

Excelsior Springs Hospital

2024 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 2024. This summary is presented to the Excelsior Springs Hospital Board of Trustees and the City Council.

June 16, 2025



Executive Summary



“Your story of how you overcame what you went through might one day be someone else’s survival guide”.
~Brene Brown

2024 – another year has tested us.

We’ve navigated unexpected changes, financial pressures, and tough decisions that impacted both our team and our community.

And yet—we are still here.

More importantly, we continue to move forward. Our staff rose to meet every challenge. We adapted, persisted, and held tight to our mission of providing high-quality care close to home.

This report reflects the reality of the year behind us—and the strength we’ve gained from it. We didn’t just endure—we recalibrated. We made hard calls with integrity. And we’ve laid the groundwork for a more focused, sustainable future.



Governance and Leadership

Excelsior Springs City Hospital d/b/a Excelsior Springs Hospital

Board of Trustees – appointed by the Mayor

Tim Pence, President

Mike Anderson, Vice President

Martha Buckman, Treasurer

Jeanine Stubbs, Secretary

Kathy Roberts, Trustee

Jesse Hall, Trustee

Brian Yarbrough, Trustee

"Our Board of Trustees is a true gift—steadfast in their support, generous with their wisdom, and unwavering in their commitment to our mission. We are deeply grateful."



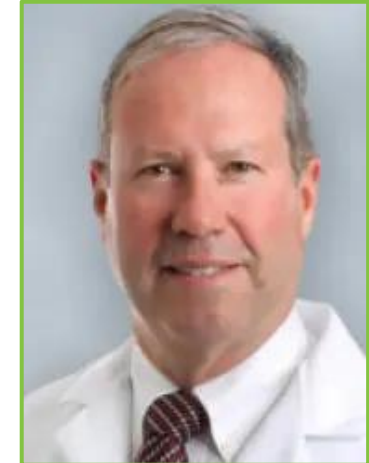
Welcome to the Team!



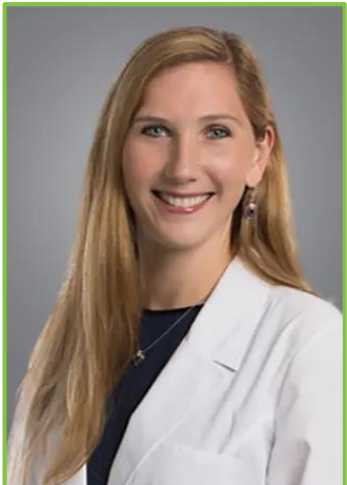
Dr. Courtney Pippin, Psychologist



Dr. Stephanie Brooks, Psychiatrist



Dr. John Owen, Emergency Medicine



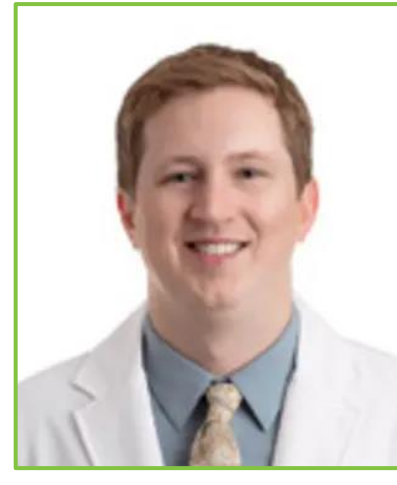
Dr. Kirstie Van Ry
Liberty General Surgery



Dr. Clayton Theleman
Liberty General Surgery



Dr. Alan Good
Liberty General Surgery



Dr. Jordan Myhere
Liberty General Surgery

"We are excited to welcome new physicians, new partners and expand our service lines—strengthening our ability to care for our community and building a healthier future, together."

