



RESILIENCE

**2021
Annual
Report**



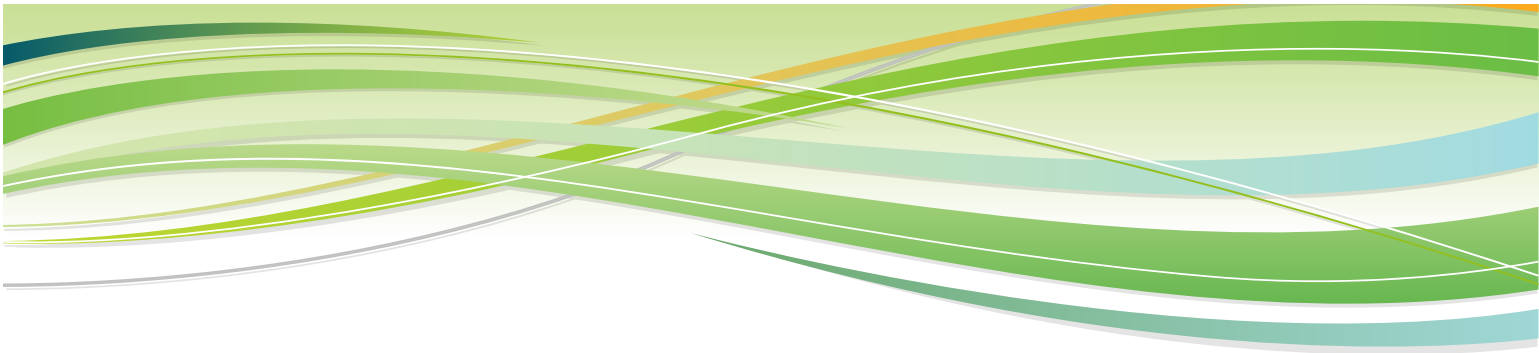
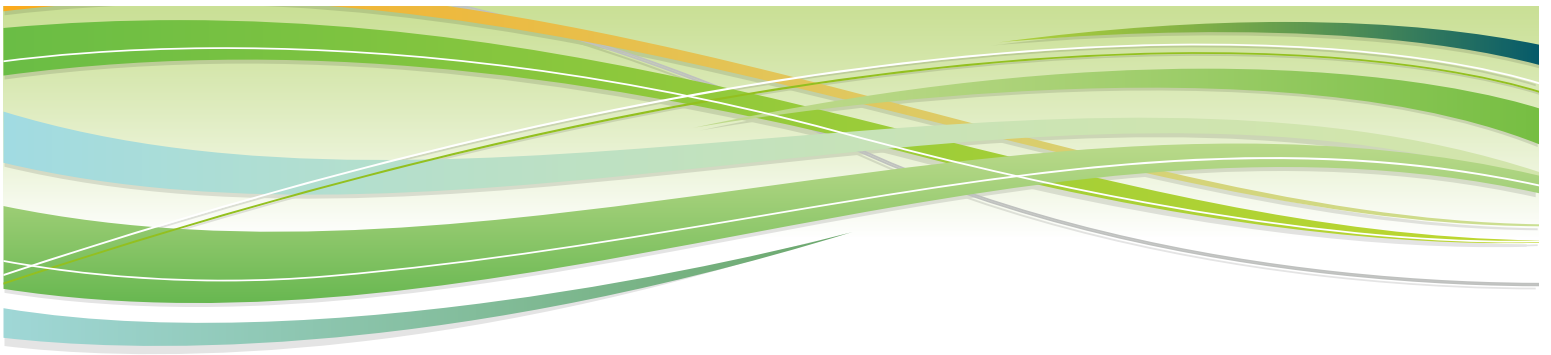


