




2025

Annual Report


A Year of Progress

GREELEY COUNTY HEALTH SERVICES



 <https://greeley.health>

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 620-376-4221

Greeley County Health Services

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Service Highlights

Hospital Senior Leadership Members:

Trice Watts, CEO/ CFO

Katy Reynolds, COO

Amy Knight, CCO

Janie Schmidt, DON

Chrysanne Grund, Project Director

Kaylee Cox, Clinic Director

Mission

**Serve with compassion and
excellence**

Vision

Innovate regional healthcare

Values

**Compassion, Integrity,
Teamwork, Excellence,
Dedication**

2025 Hospital Board Members:

Chris Dixon, Board Chair

Ben Fisher

Mike Thon

David Schneider

Linda Peterson

On-Site Providers



Dr. Ellis, DO



Dr. Jenkins, DO



Dr. Scheffe, MD



Kathy Bangerter, NP



Dawson Gardner, PA



Kieran Elder, PA



Brittani Bennett, NP



Charla Cox, LPC



Dr. Eddy, Podiatry



Dr. Rodriguez, Oncology



Dr. Grove, General Surgery



Amanda Volchko, PA



**Victoria Gardner,
MS**



Gary Hembdt, CRNA



**Lindsey Henry,
Speech Pathologist**

**Michelle
Brown, PA-C
coming soon!**

On-Site Specialties

- Family Medicine Clinics- Greeley & Wallace Counties
- Behavioral Health and Counseling- Greeley & Wallace Counties
- Pain Management- Weekly in Greeley County
- Oncology- Weekly in Greeley County; Chemo treatments on-site
- General Surgery- Weekly in Greeley County
- Speech & Language TeleTherapy- By appointment
- Podiatry- Twice per month in Greeley County

GCHS Services

- Primary Care Clinics in Sharon Springs & Tribune
- General Surgery
- Full Complexity Laboratory
- Radiology services including CT Scan, Bone Density, Xray, MRI, Ultrasound
- Behavioral Health
 - Marriage & Family Counseling
 - Individual Therapy
 - Group Therapy
- Specialty Psychological Evals
- Inpatient hospital services including rehabilitative swing bed, intermediate swing bed, acute care
- Long Term Care offering long term and short term stays
- Outpatient and Inpatient Physical Therapy Services
- 24-hour Emergency Room
- Allergy Testing and Serum Treatments
- Outpatient Infusion & Chemotherapy Center
- Speech Therapy
- Outpatient Specialties:
 - Neurology, Rheumatology, Psychiatry, Infectious Disease, Endocrinology, Dietitian
- Pain Management Services
- Podiatry
- DOT Physicals
- Weight Loss & Wellness Clinic
- Pre and Post Natal Care
- Welcome to Medicare, Well-Child, and other preventive visits

TeleSpecialties

Did you know...

- Telespecialty services are available on-site or from-home based on your convenience.
- We have someone available in the room to help you connect and ensure follow-up care is established.
- We can usually get you into the specialist much quicker than going to a larger system.
- Neurology is 3+ months out on scheduling, GCHS can schedule you within 1-4 weeks.
- Telemedicine can save you hundreds of dollars on travel.

- Psychiatry
- Neurology
- Rheumatology
- Endocrinology
- Dietitian

Year-In-Review

Trice Watts, CEO/CFO



As we look back on another year I always try to remember what our mission as an organization truly is. GCHS has been committed to serving our communities with compassion and excellence. We take this mission very seriously and hope as you read through this report you see those efforts reflected in our performance.

We completed our last Community Health Needs Assessment in 2025 and want to thank everyone that contributed to that process. We are implementing a plan to respond to those findings to the best of our ability. We heard of further need for mental health resources, transportation options, and physical health and exercise opportunities. We are actively working on ways to improve access and education in all of these areas.

We were able to pursue some exciting growth opportunities with Oncology partnerships and bringing chemo administration services in house for the first time for our local community. This project has been a reflection of the continued vision we have to innovate regional healthcare. These strategic partnerships have allowed us to continue to source scarce resources for our patients and ensure access to quality care. I want to thank everyone who has made this special project possible.

