OZARKS HEALTHCARE

2020 Annual Report

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2020 Board of Directors

Bill Wood
Chairman

Melissa Stewart
Vice Chairman

Travis Smith
Secretary

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Shawn Marhefka

Robert A. Martin, MD

Charles Morgan, MD

Jesse C. Rhoads, MD

Roger Shaw III, DVM

Jason Spurling, MD

Robert Stauffer

Growth

New Providers in 2020

Dr. Leslie Marshall
Dermatologist

Dr. Praveen Datar
Pulmonologist

Dr. David Adam Jones
Radiation Oncologist

Dr. Nashmia Riaz
Endocrinologist

Dr. Jay Woodring
Anesthesia

Dr. Samuel Evans
Family Medicine

Dr. Arif Ahmed
Rheumatologist

Dr. Troy Caron
Orthopedic/
Spine Surgeon

Dr. Hussain Ibrahim
Interventional
Cardiologist

Dr. Fred Lorenz
ENT

Dr. Rajan Kumar
Hospitalist

Dr. Mufaddal Najmuddin
Pathologist

New Mid-Levels in 2020

Bridget Moore
CRNA

John Piatt
PA

Courtney Owens
CRNA

Robert Medley, NP
Neuroscience

Launched a New Brand
In a time when communication in our industry was more critical than ever, we announced the launch of a branding transformation from Ozarks Medical Center (OMC) to Ozarks Healthcare. The branding of Ozarks Healthcare is focused on the health of our service area and the entire Ozarks region. Ozarks Healthcare points to our coworkers, our patients, their families, our medical staff, partners and the communities we serve. Our focus is more than a hospital or medical buildings; it is a focus on people and their futures.

Project 20/20: One View . . . One Record. For the Patient.
In 2020 Ozarks Healthcare expanded its coordination of care by upgrading its information technology system to replace multiple electronic health record systems. This upgrade, known as Project 20/20, now provides the technological platform for all OZH departments, primary care, and specialty clinics to see and update a patient's record across care areas.

Project 20/20 is, at its heart, is about providing the best possible care for OZH patients, and an improved system for those who care for them. It is also about improving OZH's future ability to adapt to the ever-changing horizon of healthcare in the United States.

Opened a New Women's Center
Ozarks Healthcare opened its new Women's Center, which features 20,000 square feet of modern labor and delivery rooms, gynecological surgery facilities, and educational spaces. The Women's Center is the first portion of the most significant expansion in the medical sytem's history to be completed.

Growth

Consisting of 56 physicians and representing nine countries, Ozarks Healthcare's medical group has grown significantly since its founding. The Ozarks Healthcare Medical Group works as a team, using their collective, multispecialty expertise to provide patients with a professional diagnosis, treatment, and ongoing care for a wide range of acute and chronic illnesses and injuries. Whether you are choosing family care, a specialist, or surgeon, the Ozarks Healthcare Medical Group has world-class, compassionate medical experts you can rely on for all of your healthcare needs.

Expanded the Medical Group

- ***Ozarks Healthcare grew its medical group, including 16 new providers.***
- ***Three new service lines were added in 2020: dermatology, endocrinology, and orthopedic spine surgery.***
- ***Ozarks Healthcare grew its cancer screening program by launching a lung cancer screening program.***

Ozarks Healthcare Specialty Clinics

Behavioral Health Center
Cancer Treatment Center
Dermatology
Ear, Nose & Throat
Endocrinology
General Surgery
Heart & Lung Center
Infectious Disease
Internal Medicine
Neurology
Orthopedics & Spine
Pain Management
Pediatrics
Podiatry
Rheumatology
Urology
Weight Loss Surgery
Women's Health
Wound Care

Ozarks Healthcare Family Medicine Clinics

Alton
Gainesville
Mammoth Spring
Mountain Grove
Mountain View
Thayer/Mammoth Spring
West Plains
Winona
Zizzer Clinic

Ozarks Healthcare Services

At Home
Emergency Department
Ozarks Healthcare Medical Equipment
Hospitalist Team
Rehabilitation Services
Pharmacy
Sleep Center
West Plains Imaging
Therapies
Obstretrics

People

151 Ozarks Healthcare coworkers received longevity milestone awards, with a combined total of 1,635 years of experience and service to the organization.

The Nurse Residency January 2020 Cohort ran from Jan-March. Left to right: Karlee Marvin RN, Nurse Residency Coordinator, Allison Wrenfrow, Le'Ann Belongy, and Lillie Barbie

Nurse Residency Cohort of June 2020-21 RNs completed.

