

2026

Independent Monitor Community Meetings

March 9 & 10, 2026



Our Purpose: To dramatically improve the health and wellbeing of all people and communities of Western North Carolina.

western north carolina



Working to create a Western North Carolina where
every generation can

**live, learn,
earn & thrive**

with dignity and opportunity for all

no exceptions

Independent Monitoring



- Hire an independent monitor to review and report on HCA Mission Health's compliance with the terms agreed to when it purchased the assets of Mission Health System
- As of April 1, 2024, Dogwood hired Affiliated Monitors, Inc. (AMI) as the monitoring organization that collects information from the hospital, external sources and individuals about HCA's compliance each year for the prior calendar year (annual review period)

Participating Organizations

NC Department of Health & Human Services

NC Department of Justice

HCA Mission Health System



Julie Cronin

Lee J. Miller

Michael Hawkins

J.C. Sadler

Annie Carpenter

*General Counsel, Acting
Chief of Staff and Deputy
Secretary for
External Affairs*

*Deputy General Counsel,
Office of the Secretary,
General Counsel's Office*

*Outreach and Policy
Advisor for Public
Protection Section*

*Vice President,
Marketing & Corporate
Affairs*

*AVP of Community
Engagement*

Our Priorities



Community Investments Since 2019

\$700 million in 850+ organizations

Grants & Programs
~\$560 million

Impact Investments
~\$140 million

Capital Attraction

\$80M+ to WNC in 2025

- \$20M WNC Affordable Housing Loan Fund
- \$25M for WNC Small Business Initiative
- \$20M through the Leverage Fund
- \$20M+ in other philanthropic investments



Access to Health Care A Few Examples...

- \$10.5M for Strengthening Federally Qualified Health Centers (FQHC)
- Health Care Workforce
- Behavioral Health
- Internet Access & Digital Navigation for Telehealth
- Rural Health Transformation Program



Grant Opportunities – Opening April 20



Organizational Capacity Building ***Strengthening Operations and Organizational Health***

This opportunity will strengthen aligned organizations' internal operations to achieve long-term performance and sustainability through things like strategic planning; board and staff development; fundraising; evaluation; technology; and more.



Collaboration & Innovation ***Investing in Strategic Networks and Approaches that Tackle Complex Challenges***

This opportunity will support collaborations spanning organizations, sectors and geographic locations to plan, pilot and scale breakthrough solutions to complex community challenges in WNC.



Digital Opportunities ***Sustaining Momentum for Digital Opportunities***

This opportunity will support continued and expanding efforts across Western North Carolina to make high-speed internet more available, affordable and useful for everyone. New grant seeking partners and current Digital Opportunities initiative grantees will be encouraged to apply.

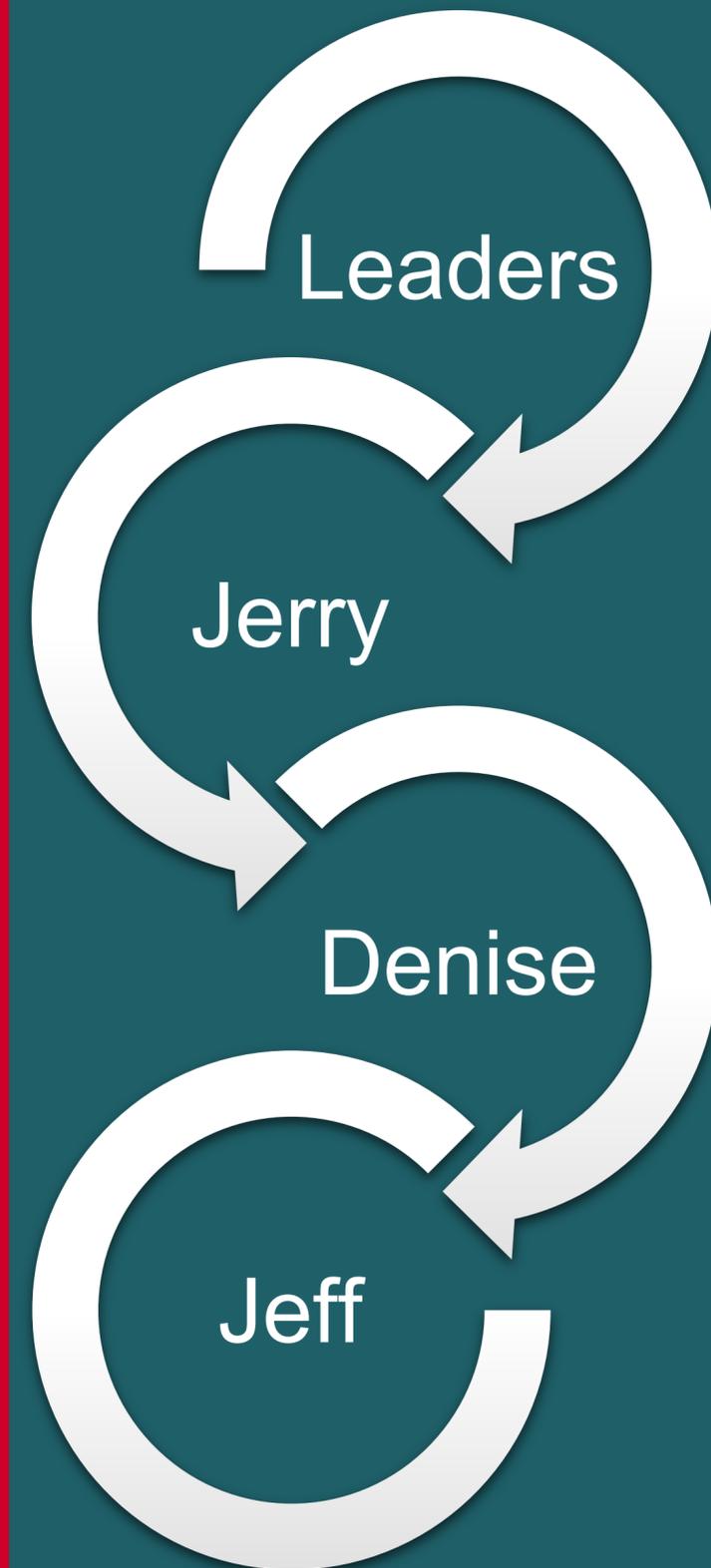
Independent Monitor Meetings ---Mission Health System---