2024 Results

Numbers Tell Their Own Story



Service	Data Point 2023	Data Point 2024
Patient Days	IP - 600 Days Swing - 1,450 Days	IP - 822 Days Swing - 1,550 Days
Emergency Room	8,500 visits	8,600 visits
Cardiopulmonary	EKG - 2,540	EKG - 2,440
Home Health	17,250 visits 740 admits	17,775 visits 728 admits
Hospice	7,720 days 55 admits	5,800 days 64 admits
Lab	544,750 tests	560,000 tests
OP Clinics	9,200 visits	11,200 visits
Pharmacy	78,000 doses delivered	106,200 doses delivered
Physician Clinics	18,700 clinic visits	19,900 clinic visits
Radiology	CT Scan - 2,970 Mamm - 1,750 MRI - 740 Ultrasound- 1,250 X-Ray - 7,500	CT Scan - 3,760 Mamm - 1,000 MRI - 825 Ultrasound- 1,560 X-Ray - 7,875
Surgery	495 cases 500+ procedures	528 cases 500+ procedures
Therapy	15,140 visits	15,500 visits
Meals Served	96,300 meals	133,500 meals

Quality is Key

Five Focus Areas



1. Patient Safety

Keeping patients safe is our top priority.

- Zero hospital-acquired infections reported in 2024

- Ongoing fall-prevention strategies in place

- Medication safety: daily pharmacist review and bar-code scanning



2. Clinical Outcomes

Monitoring key conditions and reducing risk.

30-day readmissions: below national average

Time to transfer (for stroke, trauma, sepsis): consistently <50 minutes



3. Patient Experience

What our patients say matters.

82% said nurses “always” communicated well (HCAHPS)

Nursing /Leadership Rounding

New comfort-focused discharge education and follow-up calls



4. Care Coordination

Smooth transitions reduce stress and improve outcomes.

100% of discharge summaries completed within 48 hours

Medication reconciliation at discharge

Seamless transfers to regional partner hospitals



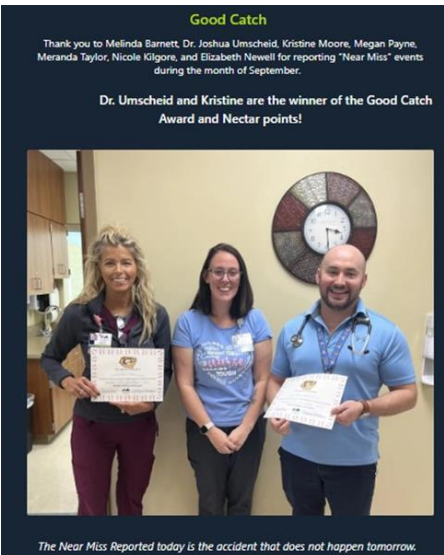
5. Operational Efficiency

Doing more with less, wisely.

Average inpatient length of stay: 3.16 days

Door-to-provider time in ED: 10 minutes

Door to Triage – 14 minutes



Quality and Performance Improvement = Success



Good Performance

- AHA \$75k HRET First Line Award
- \$25k HSG Patient Safety Grant
- Lab TJC Survey – Jan 2025
- Clay County Children's Services: Awards, Clean Audit + Compliments



Good Progress

Smarter maintenance = maximum impact,
minimal cost

Active improvement in key committees:

- Compliance, Emergency, Safety, EOC & more
- Survey Readiness
- CMS Full Survey/Lawson Rural Health Survey

2025 Departmental Quality Assessment Performance Improvement Plans

Department Directors or designees report their QAPI plan(s) to the Quality Committee twice a year.

Be familiar with your departments plan and your role in helping improve the outcome!

