



# 2024 Economic and Community Impact Overview

An in-depth look at how quality health care drives regional economic vitality, scientific innovation, and essential community care

**BJC** Health System



# An Honor to Care

With a footprint that stretches from the Arch to Arrowhead,  
from Soulard to 18th and Vine...

## **BJC Health System's reach is wide.**

With a history that spans generations,  
to the days of wagons, riverboats, and westward expansion...

## **BJC Health System's legacy is long.**

And with nearly 47,000 caregivers and staff providing award-winning care  
to 6 million patients in one of our dozens of hospitals or hundreds of clinics  
in Missouri, Illinois, and Kansas...

## **BJC Health System's reputation for excellence is strong.**

In other words, we don't just understand the region we serve; we are a  
historic and essential part of it. It's our own home and history, our own diverse  
families and neighbors, our own suburbs, small towns, and urban centers.

And it's our honor to provide them all with exceptional care  
today and tomorrow, every time and everywhere they need us.

That's why we're here:  
To improve people's lives with the highest level of care.

Whether it's at the bedside or out in the community. Whether it's by providing a  
rewarding career or by giving a second chance at life. Whether it's training the  
next generation of clinicians in our hometowns or leading the groundbreaking  
research that will save lives across the world. Whether they know it's us or not.

**It's that unwavering promise to care that continuously advances  
BJC's standing not only as a leader in clinical excellence  
but as the region's true caretaker.**



# BJC Health System: 2024 Economic and Community Impact Overview

From the sleepy small-town house calls of the early 20th century to today's busy, nonstop Emergency Departments, the proof is evident: Health care providers have always played an invaluable role in the heart of every American community. At BJC, it's a responsibility we take seriously. It's a role we serve with pride, and it never stops at our hospital or clinic doors.

In March 2025, to better understand how—and how much—BJC Health System's commitment to excellence affects and improves lives in our many diverse communities, we engaged a nationally recognized consulting firm to conduct a comprehensive economic and community impact study.

## THE GOAL

**To measure and analyze BJC's overall economic, employment, and tax contributions to the communities we serve in Missouri, Illinois, and Kansas.**

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# Community Impact Priorities

Overall, our study found that BJC Health System's impact across our region is significant, with positive results and rippling effects all aligning under BJC's three key community impact priorities.



## Advance the quality and capabilities of care

We have an essential responsibility to always work toward improving care for patients. Because of that, we're committed every day to:

- Educate and train future generations of doctors, nurses, researchers, and other allied health professionals
- Focus on the importance of academic medicine, ensuring leading-edge care for patients, and helping advance the practice of care
- Lead advancements in medical research and health care innovation



## Elevate community health

BJC's culture of caring extends beyond our doors and directly into the neighborhoods where we live and work, championing the causes that improve individual and community-wide health. This includes our essential work to:

- Provide vital community safety-net or charity care in urban and rural communities that are suffering from critically lacking resources
- Partner with local community nonprofits, government agencies, and other health care organizations to provide essential services, education, and wellness programming
- Actively pursue a future of health equity for all patients in the region
- Volunteer at local events that support our mission, our communities, and our partners



## Serve as an economic powerhouse

BJC invests not only in the tools, technology, and talent of health care, but also directly into the stability, development, and growth of our local communities. In 2024, we were proud to:

- Make significant capital investments in infrastructure, real estate, and other economic development projects
- Provide tens of thousands of rewarding careers with competitive wages, salaries, and benefits
- Generate a sizeable tax revenue for each state and region we call home

See Appendix A for complete description of the study methodology.



# BJC Health System's Economic Impact

**\$22.2 Billion**

TOTAL ECONOMIC IMPACT

**\$10.9 Billion**

DIRECT ECONOMIC IMPACT

**\$11.3 Billion**

INDIRECT ECONOMIC IMPACT

**114,000 Jobs**

SUPPORTED AND SUSTAINED

**\$1.1 Billion**

TOTAL TAX REVENUES  
GENERATED

**\$1.3 Billion**

ANNUAL COMMUNITY BENEFIT  
(UNCOMPENSATED CARE, ETC.)



## Serving as an Economic Powerhouse

Whether it's the thousands of rewarding careers we provide, the revenue we create and bring, or the ancillary businesses we help establish, grow, and sustain, BJC is proud to operate as an economic engine for the region at large and within every community we serve.

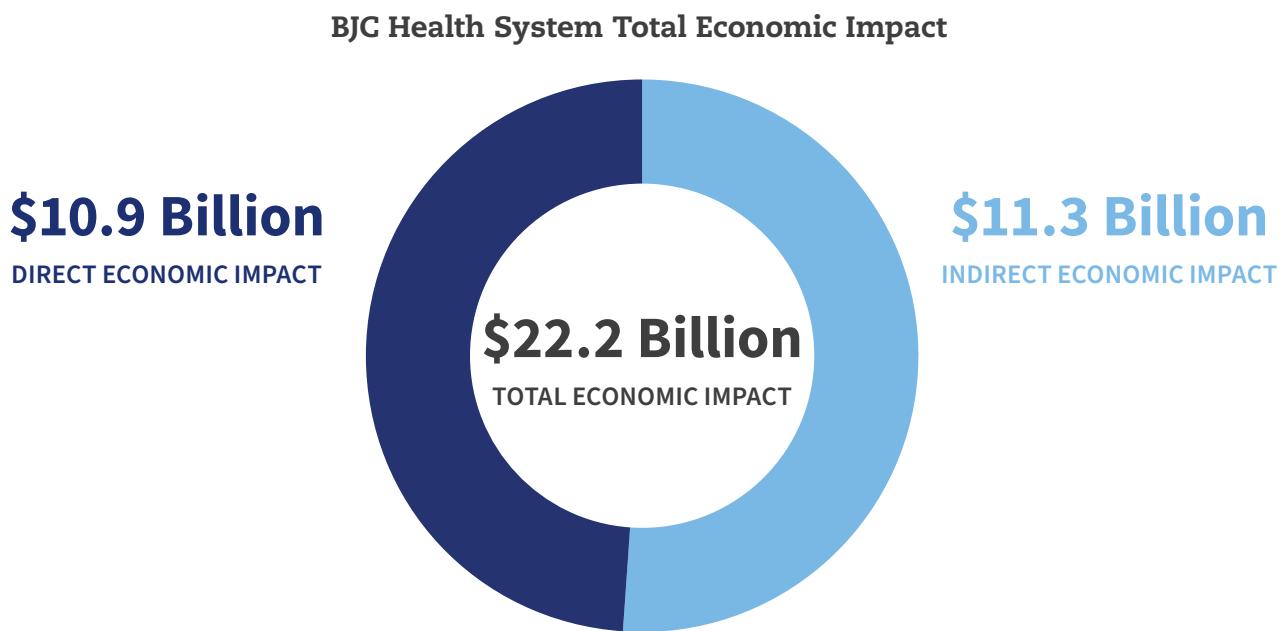
Wherever BJC has a presence, we know we're playing an essential role in our neighbors' lives. Not only are they counting on us for exceptional care when they get sick or hurt, they're also relying on us to keep their local economies and bank accounts thriving. We take that responsibility seriously, and we work tirelessly to keep their trust.

Strategic investments have helped accelerate our ability to deliver transformative care, stimulate economic development, and create healthier, more equitable communities.

As one of the few health systems truly embedded in the region's academic, clinical, and civic fabric, we know what's truly possible when health care leadership is grounded in innovation, compassion, and a long-term vision for the public good.

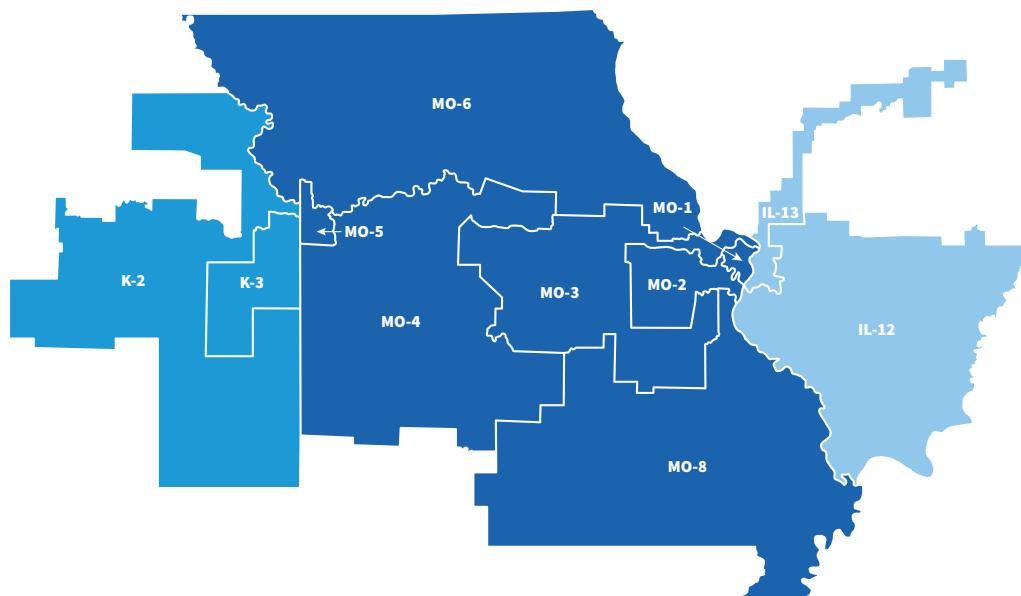
## Making an Impact as a Leader in Economic Health and Wellness

In 2024, BJC's total economic impact was an estimated \$22.2 billion, with direct expenditures exceeding \$10.9 billion on salaries, construction, and purchasing. Additionally, we drove \$11.3 billion from employee spending, visitors traveling to BJC facilities, and companies doing business with us.



## Contributing Across the Region

Uniquely positioned in the Midwest and bookended by two powerful economic anchors in St. Louis and Kansas City, BJC Health System plays a transformative role across 11 congressional districts, benefiting residents' lives across our region in several ways, including job creation, capital investments, direct operational spending, and downstream benefits to local businesses, suppliers, and households.

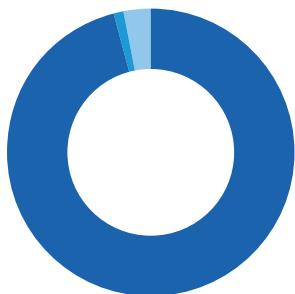


*See Appendix B for additional data breakouts on Congressional Districts.*

## Strengthening Regional Fiscal Health

In 2024, BJC Health System generated more than **\$1.1 billion in total tax revenue**, supporting essential government services in Missouri, Illinois, and Kansas. These substantial tax contributions, accumulated through direct and indirect economic activities, underscore our critical role in strengthening and maintaining this region's fiscal health.

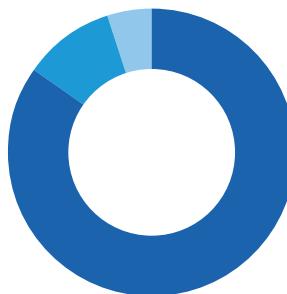
### Direct Taxes Paid by Tax Type



DIRECT TAX PAYMENTS TOTAL  
**\$283.3 MILLION**

EMPLOYMENT: **\$272.2 MILLION**  
SALES & EXCISE: **\$3.9 MILLION**  
PROPERTY TAXES: **\$7.3 MILLION**

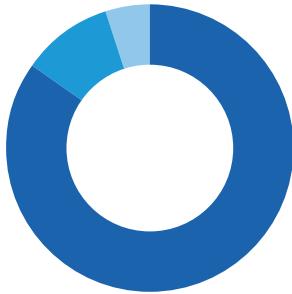
### Direct Taxes Paid by State



DIRECT TAX PAYMENTS TOTAL  
**\$283.3 MILLION**

MISSOURI: **\$240.3 MILLION**  
ILLINOIS: **\$29.2 MILLION**  
KANSAS: **\$13.6 MILLION**

### Indirect Taxes Generated by State



INDIRECT TAX GENERATED TOTAL  
**\$851.5 MILLION**

MISSOURI: **\$723 MILLION**  
ILLINOIS: **\$87.7 MILLION**  
KANSAS: **\$40.8 MILLION**



While BJC's direct tax payments in 2024 were significant, much of the tax revenue generated was indirect, stemming from the broader economic activity fueled by the health system. All of that stimulated taxable transactions, including:

- BJC's spending on goods and services
- Employee wages being spent in local communities
- Visitors traveling from outside the region to receive care

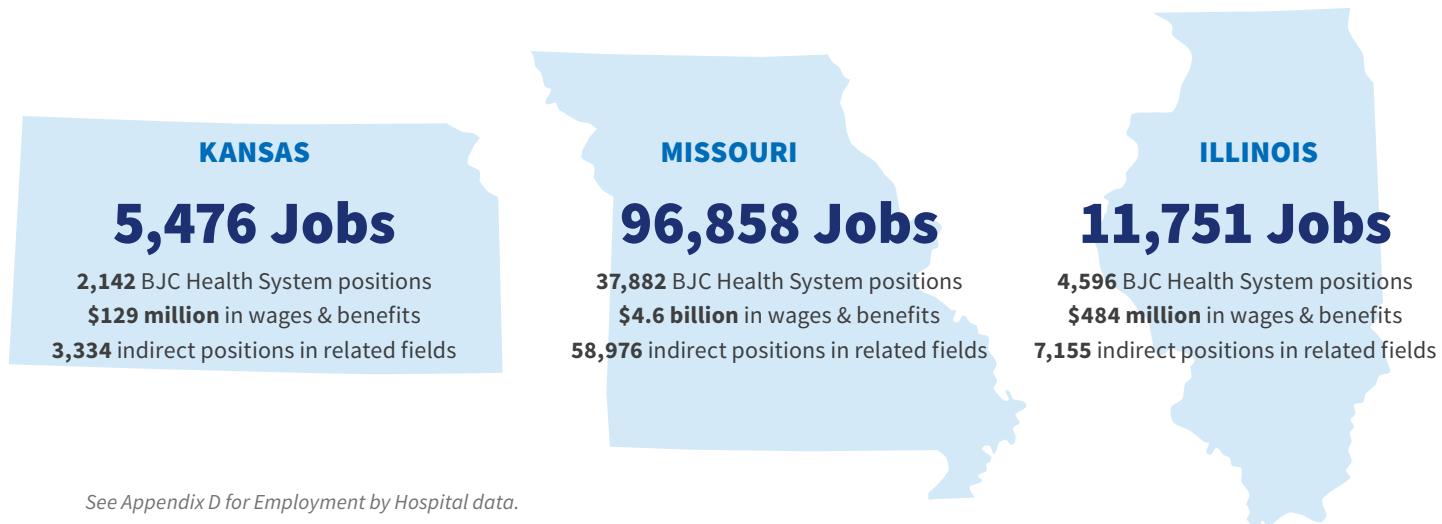
See Appendix B for complete *Economic Impact by State* House and Senate data.

## Stimulating and Strengthening Job Markets

In 2024, BJC paid \$5.2 billion in wages and employee benefits, underscoring our role as a significant economic force in the Midwest. But, as a local leader, we're even prouder to know that for every job we provide at BJC, 1.5 jobs are created elsewhere in our region.

In 2024, because of our vast network of suppliers and service providers, not to mention the everyday spending of our employees, BJC Health System supported more than 114,000 jobs across the region. This includes countless positions in the health care field, as well as in local retail, real estate, construction, and food service businesses.

