saw a downward shift in Leapfrog performance with fewer hospitals achieving an "A" because of the impacts of the pandemic – this is the first measurement period that includes the dramatic Delta and Omicron waves of the pandemic.

A: Baptist Easley Hospital

A: Oconee Memorial Hospital

B: Greenville Memorial Hospital

B: Hillcrest Hospital

B: Laurens County Hospital

C: Greer Memorial Hospital

Leapfrog's report 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. The Leapfrog Hospital Safety Grade is assigned to general acute-care hospitals only.

### Seeing stars for quality

Three Upstate hospitals garnered 5-Star Ratings (highest marks) by the Centers for Medicare & Medicaid Services for high-quality performance: Greer Memorial, Hillcrest and Patewood. Four of the state's six hospitals attaining 5-Star Ratings are part of Prisma Health.

### Most Wired award

Prisma Health received the Quality Award from the College of Healthcare Information Management Executives (CHIME), achieving elite Ambulatory Level 8 certification through CHIME's "Digital Health Most Wired" program in three categories: Acute, Ambulatory and Long Term Post-Acute Care. The Most Wired program evaluates technology use to improve health care in multiple areas, including clinical quality and safety, interoperability, population health, patient engagement, and analytics and data management.

### Hearty congratulations

The Upstate Heart Failure team won a prestigious UNIVANTS of Healthcare Excellence Award – one of only three projects worldwide selected for best practices.

### Breastfeeding award

Greenville Memorial Hospital received the 2022 IBCLC Care Award (IBCLC stands for international board-certified lactation consultants) for training those who care for breastfeeding families, promoting breastfeeding and supporting the lactation consultant profession.

### Outstanding employer honors

Prisma Health was included in Forbes' annual America's Best Employers list for South Carolina.

### Making a difference

The Bleeding Disorders Association of South Carolina presented Prisma Health's Hemophilia Treatment Center with the 2022 Making a Difference Award for providing access to comprehensive care. The association also commended Prisma Health for its easy patient referral process and patient-centric care.

### Coordinated care

The Upstate Internal Medicine Clinic was recognized by the S.C. Medical Association with the Patient Centered Medical Home Award for stellar patient care coordination.

### Great initiative

Bradshaw Institute for Community Child Health & Advocacy, part of Children's Hospital, won the 2022 S.C. Head Start Association Corporate Award for its Grow to Greatness program. This initiative supports early learning, health and family well-being.

## Patient accolades/Satisfaction score enhancements

(3.11a, 3.11e)

### Likelihood to recommend

Prisma Health Medical Group elevated its "Likelihood to Recommend" score 12 percentile ranking points over 12 months, showcasing the key work clinicians perform to build trusting relationships with patients across the organization. Acute Care scores rose markedly, too. And Post-Acute (Home Health, Hospice) satisfaction entered the top quartile nationally.

## Best of the Best

Greenville Business Magazine Best in Business 2022 contest saluted the top companies and individuals from around the state as nominated by their readership. These Prisma Health entities in the Upstate placed first, second or third:

- Cosmetic Surgery Center: Carolina Plastic Surgery & Aesthetics
- Diversity & Inclusion Officer of the Year: Melinda Gillispie
- Hospital: Prisma Health (overall organization)
- Neurology Group: Southeastern Neurosurgical and Spine Institute
- OB/GYN Practice: Greenville Ob/Gyn Associates and Piedmont OB/GYN
- Orthopedic Group: Steadman Hawkins Clinic of the Carolinas
- Primary Care Practice: Cypress Internal Medicine
- Urgent Care: Prisma Health Urgent Care.

## Home Health and Hospice honors

Strategic Healthcare Programs (SHP) recognized Prisma Health Hospice of the Foothills for achieving a caregiver and family satisfaction score in the top 5% of more than 2,000 hospices nationally. Additionally, Home Health agencies associated with Greenville Memorial Hospital garnered SHP's 2021 Superior Performance award, ranking in the top 20% of 5,000 participating agencies.

## Program of Excellence winner

Prisma Health received the 2022 S.C. Telehealth Program of Excellence award from the Palmetto Care Connections organization. This award recognizes a program that shows marked positive outcomes in clinical intervention, improved access and community engagement.

## 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 Prisma Health as they seek and receive care, such as communication with providers and the support team, along with access to facilities and timely appointments.

Commitment to an excellent patient experience is reflected in the organization's Pillar goals, particularly Service and Quality. The Service Pillar goal was exceeded in all areas in terms of delivering an outstanding patient experience. Prisma Health also performed well on the Quality Pillar goal of clinical excellence, designed to enhance both patient outcomes and the patient experience, missing one target by a single percentage point. These enterprise-wide goals are intended to drive long-term improvements in quality and safety.

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

| Measurement                        | Goal                             | Target | Actual        |
|------------------------------------|----------------------------------|--------|---------------|
| Patient experience composite score | Increase % "likely to recommend" | 81%    | 82.1% overall |
| Acute patient experience           | Increase % "likely to recommend" | 74.3%  | 75.5%         |
| Medical Group patient experience   | Increase % "likely to recommend" | 87.8%  | 89.1%         |
| Post-Acute patient experience      | Increase % "likely to recommend" | 87%    | 87.5%         |

**Quality Pillar goal:** Deliver top decile quality of care with high reliability.

| Measurement                         | Goal                    | Target | Actual      |
|-------------------------------------|-------------------------|--------|-------------|
| Clinical excellence composite score | Improve quality of care | 90%    | 92% overall |
| Ambulatory                          | Improve quality of care | 90%    | 95%         |
| Acute                               | Improve quality of care | 90%    | 91%         |
| Post-Acute                          | Improve quality of care | 90%    | 89%         |

**For the complete Pillar Performance Scorecard for Prisma Health, refer to Appendix Page 30.**

## Pulse Program improves performance

In 2022, Prisma Health launched the Pulse Program. This internal program combines best-in-class tools and resources involving quality, safety, experience, health disparities, value and population health into one learning system that all team members can use to improve care delivery and services for our patients, families, co-workers and community.

Each quarter, the program's playbook will be updated to help those throughout the organization stay current on our progress toward transforming care. The inaugural playbook debuted October 2022, the start of FY23.

## Accreditations, certifications, designations

(3.11a, 3.11e)

### Zero Harm accolades

All eight Prisma Health hospitals in the Upstate received a combined 45 Certified Zero Harm Awards in the latest 2022 announcement from the S.C. Hospital Association. The awards, given semiannually, recognize hospitals when no preventable hospital-acquired infections of a specific nature are recorded during the reporting period. Marshall I. Pickens and Greenville Memorial hospitals also garnered Drive to Zero Suicide Awards.

### ANCC designations

Hillcrest Hospital attained Pathway to Excellence® designation from the American Nurses Credentialing Center (ANCC). This global credential recognizes the commitment to creating a healthy work environment where nurses feel empowered and valued. Plus, the hospital again earned Comprehensive Center with Adolescent accreditation for stellar bariatric care from the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery.

Greer Memorial Hospital earned Magnet® re-designation from the ANCC. Magnet designation is the gold standard for nursing excellence in delivering high-quality patient care. Greenville Memorial Hospital also has received Magnet status. (Update: Greenville Memorial Hospital received Magnet re-designation in December 2022.)

### Stroke certifications

Baptist Easley Hospital earned Primary Stroke Center certification from The Joint Commission, in collaboration with the American Heart Association/American Stroke Association, for meeting rigorous clinical performance standards.

### Cancer accreditation

The Cancer Institute was accredited by the American College of Surgeons (ACS) Commission on Cancer for meeting 34 quality care standards and providing excellent, comprehensive, patient-centered care. The Upstate Breast Center program also earned ACS re-accreditation for its high-quality, full continuum of care.

### Recertifications

Oconee Memorial Hospital has been recertified as a Baby-Friendly Hospital by the accrediting body and national authority for the Baby-Friendly Hospital Initiative. Baby-Friendly hospitals offer optimal care for infant feeding and mother/baby bonding, and all Prisma Health birthing facilities in the Upstate are designated as Baby-Friendly.

Patewood Hospital was recertified for Advanced Hip & Knee and for Primary Total Shoulder joint replacements by the Joint Commission for offering comprehensive, patient-focused programs.

## Centers of Excellence

Greenville Memorial Hospital, which received The ELSO Award for Excellence in Life Support, is now a Center of Excellence. This designation demonstrates a high commitment to evidence-based processes and quality measures, staff training and continuing education, and patient satisfaction in caring for those needing extracorporeal membrane oxygenation (ECMO) to support failing organ systems.

Hillcrest Hospital again earned Comprehensive Center with Adolescent accreditation for stellar bariatric care from the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery.

## Meritorious status

ACS' National Surgical Quality Improvement Program recognized Greenville Memorial Hospital with "Meritorious" status for high-risk surgical outcomes. Such status was limited to the top 10% of 850 participating hospitals in 2021 for providing patients with high-quality surgical care and safety.

## Sweet news

Prisma Health's virtual Diabetes Prevention Program earned Full Plus designation from the Centers for Disease Control and Prevention. This designation is reserved for programs that follow the evidence-based National Diabetes Prevention Program Lifestyle Change Program to the highest standard.