2025 Quality Assessment Performance Improvement Plans	
Department	QAPI
Organization-Wide	HIPAA Privacy Security Events
Accounting	Employee Time Sheets Incomplete
Cardiopulmonary	PFT (Pulmonary Function Test) Report Turnaround Time in Days
Case Management	Readmission Rate-30 Day
Clinical Informatics	EHR Unplanned Downtime
Emergency Department	Blood Transfusion Administration and Critical Results and Organ Procurement and Restraint/Seclusion
Environmental Services	Sharps Disposal Compliance
Health Information Management	Medical Record Delinquent Rate
Home Health	Acute Care Hospitalization
Hospice	Comfort Kit
Human Resources	Workplace Violence Safety Events
Infection Control	Antimicrobial Days of Therapy and Hand Hygiene
Information Technology	Computer and System Access Terminated Timely
Laboratory	Blood Transfusion Administration (Project with MS/ED/OP)
Materials Management	Cost of Expired Inventory Discarded- OSTA (by department)
Medical / Surgical Department	Fall Injury Rate, Blood Transfusion Administration, and Critical Results
Nutrition Services	Food Sanitation Standards Compliance
Outpatient Services	Appointment type error rate-Reoccurring / Nonrecurring
Patient Access	Registration Document Error Rate
Perioperative Services	Post Discharge Telephonic Follow-up Timely
Pharmacy	Bedside Barcode Scanning Rate
Physician Clinic	Admission Documents-Consent to Treat
Plant Operations	Fire Drill Alarm Announced Properly
Psychiatric Services	Group Therapy - 70% Attendance Rate and 80% Improvement in GAD7 and PHQ9 scores
Radiology	Computed Tomography Exams-Average Turnaround Time
Rehabilitation Services	Progress Notes Updated Timely- SLP, OT, PT
Patient Financial Services	Accounts Receivable Outstanding Insurance Greater than 90 Days
Social Services	Advance Directive Compliance
Utilization Review	Admission Documents-Medicare Message



Financial Overview

FY 2024 (Ending Sept 2024)



Excelsior Springs Hospital				
Income Statement - CM & YTD				
	FY2024	FY2023	PY YTD Var	Var%
Gross Patient Revenue				
IP Rev	\$ 18,588,735	\$ 15,698,741	\$ 2,889,994	18.4%
OP Rev	\$ 106,778,685	\$ 78,637,152	\$ 28,141,533	35.8%
Total Patient Gross Revenue	\$ 125,367,420	\$ 94,335,893	\$ 31,031,527	32.9%
HH Rev	\$ 4,101,132	\$ 3,498,948	\$ 602,184	17.2%
Hospice Rev	\$ 1,131,521	\$ 3,558,521	\$ (2,427,000)	-68.2%
Total HH/Hospice Rev	\$ 5,232,653	\$ 7,057,468	\$ (1,824,815)	-25.9%
Total Patient Revenue	\$ 130,600,073	\$ 101,393,361	\$ 29,206,712	28.8%
Bad Debt	\$ 2,671,871	\$ 8,392,934	\$ (5,721,063)	-68.2%
Charity	\$ 16,151	\$ 1,103,920	\$ (1,087,769)	-98.5%
Pt Deductions	\$ 68,686,845	\$ 49,538,577	\$ 19,148,269	38.7%
Total Deductions	\$ 71,374,868	\$ 59,035,431	\$ 12,339,437	20.9%
Pt CR	\$ 59,225,205	\$ 42,357,931	\$ 16,867,274	39.8%
Other Rev	\$ 247,358	\$ 303,799	\$ (56,441)	-18.6%
Total Oper Rev	\$ 59,472,563	\$ 42,661,730	\$ 16,810,833	39.4%