### Tri-State Employment Impact



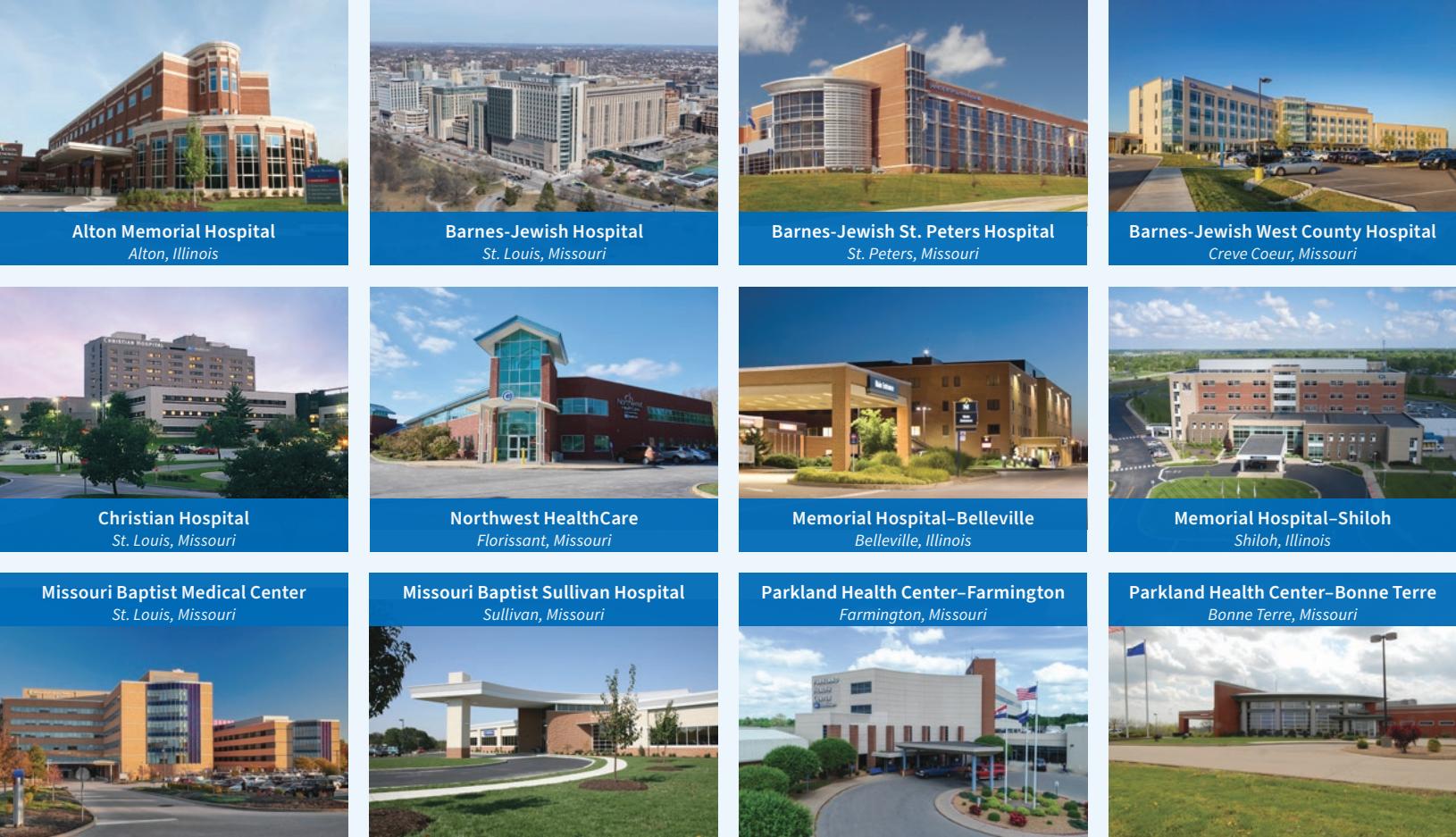
*See Appendix D for Employment by Hospital data.*

## Investing Across the System

In 2024, capital investments totaling more than \$900 million continued our ongoing work and commitment to build critical infrastructure so we can continue delivering the high-quality care our patients deserve. This includes our investments in developing new hospitals, clinics, and research centers, modernizing existing BJC facilities, acquiring advanced medical tools and technologies, creating state-of-the-art environments that attract and benefit both patients and clinicians, generating new jobs and roles within the Health System, stimulating local supply chains, and anchoring long-term community revitalization in urban and rural areas.

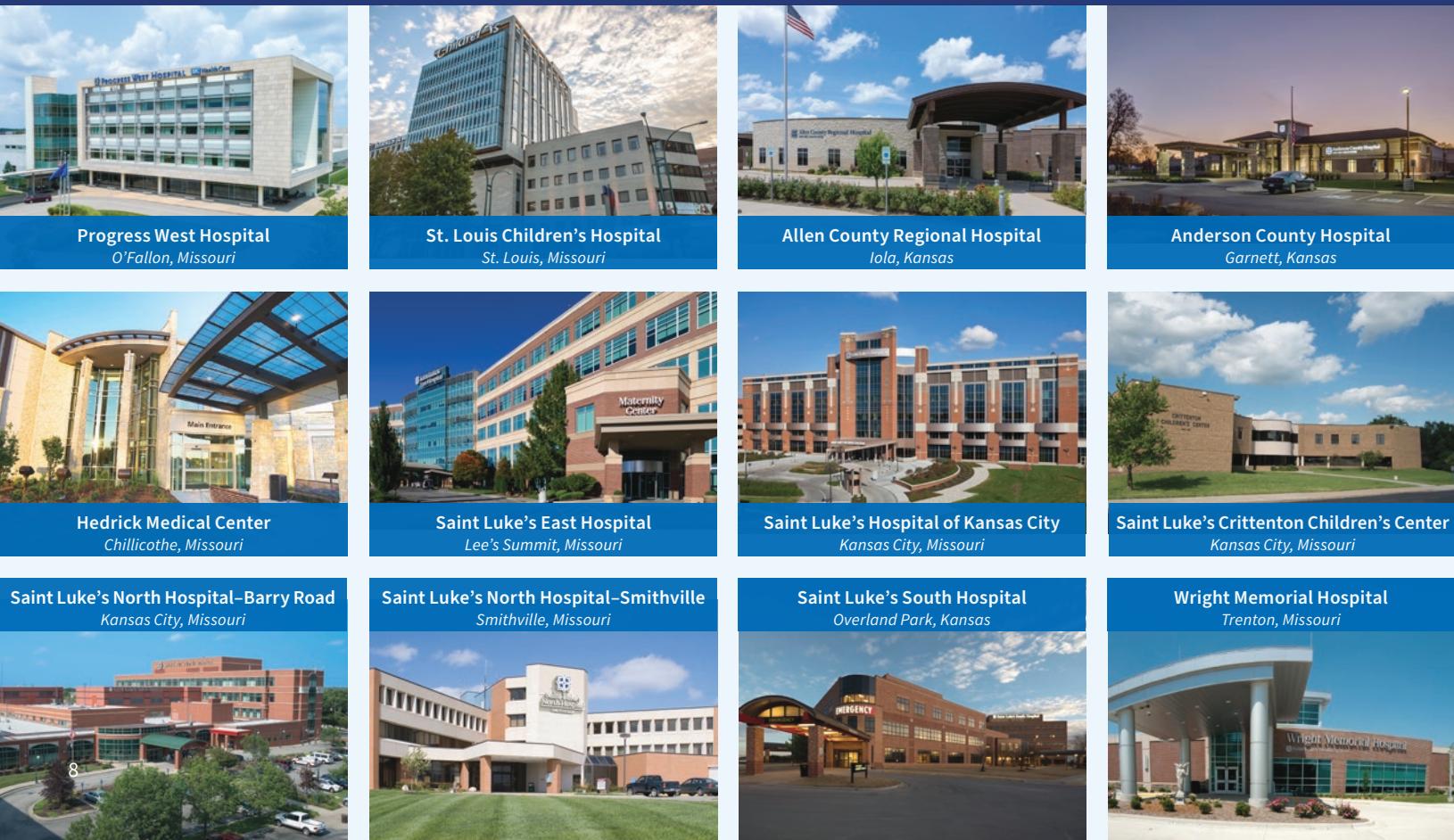
### Capital Investments by State





## Our Purpose

**BJC Health System is dedicated to improving the health and well-being of the diverse communities we serve through an unwavering commitment to excellence in medicine and a spirit of curiosity that drives innovation and exceptional care.**



# BJC Health System

**BJC Health System is one of the largest integrated academic health care organizations in the United States and the largest private employer in the state of Missouri.**

**BJC serves as a driving force for economic growth, clinical excellence, and exceptional patient care throughout the Midwest and beyond.**

**Headquartered in St. Louis, Missouri, BJC and its 47,000 employees and 24 hospitals operate in two regions as BJC HealthCare in the East Region surrounding the St. Louis regional area, and Saint Luke's in the West Region surrounding the Kansas City regional area.**



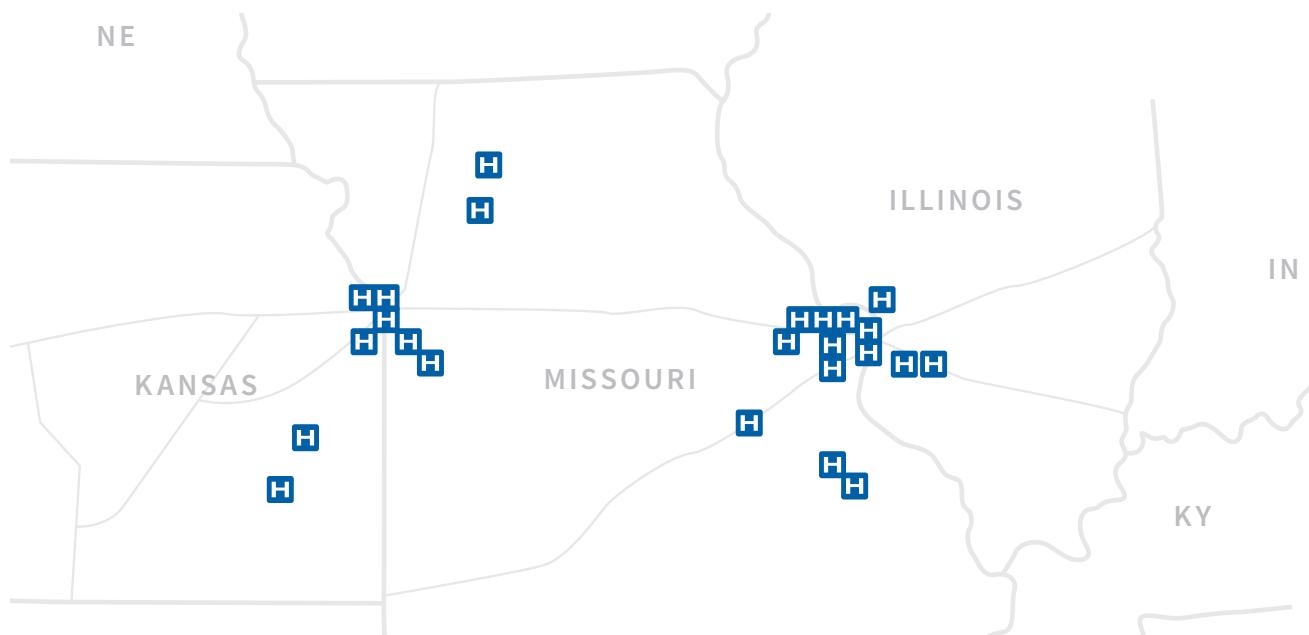
## BJC Health System: The Region's True Caretaker

With a reach that spans from one Midwest metro jewel to another—St. Louis to Kansas City—and includes the diverse collection of urban, suburban, exurban, and rural communities that make up, surround, and connect the two—BJC Health System is proud to serve as the largest integrated, nonprofit, academic health system in Missouri and one of the state's largest employers.

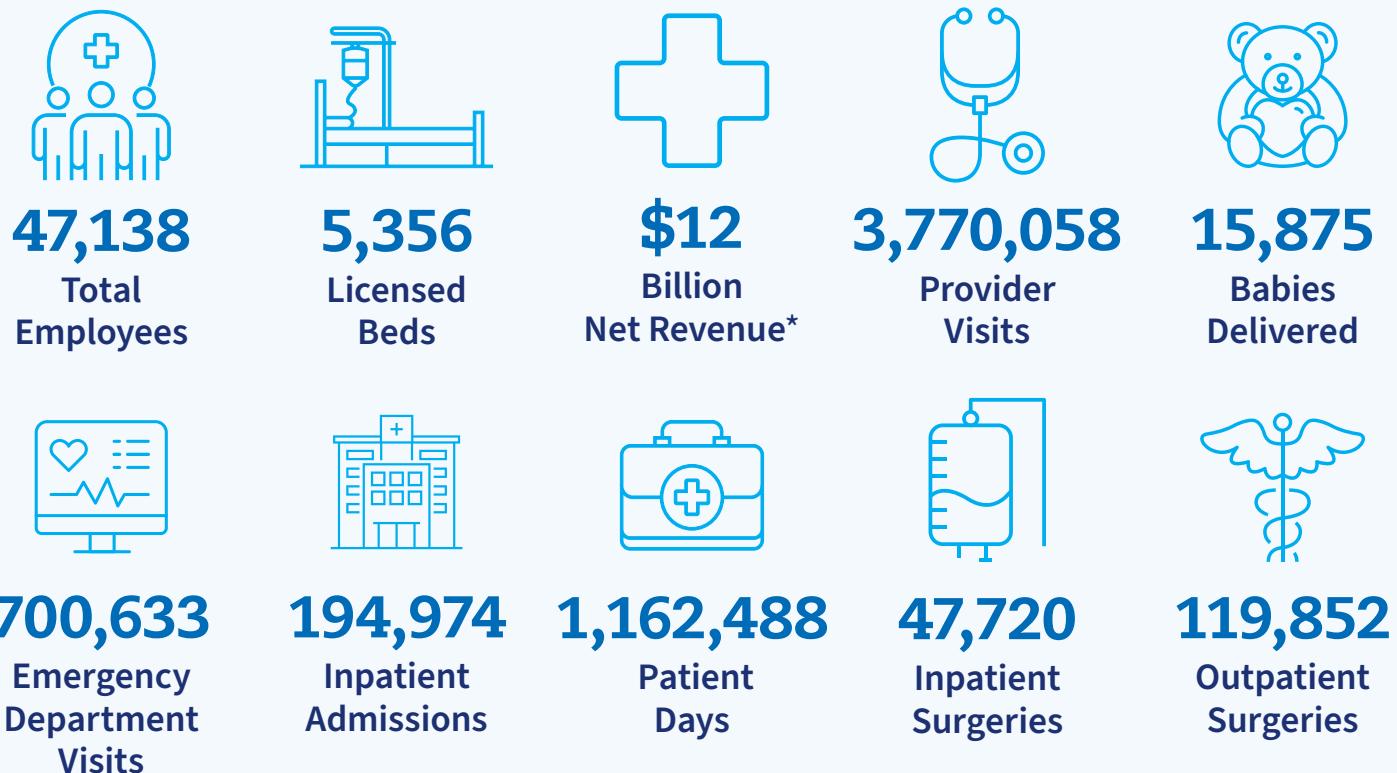
Additionally, as a national leader in community-centered academic medicine, we strive daily to extend our world-class research, teaching, and care to every corner of the region and to every patient who needs us, regardless of income or geography.

Operating as BJC HealthCare in our East Region (covering the greater St. Louis region) and as Saint Luke's in our West Region (covering the greater Kansas City region), the complete BJC Health System enterprise comprises 24 hospitals and hundreds of clinics and service organizations. Each is committed to providing world-class, patient-centered care within our walls while also extending that care into the communities we call home.