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2021 Board of Directors



Bill Wood
Chairman



Melissa Stewart
Vice Chairman



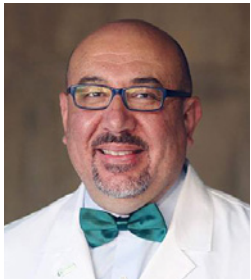
Jack Bates
Treasurer



Reid Grigsby
Secretary



Priscilla A. Frase, MD



Magdy Giurgius, MD



Kevin Gleghorn



David M. Gohn



Susan Jolly, MD



Shawn Marhefka



**Robert A. Martin,
MD**



Jesse C. Rhoads, MD



Roger Shaw III, DVM



Brenda Smith



Robert Stauffer

Service

DAISY Awards

Katie Wilson, Amber Bowman, and Tabitha Young, all registered nurses (RNs) at Ozarks Healthcare, were honored with The DAISY Award® For Extraordinary Nurses. The award is part of the DAISY Foundation's programs to recognize the super-human efforts nurses perform every day. All three nurses were nominated for their rapid response to Ozarks Healthcare's Women's Center during a critical time for a patient and family. They were commended for their excellent nursing skill, strength, and compassion shown during the emergency and the comfort and consolation they provided to the patient's family.



Service Excellence Initiative

Ozarks Healthcare was recognized through multiple awards at the 21st annual HealthCare Service Excellence Conference hosted by Custom Learning Systems in La Jolla, California. In 2021, the Summit Awards committee received 240 nominations from 21 different healthcare organizations spanning 10 states. Sixty-eight of the nominees were chosen as Pinnacle Achievers (the best of the best), and 19 of those were presented the Summit Award at the Night of Excellence held in November. Pinnacle Achievers are finalists who qualify for the distinguished Summit Award, which celebrates exceptional customer service achievements in healthcare and includes initiatives for improving: the quality of service for patients/customers, the quality of work life for professionals, and the performance of individuals and organizations. Individuals, teams, or organizations must be a Pinnacle Achiever to be eligible for a Summit Award.



Ozarks Healthcare Pinnacle Achievers

Awarded in 2021 for 2020 included:

- Missy Duggar, Ozarks Healthcare Behavioral Health Center (BHC) – Service Excellence Advisor First Year
- Ozarks Healthcare Behavioral Health Center (BHC) – Medical Clinic of Choice
- Ozarks Healthcare's Great Place to Work OASIS Team – OASIS Team
- Behavioral Health Community Support Specialists, Ozarks Healthcare Behavioral Health Center (BHC) – DO IT Improvement of the Year
- Chelsey VanWinkle, Ozarks Healthcare Behavioral Health Center (BHC) – Service Excellence Advisor Super Coach
- Lacey Carter, Executive Director of Nursing – Motivating Administrator

Ozarks Healthcare Summit Award Winners

Ozarks Healthcare's Behavioral Health Center (BHC) received a Summit Award for its nomination of "Medical Clinic of Choice."

Meds-to-Beds

The Ozarks Healthcare Pharmacy provided a free Meds-to-Beds service. In 2021, the pharmacy delivered prescriptions to 1,072 patients.

The Ozarks Healthcare Pharmacy marked a milestone for its Meds-to-Beds program in 2021 with over 1,800 prescriptions filled and delivered to patients since July 2020. From July, the program served 576 patients, filling and delivering 1,857 prescriptions. Ozarks Healthcare's Meds-to-Beds program is a free service offered through the Ozarks Healthcare Pharmacy and provides delivery of prescriptions and over-the-counter medications to patients before they leave the health system's hospital.



Quality

Pharmacy

The Ozarks Healthcare Pharmacy became an official authorized COVID-19 vaccination site.