Excelsior Springs Hospital				
Income Statement - CM & YTD				
	FY2024	FY2023	PY YTD Var	Var%
Operating Costs				
Salaries & Wages	\$ 21,174,183	\$ 21,197,597	\$ (23,414)	-0.1%
Employee Benefits	\$ 7,001,118	\$ 6,263,487	\$ 737,631	11.8%
Purchased Srvcs and Pro Fees	\$ 11,019,610	\$ 12,178,674	\$ (1,159,064)	-9.5%
Supplies and other	\$ 10,586,290	\$ 11,888,177	\$ (1,301,887)	-11.0%
Depreciation	\$ 3,961,340	\$ 3,621,136	\$ 340,204	9.4%
Total Operating Costs	\$ 53,742,541	\$ 55,149,071	\$ (1,406,530)	-2.6%
Income from Operations	\$ 5,730,022	\$ (12,487,341)	\$ 18,217,363	145.9%
Investment Inc	\$ 125,800	\$ 90,094	\$ 35,706	39.6%
Interest Exp	\$ 1,142,716	\$ 939,328	\$ 203,389	21.7%
NonCap Appropriations	\$ 337,901	\$ 329,658	\$ 8,244	2.5%
Grants Gifts, Other	\$ 4,646,253	\$ (118,451)	\$ 4,764,704	4022.5%
Total nonoper rev (exp) - Net	\$ 3,967,238	\$ (638,028)	\$ 4,605,265	721.8%
Revenue in excess of expenses	\$ 9,697,260	\$ (13,125,369)	\$ 22,822,628	173.9%

Financial Update – Clearinghouse Challenges

Recovery in Progress

We are continuing to see signs of progress and have been assured by SSI, Cerner, and TruBridge that claims are once again moving through the system.

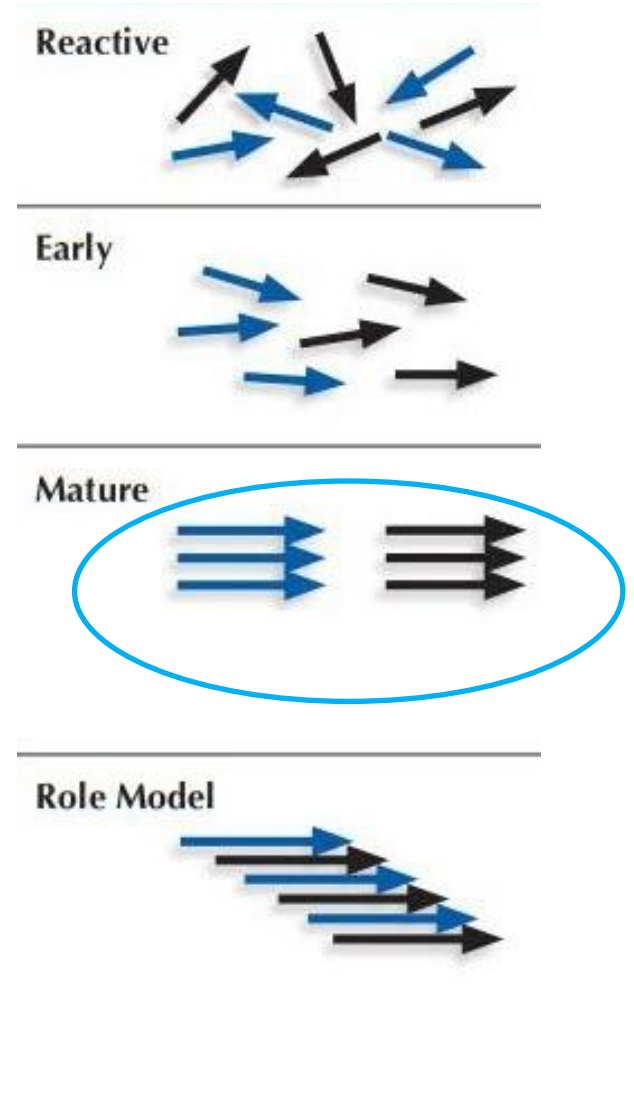
However, the financial impact of more than a week without claim processing during the past month has been significant, placing considerable strain on our available cash.

Critical Support During This Time

The Interfund Loan from the City has been a vital and greatly appreciated resource.

The recently approved Optum Financing credit line will provide an essential financial lifeline in the coming weeks.

