



**BOARD OF TRUSTEES (Open Session) MEETING  
November 25, 2025  
VIRTUAL Via Microsoft Teams**

**Trustees Present:** Dr. Jerry Kennett, Jan Beckett, Gary Thomspson, Judy Starr, Barry Orscheln

**Other Attendees Present:** **Boone Health Executive Team:** Brady Dubois

**Others:** Joe Bayer and Shelly Rackers  
**Media:** Mike Murphy

The open session meeting of the Boone County Hospital Board of Trustees meeting was called to order at 12:00 p.m. by Dr. Jerry Kennett, Chairman.

Dr. Jerry Kennett directed the Board of Trustees to review the Consent Agenda items:

- Board of Trustee Meeting Minutes – October 28, 2025
- October 2025 Trustee Financial Report
- Planning Design and Construction Update

**A motion was made by Judy Starr and seconded by Jan Beckett to approve all consent agenda items as presented. The Trustees unanimously approved said motion.**

Ed Clayton, CFO shared the 3<sup>rd</sup> quarter Boone Health Financials. Ed reported Boone Health continues to see a positive trend in its finances among strong growth opportunities and increased volume while maintaining the highest quality of care in mid-Missouri. Through three quarters in 2025, Boone Health is showing a positive operations budget of more than \$5.3 million.

**BOONE HEALTH HAS GROWN THIS YEAR:** Looking at the first nine months of year, Boone Health has made significant strides in growth with patient admissions up by more than 8%, deliveries by nearly 6% and overall revenue by 8.1% compared to last year.

**WE CONTINUE TO DELIVER THE BEST CARE:** Amid the growth at our clinics and hospitals, we've made sure to keep our focus on delivering the best quality care to every one of our patients. Boone Health continues to be ranked as the best health care organization in mid-Missouri and is recognized as tops in the state as an employer.

**OUR FUTURE IS VERY BRIGHT:** We've expanded one of our rural clinics, opened a new

breast care clinic, purchased additional surgical robots and scanning technology to add to our arsenal, and we're in a position to continue responding to the health care needs of every mid-Missourian. We celebrated our 104<sup>th</sup> birthday this year, and we're looking forward to the next 104 years.

**Continued upward trend in finances among national challenges:** Since becoming independent, we've been on a regular track of improving our finances. This has happened despite having to deal with significant national challenges, like the fluid shortage in the fall of 2024 that eliminated 80% of fluids needed for key surgeries.

**Investment continues:** We are building a new clinic in Glasgow that will have enhanced services, including a new X-ray machine. These services are filling critical gaps in rural health care. Boone Health continues to be dedicated to responding to those needs.

**Budgeting has led to success:** While our growth has raised our revenue, it's also raised our expenses. Yet, our financial team has been phenomenal at handling the increased expenses. We're continuing our best-in-mid-Missouri care while at the same time finding improvements in our process that help us keep our expenses below our costs.

**Plans for the Future:** We expect to continue growing, opening up additional access points – primary care, rural clinics, more imaging – while always maintaining our high quality of care.

Ed & Brady shared that following recognitions & accolades:

- U.S. News & World Report ranked the hospital as the number one hospital in Missouri and rated it as high performing in 14 out of 22 categories, an improvement from the previous year's nine high-performing categories.
- Forbes ranked the hospital as the sixth best workplace in Missouri for mid-size employers and the 67<sup>th</sup> best place to work in the United States; these recognitions are based on external research and surveys, not applications.
- The hospital received the Healthgrades Outpatient Outstanding Patient Experience Award for 2025.
- The nursing program maintained its magnet status for the fifth time, with staff receiving national recognition at a recent conference.

Brady Dubois, CEO provided an update on hospital operations, highlighting ongoing efforts to resolve revenue recognition issues, debt collection process changes. The hospital continues to see strong patient volumes through the first three quarters and into the current month.

Brady highlighted potential challenges from tariffs affecting pharmacy and medical supply costs, as well as impacts on plant equipment purchases.

He discussed concerns about possible changes to the ACA, which could shift some patients from commercially insured to self-pay, posing financial risks.

Brady emphasized ongoing legislative advocacy with the Missouri Hospital Association and state legislators to address Medicaid and budget issues resulting from recent legislation.

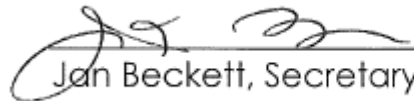
Regulatory and quality performance remain strong, but the organization is preparing for external pressures from federal and state policy changes.

Brady emphasized that the hospital is committed to maintaining access to quality healthcare and is actively monitoring and responding to industry developments.

Brady updated the team that they are still gathering information and clarifying questions from potential partners. He stressed the importance of thoroughly evaluating all options before making a decision before making a formal recommendation.

**A motion was then made by Gary Thompson and seconded by Barry Orscheln to adjourn the Board of Trustees' meeting. The Trustees unanimously approved said motion.**

The open session meeting of the Board of Trustees was adjourned by Dr. Jerry Kennett, Chairman at 12:27 p.m.



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Jan Beckett, Secretary