What sets us apart is an integrated academic medical model—anchored by Barnes-Jewish Hospital and WashU Medicine in St. Louis and the University of Missouri-Kansas City School of Medicine in Kansas City—that not only helps us advance the quality of care but also drives forward world-class research and fuels workforce development.



# 2024 by the Numbers: BJC Health System



BJC's commitment to care extends far beyond our exam rooms and operating suites. It's helping improve the well-being, vitality, and prosperity of an entire region.

\* 2025 Net Revenue Forecast | All other data based on 2024 financial results.

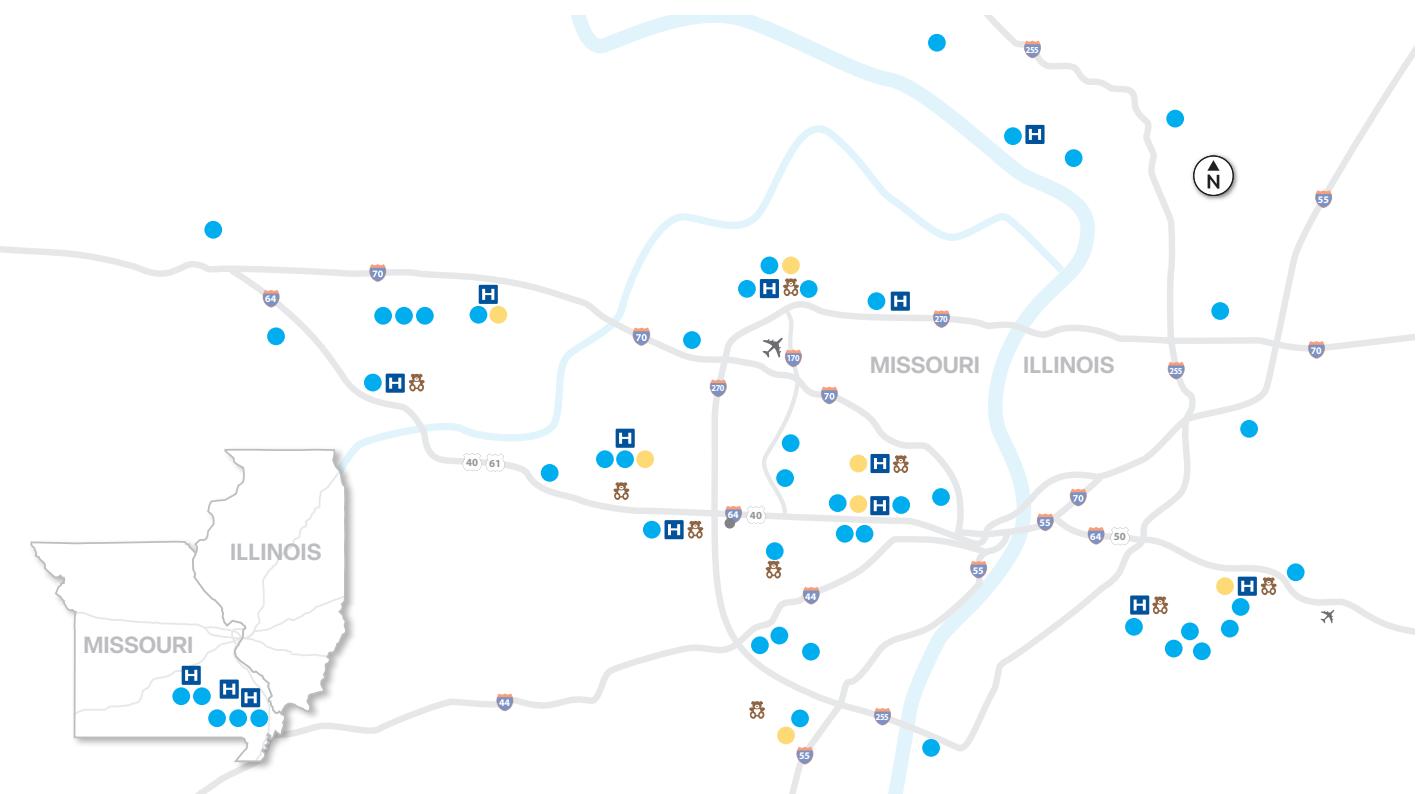


## BJC East Region: The Gateway to Great Care

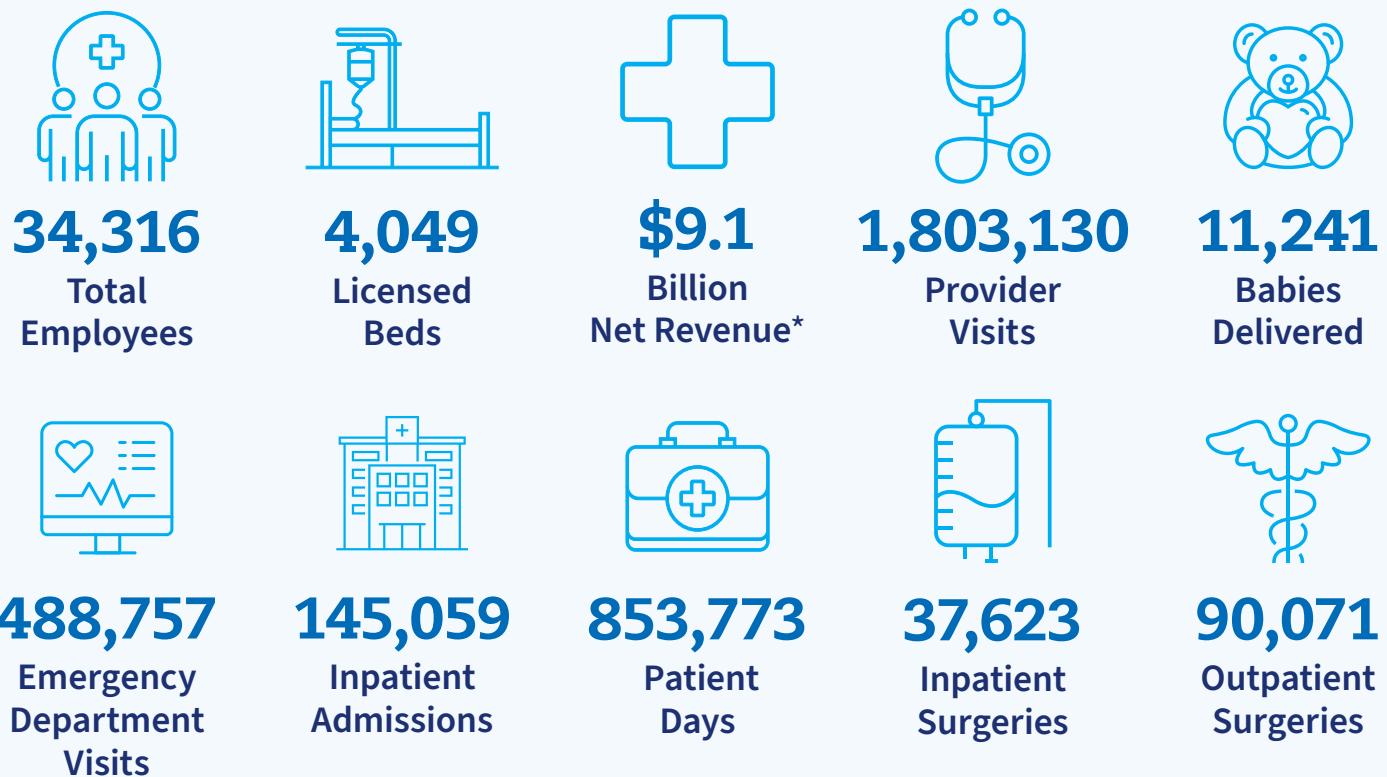
### *St. Louis regional area*

With more hospitals than any other provider in the region, plus a multispecialty medical group of more than 600 physicians, BJC HealthCare serves BJC's East Region, delivering exceptional care to dozens of urban, suburban, and rural communities in greater St. Louis, southern Illinois, and southeast Missouri. While our 14 hospitals across the East Region provide exceptional inpatient and outpatient care, our team of more than 34,000 also serves patients in primary care, community health and wellness, workplace health, home health, community mental health, rehabilitation, long-term care, and hospice.

For more than three decades, Barnes-Jewish Hospital has been ranked on the *U.S. News & World Report* Best Hospitals Honor Roll and we're proud to be currently ranked in 11 specialties and as the No. 1 hospital in Missouri. Thanks in part to our decades-long partnership with WashU Medicine, Barnes-Jewish Hospital and St. Louis Children's Hospital are also nationally ranked as academic hospitals with exceptional quality of care.



# 2024 by the Numbers: BJC East Region



\* 2025 Net Revenue Forecast | All other data based on 2024 financial results.

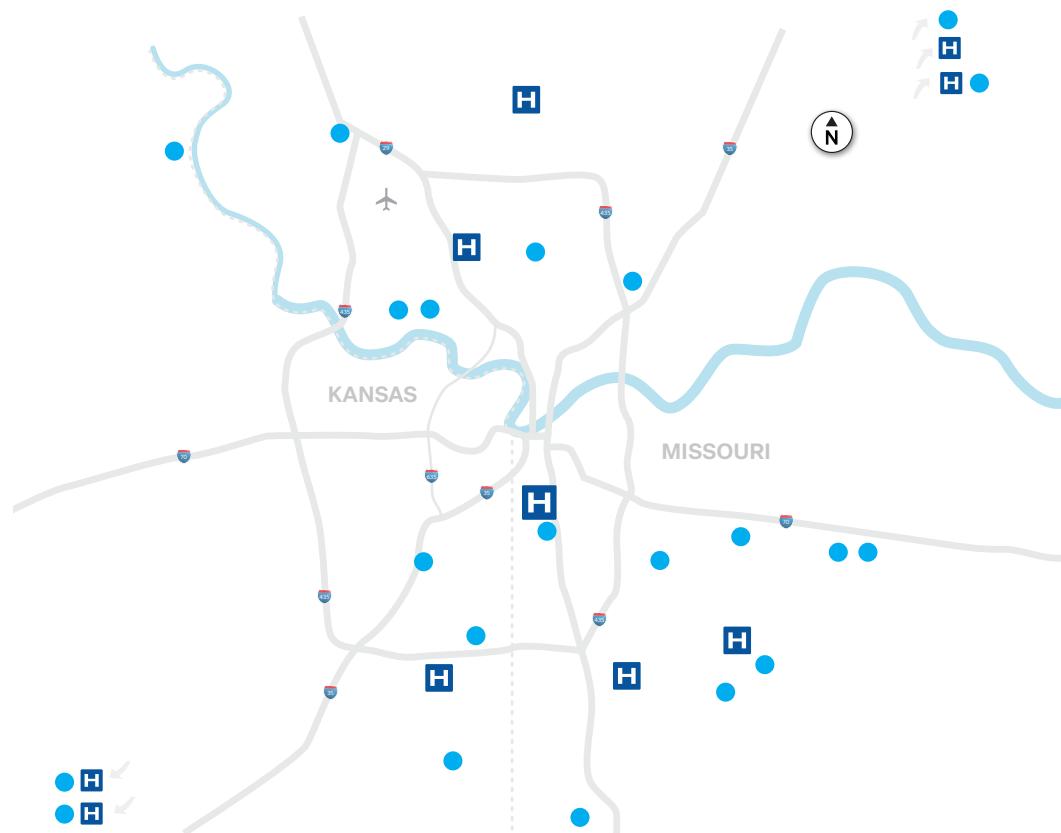


## BJC West Region: Fountains of Care

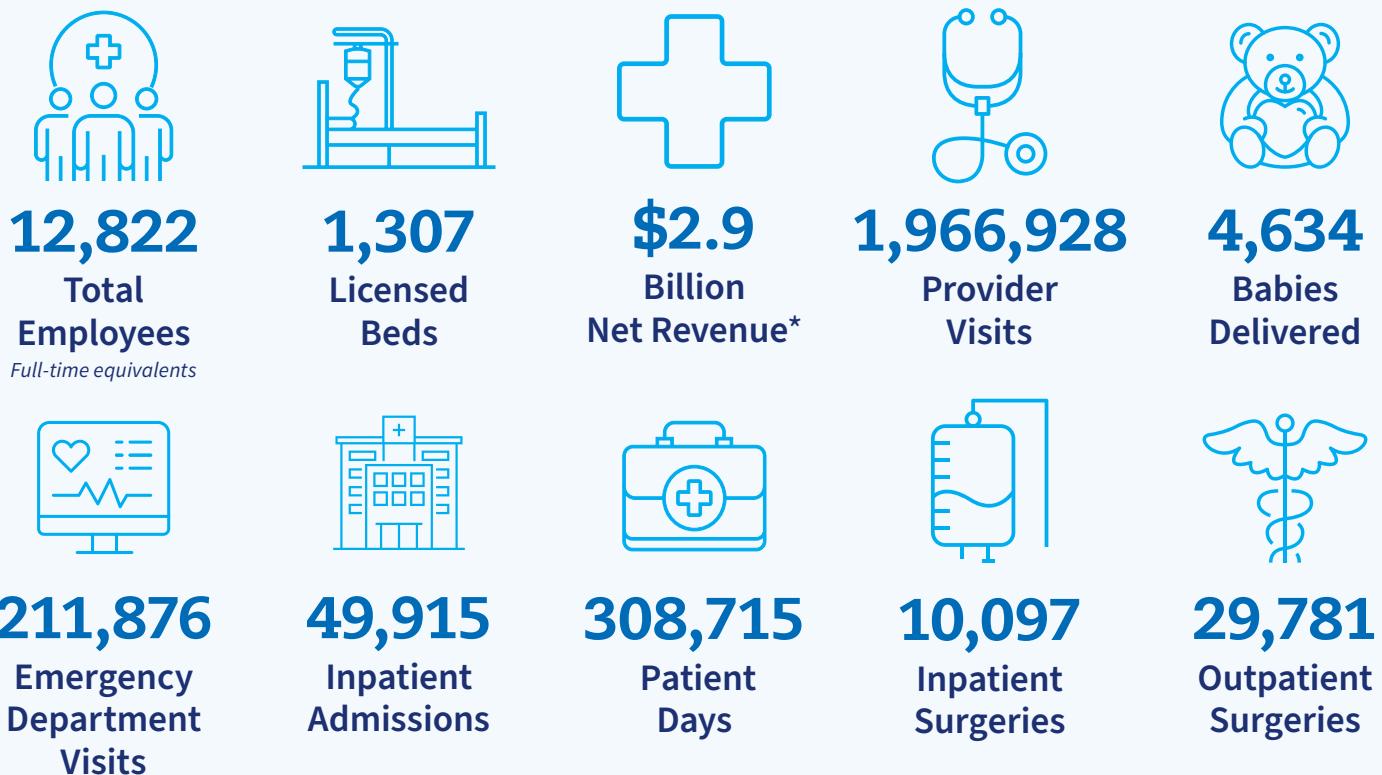
### *Kansas City regional area*

Serving BJC's West Region, Saint Luke's delivers care in 10 hospitals and campuses, and in more than 100 physician practices across 67 counties in western Missouri and northeast Kansas. Saint Luke's expansive team of more than 12,000 employees includes 950 physicians, advanced practice providers, and other clinicians who provide care in 65 specialty services, as well as in home care and hospice, behavioral health, and senior living.

Saint Luke's Hospital of Kansas City, our flagship facility in the West Region, is one of Kansas City's leading research and academic medical institutions, has served the community for more 140 years, and is nationally recognized by *U.S. News & World Report* as one of the elite hospitals in the region. It is home to the renowned Saint Luke's Mid America Heart Institute, Saint Luke's Marion Bloch Neuroscience Institute, and a proud partner with the University of Missouri-Kansas City School of Medicine and Saint Luke's College of Nursing and Health Sciences at Rockhurst University.