As we pursue these regional strategies it is important that we also ensure we are protecting our access to primary care. We continue to grow our medical staff to ensure patients have access to the care they need. We are excited to have Dawson Gardner join our team in 2025 and begin his professional career with GCHS. We are pleased to also welcome Michelle Brown in August of 2026 as a Physician Assistant to our clinician team. GCHS continues to grow and that isn't possible without the teams of medical professionals showing up every day to make positive change in people's lives. We could not do any of this without each and every one of our team members and community support.

-Trice Watts, CEO/ CFO

About the CEO

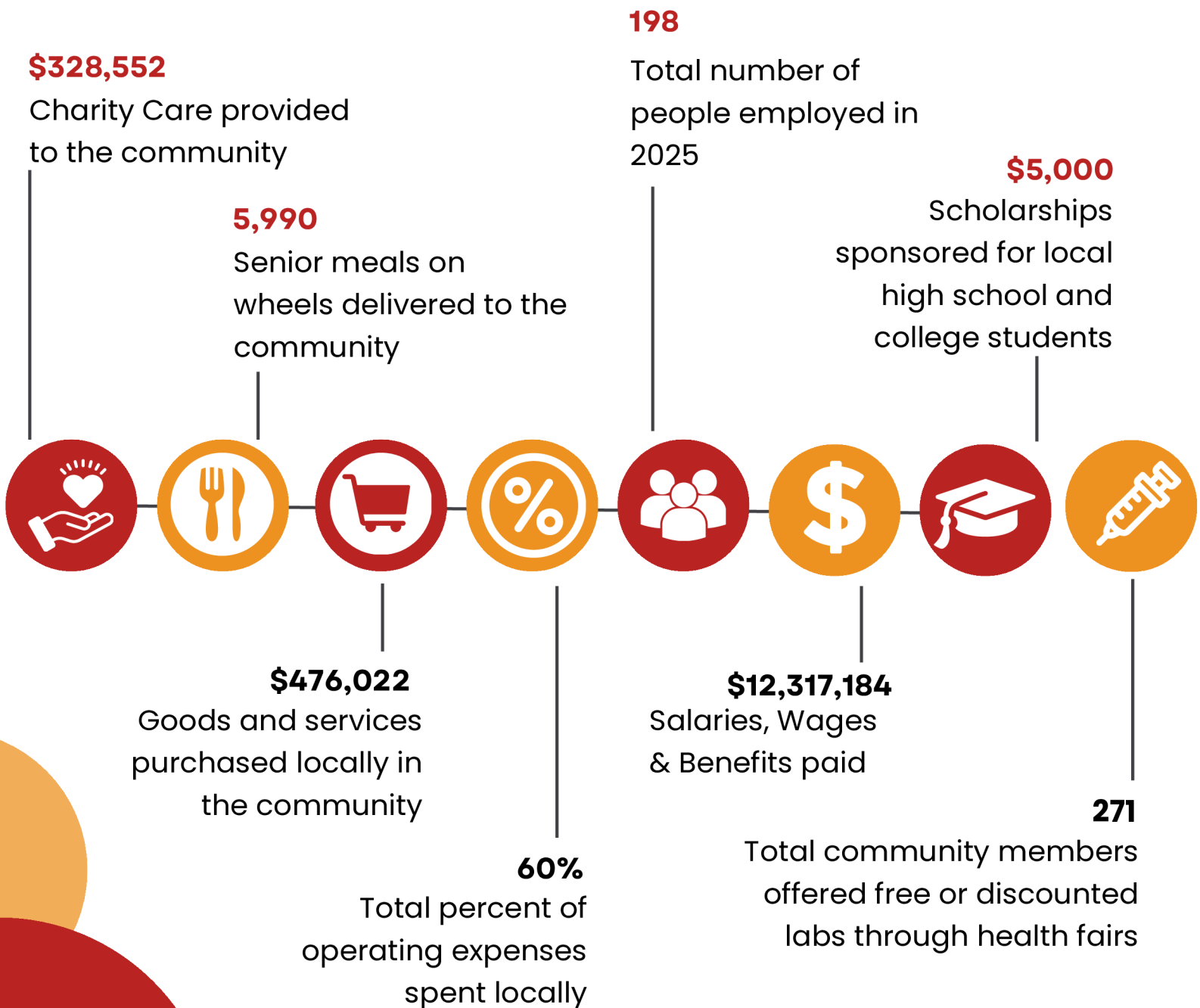
Trice Watts started with GCHS in 2018 as the Chief Financial Officer (CFO), having six years of prior healthcare finance experience with Prowers Medical Center in Lamar, CO.