Screenings

Ozarks Healthcare grew its cancer screenings through launching its Lung Cancer Screening Program, which included nearly 300 lung screenings, resulting in identifying 2 lung cancers at early stages. Other cancer screenings included:

- 4,295 women screened for breast cancer
- 1,856 patients screened for colon cancer
- 1,525 men screened for prostate cancer
- 686 women screened for cervical cancer
- Hundreds of patients were screened for skin cancer in Ozarks Healthcare Dermatology and primary care offices across the organization

Procedures

- Ozarks Healthcare's pulmonologists began doing Bronchoscopic Lung Reduction Valves, which are less invasive procedures than a lobectomy. Only a few physicians in Missouri are credentialed for its use.
- Dr. Hussain Ibriham began using new technology in order to do Atherectomy, which utilizes a catheter to remove plaque from a blood vessel.
- A new, state-of-the-art Cath Lab was built to provide exceptional care at Ozarks Healthcare.
- Dr. Troy Caron began using the Stryker Spinal Navigation System, including the SpineMask Tracker and SpineMap software. With fewer revisions needed, lower infection rates, reduced length of stay, and shorter operative times, navigationally assisted surgery is a huge benefit to patients needing spine surgery.

Other Notable Achievements

- In 2021, the length of time a patient was in Ozark Healthcare's Emergency Department for treatment until discharge decreased from 191 minutes to 141 minutes.
- Ozarks Healthcare has had no catheter-associated urinary tract infections (CAUTIS) since 2018.
- Ozarks Healthcare had no central line-associated bloodstream infections in more than 2 years.
- There were no surgical site infections in 2021.

People

New Providers in 2021



Arif Ahmed, MD
Rheumatologist



Joseph Barnard, DO
Family Medicine



Christine Carrejo, MD
Psychiatrist



Daniel Kolm, MD
Emergency Medicine



Kristyn Menendez, MD
OB/GYN



Yijia Mu, MD
Emergency Medicine



Anum Nida, MD
Hospitalist



Chadron Vassar, DO
Anesthesiologist



Todd Tamalunas joined Ozarks Healthcare as Vice President of Ozarks Healthcare's Medical Group and Clinics.