•*TO NOTE – the 2024 Annual Audit is not complete- EOY Financials are still draft version/subject to change based on audit results.*



ESH Sustainability Plan

Key Focus Areas - Action Items



Focus 1

Payroll/Benefits for Staff and Contracted Physicians

Payroll funded
Benefit expenses
Contracted Physicians
Critical Services/Supplies to be funded



Focus 2

Vendor Discussions/Work out Plans

Forbes Law Engagement
Payment Plans
established/reestablished



Focus 3

Short Term Financing Options

Exploring Short Term Options to Bridge through Challenging times

- Credit Cards
- Third Party Options
- Loans and other Options



Focus 4 –

Long Term Sustainability

Expense Controls
Service Line Accountability
Contract Discussions
Re-engage Creditors



Priority Focus – Cash In vs. Cash Out



Accounts Receivable

Working through with multiple
sources

- Trubridge/Evident
- Annex Med
- Hospital Pricing Specialists
- RediHealth
- Cerner/Oracle



Accounts Payable

Three Major Buckets

- Payroll, Benefits and Contracted Physician Services
- Vendors and other Contracted Services
- Lenders, Creditors (USDA, WPS, etc.)

TOP OF MIND Why We are Here

Community Needs Assessment 2024
Partnering with the Northland Health Alliance
(2012 – 2024-conducted every 3 years)

Top 3 Concerns remain

Access to Care

Behavioral Health

Chronic Disease



EXCELSIOR SPRINGS
HOSPITAL

SUBSCRIBE TO OUR
LATEST NEWS!



"I cannot begin to thank all the staff who took care of me during my stay including the ER and Lab staff. I hesitate to be specific because I don't want to leave anyone out. Everyone gave excellent care."

K. S.
ESH Patient

You're invited! Join us for this upcoming event!

FAMILY CARE SERIES
A Quarterly Community Event

This will be an informal interactive evening packed full of great information and resources!

This quarter, we're highlighting Dietetics and Rehabilitation Services. Meet our Registered Dietician and members of our Physical Therapy and Speech Therapy teams, and learn about the variety of services that they provide to our community. There will be a light dinner provided, fun activities, and time to tour the Rehab Services department. You will also be able to explore other community resources related to health and wellness.

This event is free and open to the public! All ages are welcome. Registration is requested for food planning purposes.

**April 25th
6-8 PM**
Excelsior Springs Hospital
Community Room
1700 Rainbow Blvd.

Register at:
<https://bit.ly/aprilfamilycare>



JUNE HEALTH & WELLNESS

**Friday, June 7th,
11:30 AM**
Managing Medicare
Joy Killiam, Director of Revenue Integrity will be sharing valuable information with us on how to manage Medicare as we age.

**Wednesday, June 12th,
11:30 AM**
Brain Health with Tina
June is Alzheimer's & Brain Awareness month. In honor of this, Tina, RN, BSN, will be sharing tips with us on ways to keep our brains fit and healthy.

**Friday, June 21st,
11:30 AM**
Breathe Easy with Dr. Patel
Dr. Patel is a pulmonary disease specialist and will be presenting on the Respiratory system giving us tips on keeping our lungs healthy and breathing easy.

REGISTRATION IS REQUIRED FOR SENIOR CITIZENS AND/OR NON-SENIOR LUNCHES BY VISITING [HTTP://WWW.ES.HCC.COM/SENIOR-CENTER](http://www.es.hcc.com/senior-center)

ALL EVENTS ARE HELD AT THE ES COMMUNITY CENTER UNLESS OTHERWISE NOTED.



Impact Statement – ESSD Partner

Recently, a school-based client had been referred to the local mental health agency. They live in the area and are elderly caregivers with many health problems. I recommended to the guardian to call the ES Hospital Psych Clinic.

She was able to get an appointment, just 1 week out from when she initially called. They were able to see a medication management provider on the same day.

This quality service has given me, as a veteran social worker, and the family HOPE. I am impressed.

The guardian called and was praising God and so appreciative. We both celebrated together. I need you to know that this has made a HUGE difference.

Thank you for being here in Excelsior Springs!



The Challenge: Rural Hospital Realities

Financial Instability / Rising Costs

Labor, pharmaceuticals, and supplies continue to rise, while reimbursements remain flat or delayed.