# 2024 by the Numbers: BJC West Region



\* 2025 Net Revenue Forecast | All other data based on 2024 financial results.

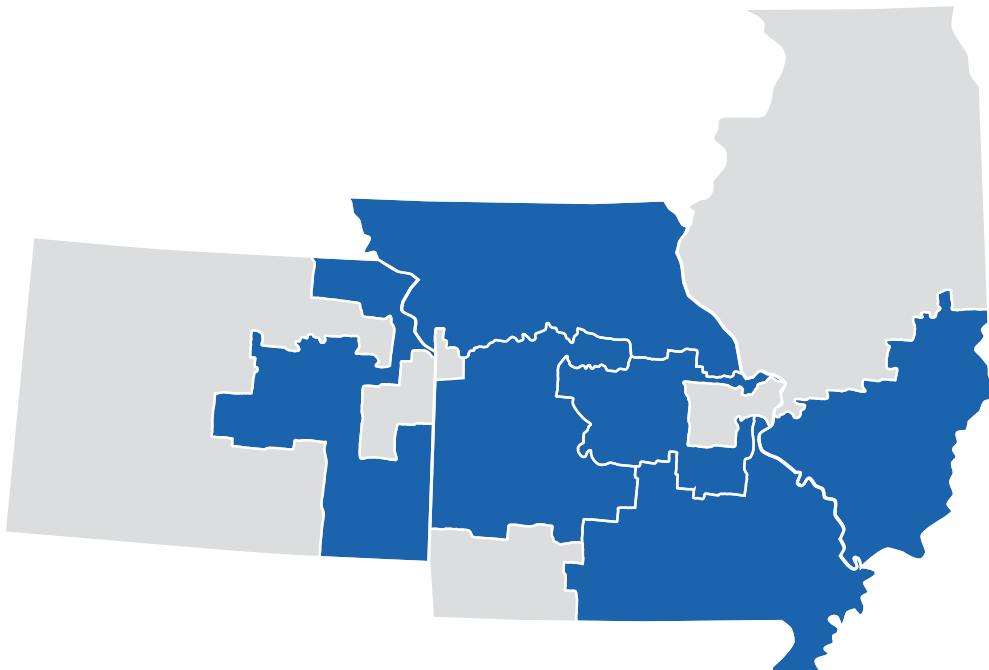


## BJC Rural Regions: Care Beyond the County Line

BJC Health System stands apart for its unique and deeply integrated model of academic medicine. Unlike many academic medical centers, our services don't just crisscross the urban and suburban centers of one city. Our care extends far beyond St. Louis and Kansas City, into the rural landscapes of the heartland.

With a diverse network of hospitals, clinics, and providers working as one unified system, we are connecting world-class academic hospitals with suburban medical centers and rural critical access hospitals and providing quality health care access for patients across the region. From world-class cardiovascular and cancer care to advanced stroke protocols, modern birthing centers, state-of-the-art eICU capabilities, and so much more, our BJC hospitals are committed to always providing the highest level of care to our patients, regardless of their location.

Spread from eastern Kansas to western Illinois, BJC's seven non-metropolitan hospitals are each a vital institution in the communities they serve. We are leading employers and economic contributors. And with growing critical shortages of health care resources and providers in rural areas, we are providing vital, lifesaving care to a growing number of Midwest residents who are in need and at risk.

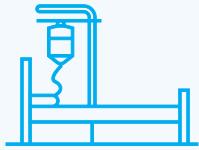


*BJC Rural Regions include Allen County Regional Hospital, Alton Memorial Hospital, Anderson County Hospital, Hedrick Medical Center, Missouri Baptist Sullivan Hospital, Parkland Health Center, Progress West Hospital, and Wright Memorial Hospital.*

# 2024 by the Numbers: BJC Rural Regions



**3,257**  
Total Employees



**599**  
Licensed Beds



**\$730.2**  
Million Net Revenue\*



**226,348**  
Provider Visits



**2,309**  
Babies Delivered



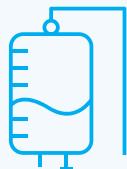
**136,378**  
Emergency Department Visits



**19,884**  
Inpatient Admissions



**89,876**  
Patient Days



**2,689**  
Inpatient Surgeries



**14,164**  
Outpatient Surgeries



\* 2025 Net Revenue Forecast | All other data based on 2024 financial results.



# Advancing the Quality and Capabilities of Care

Progress doesn't happen by accident. It takes commitment, hard work, and exceptional leadership. When it comes to advancing the quality and capabilities of health care, BJC Health System is proud to provide all three.

Working in partnership with some of the region's best medical education institutions, we're improving health care for our patients by starting at the beginning. From the education and training our clinicians receive to the groundbreaking research they lead, our academic focus on medicine not only creates better clinicians, it creates a better health care system.

# Preparing Future Health Care Leaders

## *A focus on health care education*

Every great clinician began as a student. By helping to mold those students and provide an exceptional educational foundation, we're ensuring today's students become tomorrow's leaders. More than that, we're continually supplying a pipeline of desperately needed health care professionals—trained, skilled, and ready to care.



### **WashU Medicine**

More than 100 residency and fellowship programs, advanced dual-degree options, and specialized training through institutions, such as the Mallinckrodt Institute of Radiology.



### **University of Missouri-Kansas City School of Medicine**

A comprehensive range of graduate medical programs, including 18 ACGME-accredited residency programs and more than 20 fellowship opportunities, both ACGME-accredited and non-accredited.



### **Barnes-Jewish College Goldfarb School of Nursing**

A robust portfolio of academic nursing degrees, including four Bachelor of Science in Nursing pathways, six Master of Science in Nursing concentrations, as well as several options to pursue post-master's certifications, a Doctor of Nursing practice, and a PhD in Nursing Science.



### **Saint Luke's College of Nursing and Health Sciences at Rockhurst University**

An educational leader for students pursuing careers in nursing, occupational and physical therapies, exercise and health sciences, and speech-language pathology.



### **Saint Luke's Hospital of Kansas City Allied Health Education**

Nationally accredited programs in a variety of specialized medical fields, including radiologic technology, diagnostic medical sonography, echocardiography, medical lab science, and clinical pastoral education.



## Investing in Progress

### *The drive toward research and innovation*

At BJC Health System, we believe patient-centered research leads to better health outcomes for individual people and entire communities—and that is always our goal. Through our strong academic partnerships, most notably with WashU Medicine and UMKC School of Medicine, our patients participate in groundbreaking clinical trials and receive innovative evidence-based care.



**2,500**  
**CLINICAL TRIALS**

were led by WashU Medicine researchers in 2024 on conditions ranging from cancer and neurodegenerative diseases to rare pediatric disorders.



## Serving the Public Good

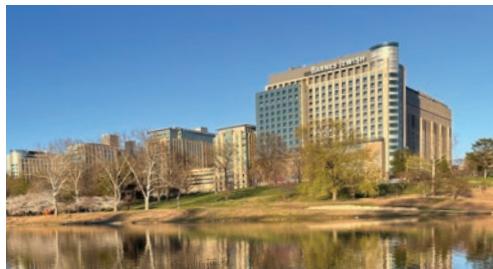
### *The work to improve whole-community wellness*

Our dedication to research doesn't stop at the laboratory doors. It often extends far beyond into the communities we serve, where population health studies and public health initiatives address local health disparities and help people manage chronic diseases. By embedding research within clinical and community environments, we're working to ensure that new knowledge is directly translated into improved care and ultimately leads to healthier communities across the region.

# Advancing Care: BJC East Region

## **Clinical excellence in the East**

Working together, BJC HealthCare and WashU Medicine make the St. Louis region a wellspring for some of the most advanced, high-quality, evidence-based care in the country. WashU Medicine faculty physicians practice at BJC hospitals, helping ensure that patients benefit directly from the latest scientific breakthroughs, surgical techniques, gene therapies, personalized medicine, and clinical innovations.



### **Barnes-Jewish Hospital**

Consistently ranked as Missouri's No. 1 hospital and among the best in the nation by *U.S. News & World Report*, and first to be designated as a Magnet® hospital in Missouri.



### **St. Louis Children's Hospital**

One of the top-tier pediatric hospitals in the country, providing care in more than 50 specialty areas and serving patients across a 300-mile service area.



### **The Alvin J. Siteman Cancer Center**

A national leader in cancer treatment, research, prevention, education, and community outreach. Missouri's only NCI-designated Comprehensive Cancer Center, offering access to hundreds of clinical trials and leading-edge therapies not widely available elsewhere.

## **Investing In Our People**

When our people want to grow, we're there to help. By funding continuing education and career development programs, we're retaining and upskilling team members across all roles and ensuring an engaged and mission-driven workforce.



# Building the Biotech Sector

## *A commitment to shaping tomorrow's care*

With more than \$680 million received in NIH grants, WashU Medicine was 2024's top recipient of federal research funding. And as the university's primary clinical partner, BJC HealthCare is proud to serve as a national leader in biomedical research. Through key investments and partnerships, we're driving growth and innovation in St. Louis' biotech sector and generating high-skilled industry jobs.

**High-Tech Clinical Platform Investments**  
Proton beam therapy  
Robotic surgery  
High-tech resolution imaging

**Translational-Research Hub Partnerships**  
Institute of Clinical and  
Translational Sciences  
Cortex Innovation District

# Growing a Skilled Team at Home

## *A focus on filling essential roles*

For decades, U.S. health care has experienced alarming workforce shortages, and there's no relief in sight. To help combat the problem right here at home, BJC HealthCare continues expanding health care career pipelines in our East Region. In addition to WashU Medicine, we're proud to collaborate with these quality educational institutions across the St. Louis metro:

Barnes-Jewish College  
**Goldfarb School of Nursing**  
BJC HealthCare





## A Partnership of Progress

### **BJC and WashU Medicine**

In March 2024, after 125 years as partners in world-class clinical care and leading-edge scientific research, BJC and WashU Medicine finalized a 45-year affiliation agreement that will continue to improve the quality of care for the region for generations to come. While BJC and WashU Medicine remain distinct entities, this collaboration ensures the power of academic medicine for every community we serve.

In 2024 alone, WashU Medicine's own economic community impact in the greater St. Louis region tells the story of its unwavering commitment to education, wellness, and prosperity in its hometown:

**\$9.3 billion** ..... **Total economic impact**

**\$3.9 billion** ..... **Direct spending to local businesses**

**\$210 million** ..... **Spent locally by university students**

**\$2.4 billion** ..... **Salaries and benefits  
for 22,000 individuals**

**\$1 billion** ..... **Annual research funding**

**\$252.8 million** ..... **Uncompensated care provided  
to at-risk and at-need patients**

**\$6.4 million** ..... **Dedicated to programs that  
inspire area students toward  
higher education**

**442** ..... **Patents filed, incentivizing  
innovation and driving growth**

**10** ..... **Start-up companies founded in  
St. Louis, providing new jobs and  
opportunities**

### **Number of Students and Trainees of BJC in St. Louis Metro in 2024**

BJC ranks among the 10 largest academic training hospitals in the United States. These trainees contribute directly to patient care and bring the latest clinical knowledge to bedside practice.

**900**  
**Residents**

Physicians in residency training

**430**  
**WashU Medicine Fellows**

Physicians in subspecialty fellowship

**507**  
**Goldfarb School of  
Nursing Students**

426 undergraduate, 73 graduate, 8 PhD

**549**  
**Allied Health Students**

219 Occupational Therapy, 254 Physical Therapy,  
66 Audiology and Communication Sciences,  
10 Genetic Counseling

**830**  
**Other Medical Students**

647 medical MD/MD-PhD, 183 in other health  
and science graduate programs such as applied  
health behavior, biomedical informatics, clinical  
investigation, genetic epidemiology, medical  
physics, population health

# Advancing Care: BJC West Region

## **Quality care with compassion**

Across the greater Kansas City region, Saint Luke's is delivering nationally recognized specialty care through its hospitals and centers of excellence. As the primary teaching site and top research partner for the University of Missouri-Kansas City School of Medicine, Saint Luke's not only supports clinical education for hundreds of medical students and trains more than 400 residents annually, we're also driving innovation across the region.



### **Saint Luke's Hospital of Kansas City**

The flagship facility of the West Region, Saint Luke's Hospital of Kansas City is repeatedly recognized by *U.S. News & World Report*. Since 2004, our nursing team has consistently received Magnet® Designation, affirming our dedication to nursing excellence and quality patient outcomes.



### **Saint Luke's Mid America Heart Institute**

The world's first freestanding heart hospital and home to the first Women's Heart Center, the first institute for women's cardiovascular research, the region's leading Valve Center, and the only comprehensive, multidisciplinary Vascular Center and Cardiometabolic Center in the area.



### **Saint Luke's Marion Bloch Neuroscience Institute**

The region's premier neuroscience institute, regularly recognized among the top programs for neurology and neurosurgery by *U.S. News & World Report*. The Institute's multidisciplinary team provides a Stroke Center, Level 4 Epilepsy Center, Multiple Sclerosis Center, Spine Program, and Saint Luke's Hospital Midwest Ear Institute.



### **Saint Luke's Cancer Institute**

An academically focused program providing timely, direct access to top-quality cancer care, including one of the nation's only centers solely dedicated to the treatment of metastatic breast cancer, and a leading program in precision oncology using the latest genomic technologies to help develop personalized treatment plans.

Through its affiliation with Rockhurst University's Saint Luke's College of Nursing and Health Sciences, Saint Luke's helps feed a steady pipeline of health care professionals who are highly likely to remain in the region.

#### Number of Students and Graduates of Saint Luke's in Kansas City Metro in 2024

**University of Missouri-Kansas City  
School of Medicine**

**868**  
**Other Medical Students**

BA/MD, MD only, and graduate  
allied health programs in Fall 2024

**Saint Luke's College of Nursing and  
Health Sciences at Rockhurst University**

**675**  
**Nursing and Allied  
Health Students**

550 undergrad, 125 graduate

**200**  
**Other Medical Students**

BSN and graduate nursing students recognized  
in 2024 hooding and pinning ceremonies

**100**

MD and graduate-level learners completed training

## Funding Innovation

### *The role of philanthropy in advancing care*

With a decades-long mission to support research and education, the Saint Luke's Foundation is proud to help drive innovation throughout BJC Health System. Because of the Foundation's fundraising efforts, we're able to provide patients and communities with programs on preventive health, chronic disease management, and population health outreach.



**\$21 Million**  
**Disbursements for Saint Luke's Programs**

# Partnering for Progress

## *A commitment to research and innovation*

Working in partnership with the UMKC School of Medicine, Saint Luke's is proudly helping to drive research and innovation across the greater Kansas City region.

**\$8.4 Million**

In 2024, UMKC and Saint Luke's were awarded a substantial grant from the National Institutes of Health (NIH) to help drive research and innovation across the region.

**246**

HUMAN STUDIES

Through our active participation in an array of multi-site clinical trials, Saint Luke's patients often gain early access to emerging treatments. In 2024, Saint Luke's was actively involved in nearly 250 human research studies that engaged patients either through prospective enrollment or follow-up.

**76**

NEW STUDIES

In 2024, our researchers initiated 50 interventional studies, 16 observational and registry studies, and 10 retrospective studies.

**309**

PUBLISHED WORKS

Last year, the prolific team of Saint Luke's experts published 221 original research articles, 35 review and meta-analysis papers, 14 case reports, and several smaller numbers of editorials, correspondence pieces, guidelines, and quality improvement.