New Mid-Levels in 2021



Kimberly Carr, FNP
Nurse Practitioner



Alyssa Harris, CRNA
Nurse Anesthetist



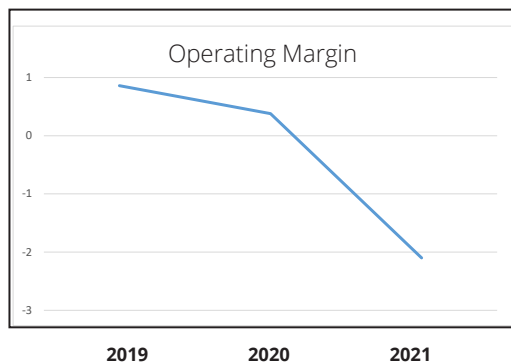
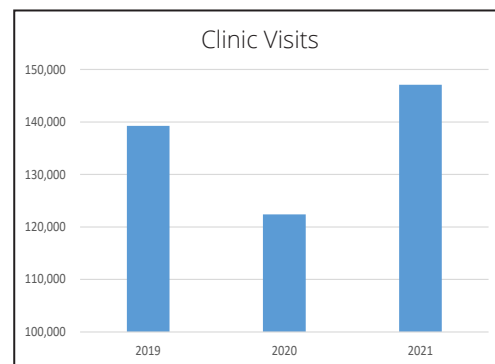
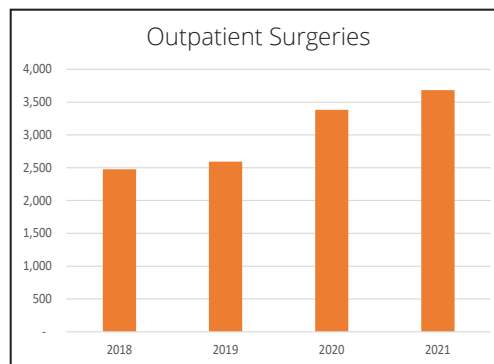
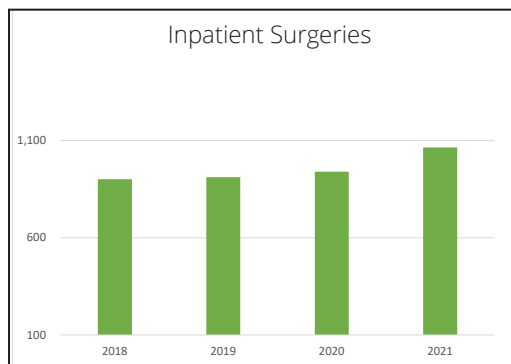
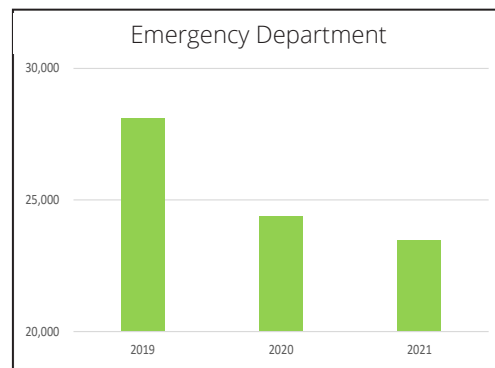
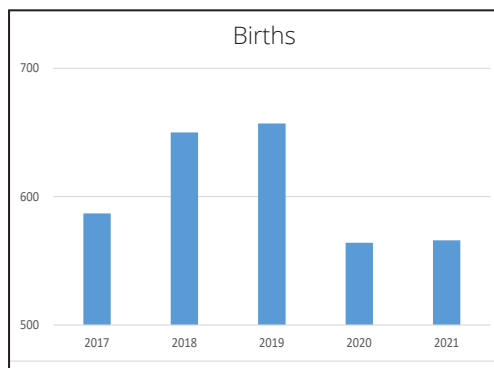
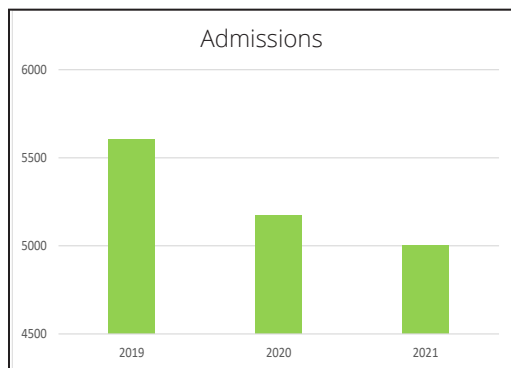
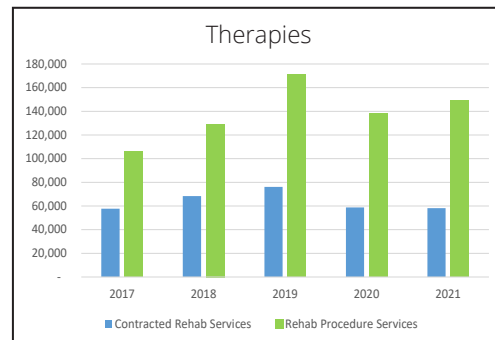
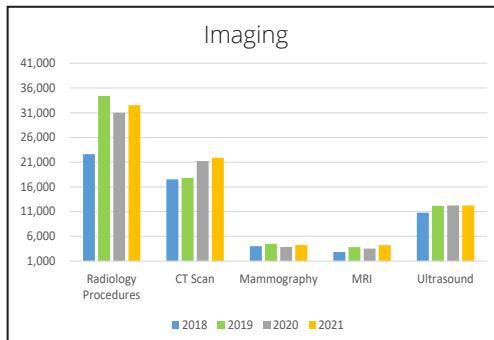
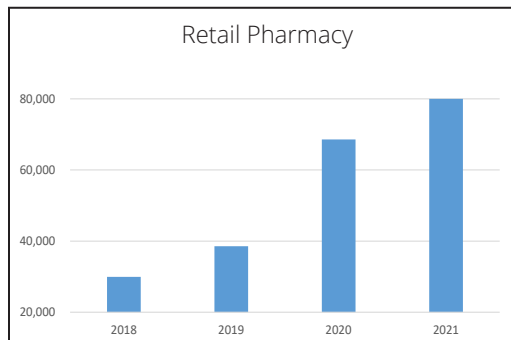
Kraig Holtorf, PA
Orthopedics & Spine
Physician Assistant



Josh Reeves, Executive Director of Operations at Ozarks Healthcare, accepted a new role as Vice President of Development and Advocacy and Director of Facilities for the health system.