Service

Ozarks Healthcare was featured in the West Plains Daily Quill's annual "Best of the Best" awards, including wins for "Best of the Best Physical Therapy" and "Best of the Best Pharmacy."

Ozarks Healthcare won several Pinnacle Awards at the Healthcare Service Excellence Conference.

Ozarks Healthcare was a recipient of the Missouri Hospital Association's (MHA) Distinguished Service Award for its service during the COVID-19 pandemic. The award is the MHA's highest honor and represents the distinguished service provided by all hospital employees, and recognizes their extraordinary contributions and sacrifice throughout 2020.

Drive-In Movie Night

The Service Excellence Council hosted a Drive-In Movie Night. Coworkers enjoyed "The Sandlot" with hot dogs, soda, and popcorn.

Number of Volunteer Hours in 2020: 2,838

Community

2020 Foundation Board Members:

Ken Joplin—Chairman
Newt Brill
Nancy Shaw
Robin Morgan
Bob Eckman
Kevin Gleghorn
Tom Keller

Foundation Covid Relief Fund:

Designated to provide assistance as needs continue to be identified for patient care. Bradford Pharmacy, Jack Johnson, Kevin & Kelly Gleghorn, Sarah Johnson, Shelter Insurance - Dave Thomas, Mahaffey Enterprises gifted funds for a combined total of: $1,825.

Donor Appreciation Dinner: Escape to Casablanca:

February 15, 2020 West Plains Historic Post Office

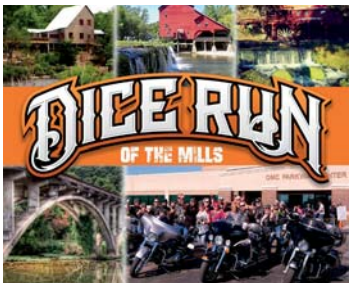
Featured: Dr. Marvin Fowler

West Plains High School Pink Out Games:

Basketball $16,200
Volleyball $600
Softball $900
Football $1,200
Total of $18,900

Dice Run:

Proceeds from the event totaled $5,384.50 and benefited the Ozarks Healthcare Cancer Treatment Center's Patient Emergency Fund.



Total Giving for the "Building the Future" Campaign in 2020:

Expansion Fund: $147,586.97
Women's Center Fund: $100,212.36
Total: $247,799.33

In recognition of American Heart Month, Ozarks Healthcare (at the time, Ozarks Medical Center) offered several free educational events and heart health screenings in February 2020:

- Community Education Dinner featuring Dr. Kevin Crowe, Board Certified Interventional Cardiologist, as a speaker.
- Community Education Luncheon in Mammoth Spring, AR, featuring Dr. Muhammad Khan, Board Certified in Cardiovascular Medicine & Interventional Cardiologist, as a speaker.
- Free Heart Risk Screenings and a Heart-Healthy Breakfast at the Ozarks Healthcare Heart & Lung Center and screenings in rural health clinics.

CBCO Blood Drives:

OZH and the West Plains community broke a personal record on Oct 28, 2020, with 94 donor attempts and 81 donations. We partner with the Community Blood Center of the Ozarks (CBCO).

Quality

Through better patient care, Ozarks Healthcare reported a reduction in patient harm in the following areas:

- Zero Catheter Associated Urinary Tract Infection
- Zero Ventilator Associate Pneumonia

Ozarks Healthcare maintained accreditations and licensures in the following services and programs:

- HFAP Stroke
- ACHC Sleep Lab
- CARF Behavioral Health
- Hospital, Home Health, and Hospice License

Lung Screening Program

Ozarks Healthcare launched a lung screening program to increase access of care with a complete range of services for people at risk for lung cancer, including support to help quit smoking, and the latest lung cancer treatments. The lung screening program utilizes an RN patient navigator who works with a team made up of radiologists, pulmonologists, cardiothoracic surgeon, and oncologists. Ozarks Healthcare performs screenings with the latest imaging technologies, such as low dose computed tomography (CT) scans, using trusted imaging techniques (protocols) that lead to accurate results, offering the expertise of experienced lung cancer experts when necessary.

Smoking Cessation Program

Ruth Nabors, Ozarks Healthcare Pulmonary Rehabilitation and Smoking Cessation Coordinator, was the first program leader in the state of Missouri to lead an online smoking cessation program during COVID-19. The program also achieved a 100% successful quit rate.