March 2026 ▪ 5:30 p.m. – 7:00 p.m.



MEET THE AMI TEAM:

- **Gerald Coyne** – Jerry serves as the Team Leader and is a former Deputy Attorney General from **Rhode Island**.
- **Denise Moran** – Denise is the Deputy Team Leader and is a former senior attorney and executive program Director with the **Tennessee** Department of Health.
- **Jeff Brickman** – Jeff is a former Health System Executive and Hospital Administrator with extensive experience in acute care hospital systems in both rural and urban health care systems from the **East Coast to the Rockies**.



HCA's
15 Commitments

Retain Services and Hospitals	1	Keep material facilities open for at least 10 years (until 2029)	IN PROGRESS
	2	Will not discontinue specific services for at least 10 years (until 2029), with relief available under limited circumstances after 5 years for the five local hospitals	IN PROGRESS
	3	Local hospital advisory boards and Dogwood have right to bid if hospitals are closed or sold	--
	4	Continue Long Term Acute Care services at St. Joseph campus for 2 years	COMPLETE
Invest in Facilities	5	Complete the new Mission Hospital North Tower, which opened in late 2019	COMPLETE
	6	Build a new 120-bed behavioral health hospital in Asheville within 5 years	COMPLETE
	7	Build a new replacement hospital for Angel Medical Center within 5 years	COMPLETE
	8	Spend \$232 million in general capital expenditure within five years	COMPLETE
Invest in Community Health and Wellbeing	9	Provide \$25 million over five years for an innovation/investment fund	IN PROGRESS
	10	Spend \$750,000 per year in Community Contributions in years 2 through 10	IN PROGRESS
	11	Continue certain community activities, services and programs for at least 12 months	IN PROGRESS
	12	For at least 10 years, maintain the Charity Financial Assistance Policy for Uninsured and Underinsured Patients	IN PROGRESS
Other	13	Private graduate medical education for at least 10 years at no less than 2018/2019 levels	IN PROGRESS
	14	Participate in and maintain good standing with Medicare and Medicaid programs for at least 10 years	IN PROGRESS
	15	Provide an Annual Report and Cap Ex Report that summarize compliance	IN PROGRESS

