



Excelsior Springs Hospital 2021 Annual Report

The purpose of this report is to summarize the activities, accomplishments, and financial information for the Excelsior Springs Hospital in Excelsior Springs, Missouri during the fiscal year 2021. This summary is presented to the Excelsior Springs Hospital Board of Trustees and the City Council.

May 16, 2022



Sarah Gonzalez
ESH Chief Nursing Officer

REVIEW OF 2021

Oh, What a Year it was....for ESH



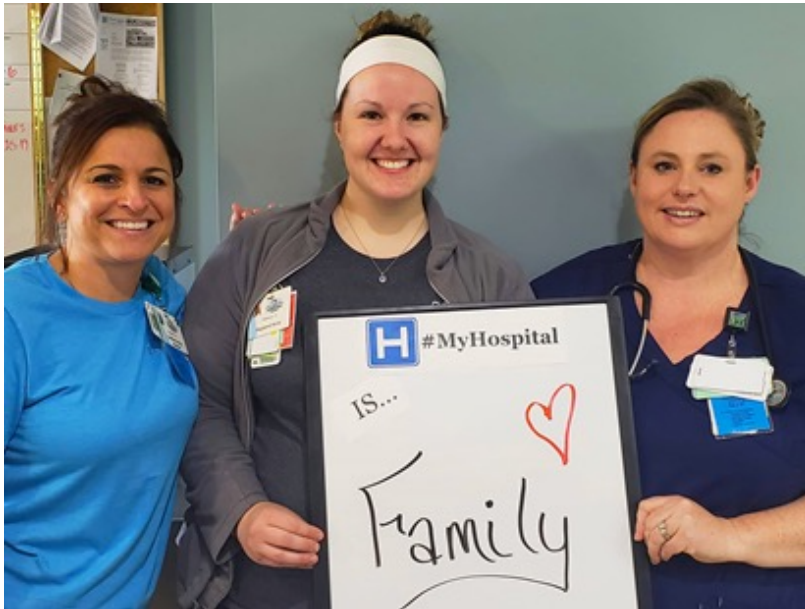
"God knew this was the place I needed to be to heal from Covid. Words cannot express the gratitude & thankfulness I, and my family, feel for the amazing, wonderful staff at ESH. Every single person who has taken care of me has made me feel like they truly care about me. The staff here loves big and does an incredible job of care. Every nurse, doctor, respiratory therapist, CNA, room cleaner and even the cafeteria has done their part to take care of me so I could heal. The cafeteria even made me food I requested that wasn't even on the menu. The lady that cleaned my room uplifted me by telling me how great I looked and how happy she was to see me much better. I am so thankful for every single person that God has put in my path on the road to recovery. Thank you all so much from the bottom of my heart, with every breath I fought for with your help."



**IT'S OUR STORY....
TELL IT WELL**

2021 Results

Statistics (Year ending 09/30/2021)



Service	Data Point 2020	Data Point 2021
Patient Days	IP – 444 days Swing – 796 days	IP – 675 days Swing – 724 days
Emergency Room	6,236 visits	6,367 visits
Cardiopulmonary	EKG -1,604 Nuc Med - 84	EKG -1,935 Nuc Med - 90
Home Health	7,786 visits 365 admits	12,328 visits 530 admits
Hospice	7,272 days 32 admits	5,822 days 53 admits
Lab	344,952 tests	429,220 tests
OP Clinics	3,661 visits	5,185 visits
Pharmacy	42,678 doses delivered	56,794 doses delivered
Physician Clinics	5,985 visits	14,658 clinic visits
Radiology	CT Scan -1,613 Mamm – 1,042 MRI - 432 Ultrasound -813 X-Ray - 5,315	CT Scan -2,302 Mamm -1,411 MRI - 528 Ultrasound -1,126 X-Ray – 6,018
Surgery	418 cases	446 cases
Therapy	9,992 visits	10,900 visits
Meals Served	24,260 meals served	26,304 meals served

Where We Have Been:

Accelerating at Full Throttle

Survive

Sustain

Thrive

SUSTAIN

- Turnaround Implementation
 - People
 - Recruit and Realign: Organizational Restructuring and Resetting
 - Property
 - Environment of Care: Pivot from Reactive Repairs to Proactive Facility Master Planning
 - Performance
 - Assess and Adjust Course: Evaluating Operational Efficiency and Service Line Profitability
- Physician Clinics onsite
- Lawson Clinic – Rural Health
- Community Pharmacy