## Distinct praise

Healogics named Laurens County Hospitals as a Center of Distinction for its comprehensive wound healing rates and high patient satisfaction.

## Blue Distinction Centers

BlueCross BlueShield of South Carolina designated these five Prisma Health Upstate hospitals as a Blue Distinction Center+ (BDC+) for maternity care: Greenville Memorial, Greer Memorial, Laurens County, Oconee Memorial and Patewood. Blue Distinction Centers are nationally designated hospitals with expertise in specialty care. A Blue Distinction Center+ demonstrates enhanced cost efficiency in delivering such care. (Baptist Easley Hospital was also honored as a BDC for maternity care. At this time, it is not providing maternity services – these patients are being seen at Greenville Memorial Hospital.)

Hillcrest Hospital was deemed 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     | 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 3.11a, 3.11d, 3.11e)

### Annual commitment to Greenville County and its municipalities

(1.8, 3.11d)

Pursuant to the Lease, Prisma Health is pleased to provide funding to the GHA for an annual commitment of \$1 million to Greenville County and \$1 million divided among the incorporated municipalities within Greenville County. The annual commitments were provided to the county and its municipalities in February 2022 to support programs and services that enhance the health and well-being of Upstate communities.

| Municipality/County | Population based on 2010 census | FY22 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                             | <b>\$1,000,000</b>                  |

This annual commitment continues for the life of the Lease between Prisma Health–Upstate and GHA (34 years).

### Healthy Greenville grants

(1.8, 3.11d)

Pursuant to the same Lease, Prisma Health is pleased to provide funding in the amount of \$4 million annually to the GHA so that it may award grants to improve the health of Greenville County and the Upstate community. This funding has enabled the GHA to pledge more than \$25 million in yearlong and multiyear grants through FY22.

In 2022, the GHA Board of Trustees approved major grants for these organizations:

- Center for Developmental Services
- FAVOR Upstate
- Girls on the Run Upstate SC
- Greenville County First Steps
- NOTUS Sports
- Pendleton Place
- Safe Harbor Inc.
- Soteria Community Development Corporation
- Unity Health on Main
- University of South Carolina Educational Foundation
- YMCA of Greenville

This \$4 million in annual funding continues for the life of the Lease between Prisma Health–Upstate and the GHA (34 years).



## Healthy Greenville, Too! grants

(1.8, 3.11d)

In addition to Healthy Greenville grants, a portion of the annual funding provided by Prisma Health supports the Healthy Greenville, Too! “micro-grant” program. Healthy Greenville, Too! grants support nontraditional health services that provide a valuable charitable role in improving the well-being of the people of Greenville County.

This year’s recipients were:

- Canterbury Counseling Center
- GirlUp GVL
- International Ballet
- Jasmine Road Inc.
- Lions Vision Services
- Meals on Wheels Greenville
- Miracle Hill Ministries
- North Greenville Crisis Ministry
- Sustaining Way
- The Children’s Museum of the Upstate
- Upstate Circle of Friends
- YouthBASE

## Insurance coverage and licensures

(3.11d)

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

**Please refer to Appendix Page 31 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, Prisma Health has now moved all licensure renewals to Oct. 31.

**Please refer to Appendix “License Application Processing/Applied for/Renewed” on Page 32 for a list of licensures expiring in the next year.**

## Supply chain challenges

(3.11e)

As the state’s largest, most comprehensive integrated health care organization, Prisma Health possesses the breadth and depth of resources to rapidly respond to supply chain challenges across the health care spectrum – many resulting from COVID-19 – such as securing critical medical supplies to ensure our patients and team members have the medicines and equipment they need, no matter what the illness. Thanks to our size, we can go directly to manufacturers around the globe to obtain supplies in bulk at a reduced cost. We can then quickly, conveniently and cost efficiently store and ship these items from our central distribution center.

## **Flu vaccinations**

*(3.11a, 3.11e)*

Each year, Prisma Health administers hundreds of flu vaccinations at multiple drive-thru and walk-in sites, including Greenville, Greer, Simpsonville and Travelers Rest. Vaccinations are free to the public and available on a first-come, first-served basis. In addition, our Business Health Solutions (since renamed Employer Health Services) department provided 2,008 flu vaccinations to area businesses in FY22.

Internally, Prisma Health dispenses influenza vaccinations for free to team members as a way to keep the community healthy. During last year's flu season (September 2020–March 2021), 12,238 vaccinations were administered internally.

## **COVID-19 vaccines/boosters**

*(3.11a, 3.11e)*

Internally in FY22, Employee Health and Wellness administered 2,086 vaccine doses and 612 boosters to team members as a way to keep the community healthy.

## **Energizing award**

*(3.11e)*

For the third year in a row, Hillcrest and Patewood were presented the Energy to Care Award from the American Society for Health Care Engineering for reducing campus energy consumption by 10% in a year. They are the only hospitals in South Carolina that have received this honor.

## **Prisma Health–Upstate and GHA financial statements**

*(3.11e)*

**Please refer to Appendix Page 33 for these FY22 financial statements.**

## Remain the area's employer of choice

*(Compliance with lease section 3.11e)*

### Prisma Health's impact on the state's economy

*(3.11e)*

With approximately 10,300 employed team members in Greenville County as of Sept. 30, 2022, Prisma Health ranks as the county's largest employer. It also is the state's largest health care organization. As such, it is an economic driver for the region.

According to a January 2022 study,\* Prisma Health's economic impact across South Carolina totaled \$9.1 billion a year. The four-county Upstate primary service area – Greenville, Laurens, Oconee and Pickens – accounted for more than \$5 billion of that amount.

**Refer to Page 38 for a county-level distribution across South Carolina of Prisma Health's economic impact. You will also find a link to the economic impact booklet produced by the Darla Moore School of Business.**

The same study found that Prisma Health accounted for \$4 billion in labor income for Palmetto State residents; in terms of jobs, that equated to 57,714 jobs (directly and indirectly). In the Upstate alone, Prisma Health supported (directly or indirectly) 8.2% of all jobs within its four-county primary service area. Across the state, Prisma Health was responsible for 2.5% of all jobs – for every 10 jobs supported directly by Prisma Health, an additional 12 were created statewide.

**Refer to Pages 39 for Prisma Health's impact on Greenville, Laurens, Oconee and Pickens counties.**

\*Source: The Economic Impact of Prisma Health on South Carolina, produced by the Division of Research at the University of South Carolina Darla Moore School of Business.

### Market wage adjustments

*(3.11e)*

When Mark O'Halla arrived as Prisma Health's President and CEO in 2019, he challenged the management team to bring all job categories up to market-competitive levels by the end of FY20. These market wage adjustments were successfully made and represented an annual investment of nearly \$140 million across the organization. An additional \$65 million in adjustments was distributed in FY21 for a total of \$205 million committed to attracting and retaining a high-caliber workforce. Market wage adjustments continued to be made in FY22, with \$128 million being added to base pay.

Since July 2019, \$308 million has been invested in team member salaries and benefits throughout the organization. In FY22 alone, \$65.6 million was invested toward base pay.

### Survey of Prisma Health team member engagement

*(3.11e)*

Late in FY22, Prisma Health conducted an organization-wide team member engagement survey. This annual process allows respondents to provide valuable input to executive management on various organizational dimensions. This input is used to gauge perceptions on organizational and managerial effectiveness, and it serves as a basis for action planning of initiatives to increase engagement.

Prisma Health results as a whole appear below:

- Response rate: 85% of team members
- Engagement index: 83%, above the People Pillar target goal of 76.8% and above the health care benchmark.

Pronounced positive trends included being involved in decisions and being supported in balancing work and personal life. Respondents were proud to say they worked at Prisma Health and would recommend the organization to others. Team members also believe they are treated fairly and are accepted here. Focus areas for improvement include being paid fairly and receiving recognition for good work.

**For the complete Pillar Performance Scorecard showing all of Prisma Health, refer to Appendix Page 30.**

## **UPLIFT-ing news**

(3.11e)

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 saved thousands of dollars in costs incurred for compensation and missed work related to patient-handling injuries.

During 2021, Prisma Health management noticed an increase in injuries linked to in-bed positioning. In response, enough air pumps were acquired across the organization in 2022 to move patients safely. An air protocol was implemented and training was provided. As a result of addressing this situation, marked declines in injuries related to bed positioning have occurred in Calendar Year 2022 for team members:

- Events involving injuries decreased by 25%.
- Claims dropped by 30%.
- Lost days reduced by 88% and restricted days by 72%.

Other positive items of note include:

- UPLIFT coach classes were made available at all campuses.
- The needs of the increasing number of patients weighing more than 400 pounds are being addressed following a Bariatric Gap Analysis completed by UPLIFT facilitators.

## **Employee benefits enhance workplace culture**

(3.11e)

Prisma Health is committed to being an employer of choice. As such, Prisma Health seeks 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, Prisma Health offers competitive 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 Prisma Health employee team.

