



2020 Annual Report



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2020 Board of Directors



Bill Wood
Chairman



Melissa Stewart
Vice Chairman



Travis Smith
Secretary



Jack Bates
Treasurer



Christopher Cochran, MD



Kevin Gleghorn



David M. Gohn



Reid Grigsby



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



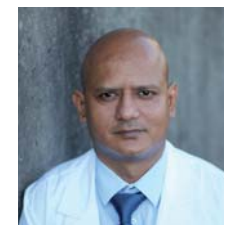
Dr. Troy Caron
Orthopedic/
Spine Surgeon



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

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
Obstetrics

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	Bob Eckman
Newt Brill	Kevin Gleghorn
Nancy Shaw	Tom Keller
Robin Morgan	

Donor Appreciation Dinner: Escape to Casablanca:

February 15, 2020 West Plains Historic Post Office



Featured: Dr. Marvin Fowler

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.

West Plains High School Pink Out Games:

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



SCHEDULE JR-1



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.

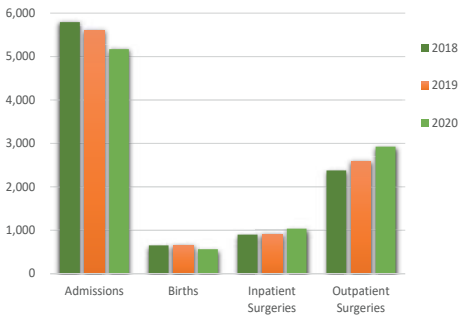
COVID-19

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

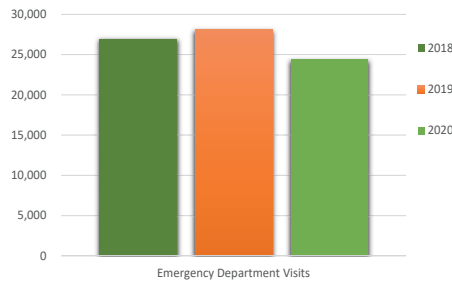
The COVID-19 pandemic affected the way people across the country utilized healthcare services. Many did not seek care to maintain their health or get care when they were sick, resulting in more acute patients, but less volume in other service areas.

HOSPITAL



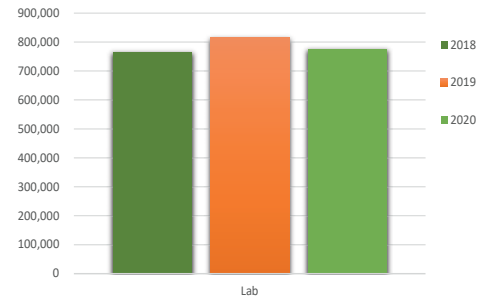
	2018	2019	2020
Admissions	5,792	5,604	5,171
Births	650	657	564
Inpatient Surgeries	901	912	1,037
Outpatient Surgeries	2,377	2,594	2,925

EMERGENCY DEPARTMENT



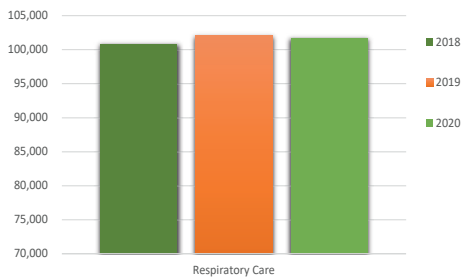
	2018	2019	2020
Emergency Department Visits	26,965	28,119	24,373

LAB



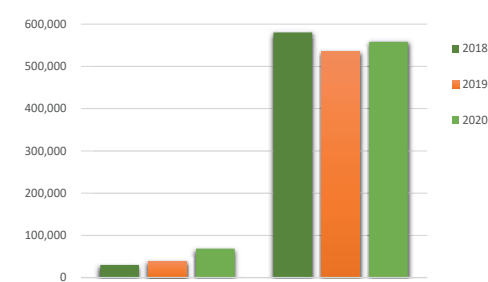
	2018	2019	2020
Lab	764,408	815,113	775,275

