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Dear Community,

No one could have predicted the global events of the last year. Yet 2020 happened like whiplash, and here we are in the first part of 2021, still working from home, still home-schooling our children, still devoid of friendly touch with masks hiding our expressions. We are just now starting to get sufficient data on the events of 2020 to truly understand the impact of the pandemic on the world and our communities. What was COVID-19’s true impact on mortality and health? How much did our economy contract? And we still don’t understand the long-term impacts of the pandemic and the disruption it caused. How much will lingering symptoms from long-haulers impact our economic attainment? How will we cope with the mass PTSD that we are experiencing from the death, health, work and financial burdens that were experienced for such a prolonged time? How could we have done better?

What we do know is that we are proud to be part of an organization that stood up during the pandemic to play roles that were not being filled, to enhance collaborations, to think outside the box, and to work hard to help our community do as well as possible through the pandemic. Reflecting on the past 14 years of the MCA’s existence, we now know with certainty that the MCA’s efforts to grow a talented and passionate staff and board, to have economic stability, and to know and understand our healthcare and biomedical ecosystems, all paid off this year. We are incredibly thankful for our partners who helped us get to where we are and where we are going, including our board members, donors, volunteers, community partners and staff.
The MCA has always been positively opportunistic, and the silver lining that we have found in the pandemic has most certainly been the opening of opportunities, such as grants, and the disruptions to previously impermeable processes, networks and structures, such as supply chains. MCA and BIO-EPJ were able to quickly win over $500,000 in grants and raise almost $400,000 in philanthropy to support our COVID-19 response and enhance our region’s innovation and medical device ecosystems in response to the COVID-19 needs and disruptions of 2020. Additionally, MCA and BIO-EPJ greatly enhanced their networks through their COVID-19 efforts, working with many key individuals for the first time and forging stronger relationships that will allow our organizations to grow and be more effective in the future. We will use the momentum created in 2020 to create a vibrant and robust life sciences ecosystem in El Paso, Southern New Mexico, Northern Chihuahua, Ft. Bliss and the border.

When thinking about what is in store for 2021, we see continued efforts to survive the pandemic and keep MCA and BIO-EPJ programs running effectively. With the cracks in our healthcare system exposed by the pandemic, it is our obligation to investigate those cracks and implement strategies to improve. MCA is committed to playing a part to make this happen, but we need our community partners to agree on the path forward so that we can each do our part and together achieve success.

Much work lies ahead for MCA, BIO-EPJ and its partners in 2021 and beyond. And we stand ready to tackle the challenges and take advantage of the opportunities. We hope that you will join us on this journey that will make our region more competitive globally and a better place to live, work and play.

Goodbye 2020…. Welcome 2021!!!

LINDA TRONCOSO
MCA Board Chair

EMMA W. SCHWARTZ
MCA President, BIO-EPJ CEO
MISSION:
To develop and catalyze the life sciences ecosystem in the region.

VISION:
To cultivate a dynamic health industry and innovation / entrepreneurship ecosystem that competes globally.

TEAM:

LONG TERM GOALS:
▷ Develop a life sciences ecosystem that competes globally to improve healthcare and create economic opportunity.

▷ Develop a robust medical campus as a hub for medical services, research and accompanying commercial enterprise.

▷ Build a strong MCA organization that executes the City Fund grant and is self-sustaining by 2030 – building an asset for our community long into the future.
ORGANIZATION: Companies & Boards of Directors

MCA HOLDINGS, INC. & MCA FOUNDATION DIRECTORS:
- Alan R. Abbott
- Sigfrido Delgado
- Ed Escudero
- Rick Francis
- Ted Houghton
- Josh Hunt
- Patrick Landry
- Meyer Marcus
- Charles Miller III, PhD
- Marcela Navarrete
- Judy Robison
- Linda Troncoso
- James Volk
- Mylena Walker
- Henry Yoshawirja

BMIA, INC. DIRECTORS:
- Rafael Adame
- Lane Gaddy
- Holly Trubowitsch
- Mylena Walker
- Henry Yoshawirja