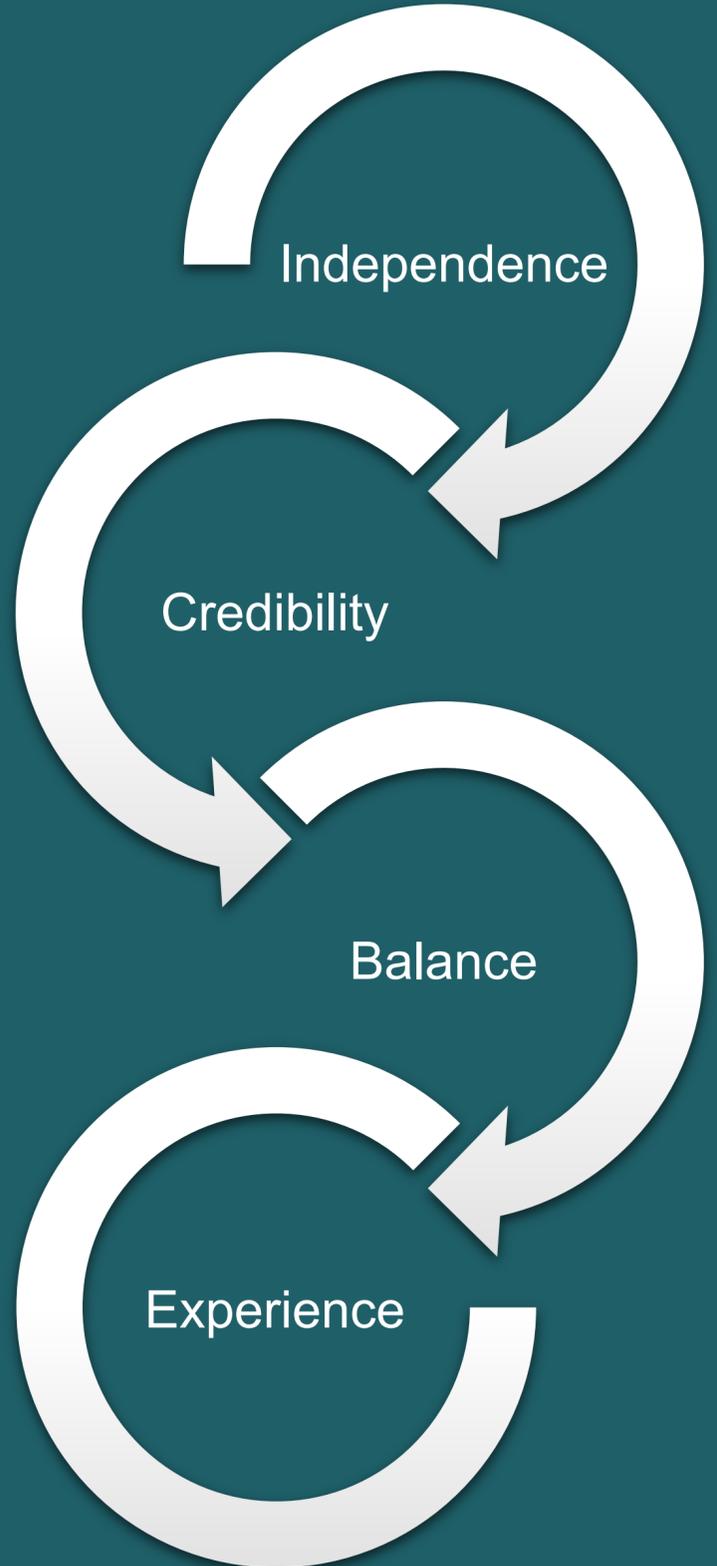
Prepared
May 2025

REVIEW THE CONTINUING TASK:

- **Conduct Proactive Monitoring to gauge whether HCA meets the commitments made in the Asset Purchase Agreement (APA), which was approved by the North Carolina Attorney General's Office.**

CONTINUING OBLIGATIONS UNDER THE APA

<u>Completed</u>	<u>In Progress</u>
5	10



About Our Monitoring Report for Year 2024:

- The Findings: 03 - Potential Non-Compliance Findings
 - 7.13(a) – Protected Services at Mission Hospital (pending litigation in State Court)
 - 7.13(b) – Participate and remain in good standing with Medicare/Medicaid Services
 - 7.15 – Maintain Uninsured and Charity Care Policies/Approval Process
- Public Facing Report for Transparency



CURRENT MONITORING CYCLE ► Reviewing 2025

THE MONITORING PROCESS

- Annual Activities are based on a retrospective review of the preceding calendar year
- To date, the IM has conducted Research and Gathered Information:
 - Met with patients, health care professionals, and leaders in the community
 - Met with the Seller Representatives for each of the six Advisory Boards
 - Drafted and submitted the IM's 'Request for Information' to HCA/Mission Health
 - Extended offers to meet with individuals and small groups
 - Participated in quarterly meetings with representatives of the NC Attorney General's Office
 - Tracked actions taken by CMS, including Immediate Jeopardy decisions, and submitted public records requests to the NC DHHS for supporting documents
 - Maintained an active IM website and processed communications submitted to Portal
 - Planned (and conducting) Community Meetings