Our People

New Additions/New Roles

Ethan Kent – Senior Life Solutions

Frank Sanchez – Laboratory

John Freeman – Environmental
Services

Tina Cook – Clinical and
Community Education

Julia Mees – SAFE

Kate Casey - Dietician





Dr. Aniesa Slack, Hospitalist



Dr. Samir Patel, Pulmonology

Dr. Neha Chaudhry, Rheumatology



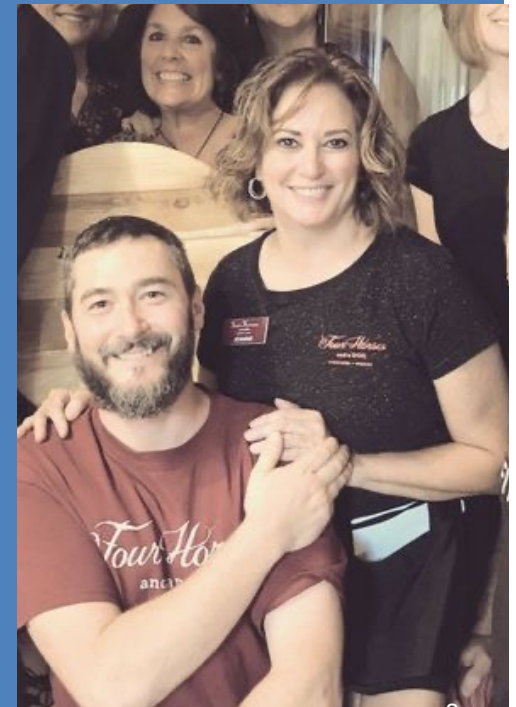
Jana Murphy, FNP – Lawson Primary Care



People- New Board Trustees



Mike Anderson
Chuck Anderson Ford



Jeanine Stubbs
Four Horses and a Dog

Today Forward: Accelerating at Full Throttle (Survive -> Sustain -> Thrive)

THRIVE

- Addition of OP /Clinical Specialties
 - Enhanced Interventional Pain
 - Pulmonology
 - Urology Clinic
 - Surgical, ED and IP is growing exponentially!
- Growth of Home Health and Hospice
- Partnership with the ES Community Center
 - Tina Cook - FUSE
- Primary Care Growth & Retail Pharmacy:
 - Consolidate 2 Primary Care Physician Clinic offices onto main campus
 - Increase referrals for ancillary services such as Lab, Radiology, and Retail Pharmacy
 - Telehealth is Happening !!
 - Lawson Primary Care - Rural Health Clinic - survey ready



Services Provided at Excelsior Springs Hospital

Specialty Services/Clinics

- Cardiology
- Dermatology
- Emergency Medicine
- ENT
- Gastroenterology
- Gynecology**
- Interventional Pain
- Lab
- Oncology
- Orthopedics
- Pain Clinic
- Plastics**
- Podiatry
- Pulmonology
- Radiology
- Rehabilitation Services
- Rheumatology
- Senior Life Solutions ®
- Swing Bed
- Surgery
- Urology



Post Acute Service Lines

- Home Health
- Hospice

Physician Services

- Three Primary Care Offices
 - Clinics in Excelsior Springs, MO
 - 1 Clinic in Lawson, MO
- Express Clinic (inside Price Chopper, Excelsior Springs)

Providers

Employed Physicians

- 3 Primary Care
- 2 ER Physicians
- 1 Hospitalist
- 1 General Surgeon



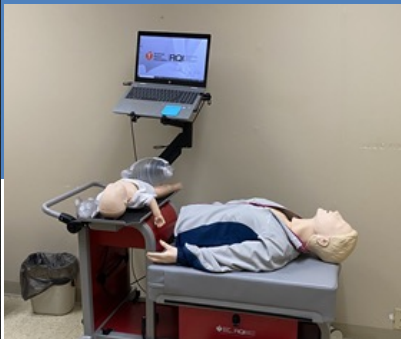
Nurse Practitioners - 6



Investing in our Future

The Board of Trustees has generously approved over \$9 Million in expenses towards Equipment, Programming/ Resources and Upgrading the Physical Plant for ESH and its affiliated businesses.