RESPIRATORY CARE



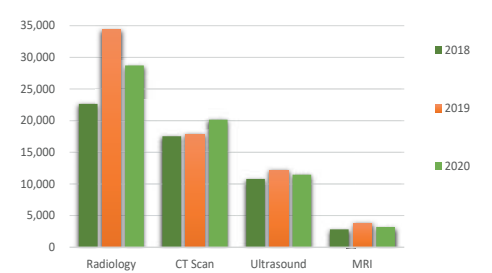
	2018	2019	2020
Respiratory Care	100,838	102,050	101,708

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



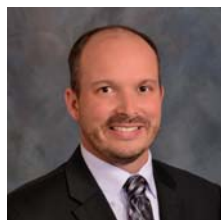
Sacrificing to prepare Our Post and Patients: Dr. Curtis Horstman, Medical Director of Ozarks Healthcare's Emergency Department (ED)

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.



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

An unsung hero who has worked tirelessly 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.



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.



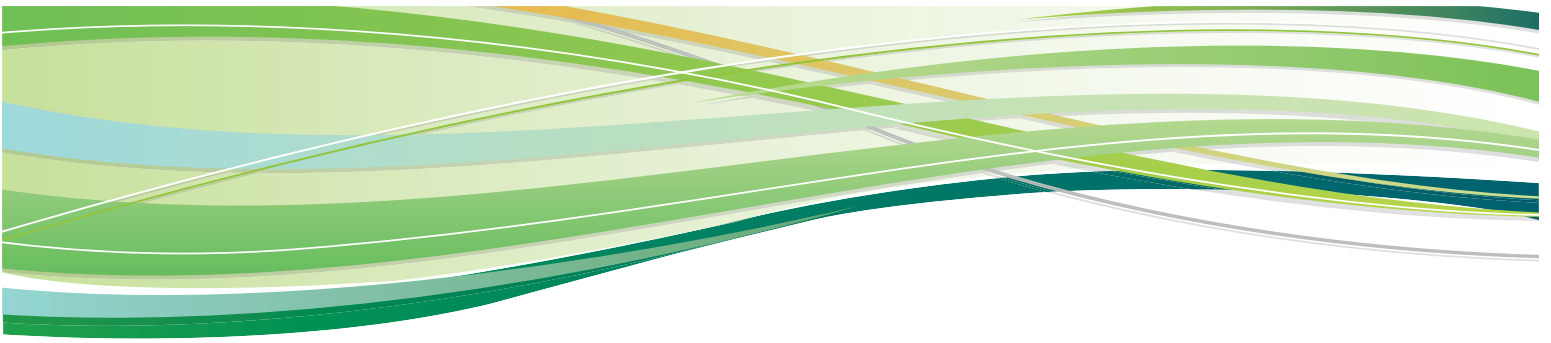
Looking Fear in the Face: Brook Keeling, RN, Ozarks Healthcare Critical Care Manager

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.



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 tirelessly 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.