## **Here are some of the ways we continued to attract and retain our valued workforce in Calendar Year 2022:**

- No increase in medical plan premiums from Calendar Year 2021 to 2022.
- Contributed more than \$58 million to retirement savings plans for Upstate team members.
- Offered employee health plan participants \$0 copay 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 career education and training; 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 Area Health Education Center consortium and LinkedIn Learning.
- Offered discounts on monthly dues for membership at area YMCAs and our Life Center® Health & Conditioning Club members.
- Offered full coverage for diabetes education and nutrition counseling; removed the pediatric office visit copay for many employee health plan participants.
- Provided free Team Member Care Centers on-site to conveniently treat common medical conditions; services are available for team members and dependents over age 16.
- Afforded prompt, low-cost treatment for neck, back, shoulder, hip and knee pain through our MSK (Musculoskeletal) Program.
- Expanded health care access through virtual care services.
- Delivered financial wellness opportunities through online and in-person education.
- Offered a wellness resources toolkit through our online benefits website: [www.BenefitsForMyWorld.com](http://www.BenefitsForMyWorld.com).
- Provided free Greenlink public transit benefits.
- Continued to offer Employee Assistance Program powered by LifeWorks.
- Implemented growing family support through BenefitBump to provide benefit plan education and navigation for any path to parenthood, including emotional support for the whole family.
- Initiated new technology for team members to take part in well-being activities that earn points for a medical plan premium discount or to spend in a rewards mall.
- Held annual paid time off cash-in opportunity for team members.
- Enhanced the Military Leave policy to support Prisma Health's military members.
- Provided childcare resources through an on-site facility, back-up care and online education assistance.
- Added a floating holiday allowing team members time off one day a year to celebrate a day of significance (the day does not have to be a recognized holiday).

## Fast facts for the Upstate

### Facilities

Medical campuses 8  
Total hospitals (including specialty) 11  
Physician practice sites 187  
Licensed beds 1,475 (as of Nov. 1, 2022, with the transfer of Lila Doyle facility)  
Licensed NICU/Special Care bassinets 85

### Prisma Health team

Total employed team members 17,966  
Employed physicians (included in team members) 1,309  
    Physician assistants 155  
    Registered nurses 4,879  
    Nurse practitioners 396  
    Nurse midwives 10  
Affiliated physicians (not included in team members) 1,883  
Volunteers 530

### Clinical statistics

Inpatient surgical procedures 13,764  
Outpatient surgical procedures 45,025  
Adult and pediatric patient days 414,918  
Average inpatient daily census 1,089  
Average length of stay (in days) 6.3  
Hospital discharges 65,624 (9,695 pediatric)  
Outpatient facility visits (includes clinic, ER and home health visits) 1,525,412  
    Clinic/facility visits 1,182,301  
    Emergency services visits 287,688 (28,903 pediatric)  
    Home health visits 55,423  
Hospice admissions 1,211  
Physician practice visits (includes Prisma Health Urgent Care and virtual visits) 3,909,902  
    Urgent care visits (included above) 117,930  
Babies birthed 8,967

*Because this report spans a time frame in which COVID-19 protocols were in effect, some figures may differ markedly from previous years.*

### Clinically integrated network members

In October 2021, Prisma Health Upstate Network combined with our Prisma Health Midlands counterpart to form the inVio Health Network. Network members in the Upstate number 1,689 physicians and 1,331 advanced practice providers, for a combined total of 3,020.

# Transform health care

(Compliance with lease sections 3.11a, 3.11e)

## Academics and research

(3.11a)

The Health Sciences Center (HSC) is Prisma Health's academic health center with strong, strategic relationships among three universities: Clemson University, Furman University and the University of South Carolina. Additionally, Prisma Health has numerous affiliation agreements with colleges and universities across the Palmetto State. HSC's greatest asset is the Prisma Health clinical learning environment, which touches approximately 8,000 students a year in clinical training, research, exploratory opportunities, shadowing and pipeline programs (more than 4,500 of those students are in the Upstate). In addition, the strength of the HSC is deeply embedded in clinically relevant research partnerships with faculty, scholars and students that improve care.

Prisma Health Academics consists of a research, teaching and innovation platform focused on advancing health care delivery, formulating new care models and developing our future workforce. The vibrant clinical learning environment fosters teaching and learning, creates space for innovation and ultimately presents opportunities to improve patient outcomes through research. In the Upstate alone, Prisma Health team members engaged in more than one million hours of teaching in FY22!

The bottom line? These academic programs, research innovations and other opportunities mentioned above enhance our ability to create the future health care workforce through enhanced access, advances in medical care and focused recruitment during a time of national shortages.

### Upstate snapshots for FY22

#### Academics

- Residents: 315 in 13 residencies.
- Fellows: 31 in 15 fellowships.
- Medical school students: 428.
- Student learners: 4,518 (high school, undergraduate, graduate or professional students not listed above who rotate at Prisma Health).
- Student placement at Prisma Health: 117 departments in 198 facilities.
- Pipeline programs to ignite interest in health care: 4, with approximately 200 participants.
- 1 of only 120 academic health centers in the nation.
- 1 affiliated medical school: University of South Carolina School of Medicine Greenville.
- Prisma Health as a whole trains more primary care residents than all other graduate medical education programs combined in South Carolina.

#### Research

- Number of submitted proposals across Prisma Health requesting external funding: 198 sponsored programs\* valued at \$83.9 million.
- Number of submitted proposals awarded external funding: 189 valued at \$52.1 million (one award was \$30 million).
- Active research studies: 1,178, including 550 clinical trials.
- New studies: 309.
- Average number of patients enrolled in clinical trials at any given time: 2,768 – 120% increase over FY21!

*\*A sponsored program is a project, normally in the form of a grant or contract or cooperative agreement, funded from external sources including federal, state and local governments or private corporations/foundations.*

## Aging research

Clemson University and Prisma Health opened space at Oconee Memorial Hospital to accommodate the growing community research and clinical programs of the university's Institute for Engaged Aging. The institute occupies the hospital's top floor and specializes in aging, cognition research and outreach.

## Unique program nears end of fourth 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. In FY21, 143 patients returned for follow-up visits and 190 enrolled in the program, for a total of 333 visits. And even though COVID-19 remains, 404 returned for follow-up visits and 219 participants joined the program in FY22, for a total of 623 visits. In all, 908 people have enrolled in the program.

## Screening success

Despite a downturn in nationwide health screenings due to COVID-19, Prisma Health in the Upstate completed 51,988 screening mammograms in FY22 – a marked increase over the 45,517 screenings performed in FY21.

## Business Health Solutions update

(3.11a)

Each year, our Business Health Solutions team expands our client relationships by offering additional services and broadens our reach by providing services for new business partners. Approximately 550 Upstate businesses, including occupational health and wellness/prevention clients, have partnered with Prisma Health to help improve employee health and wellness.

## Diversity and inclusion

(3.11e)

### Diversity Leadership Development Program

Building a diverse and inclusive leadership team and workforce is imperative to understanding and responding to our state's population, patient care, and health care needs. Creating a culture where team members feel included, valued, and supported is essential to workforce engagement, productivity, and performance. At Prisma Health, engaged leaders drive greater patient satisfaction, workforce retention and extraordinary business results. The Prisma Health "Be the Difference" Diversity Leadership Development Program provided an opportunity to nurture senior leaders from various sectors of the organization who function at a high level of emotional intelligence and who identify with certain diversity dimensions.

**Intent:** The intent of the program focused on further developing leadership skills by building diversity, equity and inclusion competencies and effective transformational strategies aimed at improving Prisma Health's corporate and workforce culture, as well as patient quality of care.

**Actions:** In February 2022, Prisma Health began this five-month program, graduating its inaugural class in June. Modeled after the Riley Institute award-winning Diversity Leaders Initiative (DLI) at Furman University, top-level leadership at Prisma Health focused on better learning how to effectively manage diverse organizations, increase team member belonging and engagement, and enhance patient care. A diverse representation of 16 nominated,



established leaders across multiple service lines took part. The customized curriculum addressed key organizational challenges and opportunities related to equity, diversity, and inclusion. At the core, the program focused on cultivating highly motivated existing and future leaders and on identifying aspirational DEI workplace priorities from a culturally relevant and sensitive perspective.

**Outcomes:** Program alumni shared that the program experience was powerful, life-changing and unlike any other. Participants collectively addressed four project priorities that emerged from the program that will help transform Prisma Health's culture:

- Increase physician workforce diversity.
- Enhance the clinical learning environment culture of belonging for 8,000+ learners accessing Prisma Health for training.
- Conduct a workforce and learner survey with a diversity and inclusion focus.
- Be recognized as a top employer of choice for all demographics with an emphasis on LGBTQ+.

Alumni are applying what they learned and have observed improved performance and impact with ongoing work to address challenges and opportunities associated with diversity, resilience, and culture transformation. As a result, they recommend this experience to others.

### Business Resource Groups (BRGs)

Business Resource Groups is a diversity best practice shown to increase team member engagement and retention. BRG membership is open to all team members.