MCA TECH PARK, MCAMERICAS REALTY & MCA REVERE REALTY DIRECTORS:
- Matthew Bohannon
- Lisa Budtke
- Gary Hedrick
- Ted Houghton
- Meyer Marcus
- Linda Troncoso
- Henry Yoshawirja

BIO EL PASO-JUÁREZ
- Julio Chiu
- Carlos Murgia
- Rudy Pina
- Holly Trubowitsch
- Mylena Walker
HEALTHCARE

Ogechika Alozie, M.D., HCA Healthcare / Del Sol Medical Center
Michael Amaral, VA Healthcare System El Paso/Las Cruces
Jacob Cintron, University Medical Center of El Paso
Derrick Cuenca, Mt. View Regional Medical Center, Las Cruces
Luis Gutierrez-Gutierrez, Hospital Angeles, Cd. Juárez
Cindy Stout, El Paso Children’s Hospital
Col. Michael Oshiki, William Beaumont Army Medical Center
Nicholas Tejeda, The Hospitals of Providence

EDUCATION

Luis Cifuentes, PhD, New Mexico State University, Las Cruces
Beatriz Diaz-Apodaca, MPH, MD, PhD, Universidad Autónoma de Cd. Juárez
Richard Lange, MD, MBA, Texas Tech University Health Sciences Center, El Paso

Kristina Mena, PhD, UT Houston School of Public Health, El Paso
Don Peska, Burrell College of Osteopathic Medicine, Las Cruces
William Serrata, PhD, El Paso Community College
Ing. Javier Taboada, Tecnológico de Monterrey, Cd. Juárez
Roberto Osejueda, University of Texas at El Paso

COMMUNITY

Jon Barela, Borderplex Alliance
Alfredo Borrego, San Juan Neighborhood Association
Leila Melendez, Workforce Solutions Borderplex

GOVERNMENTAL OFFICIALS

Cesar Blanco, State of Texas, Representative, District 76
Tommy Gonzalez, El Paso City Manager
Cassandra Hernandez, City Representative, District 3
Jose Rodriguez, State of Texas, Senator
David Stout, El Paso County Commissioner, Precinct 2
MCA operates a strong organization to accomplish its mission through these activities:

**WHAT WE DO**

**INFRASTRUCTURE**
- Land Acquisition & Site Planning
- Environmental Remediation
- Infrastructure Development
- MCA Campus Master Planning Zoning & Incentives

**DEVELOPMENT & PROPERTY MANAGEMENT**

**CLINICAL TRIALS CONSORTIUM**

**PROGRAMS**
- Workforce Initiatives
- Clinical Trials Consortium
- Innovation Center
- Bio El Paso-Juárez
- POC & Seed Fund
- Strategic Planning
CAMPUS PLANNING, VA, & CARDWELL COLLABORATIVE

- 3 MCA Campus-wide master plans since 2008 & 2 MCA owned property master plans since 2013
- MCA property sold in 2020
- 4 acres of land acquired in 2020
- Occupancy achieved in the Cardwell Collaborative building
- VA Wellness Center delivered to the VA on January 28, 2020
- 1/2 of Cardwell Collaborative’s debt refinanced to a lower interest rate

INNOVATION CENTER

- $75,000 grant from the Worker’s Lab Innovation Fund for the Nurse Innovator Program
- 52 entrepreneurs and innovators, representing 30 startups supported
- 11 Founders RoundTables
- 13 Tech Tuesday events
- 4 events geared at potential seed fund investors

Launched El Paso Seed Fund planning
**COVID-19 RESPONSE**

60 Zoom staff meetings and trainings

**WFH status since March 2020**

4 organizations created the COVID-19 Enhanced Regional Partnership

- City of El Paso
- Medical Center of the Americas Foundation
- Paso del Norte Health Foundation
- UT Houston School of Public Health in El Paso

$340,000 raised from the private sector to provide support to City of El Paso and private community