Finance

	2018	2019	2020	2021
Retail Pharmacy Revenue	29,929	38,527	68,568	80,017



Retail Pharmacy

- Our overall contract pharmacy revenue grew by \$1.4 million in 2021 from 2020.
- The Ozarks Healthcare Pharmacy's operating margin of 25% continued to remain stable.

Other Financial Improvements

- Due to better preauthorization process, diligence with financial counseling prior to procedures and increased accuracy upon registration, Ozarks Healthcare (1.2%) cut the national average percentage of denials in half (2.11%) in 2021.
- Ozarks Healthcare set an organizational record of having the first claim go out 4.5 days post discharge (DNFB or discharge not final bill). National average is 7.03 days. This provides more timely and accurate billing, which provides clear expectations during the financial planning process for the patient.
- The Charity Care Program was adjusted to ensure that patients live in the service area by verifying the residency. As a result 1.21% of gross revenue was spent on Charity Care in 2021 versus the national average of 1.64%.

Growth

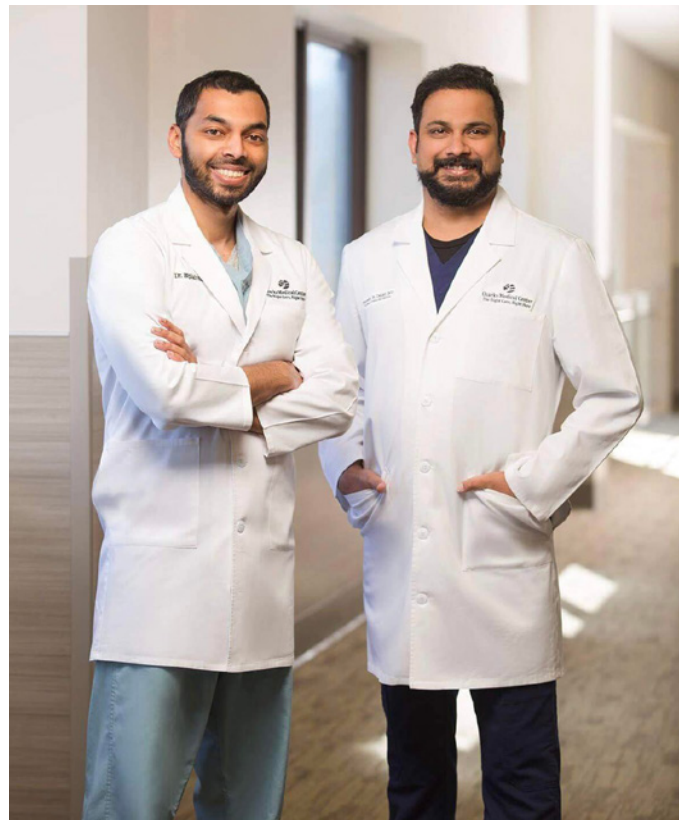
OZARKS HEALTHCARE GREW ITS MEDICAL GROUP, with the addition of 11 new providers.