The listing to the left is a sampling of projects approved in 2021.



EQUIPMENT	PROGRAMS/ON-LINE RESOURCES	PHYSICAL PLANT
A Chem Steam Sterilizer	Thornberry EMR for HH & Hospice	Hospital Air Handling Units
GE Telemetry Monitoring	DIVVY Credit Card Platforms	Upgraded HVAC Controls
GE Central Station	Bruce Tolgen – Its OK to be the Boss- DRIVE programming for Leadership	Security Systems with Asset Tracking Mechanisms
EVS Floor Scrubber	Performance Dashboard – DRIVE Leadership (Pat Rainey)	Lawson Clinic Renovation
3-Door Refrigerator	RSM – IT Support	Water Cooling Stations
Dynamic Stair Trainer	Mitigation Dynamics (PAST)	Exterior Lighting Upgrades
Bio Fire Torch Platform and Testing	Lexicomp – IV/medication education	Rehabilitation Space Buildout
Beckman Microbiology Analyzer	Provation – OP area	Surgical Suite Buildout
Fisher Scientifics Urine Chemistry Analyzer	Midwest Vascular Access	Boiler Replacement
McKesson Blood Culture Platform	Pineapple Institute	Lighting Upgrades
Nova Glucometers		Air Conditioner ILA
Olympus Microscope		
McKesson Hematology Analyzer		
Auxiliary Wishlist (misc)		
Kona Ultra Strength Arm Radiology		
Fisher Airvo Units		

Today Forward: Accelerating at Full Throttle (Survive -> Sustain -> **Thrive**)



EXCELSIOR SPRINGS
HOSPITAL



LAWSON
PRIMARY CARE

a service of EXCELSIOR SPRINGS HOSPITAL

Service – Connection with our Community- Giving Back



Community Connections

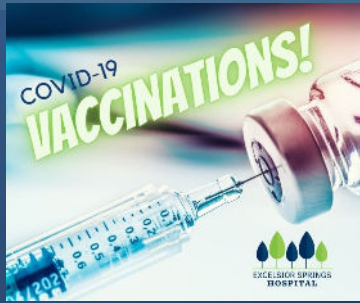
- Clay County Public Health
 - Community Health Assessment (CHA)
 - Community Health Improvement Plan (CHIP)
- ESSD – Vaccinations
- Communities of Excellence – ES Thrive
- Employee Assistance Funding
- Excelsior Springs SAFE
- Missouri Medicaid Expansion Initiatives
- Northland Healthcare Access/Access +

Community Health Plan Offering

- Bukaty Company
 - Excelsior Springs Community Health Plan

Community Education

- Tina Cook – ESH Clinical and Community Educator



- We have a commitment to serving the community and providing open access to Excelsior Springs Hospital for all community members.
- Involvement by our staff in the community enhances our ability to provide effective health care. Improving the community will improve the health of our customers.
- Partnerships with education, government, and other community organizations will multiply the resources for and the effectiveness of our work.
- By instilling confidence in our patients, they will become positive forces in the community and contribute to the health of others.

Service – Connection with our Community

Service - Connection with our Community COVID-19



- Partnerships
 - Heart to Heart International
 - North Kansas City Hospital Pharmacy
- COVID Physical Plant Set-Up
 - Screening checkpoints
 - HICS weekly meetings - continuation
- COVID Vaccination Clinic
 - 5,200 Doses administered
 - 10 Separate Clinic dates
- COVID Testing
 - Drive through testing set-up
 - 9,792 tests administered drive through
 - Total tested 12,400
 - Results typically in 2-3 hours
- COVID Booster Doses
 - Over 500 administered doses
- COVID Vaccination Mandates
 - Staffing



Finance

Keep Cameron Happy

What makes sense?