35+ meetings hosted weekly on PPE needs

15 El Paso-Juárez Intercambio Médico webinars hosted along with weekly meetings

460 face shields donated by Tech-Labs and MCA supporters to the El Paso County Medical Society and hospitals in Cd. Juárez

16 bi-weekly COVID-19 Clinical Trials Taskforce meetings held

**HEALTHCARE PROGRAMS & CLINICAL TRIALS**

**Healthcare Summit Co-hosted with SHEA:**

- 32 speakers, moderators, and panelists sponsors
- 150+ healthcare leaders attended

COVID-19 clinical trials brought to region by the COVID-19 Clinical Trials Task Force

- 26 Clinical Trial sites in the region: 21 in El Paso & 5 in Las Cruces
- 35 Principal Investigators in the region
- 29 Clinical Research Coordinators
- 2 Study Managers
- 116 Trials
**BIO EL PASO-JUÁREZ**

- **40+ members**
- El Paso manufacturers and suppliers assisted through training and/or direct consulting
- **30+ meetings** of the **BIO-EPJ COVID-19 Response Task Force**
- **2+ tons** of PPE donated to underserved hospitals and clinics by BIO-EPJ members
- **100 virtual meetings/engagements** hosted
- **6 webinars** to address COVID-19 issues

**WORKFORCE**

- **$20,000** renewal grant from Workforce Solutions Borderplex for career exploration middle school STEM Camps
- **$25,000** grant from Microsoft for the STEM Camps
- **5 STEM camps** hosted prior to school closures with **115 students** total
- **150+ teachers** reached with new monthly newsletter

**VIRTUAL Annual Meeting and Trade Show**
- **20 exhibitors**
- **300+ attendees**
- **6 panels and 16 speakers**

**CARES Act Grant**

- **$400,000** CARES Act Grant from City of El Paso for medical device ISO certification processes training
**MCA PROMOTION**

- Newsletters sent: 76
- New Facebook followers: 70
- New Facebook page likes: 62
- Facebook posts: 135
- New LinkedIn followers: 153
- LinkedIn updates/posts: 134
- Tweets: 92
- In impressions: 47K
- New Twitter followers: 26

Created a Facebook, LinkedIn, and Instagram for **Founders Bookshelf**

**BIO-EPJ PROMOTION**

- New LinkedIn followers: 182
- LinkedIn updates/posts: 185
- New Facebook followers: 37
- New Facebook page likes: 44
- Facebook posts: 126
- Tweets: 62
- In impressions: 14K
- New Twitter followers: 20
The MCA’s Health Care Think Tank (HCTT) is dedicated to catalyzing improvements in access, delivery, quality, and innovation in the Paso Del Norte Region’s healthcare ecosystem. The HCTT provides knowledgeable staff, research activities, strategic planning, and implementation activities for the region’s healthcare industry.

2020 HIGHLIGHTS

COVID-19 RESPONSE

- Established a relationship with Battelle to maximize agility in creating a pandemic response plan, strategy, and score card
- Signed an MOU with the City of El Paso for Battelle’s support
- Created an informal coalition which later morphed into the United El Paso COVID-19 Task Force that developed short-term, medium-term and long-term recommendations including the COVID-19 Scorecard available at www.epstrong.org
- Hosted weekly meetings to discuss PPE, testing, vaccination and other pandemic-related needs in the community beginning in March 2020
- Led several efforts to assist Cd. Juárez’s response to COVID-19

- Hosted 15 El Paso-Juárez Intercambio Médico webinars on a variety of COVID-19 topics discussed bi-nationally
- Hosted weekly meetings beginning in the Fall to discuss COVID-19 bi-national issues including education and communication, vaccination, testing, PPE, migrant issues, etc.
- Completed donation drive to provide PPE to hospitals in Cd. Juárez

NETWORKING & EVENTS

- Co-Hosted with the Southwest Healthcare Executives Association (SHEA) the first regional healthcare leadership summit
  - Showcased 22 speakers and 10 sponsors
  - Over 150 participants attended