Ozarks Healthcare’s Behavioral Health Center (BHC) launched services through its Emergency Room Enhancement (ERE) program to decrease repeated usage of emergency services and law enforcement while increasing access to mental, physical, and substance use health resources. Staff from the Ozarks Healthcare BHC work as a team to implement the ERE program. Christy Jackson, licensed professional counselor (LPC) at the Ozarks Healthcare BHC was named as the organization’s ERE Coordinator and oversees a team of ERE Outreach Specialists. In her role as ERE Coordinator, Christy assesses incoming referrals, determines patient eligibility, and conducts community education. ERE programs across the state are funded by the Missouri Department of Mental Health. Other areas designated for ERE programs include Kansas City, Springfield, Columbia, Hannibal, St. Louis, Rolla, Poplar Bluff, Joplin, Cape Girardeau, Jefferson City, St. Joseph, Monnett, and

Trenton. By January (2022), our ERE program reported a 46% reduction in emergency encounters for patients in the program since its launch. Patients admitted to the program had 67 emergency encounters in the three months prior to being admitted and just 36 emergency encounters in the period three months after admission.

Ozarks Healthcare expanded pulmonology services at Ozarks Healthcare’s rural clinic locations in Gainesville, Mountain Grove, Thayer, and Winona. Ozarks Healthcare’s Heart and Lung Center treats all diseases associated with the lungs and the respiratory system. Rapid diagnostic evaluations and advanced bronchoscopy provide patients with modern therapeutic options. Ozarks Healthcare’s pulmonology team works closely with patients’ primary care providers to assist with smoking cessation and the treatment of obstructive sleep apnea. Ozarks Healthcare pulmonologists Dr. Biplab Saha and Dr. Praveen B. Datar are experts in diseases often associated with smoking, including asthma, emphysema, bronchitis, lung cancer, interstitial lung diseases, cystic fibrosis, pleural effusion, pulmonary hypertension, and more.



Community



Ozarks Healthcare hosted a Remembrance Ceremony in June at the Missouri State University – West Plains (MSU-WP) Amphitheater to help bring closure for those who experienced loss during the COVID-19 pandemic. The ceremony was open to anyone who lost a loved one during a time when grieving together was difficult.

Celsie Morrow, speech pathologist at Ozarks Healthcare Therapies, works with children who have delayed verbal skills or diagnoses such as autism that can sometimes alter the way they communicate. Celsie helps teach her patients to communicate nonverbally, sometimes by using pictures or different types of technology. After noticing some of her youngest patients did not always take their communication devices with them everywhere, she saw an opportunity to install outdoor communication boards at area playgrounds so that children could easily communicate while away from their therapy devices. In 2021, Celsie worked with her Ozarks Healthcare Therapies team to help make her idea of creating communication boards that include symbols to offer visual support for nonverbal children to express their ideas and feelings come to life. Now, three of these communication boards are displayed at area playgrounds, including the West Plains Splash Pad, Early Childhood Special Education at the West Plains School District, and Junction Hill School District.

Ozarks Healthcare Laboratory Services conducted low-cost lab health screenings at several of its locations through 2021. Community members were encouraged to get to know their numbers for blood sugar, cholesterol, thyroid, calcium, and more. This resulted in 1,478 tests conducted.



The Ozarks Healthcare Behavioral Health Center (BHC) started a Veterans Peer Support Group for former and current military members. The group was hosted to help effectively address the needs of the veteran, National Guard, and reservist communities.

Foundation



On October 1, the Ozarks Healthcare Foundation launched its new fundraising initiative for a mobile mammography unit in conjunction with the first day of Breast Cancer Awareness Month. The goal is to raise funds to purchase a mobile mammography unit in 2022 to help make routine screenings more accessible for women who might not otherwise have access to this service. According to the Centers for Disease Control and Prevention (CDC), breast cancer is the second most common cancer among women in the U.S. (some kinds of skin cancer are the most common). Finding breast cancer early reduces the risk of death from the disease by 25-30% or more. Women should begin having mammograms yearly at age 40, or earlier if they're at high risk. Many women put off getting a mammogram due to inconvenience. Studies also show women who are underinsured or uninsured are 35 percent more likely to have a mammogram offered by a mobile mammography unit versus going to an outpatient setting.