At the time, GCHS was managed by Quorum Health Resources, a healthcare management company out of Brentwood, TN.

Trice worked for two years as the CFO, when the Hospital Board asked him to step into the Interim CEO position as the organization severed ties with the management company. Trice stepped into interim role as both CEO and CFO in 2020. In 2021, Trice formally accepted the permanent position as CEO/CFO, and has lead the hospital toward financial growth and regional success in that capacity for the last five years.

2025 Community Impact

Greeley County Health Services strives to be an economic driver for the local community. Each year, beyond merely providing healthcare services, GCHS continues to produce increased economic benefit to the counties we operate in.



2025 Accomplishments

We were sure busy in 2025! GCHS executed a majority of the objectives on our annual business plan, contributing to increased growth, regional service line start-ups, and internal upgrades. We are proud to say we never stop trying to live out our mission.

- Went to a Smoke-Free Campus
- Completed a Well-Child & Well-Women's exam room redesign and rolled out the Grow With Me program
- Completed annual health fair events for community and employees, increasing participation & early detection
- Met PEAK Quality program goals in Long Term Care
- Completed a meaningful Community Health Needs Assessment
- Implemented a brand new electronic medical record
- Completed a Benefit Engagement Survey and made employment enhancements from employee feedback
- Recruited Dawson Gardner, Physician Assistant
- Implemented Speech TeleTherapy, increasing access to patients
- Increased in-house ultrasound services to 4 days/ week of coverage
- Transitioned Pain Management in-house for improved service and greater access for patients
- Began podiatry outreach planning
- Recruited an Oncology team and started a regional outreach service in partnership with Western Kansas Oncology Group
- Started an in-house chemotherapy infusion center, bringing treatments locally
- Grew Surgery outreach program and exceeded 1st year targets
- Recruited another coder for key revenue cycle needs
- Completed a site plan for added rural health clinic and specialty clinic space needs in the future
- Added new medical equipment
- Remodeled LTC kitchen and all cabinetry and other upgrades
- Completed our 1st year of operating 2 daycare locations!
- **SERVED OUR PATIENTS WITH COMPASSION & EXCELLENCE**

GCHS Starts Regional In Partnership with Western

The Power of CLOSE

Our Story

In April of 2025, GCHS had a unique opportunity present itself to bring Oncology services to Western Kansas and solidify chemotherapy treatments locally. This opportunity came when Dr. Robert Rodriguez approached GCHS about developing a similar model to what Dr. Grove was doing with GCHS in General Surgery—collaborating with other critical access hospitals in Western Kansas for outreach.

Dr. Rodriguez is originally from Goodland, KS and completed his medical degree, residency and fellowship through Kansas University and KU Medical Center.

After some analysis and planning, GCHS hired Dr. Rodriguez, MD; Amanda Volchko, PA; Cindy Zadina, RN; Kathy Reed PharmD, and Bailey Weber as the Western Kansas Oncology Group (WKOOG) team and identified regional partners to share in the service.

Logan County Health System in Oakley, KS; Goodland Regional Medical Center in Goodland, KS; and Scott County Hospital in Scott City, KS



have all partnered in the shared services model. Dr. Rodriguez and Amanda both travel to each location weekly to see clinic patients, and offer five days per week of telemedicine coverage, providing quicker appointment availability and faster treatment starts for patients.

In addition to increasing access for patients to Oncological care in Western Kansas, this project has expanded the number of locations offering chemotherapy treatments locally significantly in the state.

Three new chemotherapy treatment sites have been born out of this work, and one site revitalized, meaning patients that are sick and needing chemotherapy can get it locally with less travel.

There have been patients born and raised in these small towns that have now been diagnosed and treated in the same community, instead of having to travel to larger systems multiple times per week for care.

—
“Western Kansas is my home. I want to be able to help the people who helped me get to where I am. I feel a very serious and earnest calling to take care of them.”