Affiliated Monitors, Inc. - Serving Industries & Communities for over 20 Years



CURRENT MONITORING CYCLE ► Reviewing 2025

THE MONITORING PROCESS – Con't

(Annual Activities are based on a retrospective review of the preceding calendar year)

- Next steps, the IM intends to. . . .
 - Review HCA's Annual Report for 2025
 - Review documents on which the HCA Report was based
 - Review responses to the IM's Request for Information
 - Participate in Hospital Site Visits
 - Interview Key Staff and Personnel
 - Continue to meet with individuals within the communities for feedback
- Identify Findings, Draft Public-Facing Report, and Develop Recommendations
- Issue Report in June 2026 to Dogwood Health Trust with our Findings & Recommendations



THE IM WEBSITE:



https://independentmonitormhs.com



[Home](#) [Our Role](#) [Documents](#) [FAQ](#) [Community Meetings](#) [Monitoring Timeline](#) [Contact](#) [Submit a Complaint](#)

Mission Health System Independent Monitor's Website

(a function of Affiliated Monitors, Inc.)

[About This Site](#) →

[View Documents](#) →

Selected by Dogwood Health Trust and Approved by the North Carolina Attorney General's Office and HCA to provide Independent Monitoring for Mission Health System.

[Learn More](#) →

FIND IMPORTANT DOCUMENTS:

Important Documents



Asset Purchase Agreement

[View Document →](#)



Summary of HCA's obligations in the Asset Purchase Agreement

[View Document →](#)



Press Releases

Community Meetings
Press Release,
2/10/2026 →

HCA Monitoring Report
for Calendar Year 2024
Press Release,
7/29/2025 →

Community Meetings
Press Release,
4/24/2025 →



Independent Monitor Reports

[View the Independent Monitor's Report Archive →](#)



Briefings for the North Carolina Attorney General's Office

[View Meeting Summaries →](#)

UTILIZE YOUR RESOURCES - LOCAL

Contact the Hospital's Facility Patient Advocate Office:

- Mission Hospital McDowell — (828) 659-5713
- Blue Ridge Regional Hospital — (828) 766-1815
- Mission Hospital Asheville — (828) 213-0004
- Transylvania Regional Hospital — (828) 862-6383
- Highlands – Cashiers Hospital — (828) 526-1243
- Angel Medical Center — (828) 349-6647

Contact Mission's Quality Team Office — (828) 213-1210



UTILIZE YOUR RESOURCES – State/Federal

Keep Using Multiple State & Federal Resources:

- NC DHHS Division of Service Regulation
- NC DOJ (Attorney General's Office)
- The Joint Commission
- Centers for Medicare and Medicaid Services (CMS)



GUEST SPEAKER on Regulation

Lee J. Miller, JD, MHA

Deputy General Counsel

Office of the Secretary, General Counsel's Office

Overview of the Regulatory Process

Division of Health Services Regulation, NC DHHS

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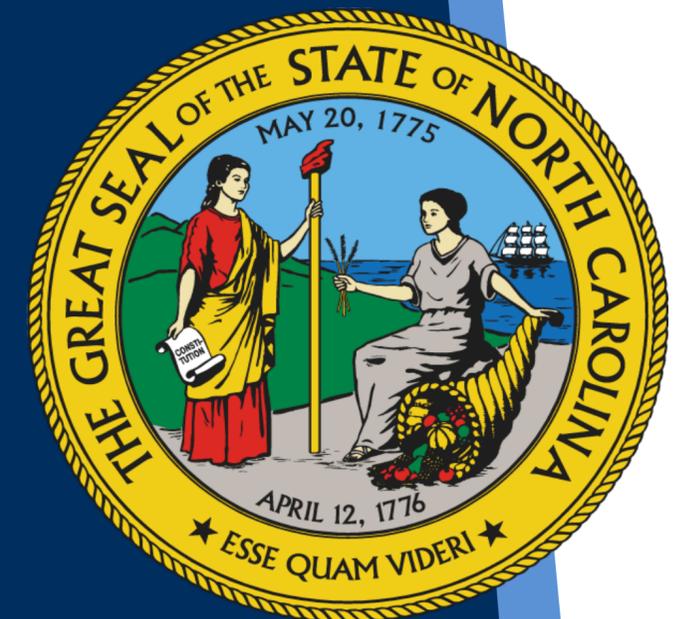
WE WANT TO
ENGAGE WITH
THE CITIZENS
OF WNC!