Prisma Health now has 13 BRGs that build a sense of community and foster a diverse, inclusive workplace aligned with organizational purpose, goals, business practices, and objectives:

- Young Professionals
- African American Network
- LGBTQ Alliance
- Veterans Association
- Levi S. Kirkland Society
- Hispanic Medical Association
- Women's Alliance Network (formerly Group of Women in Medicine and Science)
- Telecommute Workers
- Mindfulness and Emotional Intelligence
- Interfaith
- HOLA (Hispanic Organization Latino Administration) – NEW
- GENTS (Gentlemen Engaging in Networking and Transforming Success) – NEW
- AcKnowID, Acknowledge Individual Differences (visible and invisible disabilities) – NEW

### Supplier Diversity Program

The health care supply chain continues to evolve as availability of supplies ebbs and flows. As a result, Prisma Health Supply Chain recently created a novel pipeline for diverse suppliers: Two days each month, suppliers can share their capabilities in 30-minute sessions with the Supply Chain. The goal is to not only advocate for these suppliers and strengthen supply chain resilience, but also to further an organizational culture of change and growth.

Other items of note featuring the Supply Chain team:

- Serving as a subject matter expert panelist at Workday Rising to discuss why supplier diversity is crucial.
- Serving as an expert panelist on a Global Women Procurement Professionals podcast.
- Publishing a podcast with Workday on the importance of supplier diversity in health care.

As always, the organization remains committed to proactively seeking minority, women, veteran and LGBTQ suppliers to serve the needs of our patients.

## 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 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 46-strong unit of trained, qualified, and certified team members includes translators, interpreters, a bilingual employee program and a trilingual team. Medical interpreters work on-site at several hospitals, outpatient facilities and physician practices. They deliver services in person, over the phone or by video – totaling 165,011 encounters in the Upstate in FY22.

This fiscal year, interpreters:

- Facilitated 13,726 in-person interpreting encounters (up markedly from last year due to COVID-19 limits in FY21).
- Were involved in 101,271 phone interpretations.
- Participated in over 50,014 video interpretations (up markedly from last year).

Prisma Health is one of the select 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 FY22, this group translated 841,842 words across the Upstate and Midlands markets.

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

## Philanthropic efforts

*(3.11a, 3.11e)*

Prisma Health's South Carolina-based nonprofit organization houses two affiliated 501(c)(3) foundations in the Upstate, along with our Prisma Health Office of Philanthropy. In spite of COVID-19, collective philanthropic efforts in FY22 exceeded \$11 million, thanks to generous donors contributing cash, pledges, planned gifts and in-kind contributions to enhance local patient care. Contributions also support research and workforce development.

### Office of Philanthropy

Of that monetary amount, approximately \$9.1 million was contributed to the Office of Philanthropy by 2,726 generous donors. Six highlights are summarized below:

- Prisma Health announced the creation of The Robert A. Jolley Jr. Endowed Chair of Psychiatry and Community Health, along with a new mental health initiative, funded by a \$1.5 million gift from The Jolley Foundation and its trustees. The endowment will support improved mental health access in the Upstate.
- A \$3 million campaign is underway to fund the W. Larry Gluck, MD Endowed Chair in Translational and Molecular Oncology Research. The intent is to honor Dr. Gluck, who has long headed the Prisma Health Cancer Institute, upon his retirement in 2023.
- The office was awarded a \$125,000 grant from the Symmes Foundation for the Roger C. Peace (RCP) Wellness Initiative at Greenville's new Unity Park. The new space will increase access to several RCP programs at Prisma Health, such as accessible cycling, as well as cancer prevention and other wellness initiatives.
- A number of \$100,000 gifts were announced, including: A \$100,000 endowment gift from a grateful family designated for Prisma Health Adolescent Medicine to combat eating disorders. Second, a \$100,000 commitment from John Witherspoon Gilpin, MD, was received to create The First Decade Scholarship Fund benefitting the University of South Carolina School of Medicine Greenville. Third, Prisma Health partnered with Ingles Markets

and iHeart Radio to promote the We Care Campaign, raising more than \$100,000 to support Prisma Health Children's Hospital – Ingles collected donations in 32 Upstate stores, and iHeart raised awareness through remote events and an on-air fundraising drive.

- The Prisma Health Medical Experience (MedEx) Academy launched a \$1 million Endowment Campaign in FY21 to fund student scholarships. In FY22, Vicki and Craig Brown committed \$150,000 to establish the Greenville Drive scholarship for MedEx students and graduates. MedEx is a one-of-a-kind program developed to create interest among young people in health care careers. It makes health professions accessible to students from diverse cultural and socioeconomic backgrounds, and the endowment will help fund this signature pipeline program.
- May marked the 16th anniversary of the Prisma Health Dragon Boat Upstate Festival. More than 1,000 paddlers, donors and sponsors took part in this annual event, raising \$300,000 to benefit the Cancer Institute.

### **Prisma Health's Baptist Easley Hospital Foundation**

In FY22, Baptist Easley Foundation continued to focus on finishing the cancer capital campaign and increasing community reach through its Legacy Society and events to support the hospital.

- Richard and Jackie Pressley donated \$250,000 to the new Larry Winn, MD, Cancer Care Unit at Baptist Easley Hospital to fund the infusion services suite. The donation was made in honor of their daughter, Erin Pressley Armstrong, a breast cancer survivor. This gift closed out the capital campaign for the new unit, which opened March 2022.
- Warren Afept became the newest Legacy Society donor with an estate gift of his home to be used for the hospital's greatest needs. As a past volunteer for the hospital, Afept and his spouse both loved Baptist Easley Hospital; when his wife became ill, she spent a great deal of time receiving care here. As he said, "Baptist Easley Hospital is my second family and I want to make sure I am able to help the hospital the way the hospital helped care for my wife."
- The Festival of Lights fundraiser in December 2021 raised \$98,000 for the Larry Winn, MD, Cancer Care Unit.
- The foundation provided \$125,000 of direct patient care items through Patient Care Fund grants as well as foundation board allocations to the hospital for needed items.

### **Prisma Health's 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 FY22:

- The community contributed nearly \$1.3 million to support Prisma Health services on Oconee campus and surrounding areas.
- The foundation's Christmas Tree Festival in December 2021 raised a net profit of \$178,000 for Prisma Health Hospice of the Foothills.
- The 15th Annual Golf Classic events (tournament, online auction and ball drop) raised a net profit of \$63,000 to benefit three worthy services on the Oconee campus: Pediatric Services, Robotic Surgical Technology and the Dental Clinic. Since 2008, more than \$1 million has been generated from the foundation's Golf Classic events to enhance local health care.
- The foundation held its Pass the Purse event in May, generating a net profit of \$110,000 for the Cancer Institute on campus. Funds will support local survivorship programs and indigent care needs.
- Employees around the campus contributed more than \$76,000 through the foundation's annual Miracle Team employee giving campaign.
- The community has provided more than \$1 million in philanthropic funds – surpassing the campaign goal – to expand the hospital's Emergency Department. The project, now underway, is expected to be completed in 2024.

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# 2022 Community Health Needs Assessment Report

(3.11d, 3.13a)

Prisma Health's commitment to transforming community health and wellness is driven by our purpose: *Inspire health. Serve with compassion. Be the difference.* To effectively and efficiently transform health, we must first be aware of the top health issues facing our residents, especially the health of underserved and vulnerable populations. 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.

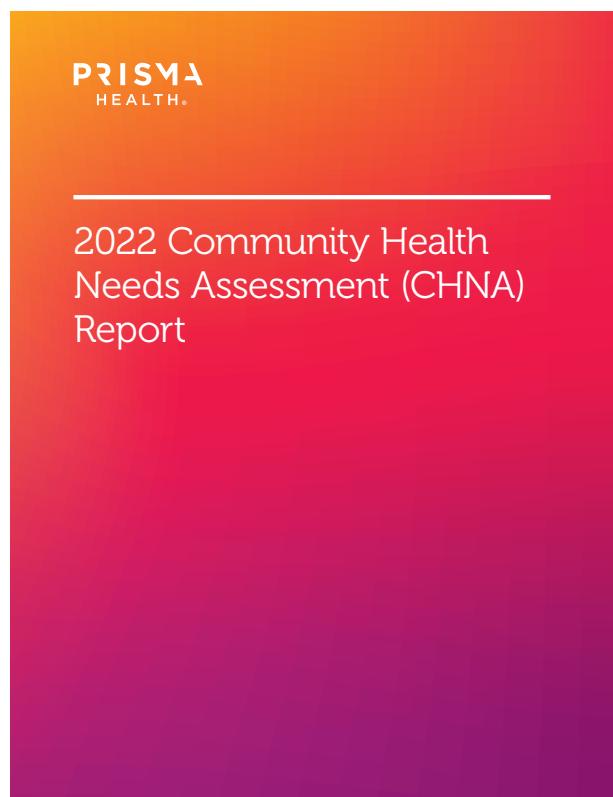
This report includes input from individuals representing the broad interests of our service area counties. Input was collected from surveys, focus groups and community leaders. With this feedback, along with support from community stakeholders and a thorough analysis of relevant data (and in accordance 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 (ranked) to focus on over the next three years:

These priorities are listed in rank order:

1. **Mental health**
2. **Overweight and obesity**
3. **Heart disease and stroke**

Coincidentally, the top three health priorities ranked the same between the two markets in the Midlands and Upstate.