Breast Care Pathway

Ozarks Healthcare provides a Breast Care Pathway to minimize the wait time between breast cancer screening, diagnostic and treatment steps. The program includes a breast care navigator who works with a team made up of radiologists, oncologists and general surgeons to ensure optimal continuity of care.

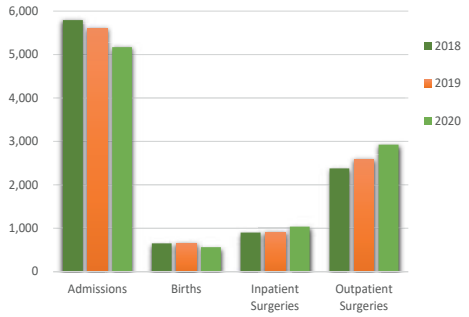
COVID-19

Ozarks Healthcare researched the coronavirus pandemic even before it entered the U.S. Through the pandemic, coworkers focused on quality by tracking regulatory and testing protocols as well as infection prevention practices. What you will see in the coronavirus timeline reflects this.

Finance

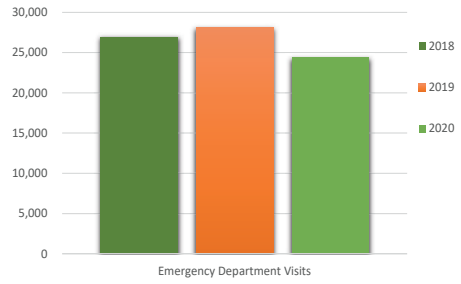
The COVID-19 pandemic affected the way people across the country utilized healthcare services. Many did not seek care to maintain their health or get care when they were sick, resulting in more acute patients, but less volume in other service areas.

HOSPITAL



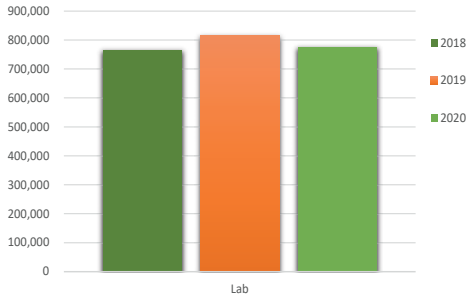
	2018	2019	2020
Admissions	5,792	5,604	5,171
Births	650	657	564
Impatient Surgeries	901	912	1,037
Outpatient Surgeries	2,377	2,594	2,925

EMERGENCY DEPARTMENT



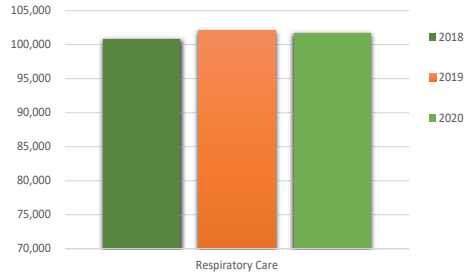
	2018	2019	2020
Emergency Department Visits	26,965	28,119	24,373

LAB



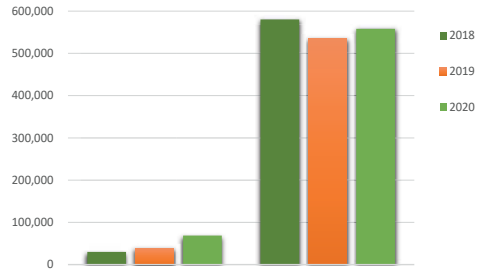
	2018	2019	2020
Lab	764,408	815,113	775,275

RESPIRATORY CARE



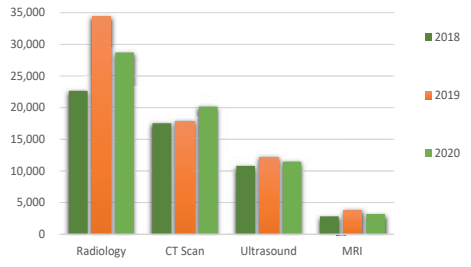
	2018	2019	2020
Respiratory Care	100,838	102,050	101,708

PHARMACY



	2018	2019	2020
Retail Pharmacy Prescriptions	29,929	38,527	68,568
Hospital Pharmacy Orders	580,185	535,275	558,243

IMAGING SERVICES



	2018	2019	2020
Radiology	22,640	34,386	28,724
CT Scan	17,530	17,823	20,160
Ultrasound	10,785	12,187	11,450
MRI	2,824	3,806	3,218

COVID-19 Heroes

Sacrificing to prepare Our Post and Patients: Dr. Curtis Horstman, Medical Director of Ozarks Healthcare's Emergency Department (ED)

Planning ahead for the onset of the virus, Dr. Curtis Horstman, Medical Director of Ozarks Healthcare's Emergency Department (ED), spent hours of what would have been considered his weekends and time spent with family to make preparations and educate fellow staff members before the virus placed its anchor in our region. Not only did Dr. Horstman commit his extra time to serving his community when it needed him most; he also sacrificed the one thing, sometimes the only thing, that seemed "normal" at the time: life at home with his wife, Robbyn. He isolated from Robbyn in an apartment so that he could keep working.