- Volume
- Charge master updates
- Adjusting Contractuals
- Documentation, Coding and Billing
- Contract Negotiations
- Collections –
 - Care Payment options
 - Cash discounts

Using Funding sources



Audited Financial Analysis

Year ended September 30, 2021

Condensed Statements of Revenue, Expenses, and Changes in Net Position Years Ended September 30, 2021, 2020, and 2019

	2021	2020	2019	Change 2021-2020	Change 2020-2019
Operating revenue	\$ 39,144,030	\$ 28,547,770	\$ 25,924,587	\$ 10,596,260	\$ 2,623,183
Operating expenses	37,387,253	31,154,983	30,343,019	6,232,270	811,964
Income (loss) from operations	1,756,777	(2,607,213)	(4,418,432)	4,363,990	1,811,219
Nonoperating revenue - Net	4,347,864	2,687,193	52,306	1,660,671	2,634,887
Capital grants, gifts, and other	-	995,000	9,876	(995,000)	985,124
Increase (decrease) in net position	6,104,641	1,074,980	(4,356,250)	\$ 5,029,661	\$ 5,431,230
Net position at beginning of year	3,376,219	2,301,239	6,657,489		
Net position at end of year	\$ 9,480,860	\$ 3,376,219	\$ 2,301,239		

Items Affecting Operations in 2021:

- The primary component of the overall change in the Hospital's net position is its operating income or loss; generally, the difference between net patient service revenue and the expenses incurred to perform those services. In 2021, the Hospital reported a gain from operations of \$1,756,777 compared to a loss of \$2,607,213 in 2020. Net operating revenue increased significantly by \$10,596,260 due primarily to increased patient volumes in 2021 following a decline in services in 2020 during the first months of the global COVID-19 pandemic, as well as continued growth in services, especially specialty services which have been added between 2019 and 2020 and continued in 2021.
- Operating expenses increased by \$6,232,270 in 2021. The Hospital's expenses increased primarily related to salaries and wages, supplies, and physician purchased services. These increases in expenses were made to support specific operations and program expansions of the Hospital which are anticipated to lead to increased patient volumes in future years.



Today Forward:
Accelerating at Full Throttle – From the 2021 Audit
(Survive → **Sustain** → **Thrive**)

Financial Highlights

- The Hospital's net position increased by \$6,104,641 in 2021, increased by \$1,074,980 in 2020, and decreased by \$4,356,250 in 2019.
- The Hospital reported a gain from operations of \$1,756,777 in 2021, a loss from operations of \$2,607,213 in 2020, and a loss from operations of \$4,418,432 in 2019.
- Net patient service revenue increased by \$10,617,008 (37%) from 2020 to 2021, compared to an increase by \$2,829,573 (11%) from 2019 to 2020. Operating expenses increased by \$6,232,270 (20%) from 2020 to 2021, compared to an increase of \$811,964 (3%) from 2019 to 2020.
- As described in Note 2 to the accompanying financial statements, the Hospital as well as all healthcare entities were faced with a global pandemic starting in March 2020 which continued through the year ended September 30, 2021. As a result, significant changes in operations were made to accommodate the prevention, detection, and treatment of COVID-19. This caused a significant disruption in services at the Hospital as well as challenges and opportunities from an economic and financial standpoint. Many budgets and plans for current and future operations were also changed or updated to react to the changing healthcare environment. Management anticipates that changes will continue to be needed as the pandemic is anticipated to continue into 2022 with other long-term effects.

Today Forward: Accelerating at Full Throttle – from the 2021 Audit (Survive → Sustain → **Thrive**

- Completed in June 2021: Purchased a building in Lawson, Missouri in September 2020. Renovations were completed and the Hospital's existing Lawson Primary Care practice was relocated to the new building in June 2021, providing increased primary care clinic capacity for improved social distancing and expanding access to care for both underserved and lower income patient populations.
- Completed in 2021: Addition of outpatient specialty services in Interventional Pain, Pulmonology, and Urology.
- Anticipated Completion in 2022: Pursuing Rural Health Clinic status for the Lawson Primary Care practice, expected to enhance Medicare and Medicaid reimbursement.
- Anticipated Completion in 2022: Addition of outpatient specialty services in Gynecology, and expanded services in Cardiology, Gastroenterology, Orthopedics, and Pulmonology. Including enhancement of associated surgical volume and supporting ancillary services.
- Anticipated Completion in 2022: Continuing to position for growth in Home Health & Hospice service lines with investment in Electronic Medical Record technology to gain cost and resource efficiency. Additionally, the recent closure of other agencies within our primary service area is significantly increasing our patient volume and revenue.
- Ongoing: Expansion of retail pharmacy services, with a focus on the Lawson community in 2022.
- Ongoing: Pursuing commercial insurance payor contract negotiations for enhancements to reimbursement.
- Ongoing: Enhancing physician recruitment efforts in primary care, specialty services, and surgical services to improve access to care and expand services locally.
- Ongoing: Evaluating all service lines for contribution margins, opportunities for cost reductions, and revenue enhancements.