Dr. Robert Rodriguez
MD, HEMATOLOGY ONCOLOGIST



Dr. Robert Rodriguez, MD is one of only two Hematology Oncologists choosing to practice in the Western half of the state of Kansas.

Oncology Services

Kansas Oncology Group

In addition to the Oncology Outreach program, GCHS did some substantial work in our hospital to prepare for bringing chemotherapy locally. To begin, GCHS joined the Masonic Cancer Alliance for start-up resources and education materials to ensure that the professionals delivering care in Tribune would be competent. Next, GCHS hired and credentialed an Oncology Treatment Nurse to give treatments through the Outpatient Treatment Room.

Then, GCHS remodeled a hood room in the hospital to do all of the hazardous mixing and preparatory work of chemotherapy drugs, ensuring all codes and requirements were met in this highly regulated pharmacy and nursing service line.

Once all of the policies, procedures, training and equipment were completed, GCHS officially gave our first official chemotherapy treatment in Tribune, KS in September of 2025.

Prior to this service, GCHS patients were having to travel to Hays, Garden City and even Wichita and Denver, CO routinely for chemotherapy infusions.

The future is bright for Western Kansas Oncology Group and the partners engaged in the shared service. Looking ahead to 2027, stabilization and expansion are on the radar.

The WKOG is making preparations to add additional partners in early 2027, expanding the impact of the service to other areas in Western Kansas that are underserved in cancer care.

In just one year, Western Kansas Oncology Group was born, recruited experienced clinicians and staff, gathered solvent partners to share in the service line, and started three new infusion sites, revitalizing a fourth, to deliver chemotherapy treatments locally in their communities.

"This last year has truly been a race. What seemed like a huge feat and impossible timeline, has proven to be one of the greatest improvements to patient access in Western Kansas," Katy Reynolds Chief Operating Officer said. "We are incredibly excited about what the future holds, and are grateful at the countless stories already coming out of this work for patients receiving higher quality, quicker and more personalized cancer care."

"To know that some of our weakest patients were driving hours for daily and weekly treatments, and now they can drive across town is something we are really proud of. We truly hope this project serves our community in a powerful way."

Katy Reynolds
CHIEF OPERATING OFFICER



Amanda Volchko, PA is an experienced Oncology Physician Assistant practicing in Western Kansas with Dr. Rodriguez for the last several years.

New Long Term Care Upgrades

Greeley County Health Services has made substantial improvements to the Long Term Care facility over the last year, improving physical and cosmetic features to the facility. Between 2024-2025, Greeley County Health Services spent approximately \$530,000 in facility upgrades to the building that houses 30 residents.

"We were fortunate to be able to cash flow these improvements through the operations of the health system," Trice Watts, CEO said, "we continue to invest in the ongoing maintenance and infrastructure of our facility to provide a sustainable future for the care we deliver."

Between 2024 and 2025, GCHS replaced windows in all resident rooms to help with climate control and efficiency, replaced the roof due to age and damage, replaced the flooring that posed a fall risk to residents with dementia, upgraded main area cabinetry, repainted general areas and completed a significant kitchen remodel in the main commons area.

The latest renovation work completed was a brand new kitchen remodel and cabinetry replacement in the main common areas of the facility.



"The kitchen was a much-needed improvement for the LTC. We were able to add a safe stove for when the residents want to cook and do baking activities, as well as made a wheelchair height wheel-up bar area where they can self-serve snacks and drinks," Amy Knight, Chief Clinical Officer said.



Improvements like these make it a more home-like environment for the residents, which is our continual goal in the LTC.



Amy Knight, Chief Clinical Officer

GCHS Welcomes New Clinician

“Rural medicine presents different ways of thinking, and I’m excited about the chance to grow my knowledge and skills while also becoming part of a great community”

Dawson Gardner, PA-C

GCHS welcomed Dawson Gardner, Physician Assistant, to the Medical Staff team on August 1st, 2025.

Dawson is originally from Overland Park, KS, and has spent the last few years in Manhattan, completing his education and traveling across the state for clinical rotations in a wide variety of settings before beginning his rural practice in Tribune.