GOALS FOR 2021

- Collect and maintain robust data on the region’s healthcare industry
- Complete and distribute an IRB Approved El Paso Region Healthcare Satisfaction survey to over 17 outpatient clinics with multiple locations across El Paso targeting approximately 17,000 El Paso residents receiving care from their provider during the pandemic last year
- Complete a comprehensive and collaborative Regional Healthcare Strategy for the next 1-10 years
- Maximize and seize opportunities to collaborates with public, private, and government healthcare organizations in medical research
- Implement a monthly healthcare ecosystem podcast
The MCA’s Clinical Trial Consortium (CTC) and its members strive to catalyze a globally competitive clinical research hub for the region of El Paso, Las Cruces, and Cd. Juárez, Mexico. The MCA’s CTC aims to achieve this goal through the execution of core strategic initiatives specifically designed to grow our region’s clinical trial infrastructure.

2020 HIGHLIGHTS

PROGRAM & INFRASTRUCTURE DEVELOPMENT
- Added 2 new investigator site locations
- Added 5 new CRC jobs
- El Paso Medical Research Institute selected as an investigator site for a highly competitive AstraZeneca COVID trial
- Added 1 CTC US partner: Daniel O’Connor, CEO/Owner with TrialSite News
- Expanded community-based investigator site capabilities from paper to electronic records and added phase IIb (24-hour monitoring) capabilities
- Created a COVID-19 Clinical Trial Taskforce whose purpose is to drive COVID diagnostics, therapeutics, and vaccine trials to our region

NETWORKING & EVENTS
- Hosted 3 Clinical Trials Consortium Meetings
- Expanded global network with US sponsors, industry leaders, and vendors
  - Genentech
  - Bristol Meyers Squibb
  - AstraZeneca
  - Veeva Systems
  - WCG Clinical
  - Curavit Clinical Research

GOALS FOR 2021
- Host a ½ day Clinical Trial Symposium
- Continue to grow our relationship network with sponsors
- Continue to drive trial pipeline opportunities to our region’s investigator sites
- Grow awareness of our region’s CTC and corresponding CTC initiatives
- Facilitate awareness and interest from our region’s academic institutions, CTSA Hubs based in Texas and New Mexico, and the Texas Regional CTSA Consortium
- Work collaboratively with other institutions and consortiums to submit joint proposals in grant funding opportunities

mcamericas.org/clinical-trials
The MCA Innovation Center is a hub for entrepreneurs and innovators, providing resources, education, critical connections, and collaborative workspaces to launch and grow technology-based ventures.

Cultivating a Culture of Entrepreneurship and Innovation

2020 HIGHLIGHTS

COVID-19 RESPONSE

- Supported companies working in the following COVID response areas:
  - Sterilization for reuse of masks using UV light
  - Sterilization for reuse of masks using autoclaves
  - Calibration of contact-less temperature measurement devices
  - COVID-19 - Pandemic Detection Device
  - Ventilator innovation

- Supported the fabrication and distribution of face shields, masks, ear savers and other PPE produced by local makers and partners for clinics and hospitals in El Paso and Cd. Juárez

PROGRAM DEVELOPMENT

- Delivered Startup Labs program to 15 innovators
  - Six 4-hour sessions: Idea Lab, Startup Intro, Corporate Formation, Teams and Culture, Funding, Pitching

- Supported 3 company SBIR/STTR applications
- Worked with 52 entrepreneurs and innovators
- Representing 30 startups
- Raised over $1.8M in capital
- Over $340K in sales
- Launched Nurse to Innovator project to engage nurses with makers for tech enabled healthcare solutions
- Opened the CoWork Café at the Cardwell Collaborative under COVID-19 protocols
- Developed Borderplex Innovation Ecosystem Map and “published” in conjunction with UTEP’s Mike Loya Center for Innovation and Commerce
- Hosted 2-day Seed Fund Strategic Planning Workshop
  - 41 participants representing the regional innovation ecosystem, investment experts, fund managers and MCA staff
- Staff certification in Helping Potential SBIR/STTR Applicants and Helping First Time SBIR/STTR Awardees