On October 1, local businesses including The Fish Shack, Colton's Steak House & Grill, and Hirsch Feed & Farm Supply in West Plains, Wood's Riverbend Restaurant in Mammoth Spring, Arkansas, and Antler Package and Pizza in Gainesville, Missouri, participated in the Foundation's kick-off date by agreeing to donate a portion of their proceeds to the campaign.

Supporting Our Health System's Growth:

The Ozarks Healthcare Foundation's mission is to support Ozarks Healthcare in providing high quality, compassionate healthcare and promote wellness in the communities we serve. In 2021, our Foundation was able to provide several grants to multiple departments across Ozarks Healthcare, allowing them to grow their scope of services and improve technology and education. Grants through the Foundation also provided:

- New patient recliners for those receiving infusions at Ozarks Healthcare's Cancer Treatment Center
- Funds gifted to Ozarks Healthcare's Behavioral Health Center (BHC) to launch an annual public speaker series regarding mental health for Ozarks Healthcare's surrounding community

Thrift stores in both West Plains and Thayer both support the Ozarks Healthcare Foundation and its mission to help our health system grow. Not only do proceeds help upgrade medical equipment and facilities; they also are used to provide extra care for patients who may need items like food, gas, and housing while receiving care.

The Ozarks Healthcare Foundation "relit" its Lights of Life project this holiday season to provide community members with an opportunity to recognize and honor the lives of loved ones. The Ozarks Healthcare Foundation's Lights of Life project gives community members an opportunity to honor their loved ones by sponsoring a Christmas tree light or an ornament with a donation. Lights

Foundation

and ornaments are used to decorate a Christmas tree, which is displayed annually in the lobby of Ozarks Healthcare's North Entrance.

Focused On Your Health, with Heart:

Jeff West was a patient at Ozarks Healthcare's Cancer Treatment Center for several years who had a special love for his community, family, and the game of baseball. Stronger than any of these was his dedication to never giving up hope. After Jeff passed away, his wife, Janina, started a tradition of making gift bags filled with items of comfort such as blankets, chap stick, lotion, snacks, ornaments, and more to share with cancer patients through the holidays. We are proud to share Jeff's legacy of hope with others.

We always appreciate the generosity of our community, especially when we are able to pass it forward to our patients. Helen Pshishenko, a past patient, shared her passion and generosity for our staff at Ozarks Healthcare's Women's Center through our Foundation. Helen not only provided self-care gifts for nurses who work in Ozarks Healthcare's Women's Center; she also gifted baskets filled with outfits, books, stuffed animals, soap, and other items to be shared with some of our newborns and their families.



Funds raised by the Ozarks Healthcare Foundation to aid in its mission to support local healthcare in 2021:

\$2,000,000+



COVID-19 TIMELINE *for 2021*

Construction Project – Unit 2A (COVID Unit) construction project completed.

1/19/2021

The mass vaccination clinic for the second dose of the Pfizer vaccine was rescheduled due to winter weather.

2/26/2021



1/13/2021

Ozarks Healthcare received the 2nd dose of the Moderna vaccine for coworkers who received the first dose.

1/29/2021

A Mass Vaccination Clinic was held at the West Plains Civic Center, and resulted in 2,988 individuals vaccinated.

COVID-19 HIGHLIGHTS for 2021

Number of vaccines administered: 19,327

Patient Days for COVID-19: 1,088

Number of antibody infusion treatments administered: 944

Number of hotline calls: nearly 30,000 calls

- Ozarks Healthcare offered to come to local businesses to host mobile COVID-19 and flu vaccination clinics for employees. The Ozarks Healthcare Pharmacy travelled to Howell, Oregon, Ozark, Texas, Wright, and Shannon counties with at least 40 employees and/or their family members who wanted to receive a COVID-19 vaccine.
- Ozarks Healthcare made national news multiple times through the summer of 2021 through experiencing all-time highs of COVID-19 patients and low regional vaccination rates. Ozarks Healthcare was featured on major networks such as ABC and NBC, and Dr. Priscilla Frase was interviewed live by Anderson Cooper on CNN. Dr. Chris Cochran was also interviewed by CNN concerning low vaccination rates.