“Throughout the last year of my schooling, I traveled around and got to experience many different hospitals, clinics, towns, and ways of living,” Dawson said, “I think that this will help me with adapting to how I want to practice and for learning and growing as much as I can.”

From an early age, Dawson felt a natural pull toward the medical field, and becoming a PA seemed like the ideal fit for his strengths and goals. His interest in rural medicine, in particular, stems from both the unique challenges and the opportunity to serve close-knit communities.

Dawson received his Department of Transportation certification in 2026, adding DOT physicals to his family medicine clinic practice. Dawson also sees patient in the Sharon Springs Clinic and the Emergency Room setting.

Dawson graduated from K-State’s PA Program in May of 2025. In his free time, Dawson is an avid K-State sports fan and enjoys fishing, camping and all outdoor activities. He is looking forward to adding to his hobbies woodworking and 3D printing.





GCHS launches new EMR

On February 14th, 2025, GCHS launched a new Electronic Medical Record (EMR) system across the organization. GCHS had formerly operated on a system called “Thrive” but chose to partner with a new company called “Lunar” in hopes to improve operations and clinical workflows with a more innovative product.

GCHS was the first go-live site for the Lunar system, so there were many man-hours spent on research and development, building and configuration details, and implementation plans.

The Hospital’s EMR system encompasses everything from registration, insurance billing, medical record coding, nursing notes, physician notes, orders, lab, imaging and other diagnostic reports, to dietary orders, supply requisition and inventory, and medication dispensing.

The implementation was a heavy lift, and GCHS continues to work with Lunar to adjust and improve across all departments in the system. GCHS has plans to launch the Patient Portal with Lunar in May of 2026, and has hopes to continue improving the product over time.



GCHS starts Speech Teletherapy program

In January of 2025, GCHS started offering Speech Therapy services through a telehealth partnership with Lindsey Henry, CCC-SLP (licensed Speech and Language Pathologist) offering a full slate of speech therapy services to the patients in our community.

Lindsey has 17 years of experience treating children and adults in various therapy settings and remains very passionate about her role as a speech therapist in the healing process.

Lindsey offers the following speech services in Greeley County: swallow and feeding studies, post-concussion therapies, post-stroke evaluations, cognition evaluations, memory loss and dementia treatment, traumatic brain injury therapy, stutters and speech impediment treatment, etc.

GCHS schedules all speech therapy appointments with Lindsey through the Physical Therapy department, and assists

patients with in-house appointments on-site, so that the visit looks and feels like a face-to-face visit with a clinician.

Prior to this service offering, patients had to be referred out of the county for Speech Therapy evaluations and treatments.

“We have had great success with this program, and truly feel that there is not a lack of quality through the telehealth model we have established with Lindsey,” Katy Reynolds Chief Operating Officer said.

“Telehealth is an exciting new way to provide services that often are not provided due to lack of access that results from living in a rural location. Evaluations and treatment are adapted to be able to provide them virtually, and I’m still able to engage with my patients in valuable way.”



GCHS Grows In-House Services to deliver care access locally

General Surgery

2025 marked the first full year of the in-house and regional General Surgery partnership with Dr. Grove, MD, FACS as a GCHS employed clinician. In the first year, GCHS offered surgeries in-house and contracted Dr. Grove out to Logan County Health Services in Oakley, KS and Ellinwood Hospital & Clinic in Ellinwood, KS to perform procedures in their facilities as well.

"We are proving this shared service model works in rural western Kansas. We experienced significant growth and these trends are proof that there are underserved areas for this specialty care. We are doing our part to fill that need," Trice Watts, CEO/CFO said.

Dr. Grove performs colonoscopies, gallbladder removals, hernia repairs, colon resections, biopsies, port placements, appendectomies, vasectomies, and other laparoscopic procedures.

Pain Management

In July of 2025, GCHS transitioned away from a partnership with Holistic Pain Management to bring pain management services in-house with a new partner, Gary Hembd, CRNA and Sadie Seirer, Nurse Practitioner.

The transition helped to increase the availability for pain management visits for patients, decreasing wait times and improving communications through local staff versus a contracted company.

GCHS was able to add 1-2 more procedure days in the Operating Room and 1-2 more Clinic days per month for patients through this change.

Pain Management services are currently offered each week in Greeley County.