Over the coming months, strategies will be crafted to address these prioritized needs through 2025, 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 2022 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 FY 2022 Performance Scorecard

(3.11e)

| Prisma Health Pillar Performance Scorecard FY 2022   |  |  |                         |            |             |              |                   |            |            |  |  | Results thru September 2022 |  |
|--|--|--|-------------------------|------------|-------------|--------------|-------------------|------------|------------|--|--|-----------------------------|--|
| Supports our strategy path to value to influence a better state of health by being the difference.                 |  |  |                         |            |             |              |                   |            |            |  |  |                             |  |
| Pillar & Measure   |  | Goal   | Performance Goal Levels |            |             |              |                   | YTD Actual | Prior Year | Comments   |  |                             |  |
| People: Create a culture that attracts, retains and develops team members.   |  |  | Below<br>1              | Entry<br>2 | Target<br>3 | Stretch<br>4 | Superstretch<br>5 |            |            |  |  |                             |  |
| Team Member Engagement Index   |  | Improve engagement index   | < 74.8%                 | 74.8%      | 76.8%       | 78.8%        | 80.8%             | 83.0%      | 76.8%      | Annual Measure   |  |                             |  |
| Service: Serve our patients and their families by providing them with an exceptional experience.                   |  |  |                         |            |             |              |                   |            |            |  |  |                             |  |
| Patient Experience Composite Score   |  | Increase % who are likely to recommend   | < 80.5%                 | 80.5%      | 81.0%       | 81.7%        | 82.3%             | 82.1%      | 81.1%      | Stretch performance above baseline                                     |  |                             |  |
| Acute Patient Experience (50% weight)  |  |  | < 73.8%                 | 73.8%      | 74.3%       | 75.0%        | 75.7%             | 75.5%      | 74.3%      | Stretch performance above baseline                                     |  |                             |  |
| Medical Group Patient Experience (40% weight)  |  |  | < 87.3%                 | 87.3%      | 87.8%       | 88.5%        | 89.2%             | 89.1%      | 87.8%      | Stretch performance above baseline                                     |  |                             |  |
| Post-Acute Patient Experience (10% weight)   |  |  | < 86.5%                 | 86.5%      | 87.0%       | 87.5%        | 88.0%             | 87.5%      | 87.0%      | Superstretch performance above baseline                                |  |                             |  |
| Quality: Deliver top decile quality of care with high reliability.   |  |  |                         |            |             |              |                   |            |            |  |  |                             |  |
| Clinical Excellence Composite Score  |  | Improve quality of care provided to our patients.  | < 85                    | 85         | 90          | 95           | 100               | 92         | 101        | Score reflects total performance                                       |  |                             |  |
| Ambulatory Quality Performance (40% weight)  |  |  | < 85                    | 85         | 90          | 95           | 100               | 95         | 103        | Impacts success of value-based contracting                             |  |                             |  |
| Acute Quality Performance (50% weight)   |  |  | < 85                    | 85         | 90          | 95           | 100               | 91         | 101        | Aligns with CMS incentives/penalties & public reporting                |  |                             |  |
| Post-Acute Quality Performance (10% weight)  |  |  | < 85                    | 85         | 90          | 95           | 100               | 89         | 95         | Connects to our network partners for SNF, Hospice & Home Health        |  |                             |  |
| Growth: Assess expansion opportunities through partnerships to position organization for success in path to value. |  |  |                         |            |             |              |                   |            |            |  |  |                             |  |
| Growth through number of partnership opportunities evaluated.  |  | Evaluate 5 growth opportunities, such as: local/regional healthcare organizations, insurance, ASC, imaging, ACO/CIN, clinical technology, retail health, biotech | < 2                     | 2          | 3           | 4            | 5                 | 5          | N/A        | new measure  |  |                             |  |
| Finance: Achieve financial results so we may invest in our people, services, facilities and technology.*           |  |  |                         |            |             |              |                   |            |            |  |  |                             |  |
| Operating Margin (\$)  |  | Goal excludes FEMA/CAREs dollars received in FY22 related to FY21 lost revenues and expenses   | -                       | -          | \$115M      | \$125M       | \$135M            | (\$67.6M)  | \$63.1M    | YTD Goal \$90.2M<br>Prior FY YTD \$67.4M                               |  |                             |  |
| Operating Margin (%)   |  |  | -                       | -          | 2.0%        | 2.3%         | 2.5%              | -1.2%      | 1.2%       | YTD Goal 2.0%<br>Prior FY YTD 1.5%<br>"A" rated 2.2% / "AA" rated 5.2% |  |                             |  |
| FTEs per CMI Adjusted Discharge  |  | Improve management of workforce to volume and acuity   | > 17.2                  | 17.2       | 16.8        | 16.4         | 16.0              | 17.3       | 17.3       | YTD Goal 16.7<br>Prior FY YTD 17.3                                     |  |                             |  |
| Total Cost of Care per CMI Adjusted Discharge  |  | Improve management of expenses to volume and acuity  | > \$9,575               | \$9,575    | \$9,341     | \$9,107      | \$8,880           | (\$10,374) | \$9,556    | YTD Goal \$9,263<br>Prior FY YTD \$9,509                               |  |                             |  |
| Days Cash on Hand  |  | Strengthen the Balance Sheet   | < 163                   | 163        | 165         | 170          | 175               | 123        | 184        | YTD Goal 165<br>Prior FY YTD 202<br>"A" rated 215 / "AA" rated 258     |  |                             |  |

# General summary of Prisma Health–Upstate insurance coverages

(3.11d)

## Summary of Insurance Policies for FY 2022

| Line of Insurance Coverage  | Term                    | Deductible/SIR                          | Limit                      |
|---|-------------------------|---|----------------------------|
| Comprehensive Property  | 10/1/2021 - 10/01/2022  | \$250,000                               | \$ 2,000,000,000           |
| Pollution / Environmental Legal Liability                         | 10/01/2019 - 10/01/2022 | \$100,000 each incident                 | \$ 20,000,000              |
| General & Professional Liability Umbrella (Malpractice)           | 10/1/2021 - 10/01/2022  | \$1.2M per occurrence / \$35M aggregate | \$ 35,000,000              |
| Directors & Officers Liability and Employment Practices Liability | 10/1/2021 - 10/01/2022  | \$750,000 per claim                     | \$ 30,000,000              |
| Fiduciary Liability   | 10/1/2021 - 10/01/2022  | \$100,000 per claim                     | \$ 30,000,000              |
| Cyber Liability   | 10/1/2021 - 10/01/2022  | \$2.5M each incident                    | \$ 40,000,000              |
| Crime   | 10/1/2021 - 10/01/2022  | \$100,000 per occurrence                | \$ 10,000,000              |
| Employed Lawyers  | 10/1/2021 - 10/01/2022  | \$25,000 per claim                      | \$ 5,000,000               |
| Managed Care E & O  | 10/1/2021 - 10/01/2022  | \$100,000 per claim                     | \$ 5,000,000               |
| Kidnap & Ransom (Special Crime)                                   | 10/01/2020 - 10/01/2023 | N/A                                     | \$ 10,000,000              |
| Workers Compensation (In-State)                                   | 1/01/2021 - 1/01/2022   | \$750,000 per occurrence                | \$5,000,000 per occurrence |
| Workers Compensation (Out of State)                               | 09/01/2021 - 09/01/2022 | N/A                                     | \$1,000,000 per occurrence |
| Business Automobile   | 10/1/2021 - 10/01/2022  | \$1,000 per occurrence                  | \$1,000,000 per occurrence |
| Emergency Vehicles  | 10/1/2021 - 10/01/2022  | \$2,000 per occurrence                  | \$1,000,000 per occurrence |
| Business Travel & Accident  | 10/01/2019 - 10/01/2022 | \$25,000 per occurrence                 | \$300,000 per occurrence   |
| Non-Owned Aviation Liability                                      | 10/1/2021 - 10/01/2022  | \$1,000                                 | \$ 20,000,000              |
| Police Liability (Greenville Health Authority)                    | 10/1/2021 - 10/01/2022  | \$10,000 per occurrence                 | \$ 5,000,000               |
| D&O/EPL (Greenville Health Authority)                             | 10/1/2021 - 10/01/2022  | \$25,000 per occurrence                 | \$ 10,000,000              |

# 2022 DHEC license renewals for Prisma Health–Upstate

(3.11d)