Note 7: Charity Care

The Hospital provides health care services and other financial support through various programs that are designed, among other matters, to enhance the health of the community, including the health of low-income patients. Consistent with the mission of the Hospital, care is provided to patients regardless of their ability to pay, including providing services to those persons who cannot afford health insurance because of inadequate resources or who are underinsured.

Patients who meet certain criteria for charity care, generally based on federal poverty guidelines, are provided care based on criteria defined in the Hospital's charity care policy. The Hospital maintains records to identify and monitor the level of charity care it provides. The amount of charges foregone for services and supplies furnished under the Hospital's charity care policy aggregated \$1,470,521 and \$1,352,545 for the years ended September 30, 2021 and 2020, respectively.



Charity Care

Good things are
happening....

2022 Looking
ahead



CONTINUED – TOP OF MIND

Pillar: Investing in our People

Pillar Goal : Employee Retention

Scope:

- To have a well trained and engaged workforce
- To be the Employer of Choice
- To minimize the cost of turnover
- To improve the culture/employee satisfaction
- To positively impact patient safety



ESH 2021 – Report Card

OES Survey Results Resulting Action Items



Project 1- Staff Training

To streamline and standardize onboarding for our new employees in order to establish standards of behavior and clear expectations for success.

- General Orientation Redesign
- Departmental Orientation Standardization



Project 2 - Staff Safety

Ensure staff have a safe practice environment to impact positive patient outcomes and a healthy workforce

- Clinical Safety – Patient/Infection Prevention/Emergency Preparedness
- Environmental Safety – Equipment/Facility Safety/Event Response Management



Project 3 – Staff Recognition

Recognize staff for their positive contributions to the organization and foster team building among departments.

- Retention Committee



Project 4 – Physician Engagement

To engage physicians in the organization to improve patient safety and interdisciplinary relations.

- Physician Inclusion - Engagement
- Telehealth



OES – ORGANIZATIONAL EMPLOYEE SURVEY

December 2021

82% Response Rate

Action Items

ESH 2021 OES Survey Results

CONGRATULATIONS!!

ESH's OES scores **have significantly increased** from 2020.

So much so, **we did not need to generate** an “At Risk Profile” for 2021.

Such an accomplishment should not be taken lightly.

Performance Dashboard has been administering OES's since 2001, and to this day, **we've not had an organization make such a remarkable turn-a-round within 12 months.**

A celebration 🎉 to honor ESH's growth improvement would be appropriate and what the doctor prescribes.

~Dr. Cappy Leland, Founder and CEO

Performance Dashboard



ESH 2021

OES Survey Results

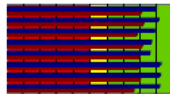


Excelsior Springs Hospital
Organizational Diagnosis - What's Going Well?