"What started out as a wild idea, turned out to be an amazing adventure. With the help of the great staff in and around the OR, we exceeded goals in every category the first year. We brought on laparoscopic surgery and even completed our first colon resection in Tribune! We are doing amazing things because of the fantastic community support."

Dr. Grove, MD, FACS
GENERAL SURGEON



Dr. Grove, MD, FACS pictured left. Gary Hembd, CRNA, pictured below. To schedule a consult with either service, contact GCHS at 620-376-4221.



GCHS opens up second daycare to meet community need

GCHS opened a second daycare location in partnership with Greeley County Schools, USD 200 on August 1st, 2025. The daycare expansion came as a result of school employees and other community members reaching out in regards to the lack of daycare spots in the community. GCHS applied for a Patterson Foundation Grant on behalf of the Hospital and the School to help fund some of the start-up costs, and was awarded a total of \$175,000 to help cover staffing, labor, equipment costs, and remodeling costs for the building to start up a second licensed group home daycare location.

GCHS was able to hire additional daycare staff and get them certified to be able to provide childcare services. To operate both daycares, GCHS attempted to create efficiencies in sharing staff and adjusting children based on census between both daycare locations. GCHS cost-shares the daycare costs with hospital employees as a benefit, and the School agreed to cost-share some of the school employee's daily daycare tuition. This added employer benefit has helped keep the daycares at an affordable rate for parents and ensure enough income for a sustainable business model.

All full-time Daycare staff receive full benefit packages through GCHS including health, dental, vision, retirement, Paid Time Off, etc. this helps to retain daycare workers, and offer consistent childcare. The Little Docs Daycares were closed for only 1.5 non-holiday days last year due to weather/illness.

GCHS added an additional potential of 12 daycare spots in the community by opening up Little Docs Too as a second group home daycare.

Grow With Me Well-Child Program

GCHS implemented a fresh take on the Well-Child Program targeting pre and post-natal pediatric visits in 2025. Through this work, GCHS reached out to several delivering facilities nearby including Lakin, Colby and Scott City to discuss collaborative arrangements so that expecting mothers could do pre-natal care in Tribune with a GCHS provider, and hand-off with her delivering doctor around 26-30 weeks for more frequent visits, and then return for post-natal check-ups in Greeley County.

This model helps mothers establish care with a primary care provider, save on out-of-town travel for monthly prenatal visits, and do all of the ultrasound, labwork, and testing locally. Once the baby is born and completes the first two weeks of check-ups, GCHS can resume all pediatric care here locally, consulting with delivering physician if necessary.

“When an expecting mother finds out she’s pregnant, often the first thought is- I need to start seeing an Ob doctor. The intent of this program is to help educate parents that they can start that care here in Tribune, and our providers have an instant connection with the delivering physicians in the area, to actually help create a smooth, comprehensive hand-off, and keep them from travelling so much for monthly visits,” Katy Reynolds, Chief Operating Officer said.

Grow with me

WELL-CHILD PROGRAM



Service Highlights

PRSRT STD
ECRWSS
U.S. Postage
PAID 67879
EDDM Retail

New Specialty Services

Podiatry

Specializing in:

- bunions, hammertoes,
- ingrown toenails
- plantar fasciitis & spurs
- arch pain, flat feet
- fractures & stress sprains
- arthritis & gout
- diabetic conditions

For Appointments:
Call 620-376-4221
ext.220
or talk to your
Primary Care Provider



Dr.
Thomas
Eddy, DPM

Psychological Evaluations

Evaluations Services:

- Psychoeducational Evaluations
- ADHD Evaluations
- Learning Disability Assessments
- Law Enforcement Pre-Employment Evaluations
- IQ Testing
- Autism Screenings
- Other specialty evaluations



Victoria
Gardner,
MS

Behavioral Health Services

Services available in Tribune & Sharon Springs

Call 620-376-4251
and speak with
Krista to make an
appointment.

***Make your
mind a good
place to be.***

In-person or Telehealth Counseling for:

- Individuals
- Families
- Children
- Teens
- Young Adults
- Adults

Behavioral Health Services are currently offered for free thanks to a grant with Kansas Department of Aging from SAMHSA.

*****ECRWSSEDDM*****