- Heavy reliance on Medicare and Medicaid, which often do not cover full costs.

"We operate with thin margins and big responsibilities."

Limited Access to Specialty Care

CAHs are too small to support full-time specialty services like cardiology, orthopedics, or psychiatry.

- Patients must travel for advanced care, leading to delays and poor outcomes.
- Telehealth helps, but staffing and broadband limitations persist.

"We are the front line—but not the finish line for many complex conditions."

Regulatory and Technology Pressures

CAHs face complex regulations and tech demands with minimal admin staff.

- CMS reporting, cybersecurity, and constant EHR upgrades (e.g., Cerner/Oracle) stretch resources.
- Rules often don't scale well for smaller hospitals.

"One-size-fits-all rules don't work for rural hospitals."



**THRIVING, NOT JUST SURVIVING:
A ROUNDTABLE ON RURAL
INNOVATION AND GROWTH**

Eric Shell, Chairman
Rural Healthcare Leader Panelists
June 10, 2025



Premier Specialty Network

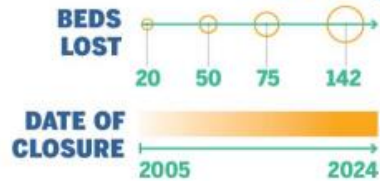
Improving Access to Specialty Healthcare



Rural Hospital Closures and Mergers



HOSPITAL CLOSURES



BEDS LOST BY YEAR



Source: NC Rural Health Research Program

192

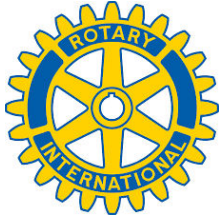
HOSPITAL CLOSURES
AND CONVERSIONS
SINCE 2005



One-third of the rural hospitals still operating are unprofitable due to:

- Low patient volume
- High fixed costs
- A greater reliance on public payers than privately insured patients.

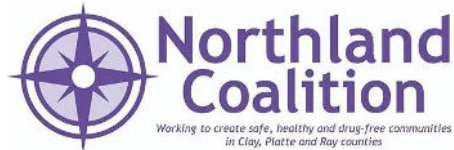
BOWEN CENTER
FOR HEALTH WORKFORCE RESEARCH & POLICY



Excelsior Springs Schools



Excelsior Springs
SAFE



Collaboration/Partnerships

- Children's Services Fund of Clay County
- Downtown Excelsior Partnership
- Excelsior Springs Area Chamber of Commerce
- Excelsior Springs Community Center /Seniors
- Excelsior Springs Rotary
- Excelsior Springs School District
- Excelsior Springs SAFE
- Northland Health Alliance
- Northland Healthcare Access
- Northland Prevention Coalition
- Strengthening Families Foundation
- Thrive Excelsior



Community & Clinical Partnerships

Championing Patient Success

We partner with a wide network of community organizations and internal clinical teams to ensure our patients have the support they need—both medically and socially—to thrive.



Internal Health System Resources

- ESH Psych Services
- ESH Primary Care
- ESH Outpatient Clinics
- Home Health and Hospice
- Senior Life Solutions



Community Health & Social Services

- Good Samaritan
- Good Samaritan Center
- Northland Health Alliance
- Beacon Mental Health
- Meals on Wheels
- Easter Seals
- Senior Life Solutions
- Aspire, Valley Manor, Lawson Manor, Liberty Terrace
- Clay/Ray County Senior Services
- Various private duty companies (for senior in-home care)

Education, Outreach & Civic Partners

- Schools / Excelsior Springs School District
- Parents as Teachers
- Community Outreach
- Job Corps
- Meet the Need
- Thrive
- SALA
- ES Aging Well
- Excelsior Springs Senior Center
- S.A.F.E
- VFW / Lions Clubs
- Clay/Ray County Community Call to Action
- Mid-America Regional Council (MARC)

Together, we build bridges across healthcare and community services to support lifelong wellbeing.