Survey Code: esh102021
Report Date: 12/13/2021

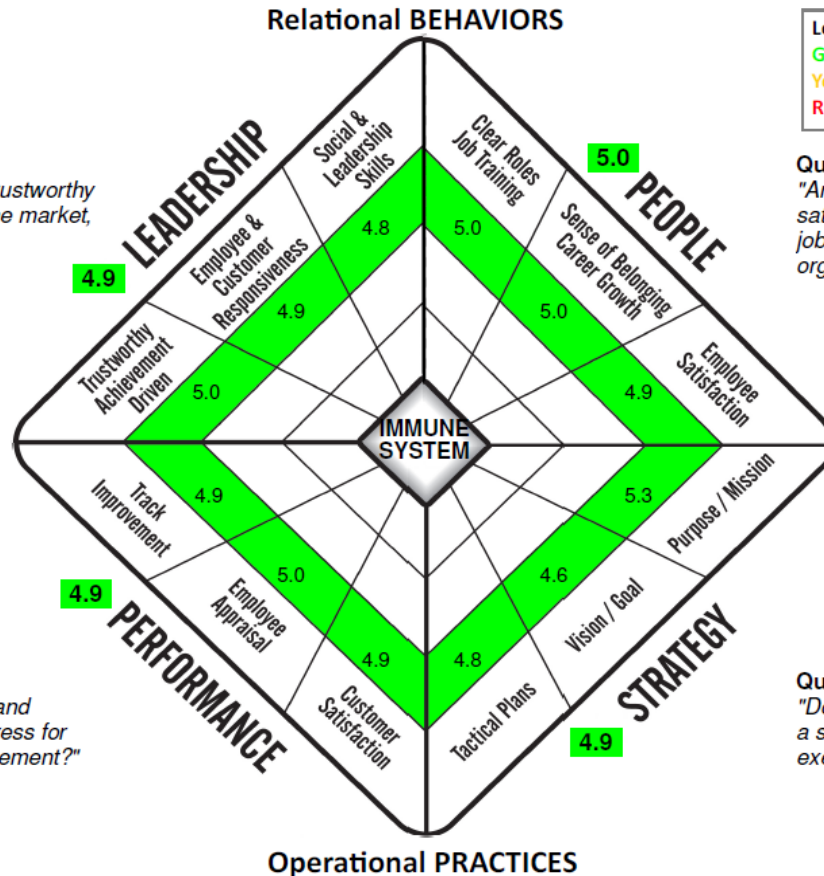
Questions: 1-9
"Is our Leadership trustworthy and responsive to the market, our customers, our employees?"

Values Gap



"ESH's Immune System reports to be overall strong and resilient, ready to tackle any challenges it faces"

Questions: 27-29
"Are we measuring and monitoring our progress for performance improvement?"



Legend:

Green - Doing Well, Celebrate
Yellow - Monitor for Corrective Action
Red - Immediate Corrective Action

Questions: 10-22

"Are our people engaged, satisfied, and committed to their job, co-workers, and the organization?"

Change Readiness



Questions: 23-26

"Do we have a sense of purpose, a strategic direction, and execution plan?"



ESH 2021 OES Survey

Results - Whole Organization and Departments

Targeted Areas for Potential Growth Improvement



People- Are our people engaged, satisfied and committed to their job, coworkers, and the organization?

- Relationships
 - Employees somewhat **believe that they are connected and communicated with**
 - Affects Off-site Locations (Express, Lawson, HH & Hospice)

Leadership – Is our leadership trustworthy and responsive to the market, or customers, and our employees?

- Communications
 - Employees **believe leadership is engaged** but continue to shared desires for improved communications.

Strategy – Do we have a sense of strategic purpose, vision, strategic direction and execution plan?

- Identify Strategic Goals
 - Employees **believe there is a desire to continue to improve their communication system informing people on targeted strategic goals and are encouraged with continued progress**

ESH 2021 OES Survey Results - Response



You Asked – We Answered

As we begin the new year, 2022, we begin with a fresh position, fresh eyes and insight towards reviewing the EOS comments and concerns.

*Verbatim Comments from Employees
(ranked by mention)*

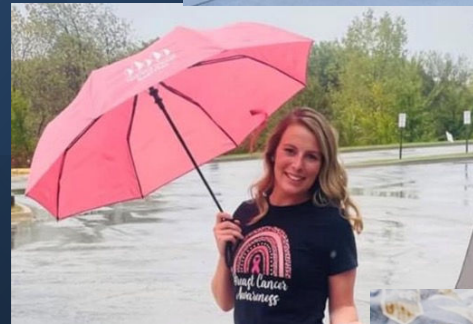
Benefits

Physical Space

Technologies

Consistency

- PTO was mentioned in 15% of the comments
- Workspace/allocations
- Communications
- Consistency



ESH 2021

OES Survey Results - Benefit Review



You Asked – We Answered



Recommended Key Adjustments:

To Edit the Timelines for Years of Continuous Service for consistency

To Improve the maximum PTO accrual annually

To Adjust the accrual rate based on eligible hours worked

To decrease the maximum balances allowed to carry over

ESH 2022

Other Benefits / Partnerships

Excelsior Springs Community Center

Unlimited membership for all ESH employees
Reduced family membership benefit cost