GOALS FOR 2021

- Grow the innovation ecosystem through continued support of communities of innovators
- Continue current, and launch additional, training & knowledge generation activities relevant to tech startups
- Expand access to the crucial resources & connections necessary for startup success
- Expand Resource Network
- Strengthen connections among innovation ecosystem stakeholders (startups, providers, research institutions)
- Increase public education & networking opportunities
- Launch El Paso Seed Fund
- Grow regional inter-institutional research and translational research through the Regional Poster Session and Researcher Spotlight series

mcamericas.org/innovation
Cross-Border Collaboration (Supporting Organization)

2020 HIGHLIGHTS

COVID-19 RESPONSE
In light of the pandemic, BIO-EPJ emerged as a major player in the efforts to keep medical device and supply manufacturers in Mexico, kept PPE flowing to our region and the rest of the globe, and prepared the El Paso-based manufacturing and supply industry to pivot to medical device and supply manufacturing.

- Established the COVID-19 Response Task Force to bring together medical device manufacturing stakeholders
- Conducted Impact Survey to measure the impact of COVID-19 on manufacturers and supply chains, which was used to formulate support measures
- Supported PPE development by connecting networks and sharing sources with partners
- Supported policy and industry representation amid shutdowns

- Created a “marketplace” for PPE in El Paso and Cd. Juárez by:
  - Vetting vendors for pricing, minimum quantity requirements, ability to fulfill orders, potential fraud, lead times, etc.
  - Sending out hundreds of order forms for PPE to local businesses, and aggregating the orders when possible to achieve best pricing and lead times
  - Partnering with the BBB to provide a weekly updated list of PPE vendors & products to post on their ElPasoBusinessStrong.org website
  - Supporting the City of El Paso’s Local PPE Supplier Webinar

GOALS FOR 2021

TALENT DEVELOPMENT
- Develop training programs for technical and soft skills needed in the Medical Device Manufacturing Industry
- Partner with local university systems to align industry needs with curricula
- Collect data from manufactures about the perception of regional talent, and develop a corresponding action plan
- Boost student interest in biomedical and medical device engineering

SUPPLY CHAIN
- Lead a Supply Chain Mapping Project and create a Supplier Database for Medical Devices
- Conduct a Regional Sterilization Needs Assessment and work to address needs
- Enhance regional corporate engagement
- Grow partnerships with other regional associations to define roles and align goals that will result in stronger growth for the medical device industry

INNOVATION
- Develop programs that spur innovation that will lead to more medical device manufacturing
The MCA’s Workforce Initiative aims to increase awareness of the emerging healthcare and high-tech biomedical industries in the region. The MCA does so by participating in community outreach events, hosting STEM camps, tours and open houses for the community, as well as running an internship program.

2020 HIGHLIGHTS

- Created more online and social media resources containing free articles, videos, local news, and STEM resources for parents, students, and teachers.
- Developed a STEM Innovation Lab Workbook containing DIY experiments, career and workforce data for teachers, students, and parents alike - in lieu of in-person STEM camps during the pandemic.
- Remodeled and enhanced the STEM Innovation Lab at the Cardwell Collaborative, adding tables, chairs, posters and equipment including laptops and virtual reality sets for future student visits.

Hosted Interns/Hiring Our Heroes Fellows:
- May-July: George Elsaesser, Sergeant Major (Retired)
- June-August: Pierce Davis, Junior at Stanford University
- September-November: Dr. Kerri Wood, Chief Warrant Officer (Retired)

Hosted 5 in-person STEM camps prior to the pandemic
- Hosted over 115 students from SISD and Canutillo ISD

GOALS FOR 2021

- Distribute STEM Innovation Workbook widely across region
- Translate STEM Innovation Workbook to Spanish for distribution in Cd. Juárez
- Plan, coordinate, and execute Virtual STEM Camps for 2021
- Expand outreach to other Counties in the region
MCA CAMPUS PLANNING & LAND ACQUISITION

The MCA is developing a world class biomedical campus in the heart of El Paso, Texas. The MCA Campus will foster and accelerate biomedical and health care innovation, creating new employment opportunities and meeting the health care needs of the Paso del Norte region’s citizens. Campus planning is the process of bringing together campus tenants, government agencies, utility companies and others to create a long-term campus land use plan that ensures connectivity, safety, efficiency, resiliency, beauty, and respect for neighbor institution needs while attracting more tenants essential for growth, economic development and fulfillment of the healthcare needs of our region.