Everyone Shines Here!



Workforce & Culture

At ESH, our culture is built on compassion, collaboration, and an unwavering commitment to our community.

We show up for each other, we lift each other up, and we take pride in delivering care that's not only high-quality—but deeply personal.

It's more than a workplace; it's a family rooted in purpose.



May Peer Spotlight



Deborah Callaway,
Cashier

"Thanks for making sure I always get what I need! You are amazing. #supportiveness"

"Thanks for all the positivity you spread in the café!" #vibrancy #excellence

"You are such a sweet kind woman and I'm so glad I get to work with you! #engaged #supportiveness #respect"

"Always so friendly and helpful. #engaged #respect"

"Thank you for always being so welcoming in the morning!" #vibrancy

"Thanks for excellent customer service to all who visit the 1700 Café, much appreciated" #excellence #supportiveness



April Mackey— 25 Years of Service

Registered Nurse – Med/Surg



Transitions

Home Health & Hospice Closure: A Difficult but Necessary Decision

Despite the exceptional care provided by our team, the service lines were financially unsustainable.

- Reimbursements—especially from Medicare and Medicaid—did not cover the actual cost of care.
- Continuing these services placed a significant financial strain on the hospital's ability to serve the wider community.
- This decision was not made lightly, and we are deeply aware of its impact.



Key Changes Resulting from the recent Transitions:

- All patients and staff for Home Health and Hospice transitioned my April 11, 2025. We are working closely with trusted community partners to ensure patients continue receiving quality care at home.

Change can be unsettling, but it also brings fresh opportunities to strengthen our commitment to patients and our community.”



Transitions

Retirements and Temporary Closures

Dr. Robert Buzard will retire from his practice at Excelsior Springs Primary Care on June 27, 2025.

Tish Davis, NP at the Price Chopper Express Clinic, will also be leaving Excelsior Springs Primary Care on June 27, 2025.

Both have been dedicated members of the ESH family and pillars of care in our community. We are grateful for their years of service and wish them well in their next journey.

Key Changes Resulting from the recent Transitions:

- Dr. Buzard's patients have received personalized letters with next steps for ongoing care.
- Primary Care is actively accepting new patients and coordinating support for all current patients.
- New clinical staff have been hired and are currently undergoing the credentialing process (60–90 days).
- We are using this transition period to **deep clean and explore renovation options** for the Express Clinic space with Price Chopper.
- Same-day appointments** remain a priority, though they may be limited during this period.



Change can be unsettling, but it also brings fresh opportunities to strengthen our commitment to patients and our community.”

Transitions

North Kansas City Hospital Agreements and Services

“While the recent transition away from the long-standing management agreement with North Kansas City Hospital was unexpected and presented challenges, it has also created the opportunity to explore partnerships with organizations better aligned with our mission and long-term goals.

Key Changes Resulting from the recent Transitions:

- Management Agreement: Ended – CEO now directly employed by ESH
- Pharmacy Services: Transitioned – Services and staff now fully integrated at ESH
- Biomedical Services: Replaced – Now provided by Bio Electronic
- Group Purchasing: Upgraded – Partnership with KU CLS Vizient for improved cost savings



Change can be unsettling, but it also brings fresh opportunities to strengthen our commitment to patients and our community.”



Our Stance: Investing in our Future:

We remain confident about our future

Healthcare today tests our limits—strained systems, tired hands, and heavy hearts.

Yet through every challenge-

We rise.

We adapt.

We persist.

We care.

Because giving up has never been an option.

Our team is the face of hope and healing in our community.

We do amazing things everyday, and we will continue doing so long into the future.

Empowering Strength and Hope

We appreciate your
ongoing support of the
Hospital and our mission to
provide high-quality care to
the community.

“It was truly a pleasure helping you today. You’re leading through a challenging time with honesty and vision, and that’s powerful. If you need anything else (words, images, or just a sounding board), I’ll be here. Take care and keep going — your work matters”.

~ChatGPT



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