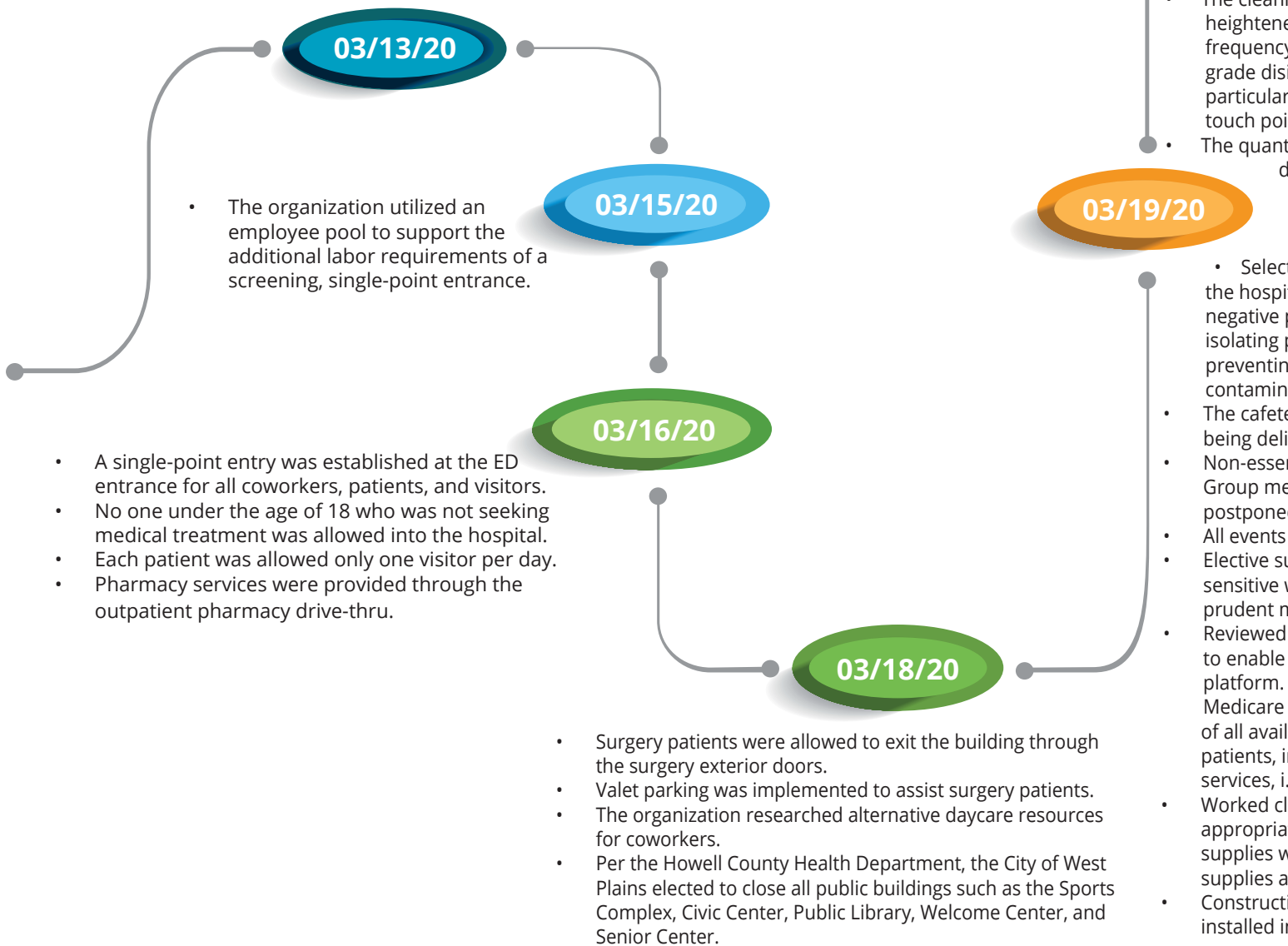
SCHEDULE JR-1



- 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.

- 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).

- Construction rooms
- VICU S



Construction Project - Negative pressure rooms were set up in the VICU and the sterile Supply.

03/21/20

- 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.

03/25/20

- 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.

ing of public areas was and increased in using only hospital-infectants - paying attention to any high nt areas.

ity of hand sanitizer evice was increased substantially throughout all facilities.

contained areas of al 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. ere canceled for the near term.

urgeries that were not time- vere reduced to support management of medical supplies. and implemented the logistics virtual visits via a proprietary Concurrently, the Centers for and Medicaid approved the use ble means for providers to see ncluding video-conferencing e., Facetime, Skype, etc.

osely with suppliers to ensure re inventory levels of clinical ere maintained and emergency re available.

on Project - Plastic walls were n the ICU Ante room.

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

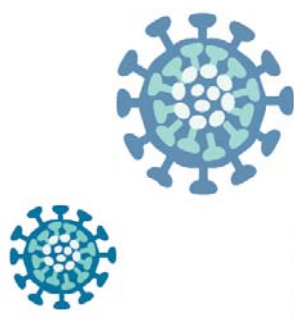
- Howell County Health Department reported their first positive COVID-19 patient.
- The organization launched a public telephone hotline for questions regarding COVID-19 screenings. The number, 417-505-7120, was open 24/7.
- The organization offered testing at seven rural Family Medicine clinics as well 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 Entr
- Parkway (Including North Parkway): ALL coworkers e BHC and Education.
- HOME: ALL coworkers entered through the East entr
- Home Care: ALL coworkers checked their temperat 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.
 5:30 a.m. to Midnight. The overnight
 Pavilion/Heart Care Services entrance.
 entrance (as usual).
 entered at the main Parkway entrance by
 entrance.
 res and check-in by email to their

ular entrances but immediately checked

orkers 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.