Looking Fear in the Face: Brook Keeling, RN, Ozarks Healthcare Critical Care Manager

Brook Keeling, RN, Ozarks Healthcare Critical Care Manager, was involved with the project of developing our first COVID-19 unit, our Viral Intensive Care Unit (VICU). Brook and her husband, Noble Counts, made the difficult decision to send their children away while Brook treated our initial cases of COVID-19 hospitalizations. She taught staff new skills and practices to expand treatment capabilities, while also working on expansion plans for our COVID-19 unit. Providing critical care during COVID-19 especially hit close to home for Brook when she had to intubate her own grandfather. Her commitment to our frontline, her staff, and her family led her and her husband to make yet another life altering decision. They decided to move their family's roots closer to Brook's work so that she could be closer to her patients.

Shielding Our Community with Hope: Katie Mahan, Ozarks Healthcare Pharmacy Director

An unsung hero who has worked tireless hours behind the scenes to bring COVID-19 vaccines to Ozarks Healthcare, our service area, and beyond, is Katie Mahan, Ozarks Healthcare Pharmacy Director. From participating in education opportunities and creating policies to communicating with state and federal partners, her work led to the approval of Ozarks Healthcare becoming a COVID-19 vaccination site. Administering the first doses of what was equal to the most hope felt in a year worldwide was so important to Katie that she made the decision to cancel a special holiday vacation with her husband and three children. In December 2020, Katie helped administer the organization's first doses to coworkers and medical staff who volunteered to receive the vaccine after fighting on the organization's COVID-19 frontlines.

Leading with Heart and Passion: Dr. Priscilla Frase, Ozarks Healthcare Hospitalist and Chief Medical Information Officer (CMIO)

Dr. Priscilla Frase, Hospitalist and Chief Medical Information Officer (CMIO) at Ozarks Healthcare, made significant headway on Ozarks Healthcare's technology used specifically to advance COVID-19 patients' treatment. At the beginning of the pandemic, she built several note templates for providers to use in our technology system. She helped develop order sets that were used for the treatment of COVID-19 patients in the Emergency Department (ED) and in the acute hospital setting. On the medical front, Dr. Frase worked tireless hours to specifically bring monoclonal antibody therapy to Ozarks Healthcare to help prevent the severity of COVID-19 illnesses. Volunteering her time and focus to yet another turning point in Ozarks Healthcare's battle against COVID-19, Dr. Frase invested herself into COVID-19 vaccination clinics.

Protecting from Incident Command: Kurt Abbey, Ozarks Healthcare Vice President, Chief Operating Officer (COO), and Chief Nursing Officer (CNO)

From spending hours behind closed doors planning operations during COVID-19 to jumping into action to care for patients alongside staff when resources were strained, Kurt Abbey, Ozarks Healthcare Vice President, Chief Operating Officer (COO), and Chief Nursing Officer (CNO), spent the last year in the thick of COVID-19. As leader of Ozarks Healthcare's Incident Command Committee, Kurt led with the responsibility of laying our plans of attack on the virus and pivoting it as needed. As Ozarks Healthcare's patient census climbed alongside that of every other medical system, staffing and resources also became more strained. While Kurt is not typically face-to-face with patients every day, he jumped in to the aide of his coworkers when they and our community needed him most.

- The hospital Incident Command System (ICS) was activated in response to the COVID-19 Pandemic.
- The Missouri Department of Health and Senior Services (DHSS) hotline was made public: 877-435-8411.
- All coworkers were required to complete online educational courses on hand hygiene, caring for patients with COVID-19, and personal protection equipment (PPE).
- All patients and visitors began to be screened when visiting any of our locations.
- A COVID-19 informational web page was published on our website.
- The Emergency Department (ED) and ICU implemented visitor badges for visitors, limiting visitors per room.
- The monitors/screens across the main campus broadcast COVID-19 educational topics.
- In cooperation with the Howell County Health Department, emergency management plans were created to address a possible patient surge for alternative triage sites and treatment per EMTALA and DHSS recommendations.
- Construction Project - Protective glass was installed at the Emergency Department Registration desk.