Visitor Restrictions:

All visitors were screened at the point of entrance, required to wear a mask, and must have remained in the patient's room, public restrooms, or designated waiting rooms at all times. Ozarks Healthcare allowed visitors in the following areas:

- Emergency Department: One visitor (18 years and older) per patient
- End-of-life care: The patient's clinical team can make exceptions at their discretion
- Pediatrics: Up to two parents/guardians per day
- Labor and Delivery and Postpartum: One support person for labor and delivery patients

Hospital Visitors:

Ozarks Healthcare allowed each patient admitted to the hospital to have one visitor at a time from 8 a.m. to 8 p.m.

NPU Visitors:

Visitors were able to visit during regular visiting hours of 3 p.m. to 4 p.m., daily.

Clinics and Walk-ins:

One visitor per patient was allowed to accompany patients.

4/15/2021

4/9/2021

7/16/2021

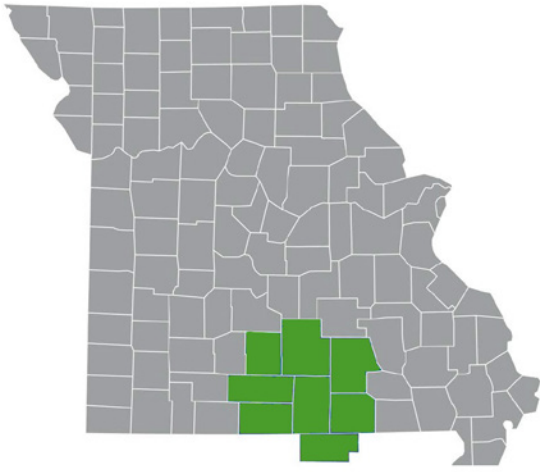
Vaccinations:

All tiers of Missouri's COVID-19 vaccination plan were activated as of Friday, April 9.

Ozarks Healthcare and Missouri State University - West Plains partnered to present a community COVID-19 vaccination event at Missouri State University - West Plains Lybyer Technology Center. The clinic resulted in 410 individuals vaccinated with the Johnson & Johnson Janssen vaccine.

Ozarks Healthcare administered vaccines through the Ozarks Healthcare Pharmacy and encouraged coworkers to be vaccinated.





Howell County

Oregon County

Shannon County

Texas County

Wright County

Douglas County

Ozark County

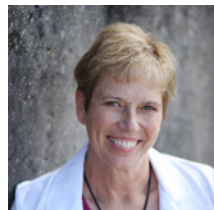
Fulton County, Arkansas

Ozarks Healthcare is a system of care encompassing primary care and specialty clinics, along with complete therapies, behavioral healthcare, and home care services. While the 114-bed acute care hospital cares for more than 5,400 admissions, the entire medical system has more than 364,000 patient visits annually in South Central Missouri and Northern Arkansas.

2021 Medical Staff Officers



Robert A. Martin, MD
Chief of Staff

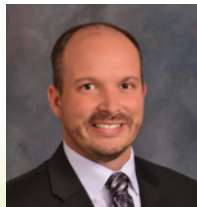


Susan Jolly, MD
Chief-Elect

2021 Administrative Leadership



Tom Keller
President &
Chief Executive
Officer



Kurt Abbey
Vice President,
Chief Nursing
Officer & Chief
Operating Officer



Antony Joseph, MD
President of
the Medical Group



Nichole Cook
Vice President
of Finance



**William A.
McGee, MD**
Chief Medical
Officer



Todd Tamalunas
Vice President
of Medical Group and
Clinics



re•sil•ience

the capacity to recover quickly from difficulties; toughness