## Prisma Health–Upstate Licensed bed list

| LICENSED APPLICATION PROCESSING/APPLIED FOR/RENEWED     |                              |                  |                 |
|---|------------------------------|------------------|-----------------|
| FACILITY/PROGRAM  | # Beds                       | License Number   | Expiration Date |
| <b>Prisma Health Greenville Memorial Hospital</b>       | <b>864</b>                   | <b>HTL- 0936</b> | <b>10/31/23</b> |
| Greenville Memorial Hospital                            | 746                          |                  |                 |
| NICU (not included in the 846 count)                    | 80                           |                  |                 |
| Roger C. Peace Rehabilitation Hospital                  | 53                           |                  |                 |
| Marshall I. Pickens Hospital                            | 65                           |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Patewood Hospital</b>                  | <b>72</b>                    | <b>HTL-0933</b>  | <b>10/31/23</b> |
| General Hospital  |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Laurens County Hospital</b>            | <b>76</b>                    | <b>HTL-0932</b>  | <b>10/31/23</b> |
| General Hospital  |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Greer Memorial Hospital</b>            | <b>82</b>                    | <b>HTL-0934</b>  | <b>10/31/23</b> |
| General Hospital  |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Hillcrest Hospital</b>                 | <b>43</b>                    | <b>HTL-0931</b>  | <b>10/31/23</b> |
| General Hospital  |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Oconee Memorial Hospital</b>           | <b>169</b>                   | <b>HTL-0937</b>  | <b>10/31/23</b> |
| General Hospital  |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Baptist Easley Hospital</b>            | <b>109</b>                   | <b>HTL-0945</b>  | <b>10/31/23</b> |
| General Hospital  |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Cross Creek Surgery Center</b>         | <b>4 OR'S</b>                | <b>ASF-0132</b>  | <b>10/31/23</b> |
| Ambulatory Surgery Facility                             |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Surgery Center-Spartanburg</b>         | <b>2 OR'S</b>                | <b>ASF-0134</b>  | <b>10/31/23</b> |
| Ambulatory Surgery Facility                             |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Patewood Outpatient Surgery Center</b> | <b>6 Gen OR's / 2 GI Rms</b> | <b>ASF-0133</b>  | <b>10/31/23</b> |
| Ambulatory Surgery Facility                             |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health North Greenville LTACH</b>             | <b>45</b>                    | <b>HTL-0935</b>  | <b>10/31/23</b> |
| Specialized Hospital                                    |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Lila Doyle</b>                         | <b>120</b>                   | <b>NCF-0990</b>  | <b>10/31/23</b> |
| Nursing Care Facility                                   |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Cottingham Hospice House</b>           | <b>15</b>                    | <b>HPF-0030</b>  | <b>10/31/23</b> |
| Inpatient Hospice Facility                              |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health Hospice of the Foothills</b>           | <b>NA</b>                    | <b>HPC-0212</b>  | <b>10/31/23</b> |
| Hospice Program   |                              |                  |                 |
|   |                              |                  |                 |
| <b>Prisma Health SeniorCare PACE-Upstate</b>            | <b>140 Participants</b>      | <b>ADC-0431</b>  | <b>8/31/23</b>  |
| Adult Day Care Program                                  |                              |                  |                 |
| <b>Prisma Health Home Health-Upstate</b>                | <b>NA</b>                    | <b>HHA-0323</b>  | <b>10/31/23</b> |
| <b>FY2023</b>   | <b>1595</b>                  |                  |                 |



# Prisma Health–Upstate FY 2022 finances

(3.11e)

## Balance Sheet Information

(Dollars in Thousands)

As of September 30, 2022

|  | Prisma Health-<br>Upstate |
|--|---------------------------|
| <b>Assets</b>                                  |                           |
| Current assets:                                |                           |
| Cash and cash equivalents                      | \$ 5,047                  |
| Patient accounts receivable, net               | 562,566                   |
| Inventories of drugs and supplies              | 86,777                    |
| Other current assets                           | 15,649                    |
| Due from related parties, net                  | 39,732                    |
| Estimated third-party payor settlements        | 22,651                    |
| Total current assets                           | <u>732,422</u>            |
| Property and equipment, net                    | 801,267                   |
| Right-of-use assets                            | 210,163                   |
| Investments in joint ventures                  | 7,224                     |
| Investments                                    | 25,225                    |
| Other assets                                   | 41,066                    |
| Total assets                                   | <u><u>1,817,367</u></u>   |
| <b>Liabilities and net assets</b>              |                           |
| Current liabilities:                           |                           |
| Accounts payable                               | 63,964                    |
| Accrued liabilities                            | 194,870                   |
| Current portion of operating lease obligations | 33,066                    |
| Current portion of finance lease obligations   | 599                       |
| Current portion of long-term debt              | 4,675                     |
| Total current liabilities                      | <u>297,174</u>            |
| Long-term operating lease obligations, net     | 188,277                   |
| Long-term finance lease obligations, net       | 33,085                    |
| Long-term debt, net                            | 99,040                    |
| Other long-term liabilities                    | 101,049                   |
| Total liabilities                              | <u>718,625</u>            |
| Net assets:                                    |                           |
| Without donor restrictions                     | 1,034,438                 |
| With donor restrictions                        | 64,304                    |
| Total net assets                               | <u><u>1,098,742</u></u>   |
| Total liabilities and net assets               | <u><u>1,817,367</u></u>   |

# Prisma Health–Upstate FY 2022 finances

## Statement of Operations and Changes in Net Assets Information (Dollars in Thousands)

### For the Year Ended September 30, 2022

|   | Prisma Health-<br>Upstate |
|---|---------------------------|
| Revenue, gains and other support:                         |                           |
| Net patient service revenue                               | \$ 3,246,279              |
| Other revenue   | 295,094                   |
| Net assets released from restrictions used for operations | 4,234                     |
| Total revenue, gains and other support                    | 3,545,607                 |
| Expenses:   |                           |
| Salaries, wages, benefits, and contracted labor           | 1,916,374                 |
| Supplies and other expenses                               | 1,426,606                 |
| Depreciation  | 82,553                    |
| Interest and amortization                                 | 10,914                    |
| Total expenses  | 3,436,447                 |
| Operating income  | 109,160                   |
| Nonoperating income (expense):                            |                           |
| Investment loss, net                                      | (5,709)                   |
| Net change in value of derivative financial instruments   | 7,626                     |
| Gain on debt extinguishment                               | 3,622                     |
| Contributions awarded and received, net                   | (4,577)                   |
| Other   | (752)                     |
| Total nonoperating income                                 | 210                       |
| Revenues and gains greater than expenses and losses       | 109,370                   |
| Parent/subsidiary equity transaction                      | 358,102                   |
| Decrease in interest in affiliated foundations            | (1,934)                   |
| Net assets released from restrictions used for capital    | 3,587                     |
| Other   | (213)                     |
| Increase in net assets without donor restrictions         | 468,912                   |
| Net assets with donor restrictions:                       |                           |
| Increase in interest in affiliated foundations            | 595                       |
| Investment income, net                                    | 795                       |
| Contributions, net  | 12,839                    |
| Capital contributions                                     | 2,778                     |
| Net assets released from restrictions used for capital    | (3,587)                   |
| Net assets released from restrictions used for operations | (4,234)                   |
| Increase in net assets with donor restrictions            | 9,186                     |
| Increase in net assets                                    | 478,098                   |
| Net assets at beginning of year                           | 620,644                   |
| Net assets at end of year                                 | \$ 1,098,742              |

# Greenville Health Authority FY 2022 finances

## Statements of Net Position (In Thousands)

|  | As of September 30 |            |
|--|--------------------|------------|
|  | 2022               | 2021       |
| <b>Assets</b>                              |                    |            |
| Current assets:                            |                    |            |
| Cash and cash equivalents                  | \$ 45,364          | \$ 39,980  |
| Other current assets                       | 6,000              | 6,000      |
| Total current assets                       | 51,364             | 45,980     |
| Assets with limited use – donor restricted | 219                | 104        |
| Other assets                               | 92,739             | 94,156     |
| Total assets                               | \$ 144,322         | \$ 140,240 |
| <b>Liabilities and net position</b>        |                    |            |
| Current liabilities:                       |                    |            |
| Accrued liabilities                        | \$ 2,317           | \$ 2,461   |
| Due to affiliates                          | 28,242             | 25,484     |
| Estimated third-party settlements          | 15,806             | 15,806     |
| Total current liabilities                  | 46,365             | 43,751     |
| Other long-term liabilities                | 30,913             | 31,448     |
| Total liabilities                          | 77,278             | 75,199     |
| Net position:                              |                    |            |
| Unrestricted                               | 66,825             | 64,937     |
| Restricted for specific operating purposes | 219                | 104        |
| Total net position                         | 67,044             | 65,041     |
| Total liabilities and net position         | \$ 144,322         | \$ 140,240 |