03/13/20

03/15/20

- The organization utilized an employee pool to support the additional labor requirements of a screening, single-point entrance.

03/16/20

- A single-point entry was established at the ED entrance for all coworkers, patients, and visitors.
- No one under the age of 18 who was not seeking medical treatment was allowed into the hospital.
- Each patient was allowed only one visitor per day.
- Pharmacy services were provided through the outpatient pharmacy drive-thru.

03/18/20

- Surgery patients were allowed to exit the building through the surgery exterior doors.
- Valet parking was implemented to assist surgery patients.
- The organization researched alternative daycare resources for coworkers.
- Per the Howell County Health Department, the City of West Plains elected to close all public buildings such as the Sports Complex, Civic Center, Public Library, Welcome Center, and Senior Center.

03/19/20

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- Elective su
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- Reviewed
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- Coworkers traveling outside of a 60-mile radius of our service area during the previous week had to be cleared by their manager/director to return to work.
- Construction Project - GI Lab converted into a viral intensive care unit (VICU).

03/20/20

- Constru
rooms
VICU St

- The cleani
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uction Project - Negative pressure
were set up in the VICU and the
terile Supply.

03/21/20

ng of public areas was
d and increased in
using only hospital-
nfectants - paying
attention to any high
nt areas.
ity of hand sanitizer
evices was increased
substantially
throughout all
facilities.
contained areas of
tal were converted to
pressure ventilation,
potential cases
g prevent cross-
ation to other areas.
eria was closed and meals are
vered to patients as usual.
ntial business travel suspended.
etings were canceled,
d, or moved to virtual.
were canceled for the near term.
urgeries that were not time-
were reduced to support
anagement of medical supplies.
and implemented the logistics
virtual visits via a proprietary
Concurrently, the Centers for
and Medicaid approved the use
able means for providers to see
ncluding video-conferencing
e., Facetime, Skype, etc.
osely with suppliers to ensure
te inventory levels of clinical
were maintained and emergency
re available.
on Project - Plastic walls were
the ICU Ante room.

03/25/20

- Visitors were ONLY allowed in the following areas:
- -End-of-life care: The patient's clinical team could make exceptions at their discretion.
- -Pediatrics: One parent or guardian per day.
- -Labor and Delivery and Postpartum: One support person for labor and delivery patients.
- -Procedural Areas: One visitor who was identified as the designated driver for the patient could wait in their vehicle until called.
- -Emergency Department and Walk-in Clinics: One visitor who was identified as the designated driver for the patient waited in their vehicle until called.
- The first patient of ours who received a positive COVID-19 result was tested at the clinic in Mountain Grove.
- Construction Project - Operating Room 6 Anteroom set up.

03/27/20

- Construction Project - PACU Anteroom constructed with plastic walls and converted to negative pressure ventilation.

03/28/20

- West Plains City Council put a "Stay At Home Order" in place. The organization's facilities were considered essential.

03/30/20

- Howell County Health Department reported their first positive COVID-19 patient.
- The organization launched a public telephone hotline for questions regarding COVID-19 screenings. The number, 417-505-7120, was open 24/7.
- The organization offered testing at seven rural Family Medicine clinics as well as the West Plains Walk-in Clinic and Emergency Department.

04/01/20

- All coworkers began to have temperatures screened
- Coworkers entered buildings as outlined below from
- entrance will be at the ED single-point entrance.
- Hospital: ALL coworkers entered through the Doctor
- Shaw: ALL coworkers entered through the North Ent
- Parkway (Including North Parkway): ALL coworkers e
- BHC and Education.
- HOME: ALL coworkers entered through the East entr
- Home Care: ALL coworkers checked their temperatu
- supervisor.
- All Other Clinics: ALL coworkers entered through reg
- in, and their temperatures checked.
- Hospital Direct Care Requirements: Direct care cowo
- Coworkers clocked in and then changed into hospita
- Coworkers changed out of hospital-laundered scrub
- Coworkers were allowed to wear only one ring.
- Coworkers were not allowed to wear any necklaces,
- Coworkers were not allowed to wear long lanyards.
- It was recommended that coworkers designate spec
- their respective facilities and then take them off befo

04/0

COVID-

at the start and finish of each shift.
n 5:30 a.m. to Midnight. The overnight

's Pavilion/Heart Care Services entrance.
trance (as usual).
ntered at the main Parkway entrance by

rance.
res and check-in by email to their

gular entrances but immediately checked

rkers to comply with the following:
l laundered scrubs.
s before clocking out.

bracelets, or other types of jewelry.

ific shoes to wear from their vehicle to
ore they entered their homes.

