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BooneHealth

BOARD OF TRUSTEES (Open Session) MEETING
August 25, 2026
Via Microsoft Teams

Trustees Present:	Dr. Jerry Kennett, Gary Thomspon, Judy Starr, Barry Orscheln, Brian Whorley
Other Attendees Present:	**Boone Health Executive Team:** Ed Clayton and Brady Dubois **Others:** Michael Murphy, COMO Buzz, Daniel Beckett and Shelly Rackers

The executive session meeting of the Boone County Hospital Board of Trustees meeting was called to order at 12 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 – July 28, 2026
- July 2026 Trustee Financial Report
- Planning, Design & Construction Update

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

Ed Clayton, CFO presented Boone Health's 2nd quarter 2026 financial update and highlighted several organizational accomplishments. The Board was informed that Boone Health received significant national and state recognition, including designation by Forbes as one of Missouri's top hospitals and best employers, recognition by Becker's as one of six Missouri hospitals receiving a 5-star patient recommendation rating, and ranking by U.S. News & World Report as the No. 1 hospital in Mid-Missouri and No. 8 in the state. Boone Health was also recognized as "high performing" in 12 procedures

Leadership reported on the opening of the Glasgow Primary Care Clinic, which expanded provider capacity, added imaging services, and created space for future growth. The Board also received an update on Ambulance Station No. 12, which is improving emergency response times in southern Columbia and contributing to continued market share growth.

Additionally, Boone Health achieved several important clinical designations. The organization received accreditation for its mastectomy services program, allowing it to offer the only breast prostheses services in Mid-Missouri, and successfully renewed its Level I STEMI Center designation, reaffirming its ability to provide the highest level of care for patients experiencing severe heart attacks

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Dr. Kennett presented the annual Missouri Ethics Commission resolution, which re-establishes the required process for trustees to disclose potential conflicts of interest. He invited questions from trustees before proceeding to a vote, with no substantive discussion or objections raised

A motion was made by Gary Thompson and seconded by Judy Starr to approve the Missouri Ethics Commission resolution as presented. The Trustees unanimously approved said motion.

Brady Dubois shared the following CEO update.

Provider Growth & Workforce Expansion

- Multiple physicians are joining the organization over the next few months, with some already starting this month, aimed at expanding service capacity

Service Line Demand Trends

- Medical admissions remain strong and stable, while elective procedures are experiencing softness due to patients delaying care after determining conditions are non-life-threatening
- Elective demand is being influenced by higher deductibles and broader economic pressures, impacting patient decision-making and volumes

Workforce Optimization & Cost Structure

- Agency staffing has been significantly reduced from approximately 89 staff members last year to about 15 currently
- A large number of agency staff have been converted into full-time employees, improving workforce stability and supporting cost structure alignment with revenue trends 37:10,
- Physician locum roles have also been transitioned into part-time employment arrangements within the organization

Organizational Strategy

- Continued focus on aligning staffing and expenses with current revenue levels while maintaining service delivery capacity

A motion was then made by Barry Orscheln and seconded by Judy Starr to adjourn the open session of the Board of Trustees' meeting. This meeting of the Board of Trustees was adjourned by Dr. Jerry Kennett, Chairman at 12:30 p.m.

DocuSigned by:
William Orscheln
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William "Barry" Orscheln, Secretary