Excelsior Springs Health Care Foundation

30 years strong
Contributing over \$2.4M over time

Excelsior Springs SAFE

ESH is now the agent for SAFE

North Kansas City Hospital – Continued Support/Service Offerings

One Digital - Financial Planning and Wealth Management Partnership

CISA – Cybersecurity and Infrastructure Security Agency



CONTINUED – TOP OF MIND Physical Plant

Pillar: Investing in our People

Pillar Goal: Space – Physical Plant

Action Items:

- ✓ Review of Current Project Lists
- ✓ Review of Mock Survey “tagged” items - Compliance
- ✓ Assessment of what we can realistically “afford” and fit into
- ✓ Assess alternatives – Remote workspaces, shared office spaces, etc.
- ✓ 1-year / 3-year / 5-year plans



CONTINUED – TOP OF MIND

Communication - Integration

Pillar: Investing in our People

Pillar Goal: Communication

Action Items:

- ✓ Direct lines with 1:1 meetings
- ✓ Inclusion of off-site providers
- ✓ Focus on Mid-level Med Staff
- ✓ Stand-Up Department Head
- ✓ Vision Newsletter
- ✓ The Source Newsletter
- ✓ Social Media content
- ✓ Committee Work



CONTINUED – TOP OF MIND

Consistency

Pillar: Investing in our People

Pillar Goal: Consistency

Action Items:

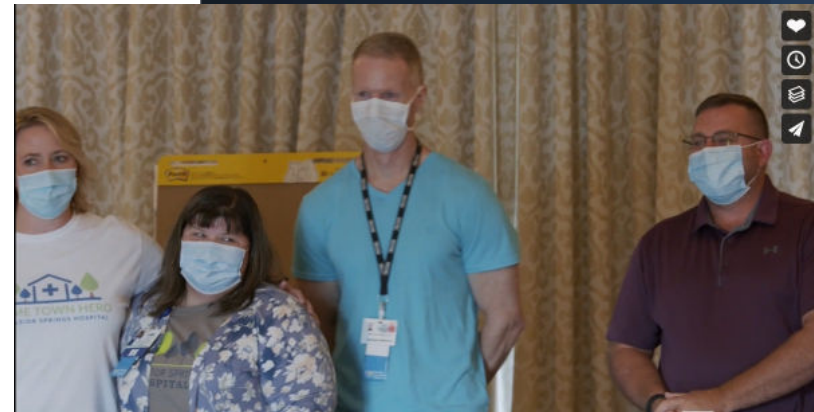
Use your DRIVE Resources

- ✓ The Myths of Empowerment
- ✓ The Myth of Fairness
- ✓ The Myth of the Nice Guy
- ✓ The Myth of Difficult Conversations
- ✓ The Myth of Red Tape
- ✓ The Myth of the Natural Leader
- ✓ The Myth of Time



Accept your authority, take charge, and become a strong manager. You owe it to your employer; You owe it to your employees. You owe it to yourself. Its OK to be the boss. Be a great one!

~ Bruce Tulgan



ESH 2021 – Report Card

OES Survey Results Resulting Action Items



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- General Orientation Redesign
- Departmental Orientation Standardization



Project 2 - Staff Safety

Ensure staff have a safe practice environment to impact positive patient outcomes and a healthy workforce

- Clinical Safety – Patient/Infection Prevention/Emergency Preparedness
- Environmental Safety – Equipment/Facility Safety/Event Response Management
- CISA ENGAGEMENT
- Survey Readiness/Compliance



Project 3 – Staff Recognition/Community Relations

Recognize staff for their positive contributions to the organization and foster team building among departments.

- Retention Committee
- ESH/ESPD/ESF – EMS
- ESSD
- Chamber and DEP



Project 4 – Physician Engagement

To engage physicians in the organization to improve patient safety and interdisciplinary relations.

- Physician Inclusion - Engagement
- Telehealth
- New Physician Services



Here to make you feel better!

We Are – Excelsior Springs Hospital

Excelsior Springs Hospital is a community-driven health system providing superior care through our team of passionate health professionals.

We partner with our community to offer personalized, innovative health and wellness choices close to home.

Our Mantra is:

Empowering Strength and Hope