## Top 1%

Saint Luke's commitment to excellence in research was recognized in 2024 when Mikhail Kosiborod, MD, and John Spertus, MD, were once again named to Clarivate's global list of "Highly Cited Researchers," representing the top 1% of scientists whose work has had significant influence in their respective fields.





## Creating Research Equity

### ***A women-focused approach in cardiovascular research***

Saint Luke's was already a heart-care trailblazer when the first-of-its-kind Saint Luke's Muriel I. Kauffman Women's Heart Center opened in 1994. Since then, we've empowered more than 100,000 women to be proactive about their heart health through education, screenings, and risk assessments. In 2024, we launched an important and much-needed expansion of this work: Women-centered heart research.

With the launch of Saint Luke's Muriel I. Kauffman Institute for Women's Cardiovascular Research, Saint Luke's is again blazing a trail with the first institute dedicated to studying the unique aspects of heart conditions in women and narrowing the sex-specific research gaps. Through this work, Saint Luke's is playing an integral role to better understand how we prevent, detect, and treat heart conditions uniquely affecting women across their lifespans, including:

- Spontaneous coronary artery dissection (SCAD)
- Heart disease in pregnancy
- Cardio-oncology
- Autoimmune disorders and cardiovascular disease
- "Broken heart" syndrome (stress cardiomyopathy)
- Cardiometabolic disease
- Myocardial infarction with nonobstructive coronary arteries
- Microvascular angina
- Diastolic heart failure or dysfunction



# Advancing Care: BJC Rural Regions

## Connecting Care Across the Region

### ***The promise to provide quality care everywhere***

Unlike most academic medical centers, which are typically concentrated in metropolitan areas, BJC is among the only major U.S. academic medical systems with a distinctive rural health focus.

Our expansive footprint connects world-class academic hospitals with suburban medical centers and rural critical access hospitals in more than 20 counties in Missouri, Illinois, and Kansas. This integrated system focuses on excellence and academic rigor in the region's most remote rural settings.

Oftentimes, we are the sole provider of care in the area, making our mission and commitment even more critical. Fortunately, our size also allows for cross-subsidization in which we invest in facilities that may operate on thin margins but are vital to community health. Because to us, the true bottom line is to always serve the mission.

## Serving Needs, Finding Solutions

### ***Training future providers and expanding access to care***

BJC's rural care facilities do far more than expand critical access to care for thousands of residents. They also serve as clinical training sites, helping ensure the next generation of health care providers is equipped to serve in high-need, low-resource environments.

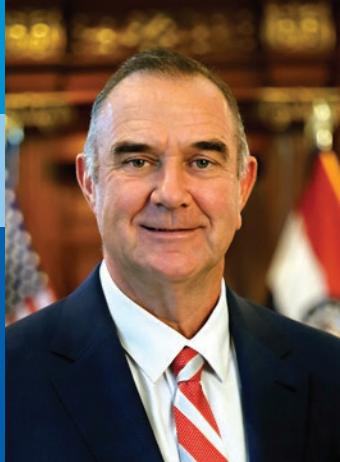
Through our affiliations with WashU Medicine, UMKC School of Medicine, Saint Luke's College of Nursing and Health Sciences at Rockhurst University, Barnes-Jewish College Goldfarb School of Nursing, and more, BJC plays a vital role in workforce development across the region.

By offering clinical placements and training opportunities in our rural-serving hospitals, we're exposing medical residents, nursing students, and allied health trainees to the unique challenges of rural health care delivery, helping us produce a team of prepared and well-trained providers who are more likely to serve in low-resource communities, where shortages are most severe.



# Aligning with State Leaders

Living far from the busy urban centers of St. Louis and Kansas City can often provide a life that's quiet and affordable, with fewer traffic jams in the morning and more stars at night. But a rural life should never mean losing access to health care. We're proud to know that our state leaders in Missouri, Kansas, and Illinois agree.



“The No. 1 industry in the state is agriculture, and if you want to continue to feed and clothe the world, and you want to grow our ag economy, we have to have access to health care. If we want our kids to come into agriculture, we want third-, fourth-, fifth-generation farmers, we’re going to have to give them access to health care in some of these rural communities where there’s not a lot of other options.”

**– Gov. Mike Kehoe (R-Mo.)**

*“Missouri Governor Candidate Interview,” ABC-17 News Columbia, July 31, 2024*



“Our state has already lost eight rural hospitals in the last 10 years. Out of the 99 that remain open, 63 are at risk of closing while 88 have had to cut back on essential services. Kansas hospitals cannot afford any further financial strain, as it could be the final straw that forces them to shut their doors. For many of these rural communities, hospitals serve as economic hubs. Losing them not only hurts their ability to access care but also means they lose the workers who power their community and drive the economic activity in these areas. It is unfair to Kansans and our dedicated health care workforce to put hospitals and providers in a position of having to consider lifting services, cutting back on staff, or closing.”

**– Gov. Laura Kelly (D-Kan.)**

*Letter to Kansas Congressional Delegation on Medicaid Cuts, May 5, 2025*



“Rural hospitals are a critical lifeline for communities across Illinois. Not only are they one of the only providers of life-saving medical care for miles, they are often the backbone of rural economies. With cuts to Medicaid, many of these rural health care providers will be at risk of closure, causing patients to lose care and staff to lose jobs. Make no mistake: Illinois will work hard to mitigate the impacts of these cuts. We will leave no stone unturned in ensuring that rural areas remain healthy and thriving.”

**– Gov. JB Pritzker (D-Ill.)**

*Standing Up for Rural Healthcare Roundtable Discussion, Aug. 22, 2025*

# Elevating Community Health

**At BJC, providing quality care doesn't mean just treating the disease or condition.**

**It doesn't mean just caring for the patient, either. To us, providing quality care means treating the diseases and conditions plaguing our entire communities.**

**It means caring for all our neighbors—whether they walk through our doors or not.**

**As health care providers, that's the mission we serve.**

**Across our tri-state region, that's what our BJC hospitals, clinics, and practices are doing.**

**We strive to be a cornerstone of health care access and economic stability.**

**We provide essential services such as charity care, behavioral health, and chronic disease management in communities with high health disparities and limited access to private providers. From community health fairs and school-based wellness programs to critical safety-net care and inspiring greenspace development, we are working toward wellness at a regional level. Care for everyone.**

**Working in partnership with our local city, county, and state officials, BJC is proud to continuously advance innovation, compassion, and equity in health care.**

**We're always eager for new opportunities to offer lifesaving resources and education, and ultimately advance wellness, in every community we serve.**

# Caring with Heart Across the Heartland

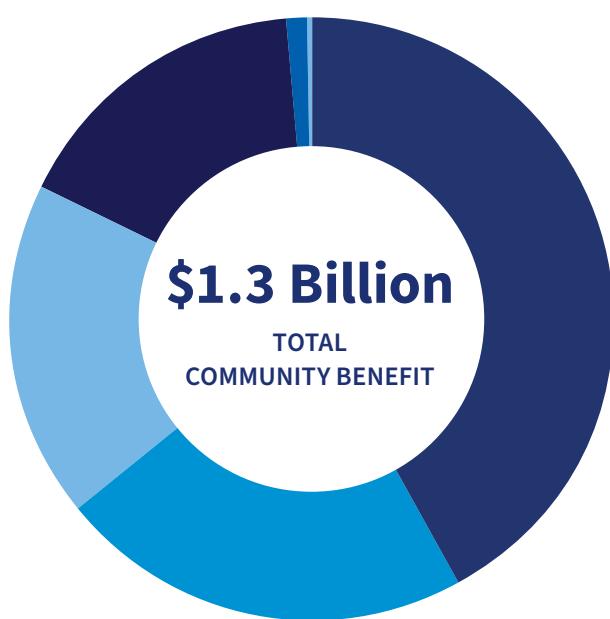
## *A priority to serve our communities*

In 2024, BJC Health System invested nearly \$1.3 billion in community benefit spending to help reduce health care disparities, strengthen the safety net, and prepare tomorrow's workforce, including uncompensated and charity care, Medicaid shortfalls, graduate medical education, public health outreach, and non-reimbursed research. These investments made BJC Missouri's largest community benefit provider and one of the top systems nationally in charity care.

### Total Community Benefit by State



Across both of our East and West Regions, the single biggest line item was underpayment from Medicaid and Medicare, followed by professional education and financial assistance write-offs for patients unable to pay. Targeted dollars also supported trauma and other safety-net services, neighborhood-based community health initiatives, and applied research aimed at improving care quality and outcomes.



### Community Benefit Contributions by BJC by Category

- \$534 M** **Government programs**  
Medicaid/Medicare shortfall
- \$280 M** **Education of health professionals**
- \$231 M** **Financial assistance**  
Charity and discounted care
- \$205 M** **Safety-net services**  
Trauma, NICU, mental health, and more
- \$16 M** **Community health outreach and prevention**
- \$1 M** **Research to improve patient care**

# Providing the Most Vital Care

## *A promise to always be there*

Our patients' overall wellness—from their hearts to their home life—is always at the core of our mission. Serving as a vital safety net for our region, we're proud to deliver care to some of the most vulnerable populations in urban neighborhoods, suburban communities, and rural counties across the span of our Health System.

- Every BJC entity upholds strong financial assistance policies, ensuring no patient is denied care based on ability to pay.
- Beyond our hospital walls, we collaborate with federally qualified health centers, public health departments, and community partners to deliver preventive and specialty services in areas of high need.
- Our team ranks among the top providers in Medicaid and Medicare patient days, underscoring our commitment to expand access to care for low-income and medically underserved populations.

### **Federal support is vital to sustaining BJC's critical mission-driven services**

As one of the nation's largest academic health systems, BJC relies heavily on federal reimbursements to support care for the elderly, disabled, and low-income populations.

#### **2024 Federal Reimbursements for Care**

**\$5.5 Billion**

MEDICARE REIMBURSEMENTS

**\$4.6 Billion**

MEDICAID REIMBURSEMENTS

**\$10.1 Billion**

TOTAL REIMBURSEMENTS

*See Appendix B for additional data breakouts on congressional districts.*

Cuts to these vital funds would have significant consequences on the general health of our region, both for our residents and our economy. They would destabilize BJC's operations and erode decades of investment in community health. Eroding their federal support would:

- Limit access to care in the very areas that need it most
- Hinder economic development
- Force delays in facility upgrades
- Shrink outreach and behavioral health programs
- Worsen workforce shortages
- Diminish BJC's ability to educate future physicians, nurses, and allied health professionals
- Weaken community resilience
- Undermine long-term health care capacity

# Elevating Community Health: BJC East Region

## Catching the Most Vulnerable

### *An unwavering commitment to safety-net care*

BJC HealthCare's hospitals play a vital role for the most vulnerable populations in and around St. Louis, with many operating under a commitment to serve all patients, regardless of their ability to pay.



#### **Barnes-Jewish Hospital**

A major tertiary referral center, treats medically complex and high-cost cases—trauma, transplants, and advanced surgeries—for insured and uninsured patients.



#### **Christian Hospital**

Situated in economically disadvantaged north St. Louis County, Christian serves as a crucial access point for low-income and aging populations, providing charity care, and managing chronic diseases.



#### **Missouri Baptist Medical Center**

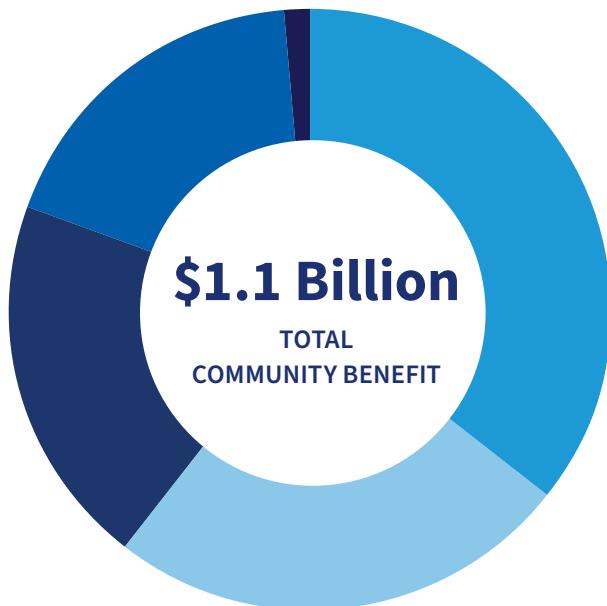
A suburban St. Louis hospital, partners with groups such as Volunteers in Medicine to provide free or reduced-cost care.



#### **St. Louis Children's Hospital**

Ensures all children in the region have access to life-saving services, even when public insurance falls short of covering the full cost.

In 2024, BJC HealthCare's combined community benefit impact for the East Region totaled more than \$1.1 billion, including uncompensated and charity care, coverage of Medicaid shortfalls, graduate medical education, public health outreach, and non-reimbursed research.



### **BJC East Region Community Benefit Contributions by Category**

- \$381 M** **Government programs**  
Medicaid/Medicare shortfall
- \$265 M** **Education of health professionals**
- \$212 M** **Financial assistance**  
Charity and discounted care
- \$192 M** **Safety-net services**  
Trauma, NICU, mental health, and more
- \$14 M** **Community health outreach and prevention**

### **BJC East Region Community Benefit Totals by Hospital**

Hospital	Community Benefit 2024 Investment
Alton Memorial Hospital	\$25.1 M
Barnes-Jewish Hospital	\$512.7 M
Barnes-Jewish St. Peter's Hospital	\$45.6 M
Barnes-Jewish West County Hospital	\$27.1 M
Christian Hospital	\$40.5 M
Memorial Hospital	\$71.5 M
Missouri Baptist Medical Center	\$112.0 M
Missouri Baptist Sullivan Hospital	\$8.1 M
Parkland Health Center	\$18.5 M
Progress West Hospital	\$12.6 M
St. Louis Children's Hospital	\$130.4 M
Other Entities	\$94.0 M
<b>Total</b>	<b>\$1.1 Billion</b>

# Reaching Out Where We're Needed

## *A focus on health care equity*

As a proud health equity leader, BJC HealthCare collaborates on several initiatives designed to improve access to care, education, and other critical social determinants of health. Using an integrated approach to charity care, public partnerships, and proactive wellness programming we're reaching directly into the neighborhoods where our patients live, work, and play to provide essential resources.

- **COMMUNITY HEALTH CENTERS**, funded by BJC and built in collaboration with organizations like St. Louis Regional Health Commission, help expand access to preventive and primary care in underserved neighborhoods.
- **BJC'S COMMUNITY HEALTH IMPROVEMENT** team addresses root causes of poor health by focusing on housing, nutrition, maternal and infant health, and school-based care.
- **BJC WELLNESS HUBS**, found in public libraries and various St. Louis neighborhoods, offer health screenings, education, and social services in convenient, trusted locations.
- **FINANCIAL COUNSELING, AND HEALTH CARE AND INSURANCE NAVIGATION** guide patients through complex administrative tasks while also helping to better manage chronic conditions and avoid preventable hospitalizations.



## Teaming Up to Help

### *Employees make all the difference*

Our team's dedication to the mission is obvious in the way they show up. Each year, thousands of BJC HealthCare employees volunteer to support the essential community nonprofit organizations that are addressing food insecurity, school health, and youth development right here in our backyard.