2020 HIGHLIGHTS

▶ Began PDN Trail development coordination within MCA campus
▶ Started on-boarding new lab tenants at the Cardwell Collaborative
▶ Retained Perkins + Will to create a site plan for newly acquired 4 acres of MCA-owned property adjacent to the Cardwell Collaborative
▶ Developed a preliminary program for the next MCA building, including tentative anchor tenants

GOALS FOR 2021

▶ Apply for federal, state, and local grants that support infrastructure projects and campus enhancements
▶ Complete U.S. National Park Service Trail planning for MCA Campus
▶ Complete planning for next MCA campus building
▶ Develop an MCA Campus-Wide Safety Committee
▶ Continue acquiring land on the MCA Campus
The MCA’s real estate subsidiaries direct, manage and coordinate internal operational activities of the Cardwell Collaborative, the Veterans Affairs (VA) Clinic and various undeveloped properties. The MCA’s developments bring state-of-the-art facilities to the MCA camps to fulfill the needs of its tenants and to bring unique spaces critical to the growth of the industry, such as wet- and dry-laboratory space and incubator space.

2020 HIGHLIGHTS

▷ Completed the newly built VA clinic at 350 Revere St.
▷ Inaugurated the new VA Wellness Center
▷ Generated and successfully launched COVID-19 Safe Work Environment Guidelines
▷ Fully integrated the Property Management function by hiring internal building management technical support
▷ Increased Cardwell Collaborative lab occupancy on the 3rd floor to 94%
▷ Achieved overall cost reduction of 5% to the O&M budget

GOALS FOR 2021

▷ Continue the deployment of cost reduction initiatives for the O&M budget with a goal of reducing the overall budget by 5%
▷ Continue the excellent customer satisfaction report from the VA management team
▷ Continue to provide a safe work environment when the Cardwell Collaborative fully re-opens post COVID-19
▷ Continue developing the Property Management function by growing organically and structurally supported by policies and procedures
▷ Achieve 100% occupancy on laboratory space
▷ Achieve overall 95%+ building occupancy
▷ Continue delivering a strong Environment Health & Safety Program at the Cardwell Collaborative
THANK YOU TO OUR 2020 DONORS

NON-PLEDGED DONORS & FUNDEES

Alan Abbott
EP Marcus Investments
Jose Prats
Larry Wollschlager
Rodolfo Mata
(Mata, Blanco, Ordoñez, Mata & Wechsler, PC)
MIMCO
TRE & Associates
Guy & Cindy Fields
Beverly Rebe

Dr. Ryan and Maggie Casey
Susan Schwartz
Paso Del Norte Foundation
ONE Gas Foundation
Transtelco Inc.
WestStar Bank
El Paso Electric
Paul Foster Family Foundation
El Paso Water
Amazon Smiles

PLEDGED DONORS & FUNDEES

Hunt Family Foundation

CONTRIBUTING GRANT INSTITUTIONS

City of El Paso
Moleen Foundation
The Workers Lab
Microsoft Benevity
Workforce Solutions Borderplex
U.S. Department of Commerce’s Economic Development Administration
FINANCIAL HIGHLIGHTS

REVENUE

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*Includes depreciation and amortization totaling $1,577,000 in 2020 and $1,019,000 in 2019.

ASSETS, LIABILITIES, & NET ASSETS

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NET ASSETS

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<td>$8,232,821</td>
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STAY CONNECTED
Stay connected to us and find out everything the MCA is doing by following us on social media and visiting our website. Don't forget to sign up for our newsletter!

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Twitter: @MCAFoundation
LinkedIn: @Medical Center of the Americas Foundation
YouTube: Medical Center of the Americas Foundation
Website: mcamericas.org