Survey and Enforcement of Hospital Complaints

Lee Miller, JD, MHA
Deputy General Counsel, DHHS

March 10, 2026



Centers for Medicare & Medicaid Services (CMS) and the Division of Health Service Regulation (DHSR)

- **CMS oversees healthcare provided in hospitals**
- **CMS's mission is to ensure millions of Americans receive, safe, high-quality healthcare through programs like Medicare and Medicaid**
- **DHSR serves as the State Survey Agency for North Carolina**
- **DHSR conducts inspections and investigations of hospitals on behalf of CMS**
- **State Surveyors are often the frontline representatives of CMS, evaluating whether hospitals meet federal requirements and report their findings to CMS**

DHSR – State Survey Agency

- **DHSR is a division within the North Carolina Department of Health and Human Services**
- **The Division is staffed by healthcare professionals who are trained to evaluate healthcare facilities**
- **When a complaint is filed about a hospital, it is typically referred to DHSR for investigation**
- **While DHSR conducts the survey and investigation, CMS provides federal oversight and enforcement authority**

Hospital Complaints

Complaints may be filed by any individual, including:

- Hospital staff members**
- Patients receiving care**
- Family members or loved ones of a patient**
- Members of the public**

Complaints may be submitted anonymously.

Hospital Complaints can be sent to:

Centers for Medicare & Medicaid Services (CMS):

- **Help Desk:**
 - **Telephone:** 1-800-985-3059
 - **Provides assistance with submitting complaints**
 - **Services are available in English, Spanish, and more than 350 languages.**

DHSR's Complaint Intake Unit:

- **Complaint Hotline:**
 - **Telephone:** 1-800-624-3004 (within North Carolina) or 919-855-4500
 - **Fax:** 919-715-7724
 - **Email:** DHRSR.ComplaintIntake@dhhs.nc.gov
 - **Mail complaints to:**

Complaint Intake Unit
2711 Mail Service Center
Raleigh, NC 27699-2711

Investigating a Hospital Complaint

Once a complaint is received:

- **Complaints are prioritized based on the seriousness of the allegations.**
- **DHSR investigates only those complaints that involve issues regulated by federal regulations or state statutes**
- **Investigations are typically unannounced**
- **The identity of the complainant is not shared with the hospital.**
- **Investigations are conducted through a survey of the hospital.**

DHSR and the Survey Process

Surveyors visit and evaluate hospitals to determine whether they meet all required quality, health, and safety standards.

During a survey, surveyors assess:

- How Facilities Provide Care**
- How Staff and Patients Interact**
- Physical Environment**

Surveyor Methods

During a complaint investigation, surveyors rely on three primary activities:

1. Record Review

- Review medical or other records

2. Interviews

- Speaking with hospital staff and patients

3. Observation

- Tour patient care areas and other parts of the facility to assess conditions

The goal of the survey is to determine whether the hospital is meeting federal and state requirements for safe care.

Survey Focus Areas

Surveyors evaluate hospitals for potential issues such as:

- **Unsafe care**
- **Fire and Life-safety Hazards**
- **Medication Errors**
- **Violations of Patient Rights**

These inspections help ensure that hospitals maintain minimum safety standards.

Healthcare Quality and Regulation Standards

Health care quality standards are based on federal law and regulation.

CMS publishes guidance that explains how these requirements should be interpreted and applied.

- Surveyors use the Guidance when conducting inspections.**
- Hospitals may also use the Guidance to make sure they remain compliant with the requirements.**

What happens if a Hospital is Not Compliant?

If surveyors identify deficiencies, CMS monitors the hospital until it returns to compliance.

The process often involves a Plan of Correction (POC).

A Plan of Correction describes:

- The problem that was identified
- How the hospital will correct it
- Steps the hospital will take to prevent it from happening again

Surveyors will return later to verify if the problem has been resolved.

Enforcement Actions

If a hospital remains out of compliance, CMS has authority to take enforcement actions:

- Fines may be issued (civil penalties)
- Specific training may be directed
- Termination of Participation in Medicare

Publicly Available Information

Certain survey information may become publicly available:

- Statement of Deficiency
- Plan of Correction
- Enforcement Letters issued by CMS

Release of survey information is subject to state and federal law, including HIPAA protections for patient privacy, and *CMS approval requirements for disclosure.*

**Thank you for joining us to learn
about the State Survey Agency and
the CMS enforcement process.**

MEET REPRESENTATIVES

● See You At The Tables ●

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Independent Monitor Contact Info

EMAIL TO:

Mission@affiliatedmonitors.com

FIND US ON THE WEB:

<https://independentmonitormhs.com>

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