- Admitted the first COVID-19 positive 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

04/07/20

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

- 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.

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

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

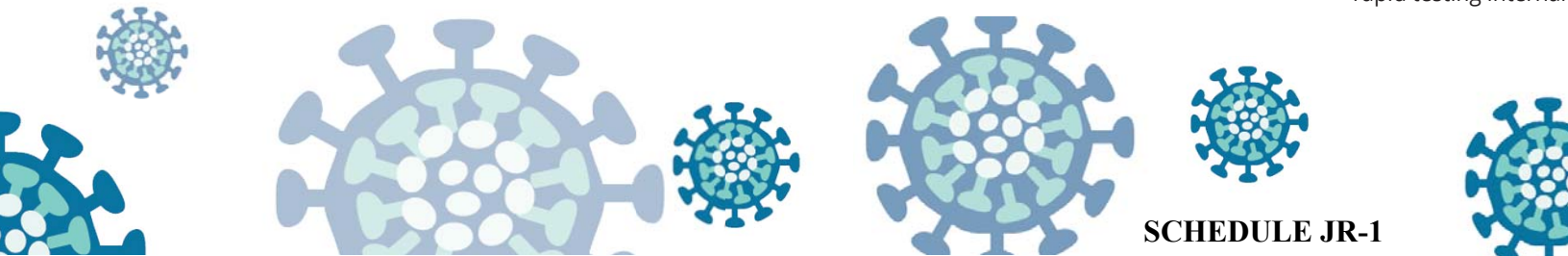
- Ozarks Medical Center capability of conducting rapid testing internal

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

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

- Our hospit our first pa COVID-19

COVID-19 Timeline



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

- 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 vaccine to frontline healthcare workers.

09/11/20

12/21/20

- Vaccinated 53 individuals.

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

09/03/20

12/22/20

- Vaccinated 70 individuals.

12/31/20

"Mask
aign in
various
izations.

ical experienced
atient death with a
diagnosis.

07/25/20

12/23/20

- Vaccinated 12 individuals.

- Vaccinated 84 individuals.

12/30/20

07/14/20

12/24/20

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

- Vaccinated 40 individuals.

12/29/20

12/28/20

- Vaccinated 31 individuals.

er had the
ing COVID
ly.

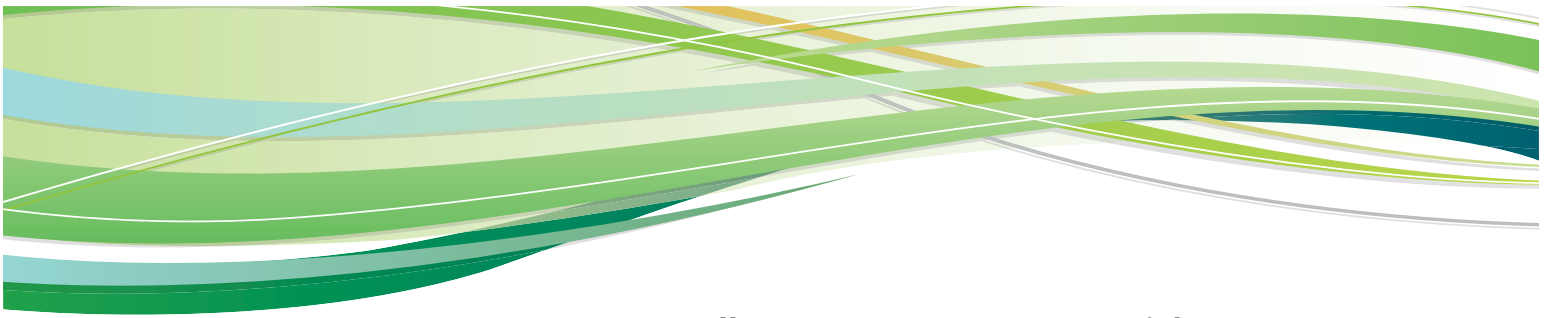
Other facts

- 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.



SCHEDULE JR-1





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 Officer



Antony Joseph, MD
President of
the Medical Group



Nichole Cook
Vice President
of Finance



**William A.
McGee**
Chief Medical
Officer