#### BJC East Region Volunteer Totals

**8,000**

BJC HEALTHCARE VOLUNTEERS

**569,000**

TOTAL VOLUNTEER HOURS

**\$18.4 Million**

ADDED VALUE

*According to national statistics, the value of each employee who volunteers is \$2,300 annually. With 8,000 volunteers contributing 569,000 hours in 2024, BJC HealthCare team contributed a total value of \$18.4 million in volunteer hours.*

# Focusing on Our Future

## *School-based outreach*

Partnering with school nurses and educators, our School Outreach and Youth Development program is actively helping improve immunization rates, reducing teen pregnancy rates, and decreasing avoidable hospital readmissions. All that while also delivering targeted education on the most important topics facing today's youth:

- Nutrition and fitness
- Substance-use or misuse
- Safety and bullying prevention
- Mental health
- Sexual health behaviors

# Healthy Habits Make Healthier Communities

## *Investing in the Brickline Greenway*

Led by Great Rivers Greenway—a public agency created in 2000 by a vote of residents in St. Louis City, St. Louis County, and St. Charles County—the Brickline Greenway is a bold vision to connect St. Louis residents to the city's most treasured places. The 12-mile network will link up to 14 neighborhoods and is slated for completion in 2030. It is currently 54% funded through local tax dollars, State of Missouri funds, federal grants, and private philanthropy.

BJC HealthCare and WashU Medicine have made major investments to help push the \$245 million public-private partnership past the halfway mark, including a critical local match for a federal transportation grant application in February 2025.



# Elevating Community Health: BJC West Region

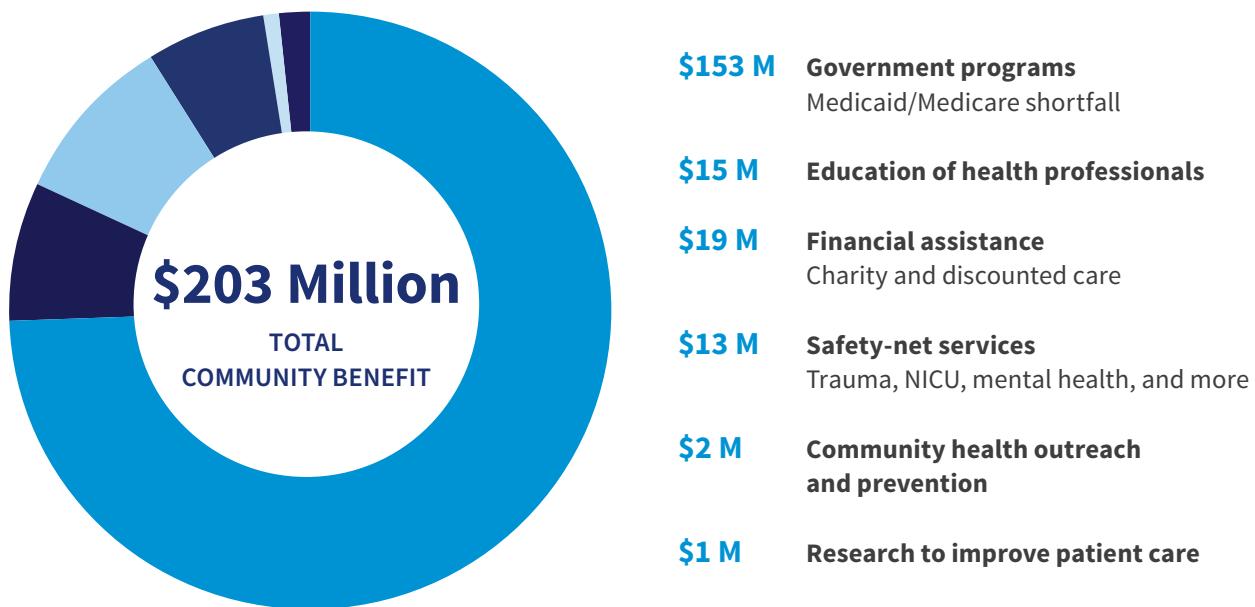
## Serving the Mission Above All

### *The importance of charity care*

In 2024, Saint Luke's combined community benefit impact in the greater Kansas City metro area totaled more than \$203 million. This includes uncompensated and charity care, coverage of Medicaid shortfalls, graduate medical education, public health outreach, and non-reimbursed research. Consistent with our century-long mission to provide quality care with compassion, regardless of the patient's ability to pay, our Saint Luke's hospitals are proud to:

- Serve all Medicaid patients and those without insurance
- Provide financial assistance to anyone struggling to pay for care
- Provide essential in-home hospice to low-income patients during end-of-life care
- Operate charity clinics for communities in need
- Uphold inclusive care policies

**BJC West Region Community Benefit Contributions by Category**



## BJC West Region Community Benefit Totals by Hospital

Hospital	Community Benefit 2024 Investment
Allen County Regional Hospital	\$2.1 M
Anderson County Hospital	\$2.4 M
Hedrick Medical Center	\$3.9 M
Saint Luke's East Hospital	\$33.8 M
Saint Luke's Hospital of Kansas City	\$104.4 M
Saint Luke's North Hospital	\$19.6 M
Saint Luke's South Hospital	\$22.5 M
Wright Memorial Hospital	\$2.8 M
Other Entities	\$11.5 M
<b>Total</b>	<b>\$203 Million</b>

## Supporting Our Neighbors

### *A commitment to our local communities*

By building and unleashing a deep network of community partnerships, Saint Luke's hospitals have successfully expanded access to care for critically underserved populations across the greater Kansas City area. Working with an impressive roster of local organizations, we've helped the overall health and wellness of entire communities through education, prevention, and health equity initiatives, including:

- Health fairs
- Wellness screenings
- Farmer's markets
- Support groups
- CPR training classes
- Tailored wellness programs
- Youth physicals
- Neighborhood wellness
- Care for unhoused individuals
- Mental health access
- Disease prevention and screenings





## Giving Our Time and Talents

### ***A team of givers in many ways***

With more than 3,000 Saint Luke's employees each year participating in volunteer efforts and community grants, we know our mission lives on *because* of our team. Giving their own time each year, our team actively supports local nonprofits that strive to address food insecurity, school health, and youth development.

#### **BJC West Region Volunteer Totals**

**3,000**

SAINT LUKE'S VOLUNTEERS

**200,000**

TOTAL VOLUNTEER HOURS

**\$7 Million**

ADDED VALUE

*According to national statistics, the value of each employee who volunteers is \$2,300 annually. With 3,000 volunteers contributing 200,000 hours in 2024, Saint Luke's team contributed a total value of \$7 million in volunteer hours.*





# Taking Care of Kansas City's Kids

## *A place for expert, compassionate care*

For more than 125 years, Saint Luke's Hospital Crittenton Children's Center has cared for the behavioral and mental health of the region's children and adolescents and their families. Working in multidisciplinary treatment teams, our nationally recognized staff of experts use evidence-based therapies in both residential and acute inpatient programs, providing each child and family with personalized care:

- **INPATIENT HOSPITALIZATION**

Short-term care for children in immediate mental health crisis

- **RESIDENTIAL TREATMENT**

Long-term care for adolescents displaying high-risk behaviors despite previous treatment attempts

- **OUTPATIENT CLINIC**

Evidence-based therapy for children with behavioral health disorders or trauma exposure

- **ADOLESCENT SUBSTANCE USE**

Proven, evidence-based help for teens struggling with substance use and their families

- **IN-HOME COUNSELING**

Evidence-based therapy and support for children and their families in their home setting

In addition to providing direct health care treatment services, Crittenton plays a vital role addressing behavioral health issues on a larger scale:

- **FOSTER CARE AND ADOPTION SERVICES**

Helping children find stable homes and loving families

- **MENTORSHIP PROGRAM**

Matching role model volunteers with teens in need of emotional support and guidance

- **TRAUMA SMART TRAINING**

A highly successful trauma intervention model, developed by Crittenton and taught at Head Start sites, elementary, middle, and high schools across the country, that helps children heal from complex or repetitive trauma



# Elevating Community Health: BJC Rural Regions



## Keeping Quality Care at Home

### ***A promise to our rural neighbors***

BJC understands that too many small towns in America are hurting. And when people are hurting, that's when we get to work. As an academic health institution, we have always been proud of our deep, sustained—and unfortunately increasingly uncommon—commitment to rural health care.

Through our sustained investments in rural infrastructure, services, and workforce development, BJC is helping stabilize small-town economies. Our investments help attract and retain clinical talent and help ensure access to high-quality care across the expansive landscapes of our tri-state region.

In short, BJC is actively working to keep rural hospitals open and rural families healthier.

In 2024, BJC's combined community benefit impact totaled more than \$1.3 billion, including uncompensated and charity care, Medicaid shortfall coverage, graduate medical education, public health outreach, and non-reimbursed research.

## Addressing Physician Shortages

### ***An approach to find balance and improve care***

By offering rural practice opportunities within our academic network, BJC is happy to attract providers who seek a balance between the simplicity of small-town living and the complex support and career development provided by a major health system.

# Serving as an Economic Powerhouse

**Whether it's the thousands of rewarding careers we provide, the revenue we create and bring, or the ancillary businesses we help establish, grow, and sustain, BJC is proud to operate as an economic engine for the region at large and within every community we serve.**

Wherever BJC has a presence, we know we're playing an essential role in our neighbors' lives.

Not only are they counting on us for exceptional care when they get sick or hurt, they're also relying on us to keep their local economies and bank accounts thriving.

We take that responsibility seriously, and we work tirelessly to keep their trust.

Strategic investments have helped accelerate our ability to deliver transformative care, stimulate economic development, and create healthier, more equitable communities.

As one of the few health systems truly embedded in the region's academic, clinical, and civic fabric, we know what's truly possible when health care leadership is grounded in innovation, compassion, and a long-term vision for the public good.

# Economic Impact by the Numbers

**\$22.2 Billion**

TOTAL ECONOMIC IMPACT

**\$10.9 Billion**

DIRECT ECONOMIC IMPACT

**\$11.3 Billion**

INDIRECT ECONOMIC IMPACT

**114,000 Jobs**

SUPPORTED AND SUSTAINED

**\$1.1 Billion**

TOTAL TAX REVENUES  
GENERATED

**\$1.3 Billion**

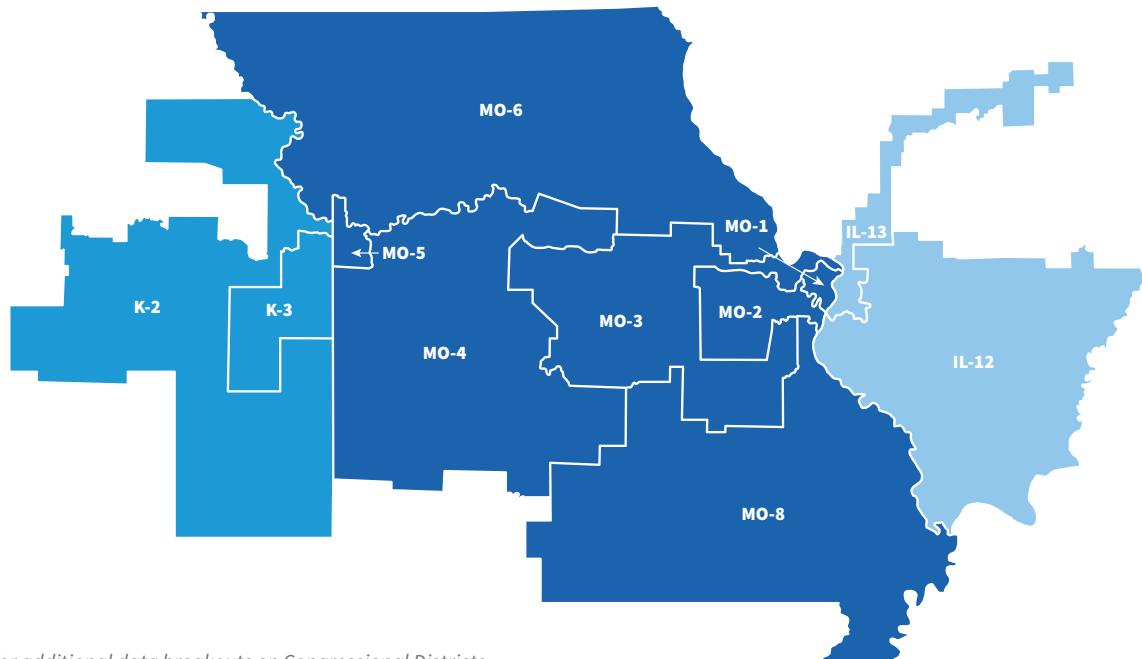
ANNUAL COMMUNITY BENEFIT  
(UNCOMPENSATED CARE, ETC.)

## Contributing Across the Region

### *A commitment to a thriving Midwest*

Uniquely positioned in the Midwest and bookended by two powerful economic anchors in St. Louis and Kansas City, BJC Health System plays a transformative role across 11 congressional districts, benefiting residents' lives across our region in several ways, including:

- Job creation
- Capital investments
- Direct operational spending
- Downstream benefits to local businesses, suppliers, and households



See Appendix B for additional data breakouts on Congressional Districts.

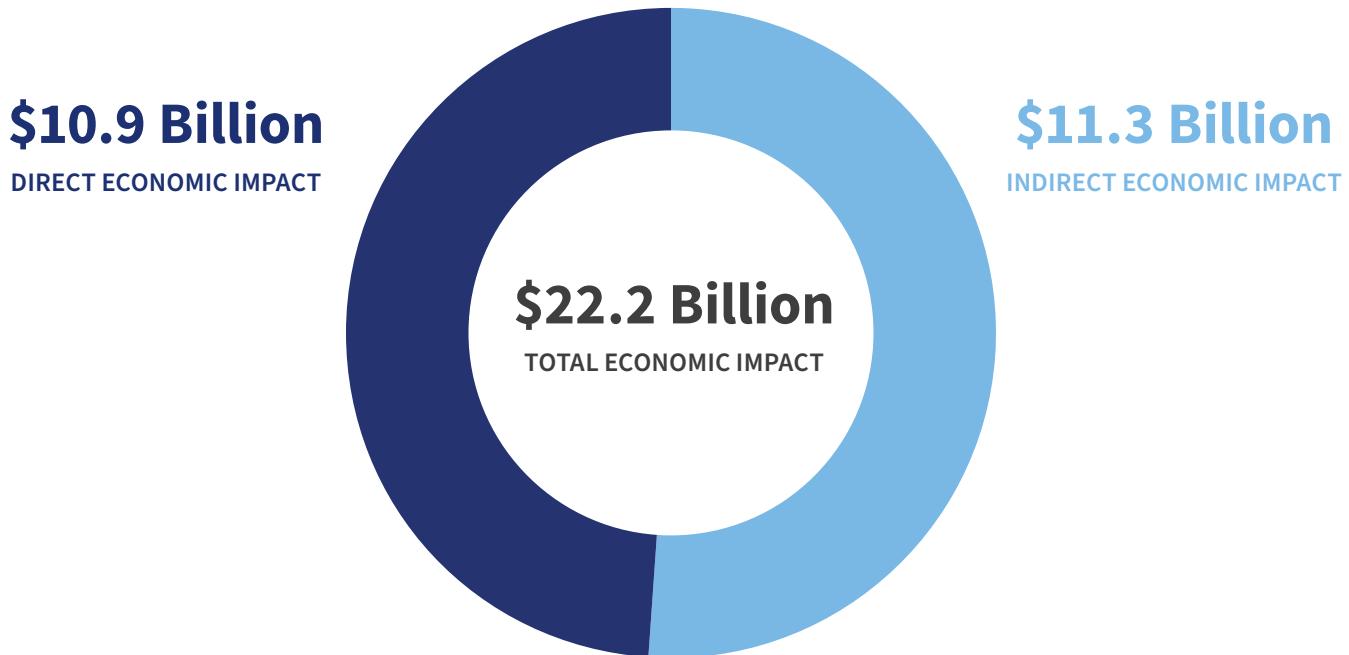


## Making an Impact

### ***A leader in economic health and wellness***

In 2024, BJC's total economic impact was an estimated \$22.2 billion, with direct expenditures exceeding \$10.9 billion on salaries, construction, and purchasing. Additionally, we drove \$11.3 billion from employee spending, visitors traveling to BJC facilities, and companies doing business with us.