# Greenville Health Authority FY 2022 finances

## Statements of Revenues, Expenses and Changes in Net Position (In Thousands)

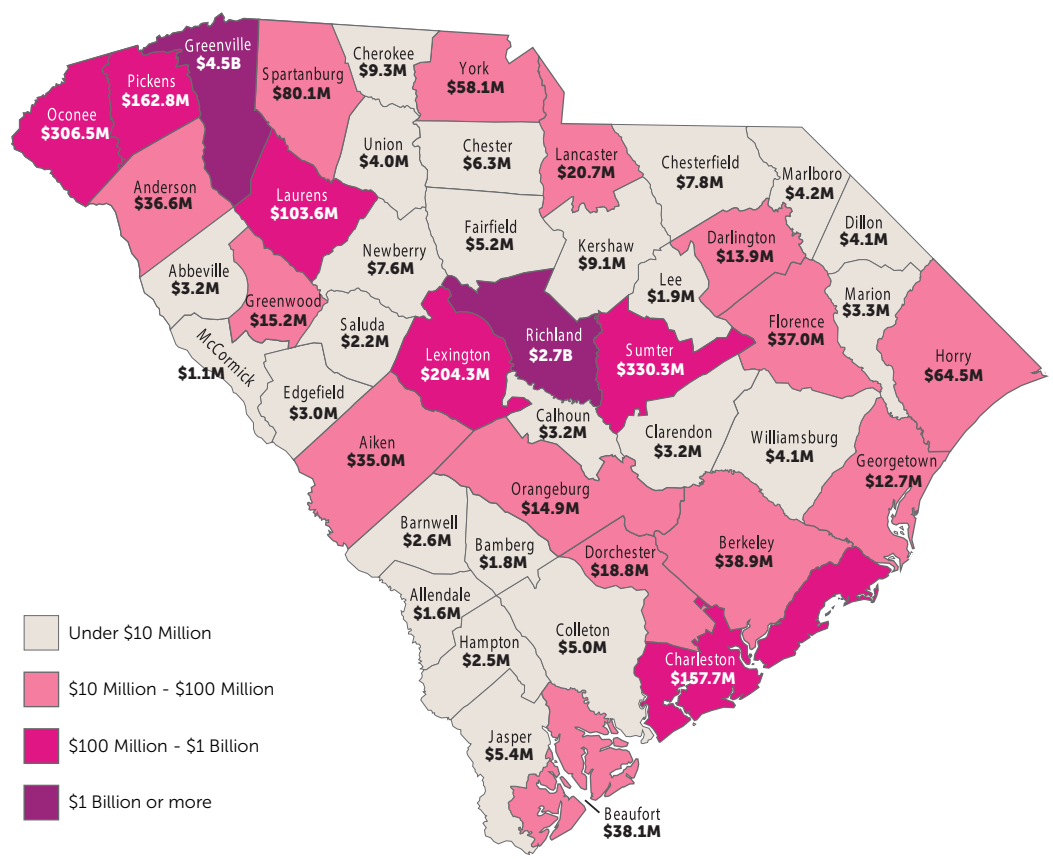
|   | Year Ended September 30 |                  |
|---|-------------------------|------------------|
|   | 2022                    | 2021             |
| <b>Revenues</b>   |                         |                  |
| Recoveries of accounts previously deemed uncollectible                                  | \$ 5,388                | \$ 8,593         |
| Total operating revenues  | <u>5,388</u>            | <u>8,593</u>     |
| <b>Expenses</b>   |                         |                  |
| Supplies and other costs  | 18                      | 124              |
| Total operating expenses  | <u>18</u>               | <u>124</u>       |
| Operating income  | <u>5,370</u>            | <u>8,469</u>     |
| Nonoperating activities:  |                         |                  |
| Investment income, net  | 375                     | 43               |
| Transactions with Prisma Health-Upstate and Subsidiaries, net                           | (2,913)                 | (8,512)          |
| Present value adjustment to contribution from Prisma Health-Upstate, Healthy Greenville | 4,583                   | 4,650            |
| Present value adjustment to contribution to Greenville County and municipalities        | (1,528)                 | (1,533)          |
| Other   | (3,884)                 | (4,038)          |
| Total nonoperating activities   | <u>(3,367)</u>          | <u>(9,390)</u>   |
| Excess of revenues over (under) expenses  | 2,003                   | (921)            |
| Net position, beginning of year   | 65,041                  | 65,962           |
| Net position, end of year   | <u>\$ 67,044</u>        | <u>\$ 65,041</u> |

# Greenville Health Authority FY 2022 finances

## Statements of Cash Flows (In Thousands)

|  | Year Ended September 30 |                  |
|--|-------------------------|------------------|
|  | 2022                    | 2021             |
| <b>Operating activities</b>  |                         |                  |
| Cash receipts from recovery of bad debt  | \$ 5,388                | \$ 8,593         |
| Cash payments to vendors and affiliated entities, net                                  | (380)                   | (427)            |
| Net cash provided by operating activities  | <u>5,008</u>            | <u>8,166</u>     |
| <b>Noncapital financing activities</b>   |                         |                  |
| Noncapital contribution from Prisma Health-Upstate                                     | 6,000                   | 6,000            |
| Net cash provided by noncapital financing activities                                   | <u>6,000</u>            | <u>6,000</u>     |
| <b>Investing activities</b>  |                         |                  |
| Investment income realized   | 375                     | 43               |
| Payments to Greenville County and municipalities                                       | (2,000)                 | (2,000)          |
| Payments for Healthy Greenville  | (3,884)                 | (4,038)          |
| Net cash used in investing activities  | <u>(5,509)</u>          | <u>(5,995)</u>   |
| Net increase in cash and cash equivalents  | 5,499                   | 8,171            |
| Cash and cash equivalents, beginning of year   | 40,084                  | 31,913           |
| Cash and cash equivalents, end of year   | <u>\$ 45,583</u>        | <u>\$ 40,084</u> |
| <b>Reconciliation of cash and cash equivalents</b>                                     |                         |                  |
| Cash and cash equivalents in current assets  | \$ 45,364               | \$ 39,980        |
| Cash and cash equivalents in assets with limited use – donor restricted                | 219                     | 104              |
|  | <u>\$ 45,583</u>        | <u>\$ 40,084</u> |
| <b>Reconciliation of operating income to net cash provided by operating activities</b> |                         |                  |
| Operating income   | \$ 5,370                | \$ 8,469         |
| Adjustment to reconcile operating income to net cash provided by operating activities: |                         |                  |
| Change in operating assets and liabilities:  |                         |                  |
| Other liabilities  | (362)                   | (303)            |
| Net cash provided by operating activities  | <u>\$ 5,008</u>         | <u>\$ 8,166</u>  |

# County-level distribution of Prisma Health's current total economic impact

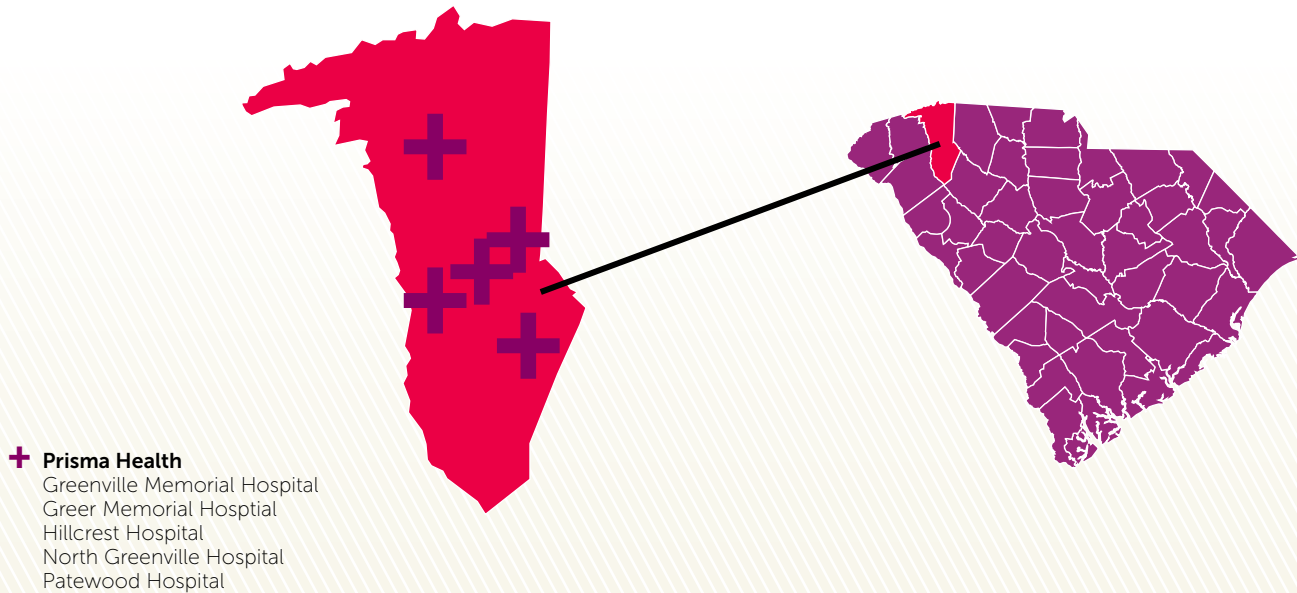


Source for Pages 38–42: The Economic Impact of Prisma Health on South Carolina, produced by the Division of Research at the University of South Carolina Darla Moore School of Business

To see the entire economic impact study, go to: <https://prismahealth.org/pdfs/economic-impact-study>

# The Economic Impact in Greenville County

PRISMA HEALTH



Total Economic Impact  
**\$4.5 Billion**

Total Employment: **26,824\***  
Pct. of Total County  
Employment: **10.6%**

**1.9** Employment  
Multiplier

For every **10 jobs** that are  
supported directly by  
Prisma Health in **Greenville County**,  
an additional **9 jobs** are  
created elsewhere in the county  
(for a total of **19 jobs**)