- While there is n
for a surge, ICS
surge commen
of acute patien
with COVID-19
in our commun
increased.

- The cafeteria reopened with limited hours and a grab-and-go menu (no dining in).
- Hospital Direct Care Requirements: Coworkers wore their own scrubs in the hospital again.
- Coworkers were still be mindful of infection prevention practices, including:
  - Came to work in street clothes and brought scrubs to change into at work.
  - After the shift, changed back into street clothing.
  - White lab coats were washed daily.

- Spearheaded the
Up Ozarks" campa
partnership with v
community organ

- Admitted the first COVID-19 possitive patient for inpatient services.
- The Governor of Missouri issued a "Stay At Home Order" extending through Friday, April 24. Our facilities are considered essential.
- Plastic walls were installed in the Cath Lab, and ventilation was converted to negative pressure.

6/20

04/27/20

- The Behavioral Healthcare Center (BHC) was selected by the Missouri Department of Mental Health (DMH) Office of Disaster Services to implement a COVID-19 Crisis Counseling Program (CCP) in addition to the mental health services currently provided to the surrounding counties.

05/11/20

- Our hospit
our first pa
COVID-19

04/07/20

- The City of West Plains Extended the "Stay At Home Order" through Thursday, April 30.

06/09/20

- ALL Coworkers began masking at ALL times in ALL patient areas and common areas across ALL facilities (including non-patient areas).

06/15/20

- Ozarks Medical Cente
capability of conducti
rapid testing internal

19 Timeline

- Hit an all-time high of COVID-19 positive patients in the hospital with 19.

12/14/20

- Administered the 1st doses of the Moderna vaccinet frontline healthcare workers.

12/21/20

- Vaccinated 53 individuals.

12/22/20

- Vaccinated 70 individuals.

12/23/20

- Vaccinated 12 individuals.

12/24/20

12/28/20

- Vaccinated 31 individuals.

12/29/20

- Vaccinated 40 individuals.

12/30/20

- Vaccinated 84 individuals.

12/31/20

- Once again peaked COVID-19 positive patients with 19 occupied beds.

07/14/20

- Visitor restrictions were modified to allow each patient admitted to the hospital, one visitor per day from 4 to 6 p.m.

07/25/20

tal experienced atient death with a diagnosis.

09/03/20

"Mask aign in various izations.

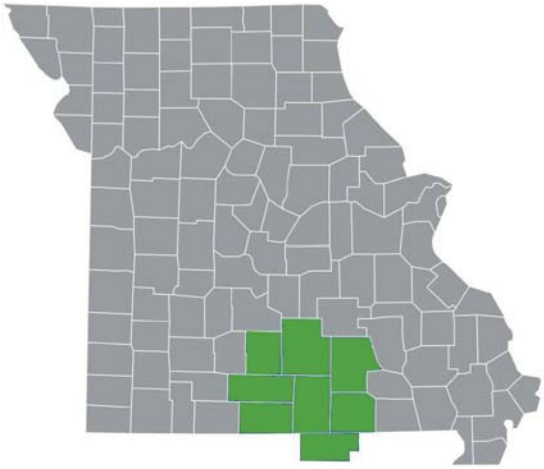
09/11/20

no official definition determined a ced as the number ts treated in the ED and positive testing ities significantly

er had the ing COVID ly.

Other facts

- We administered 9,420 COVID-19 tests.
- We cared for 281 COVID-19 patients in the hospital.
- We took 19,807 calls through our hotline.



Howell County
- West Plains
- Mountain View
- Willow Springs

Oregon County
- Alton
- Thayer

Shannon County
- Winona

Texas County

Wright County
- Mountain Grove

Douglas County

Ozark County
- Gainesville

Fulton County, Arkansas
- Mammoth Spring

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.

2020 Medical Staff Officers

Charles Morgan, MD
Chief of Staff

Robert A. Martin, MD
Chief-Elect

2020 Administrative Leadership

Tom Keller
President & Chief Executive Officer

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

Antony Joseph, MD
President of the Medical Group

Nichole Cook
Vice President of Finance

William A. McGee
Chief Medical Officer