#### **BJC Health System Total Economic Impact**

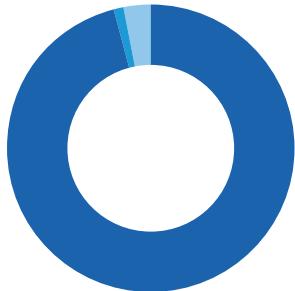


# Strengthening Regional Fiscal Health

## *Taxes paid and prompted, economies propped*

In 2024, BJC Health System generated more than **\$1.1 billion in total tax revenue**, supporting essential government services in Missouri, Illinois, and Kansas. These substantial tax contributions, accumulated through direct and indirect economic activities, underscore our critical role in strengthening and maintaining this region's fiscal health.

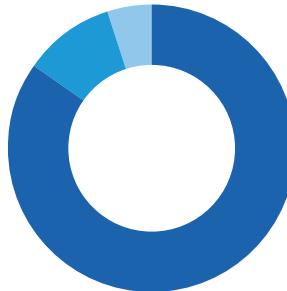
### Direct Taxes Paid by Tax Type



DIRECT TAX PAYMENTS TOTAL  
**\$283.3 MILLION**

EMPLOYMENT: **\$272.2 MILLION**  
SALES & EXCISE: **\$3.9 MILLION**  
PROPERTY TAXES: **\$7.3 MILLION**

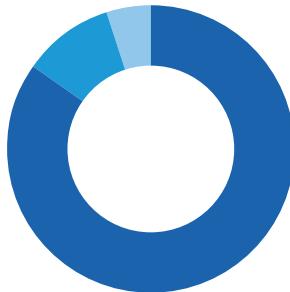
### Direct Taxes Paid by State



DIRECT TAX PAYMENTS TOTAL  
**\$283.3 MILLION**

MISSOURI: **\$240.3 MILLION**  
ILLINOIS: **\$29.2 MILLION**  
KANSAS: **\$13.6 MILLION**

### Indirect Taxes Generated by State



INDIRECT TAX GENERATED TOTAL  
**\$851.5 MILLION**

MISSOURI: **\$723 MILLION**  
ILLINOIS: **\$87.7 MILLION**  
KANSAS: **\$40.8 MILLION**



While BJC's direct tax payments in 2024 were significant, much of the tax revenue generated was indirect, stemming from the broader economic activity fueled by the Health System. All of that stimulated taxable transactions, including:

- BJC's spending on goods and services
- Employee wages being spent in local communities
- Visitors traveling from outside the region to receive care

See Appendix B for complete Economic Impact by State House and Senate data.



## Investing Across BJC Health System

### ***The work to grow and thrive***

In 2024, capital investments totaling more than \$900 million continued our ongoing work and commitment to build critical infrastructure so we can continue delivering the high-quality care our patients deserve. This includes our investments in:

- Developing new hospitals, clinics, and research centers
- Modernizing existing BJC facilities
- Acquiring advanced medical tools and technologies
- Creating state-of-the-art environments that attract and benefit both patients and clinicians
- Generating new jobs and roles within the Health System
- Stimulating local supply chains
- Anchoring long-term community revitalization in urban and rural areas

### **Capital Investments by State**





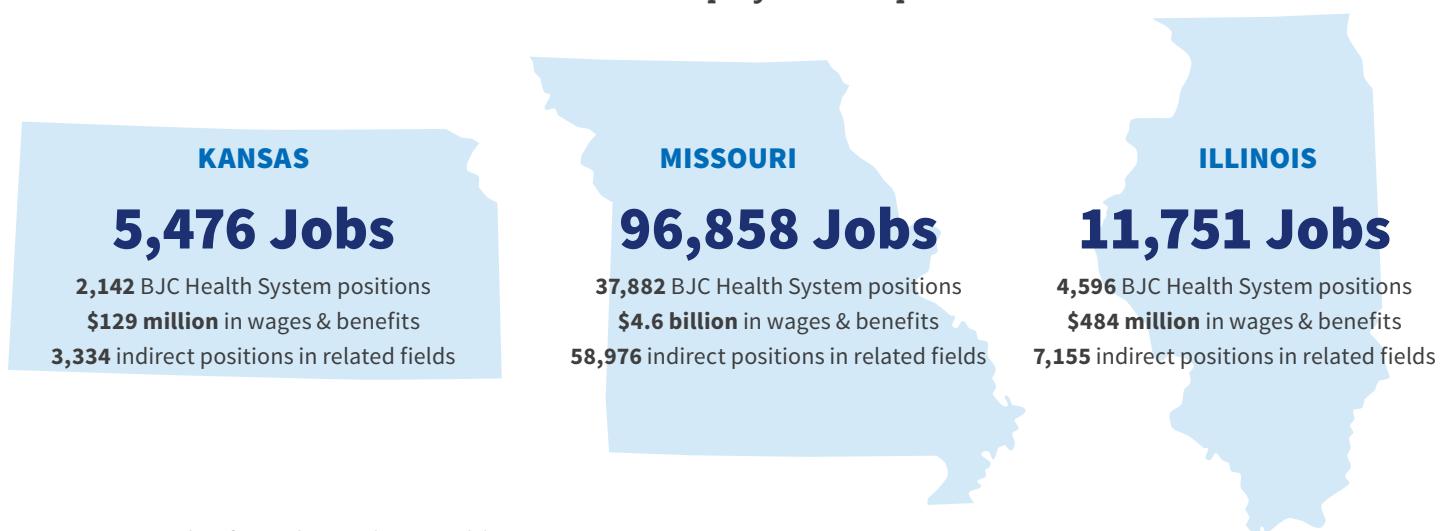
## Stimulating and Strengthening Job Markets

### ***BJC's employee ripple effect***

In 2024, BJC paid \$5.2 billion in wages and employee benefits, underscoring our role as a significant economic force in the Midwest. But, as a local leader, we're even prouder to know that for every job we provide at BJC, 1.5 jobs are created elsewhere in our region.

In 2024, because of our vast network of suppliers and service providers, not to mention the everyday spending of our employees, BJC Health System supported more than 114,000 jobs across the region. This includes countless positions in the health care field, as well as in local retail, real estate, construction, and food service businesses.

### Tri-State Employment Impact



See Appendix D for Employment by Hospital data.

# An Economic Powerhouse: BJC East Region

## BJC East Region Economic Impact by the Numbers

**\$15.1 Billion**

TOTAL ECONOMIC IMPACT

**77,626 Jobs**

SUPPORTED AND SUSTAINED

**\$666.1 Million**

TOTAL TAX REVENUES GENERATED

**\$1.1 Billion**

ANNUAL COMMUNITY BENEFIT  
(UNCOMPENSATED CARE, ETC.)

**3,500**

TOTAL CLINICAL TRIALS  
WITH WASHU MEDICINE



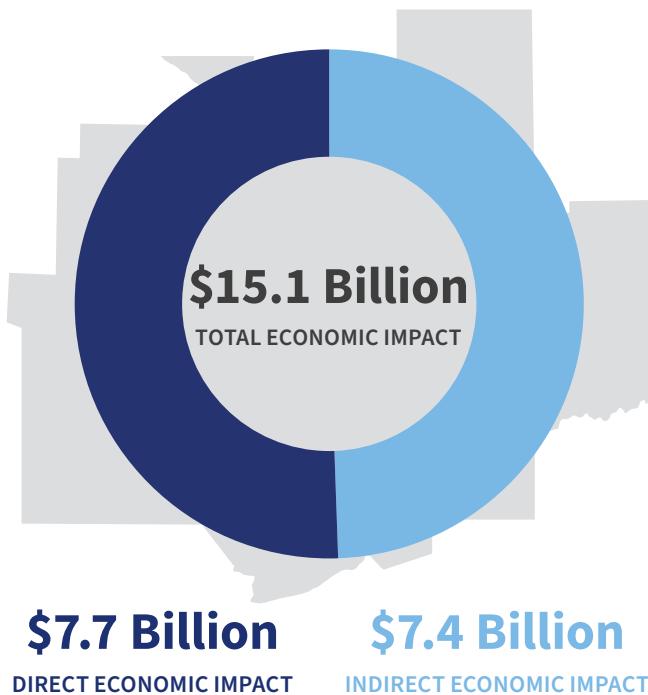
## Powering an Economic Engine in the East

### *A robust approach to strengthening the region*

Simply put, BJC HealthCare is one of the most significant economic engines in the region. From the dollars we generate to the dollars we donate. From the jobs we provide within our hospitals, to the jobs we help create all around them. From today's care providers to tomorrow's. BJC HealthCare is at the heart of growth and wellness in greater St. Louis.

Standing at the core of BJC's East Region, our flagship institutions of Barnes-Jewish Hospital and St. Louis Children's Hospital, along with our partner WashU Medicine, serve as a central hub for innovation and biomedical research. By attracting federal research funding dollars, clinical trial sponsors, and private investment, our Health System is consistently furthering economic development in the region.

## BJC East Region Total Economic Impact



In 2024, BJC HealthCare generated \$15.1 billion in direct and indirect economic activity in BJC's East Region. Of this total, approximately \$7.7 billion reflects direct spending within BJC's hospitals, clinics, administrative operations, and affiliated medical and research institutions. An additional \$7.4 billion in indirect economic impact supports a wide range of indirect jobs throughout the greater St. Louis area.

Each BJC hospital in our East Region is a significant contributor to its local economy. Our construction and capital investments alone, including hospital expansion projects and infrastructure modernization, have created thousands of jobs in construction and related trades and have injected much-needed capital into local supply chains.

*See Appendix B for complete Economic Impact by State House and Senate data and Appendix C for complete Economic Impact by Hospital data.*

## Driving Income and Employment

### *A focus on creating opportunities*

BJC HealthCare's ecosystem serves as a significant job engine in our East Region, supporting nearly 78,000 jobs. BJC HealthCare supports tens of thousands of families through stable, high-quality jobs across clinical, administrative, research, and support services. Additionally, our hospitals, clinics, and academic partnerships provide essential health care and stimulate growth across multiple sectors.

**30,360**

**BJC HealthCare  
Positions**

Physicians  
Nurses  
Allied health professionals  
Operational support staff  
Administrative and professional services staff

**47,266**

**Indirect and  
Related Positions**

Health care service and product suppliers  
Medical equipment vendors and maintenance  
Biotechnology and health tech services  
Local retail, dining, and food service  
Real estate and construction  
Home and auto services  
Education and local government

*See Appendix D for complete Employment by Hospital data.*



Each BJC HealthCare hospital is a significant contributor to its local economy, with a total economic impact (direct and indirect) of more than \$15 billion and contributions of nearly \$667 million in taxes.

#### Economic Impact and Taxes by Hospital

Hospital	Economic Impact	Taxes
Alton Memorial Hospital	\$354.6 M	\$15.6 M
Barnes-Jewish Hospital	\$7.3 B	\$319.9 M
Christian Hospital	\$645.9 M	\$28.5 M
Barnes-Jewish St. Peter's Hospital	\$383.1 M	\$16.9 M
Barnes-Jewish West County Hospital	\$573.4 M	\$25.3 M
Memorial Hospital	\$1.0 B	\$44.6 M
Missouri Baptist Medical Center	\$1.6 B	\$699.9 M
Missouri Baptist Sullivan Hospital	\$114.1 M	\$5.0 M
Parkland Health Center	\$261.6 M	\$11.5 M
Progress West Hospital	\$178.5 M	\$7.9 M
St. Louis Children's Hospital	\$1.8 B	\$81.4 M
Other Entities	\$895.8 M	\$39.5 M
<b>Total</b>	<b>\$15.1 Billion</b>	<b>\$666.1 Million</b>

# An Economic Powerhouse: BJC West Region

## BJC West Region Economic Impact by the Numbers

**\$5.3 Billion**

TOTAL ECONOMIC IMPACT

**\$2.7 Billion**

DIRECT ECONOMIC IMPACT

**\$2.6 Billion**

INDIRECT ECONOMIC IMPACT

**29,822 Jobs**

SUPPORTED AND SUSTAINED

**\$280 Million**

TOTAL TAX REVENUES GENERATED

**\$203 Million**

ANNUAL COMMUNITY BENEFIT  
(UNCOMPENSATED CARE, ETC.)

## Fueling A Vibrant Economy in the West

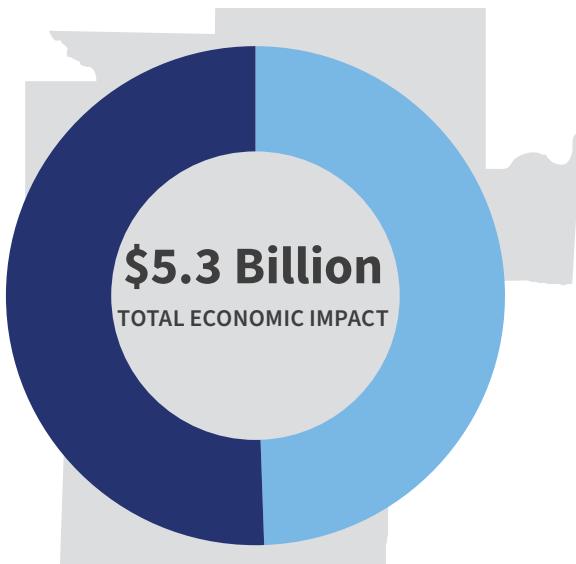
*A historic institution advancing  
toward the future*

Our Saint Luke's hospitals do more than contribute to their local economy—they do it with enthusiasm and pride. We understand the essential role we play and we're eager to keep improving not just ourselves, but our entire team and the communities we serve.

From our flagship hospital at the heart of Kansas City, to the collection of clinics and community hospitals throughout the metro, to the rural jewels that care for and employ residents far from urban cores, Saint Luke's has always been trusted to help our neighbors heal and grow.



## BJC West Region Total Economic Impact



In 2024, Saint Luke's generated more than \$5.3 billion in direct and indirect economic activity in BJC's expansive West Region. Of this total, approximately \$2.6 billion reflects direct spending within Saint Luke's hospitals, clinics, administrative operations, and affiliated medical groups.

An additional \$2.7 billion in indirect and \$1.8 billion in induced economic activity further amplified its reach, supporting industries such as construction, food services, medical supplies, maintenance, and local retail through supply chains and employee household spending.

*See Appendix B for complete Economic Impact by State House and Senate data and Appendix C for complete Economic Impact by Hospital data.*

**\$2.6 Billion**  
DIRECT ECONOMIC IMPACT

**\$2.7 Billion**  
INDIRECT ECONOMIC IMPACT

## Providing More Than a Paycheck

### *A care and career provider*

With nearly 13,000 team members spread across the greater Kansas City area and into the rural communities of northeastern Kansas and western Missouri, Saint Luke's plays a vital role in powering the employment market in our West Region because of our broad network of hospitals and clinics and their health care and support professionals. Indirectly, nearly 17,000 more jobs are sustained through partnerships, ancillary businesses, and the broader economic ripple effects of employee spending.

**12,822**

### **Saint Luke's Positions**

Physicians  
Nurses  
Allied health professionals  
Operational support staff  
Administrative and professional services staff  
Advanced practice providers

**17,000**

### **Indirect and Related Positions**

Health care service and product suppliers  
Medical equipment vendors and maintenance  
Biotechnology and health tech services  
Local retail, dining, and food service  
Real estate and construction  
Home and auto services  
Education and local government

*See Appendix D for complete Employment by Hospital data.*



Each Saint Luke's hospital is a significant contributor to its local economy, with a total economic impact (direct and indirect) of more than \$5 billion and contributions of more than \$280 million in taxes.