Total Number of Unique  
Patients Served Each Year

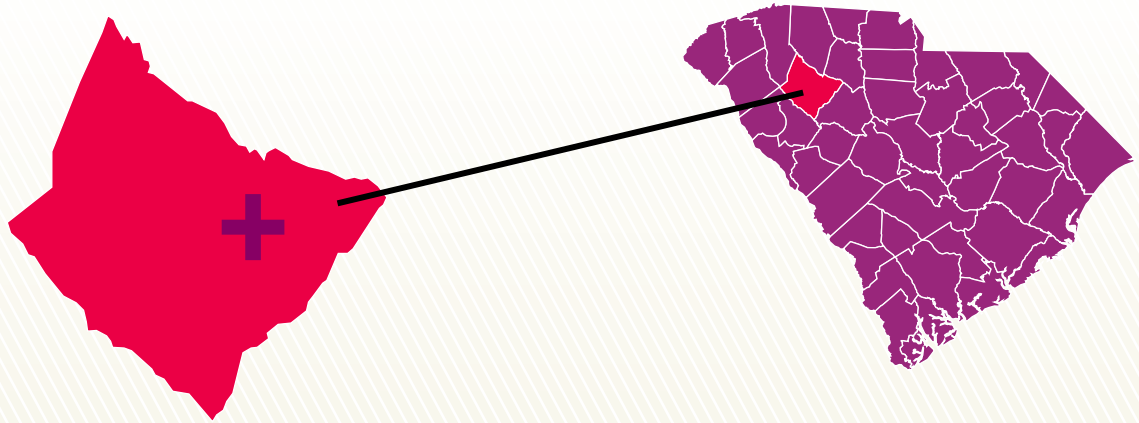
**292,147**



**54.9%** of Total County  
Population

\*Note that this estimate includes both direct and all secondary (indirect) employment effects.

# Laurens County



**+ Prisma Health**  
Laurens County Hospital

Total Economic Impact  
**\$103.6 Million**

Total Employment: **616\***  
Pct. of Total County  
Employment: **2.1%**

**1.4** Employment  
Multiplier

For every **10 jobs** that are  
supported directly by  
Prisma Health in **Laurens County**,  
an additional **4 jobs** are  
created elsewhere in the county  
(for a total of **14 jobs**)

Total Number of Unique  
Patients Served Each Year

**25,412**

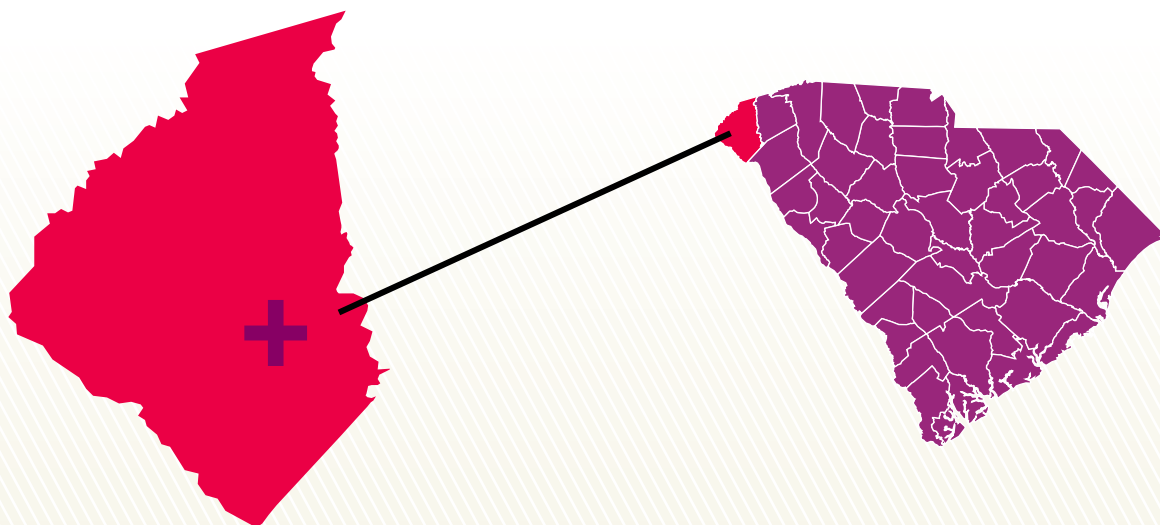


**37.4%** of Total County  
Population

\*Note that this estimate includes both direct and all secondary (indirect) employment effects.



# Oconee County



+ Prisma Health  
Oconee Memorial Hospital

Total Economic Impact  
**\$306.5 Million**

Total Employment: **2,092\***

Pct. of Total County  
Employment: **6.2%**

**1.5** Employment  
Multiplier

For every **10 jobs** that are  
supported directly by  
Prisma Health in **Oconee County**,  
an additional **5 jobs** are  
created elsewhere in the county  
(for a total of **15 jobs**)

Total Number of Unique  
Patients Served Each Year

**43,259**

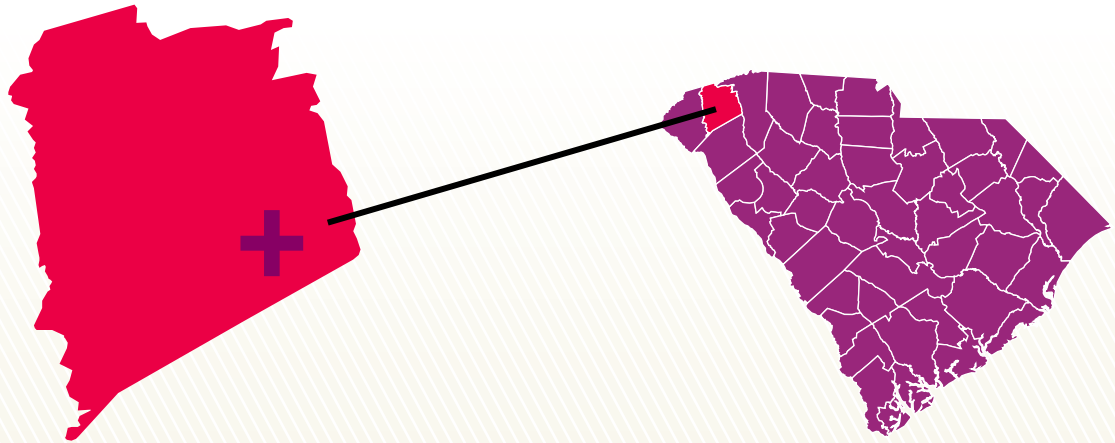


**54.1%** of Total County  
Population

\*Note that this estimate includes both direct and all secondary (indirect) employment effects.

# The Economic Impact in Pickens County

PRISMA HEALTH



**+ Prisma Health**  
Baptist Easley Hospital

Total Economic Impact  
**\$162.8 Million**

Total Employment: **1,113\***

Pct. of Total County  
Employment: **2.0%**

**1.5** Employment  
Multiplier

For every **10 jobs** that are  
supported directly by  
Prisma Health in **Pickens County**,  
an additional **5 jobs** are  
created elsewhere in the county  
(for a total of **15 jobs**)

Total Number of Unique  
Patients Served Each Year

**72,362**



**56.5%** of Total County  
Population

\*Note that this estimate includes both direct and all secondary (indirect) employment effects.

# Memorandum of lease



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October 10, 2018 04:40:41 PM

Rec: \$12.00

E-FILED IN GREENVILLE COUNTY, SC

*Timothy J. Haney*

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 1<sup>st</sup> 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

Anne S. Elfson  
Name: Anne S. Elfson

Mary Lynn Puckett  
Name: Mary Lynn Puckett

By: Michael Hildebrand  
Name: Michael Hildebrand  
Title: President

STATE OF SOUTH CAROLINA    )  
  )  
COUNTY OF GREENVILLE    )

## ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 9<sup>th</sup> 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.

Mary Lynn Puckett  
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:

Heather N. Donahue  
Name: Heather N. Donahue

Anne S. Elletson  
Name: Anne S. Elletson

WITNESSES:

Anne S. Elletson  
Name: Anne S. Elletson

Mary Lynn Puckett  
Name: Mary Lynn Puckett

LESSEE:

**Upstate Affiliate Organization**, a South Carolina nonprofit corporation

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

LESSEE:

**Upstate Affiliate Organization**, a South Carolina nonprofit corporation

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

STATE OF SOUTH CAROLINA )  
COUNTY OF GREENVILLE )

## ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 9<sup>th</sup> 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 )  
COUNTY OF GREENVILLE )

## ACKNOWLEDGMENT

The foregoing instrument was acknowledged before me this 10<sup>th</sup> 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

# Prisma Health–Upstate Board of Directors



**Margaret Jenkins**  
Chair



**Robert T. Nitto**  
Vice Chair



**Annmarie Higgins**



**Andrew White**



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**Charles Dalton**



**W. Michael Ellison**



**Joe Salgado Jr.**



**Nancy P. Whitworth**



**Tracy Lamb**



**Robert Dye**



**Jack Ellenberg**



**Beverly Ward**



**Adela Mendoza**



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PrismaHealth.org