### Economic Impact and Taxes by Kansas City Region Entity

	Economic Impact	Taxes
Anderson County Hospital	\$54.6 M	\$2.9 M
Allen County Regional Hospital	\$63.4 M	\$3.3 M
Hedrick Medical Center	\$103.4 M	\$5.4 M
Saint Luke's East Hospital	\$889.4 M	\$46.7 M
Saint Luke's Hospital of Kansas City	\$2.7 B	\$144.0 M
Saint Luke's North Hospital	\$516.0 M	\$27.1 M
Saint Luke's South Hospital	\$592.2 M	\$31.1 M
Wright Memorial Hospital	\$75.0 M	\$3.9 M
Other Entities	\$297.3 M	\$15.7 M
<b>Total</b>	<b>\$5.3 Billion</b>	<b>\$280.1 Million</b>

# An Economic Powerhouse: BJC Rural Regions

## BJC Rural Regions Economic Impact by the Numbers

**\$1.8 Billion**

TOTAL ECONOMIC IMPACT

**\$893 Million**

DIRECT ECONOMIC IMPACT

**\$865 Million**

INDIRECT ECONOMIC IMPACT

**9,038 Jobs**

SUPPORTED AND SUSTAINED

**\$44.1 Million**

TOTAL TAX REVENUES GENERATED

**\$37 Million**

ANNUAL COMMUNITY BENEFIT  
(UNCOMPENSATED CARE, ETC.)

## Strengthening the Small Towns

### *A foundation of community support*

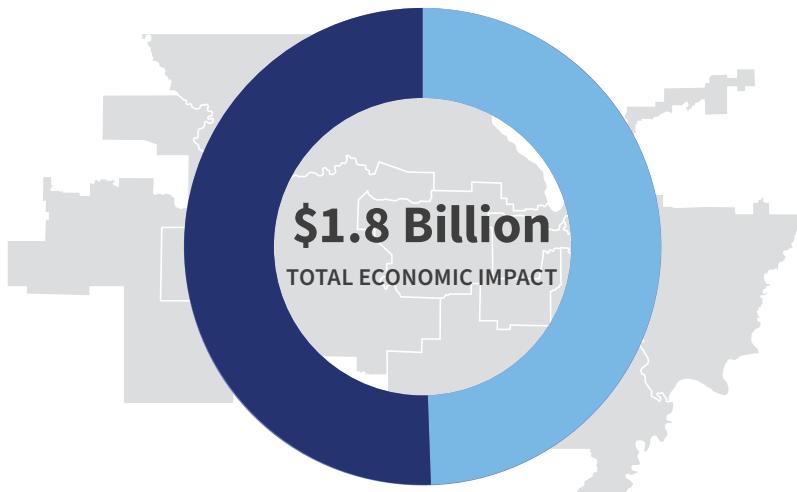
BJC's rural hospitals contribute significantly to our local economies—not just in the way we care with compassion, but also in the way we fund, fuel, and sustain the communities that we call home. With a total economic impact in 2024 of \$1.8 billion and contributions of more than \$44.1 million in taxes, BJC's rural hospitals are proven to be essential to their communities, and they are always looking out for their neighbors.

Total community benefits to rural patients in 2024 totaled \$103 million, with \$37 million of this amount dedicated to direct charity care and community health programs for rural patients. These figures underscore the pivotal role BJC plays in supporting rural economies as a health care provider, employer, and economic driver.

*See Appendix B for complete Economic Impact by State House and Senate data.*



## BJC Rural Regions Total Economic Impact



In 2024, BJC's presence in non-metropolitan communities generated \$1.8 billion in total economic activity. This includes \$893 million in direct spending on health care services, staffing, and operations in rural areas, complemented by \$865 million in indirect and induced effects resulting from supplier spending and employee household expenditures within these rural communities.

*See Appendix C for complete Economic Impact by Hospital data.*

**\$893 Million**  
DIRECT ECONOMIC IMPACT

**\$865 Million**  
INDIRECT ECONOMIC IMPACT

## Providing Incomes, Creating Careers

### *A partnership with our people*

Supporting a total of 9,038 jobs within our rural communities, BJC plays a vital economic role, providing quality employment opportunities within our Health System—from clinical care to food service—and among the businesses we work with and support.

**4,848**  
**BJC Positions**  
**in Rural Communities**

Physicians  
Nurses  
Allied health professionals  
Operational support staff  
Administrative and professional services staff

**4,190**  
**Indirect and**  
**Related Positions**

Health care service and product suppliers  
Medical equipment vendors and maintenance  
Biotechnology and health tech services  
Local retail, dining, and food service  
Real estate and construction  
Home and auto services  
Education and local government

*See Appendix D for complete Employment by Hospital data.*

# Appendices

## Appendix A: Study Methodology

BJC Health System engaged Tripp Umbach, a nationally recognized consulting firm with extensive experience evaluating the economic contributions of health systems, academic medical centers, and research institutions.

To assess BJC's economic impact, Tripp Umbach employed the IMPLAN (IMpact analysis for PLANning) input-output modeling system, a robust and well-established methodology. IMPLAN quantifies direct, indirect, and induced economic effects, enabling precise measurement of job creation, labor income, value added, and total economic output across geographic regions.

The analysis integrates primary data provided directly by BJC Health System—including financials, employment figures, capital expenditures, operational budgets, and community benefit data—with secondary data from federal and state agencies, including regional economic and demographic datasets. This comprehensive approach ensures the results accurately reflect BJC's full economic contribution at the local, regional, and state levels.

Tripp Umbach quantified BJC's economic, employment, and tax contributions across the tri-state service region, with a particular focus on the Health System's East and West Regions. The analysis covers system- and facility-specific data from Jan. 1 to Dec. 31, 2024, producing detailed estimates disaggregated by system, state, federal congressional districts, and state house and senate districts.

## Appendix B: Economic Impact by State House And Senate

Missouri Senate			
Missouri Senate	Economic Impact	Total Jobs	Taxes
Missouri Senate 1	\$1.2 B	6,305	\$60.8 M
Missouri Senate 2	\$1.1 B	5,808	\$56.0 M
Missouri Senate 3	\$109.6 M	563	\$5.4 M
Missouri Senate 4	\$499.1 M	2,565	\$24.7 M
Missouri Senate 5	\$2.2 B	11,052	\$106.6 M
Missouri Senate 7	\$750.1 M	3,858	\$37.2 M
Missouri Senate 8	\$971.3 M	4,992	\$48.1 M
Missouri Senate 9	\$714.7 M	3,673	\$35.4 M
Missouri Senate 12	\$54.8 M	282	\$2.7 M
Missouri Senate 13	\$985.2 M	5,063	\$48.8 M
Missouri Senate 14	\$1.0 B	5,364	\$51.7 M
Missouri Senate 15	\$1.3 B	6,790	\$65.5 M
Missouri Senate 17	\$616.8 M	3,170	\$30.6 M
Missouri Senate 23	\$1.1 B	5,831	\$56.2 M
Missouri Senate 24	\$1.9 B	9,694	\$93.5 M
Missouri Senate 34	\$482.2 M	2,478	\$23.9 M
Other Senate Districts	\$3.8 B	19,371	\$186.8 M
<b>Total</b>	<b>\$18.8 Billion</b>	<b>96,859 Jobs</b>	<b>\$933.9 Million</b>

## Appendix B: Economic Impact by State House And Senate

Missouri House			
Missouri House	Total Economic Impact	Total Jobs	Total Taxes
Missouri House 2	\$88.5 M	455	\$4.6 M
Missouri House 7	\$30.1 M	155	\$1.6 M
Missouri House 12	\$724.5 M	3,723	\$37.4 M
Missouri House 14	\$685.8 M	3,524	\$35.4 M
Missouri House 18	\$415.4 M	2,135	\$21.4 M
Missouri House 22	\$375.8 M	1,931	\$19.4 M
Missouri House 23	\$151.3 M	778	\$7.8 M
Missouri House 24	\$573.5 M	2,947	\$29.6 M
Missouri House 25	\$530.1 M	2,724	\$27.4 M
Missouri House 30	\$781.0 M	4,013	\$40.3 M
Missouri House 34	\$838.5 M	4,309	\$43.3 M
Missouri House 35	\$554.4 M	2,849	\$28.6 M
Missouri House 67	\$1.3 B	6,518	\$65.5 M
Missouri House 68	\$934.8 M	4,803	\$48.2 M
Missouri House 71	\$533.3 M	2,740	\$27.5 M
Missouri House 77	\$1.1 B	5,541	\$55.7 M
Missouri House 89	\$1.7 B	8,607	\$86.4 M
Missouri House 104	\$1.4 B	7,125	\$71.6 M
Missouri House 107	\$1.4 B	7,424	\$74.6 M
Missouri House 116	\$541.4 M	2,782	\$27.9 M
Missouri House 117	\$442.1 M	2,272	\$22.8 M
Missouri House 120	\$25.4 M	131	\$1.2 M
Other House Districts	\$3.8 B	19,371	\$155.7 M
<b>Total</b>	<b>\$18.9 Billion</b>	<b>96,857 Jobs</b>	<b>\$933.9 Million</b>

Illinois Senate			
Illinois Senate	Economic Impact	Total Jobs	Taxes
Illinois Senate 55	\$3.2 M	19	\$159.3 K
Illinois Senate 56	\$1.2 B	6,810	\$58.4 M
Illinois Senate 57	\$395.9 M	2,286	\$19.6 M
<b>Total</b>	<b>\$1.6 Billion</b>	<b>9,115 Jobs</b>	<b>\$78.2 Million</b>

## Appendix B: Economic Impact by State House And Senate

Illinois House			
Illinois House	Economic Impact	Total Jobs	Taxes
Illinois House 111	\$327.0 M	1888	\$16.2 M
Illinois House 112	\$475.0 M	2743	\$23.5 M
Illinois House 113	\$710.4 M	4102	\$35.2 M
Illinois House 114	\$65.9 M	381	\$3.2 M
<b>Total</b>	<b>\$1.6 Billion</b>	<b>9,114 Jobs</b>	<b>\$78.1 Million</b>

Kansas Senate			
Kansas Senate	Economic Impact	Total Jobs	Taxes
Kansas Senate 5	\$38.1 M	196	\$84.4 K
Kansas Senate 6	\$21.6 M	111	\$47.8 K
Kansas Senate 7	\$176.8 M	909	\$391.7 K
Kansas Senate 8	\$99.7 M	513	\$221.0 K
Kansas Senate 11	\$168.3 M	865	\$372.9 K
Kansas Senate 12	\$25.9 M	133	\$57.3 K
Kansas Senate 21	\$65.5 M	337	\$145.2 K
Kansas Senate 23	\$226.9 M	1,166	\$502.7 K
Kansas Senate 35	\$29.6 M	152	\$65.5 K
Other Senate Districts	\$213.1 M	1,095	\$472.1 K
<b>Total</b>	<b>\$1.1 Billion</b>	<b>5,477 Jobs</b>	<b>\$2.4 Million</b>

## Appendix B: Economic Impact by State House And Senate

Kansas House			
Kansas House	Economic Impact	Total Jobs	Taxes
Kansas House 8	\$19.4 M	100	\$42.7 K
Kansas House 9	\$12.2 M	63	\$27.1 K
Kansas House 16	\$66.3 M	341	\$146.0 K
Kansas House 19	\$195.0 M	1,002	\$429.2 K
Kansas House 20	\$136.6 M	702	\$300.9 K
Kansas House 22	\$66.7 M	343	\$146.9 K
Kansas House 24	\$118.6 M	610	\$261.2 K
Kansas House 28	\$75.6 M	388	\$166.4 K
Kansas House 29	\$106.8 M	549	\$235.1 K
Kansas House 33	\$26.9 M	138	\$59.3 K
Kansas House 36	\$16.6 M	85	\$36.5 K
Kansas House 37	\$16.9 M	87	\$37.2 K
Other House Districts	\$207.8 M	1,068	\$472.1 K
<b>Total</b>	<b>\$1.1 Billion</b>	<b>5,476 Jobs</b>	<b>\$2.4 Million</b>

## Appendix B: Congressional Districts

Federal Reimbursement for Care by Congressional District			
District	Total Medicaid	Total Medicare	Total Federal
Illinois 12	\$312.6 M	\$974.0 M	\$1.3 B
Illinois 13	\$307.9 M	\$683.5 M	\$991.4 M
Kansas 2	\$200.9 M	\$39.2 M	\$240.1 M
Kansas 3	\$410.1 M	\$17.4 M	\$427.4 M
Missouri 1	\$794.8 M	\$1.6 B	\$2.4 B
Missouri 2	\$126.9 M	\$751.8 M	\$878.7 M
Missouri 3	\$235.0 M	\$423.4 M	\$658.4 M
Missouri 4	\$684.9 M	\$163.7 M	\$848.6 M
Missouri 5	\$967.4 M	\$322.8 M	\$1.3 B
Missouri 6	\$375.4 M	\$167.0 M	\$542.4 M
Missouri 8	\$185.0 M	\$361.0 M	\$546.0 M
<b>Total</b>	<b>\$4.6 Billion</b>	<b>\$5.5 Billion</b>	<b>\$10.1 Billion</b>

## Appendix B: Congressional Districts

Patients Served by Congressional District				
District	East	West	Total Outpatient Visits	Unique Patients
Illinois 12	276,513	107	276,620	44,758
Illinois 13	193,040	81	193,121	31,248
Kansas 2	1,196	200,215	201,411	32,589
Kansas 3	478	456,318	456,796	73,912
Missouri 1	617,097	688	617,785	99,960
Missouri 2	343,321	1,191	344,512	55,744
Missouri 3	155,524	69,498	225,022	36,410
Missouri 4	6,848	628,710	635,558	102,836
Missouri 5	769	888,378	889,147	143,868
Missouri 6	14,530	478,380	492,910	79,755
Missouri 8	111,256	570	111,826	18,094
<b>Total</b>	<b>1.7 Billion Patients</b>	<b>2.7 Billion Patients</b>	<b>4.4 Billion Visits</b>	<b>719,174 Patients</b>

Economic, Employment, and Tax Revenue Impact by Congressional District				
District	Total Impact	Jobs	Taxes	
Illinois 12	\$1.0 B	5,367	\$51.8 M	
Illinois 13	\$729.1 M	3,747	\$36.1 M	
Kansas 2	\$238.0 M	1,223	\$11.8 M	
Kansas 3	\$432.1 M	2,221	\$21.4 M	
Missouri 1	\$7.8 B	39,869	\$384.4 M	
Missouri 2	\$4.3 B	22,192	\$214.0 M	
Missouri 3	\$2.1 B	10,783	\$104.0 M	
Missouri 4	\$1.4 B	6,967	\$67.2 M	
Missouri 5	\$1.8 B	8,993	\$86.7 M	
Missouri 6	\$1.1 B	5,526	\$53.3 M	
Missouri 8	\$1.4 B	7,196	\$69.4 M	
<b>Total</b>	<b>\$22.3 Billion</b>	<b>114,084 Jobs</b>	<b>\$1.1 Billion</b>	

## Appendix C: Economic Impact by Hospital

BJC HealthCare Hospitals (St. Louis Metro)			
Hospital	Economic Impact	Total Jobs	Taxes
Alton Memorial Hospital	\$354.6 M	1,822	\$15.6 M
Barnes-Jewish Hospital	\$7.3 B	37,286	\$319.9 M
Barnes-Jewish St. Peter's Hospital	\$383.1 M	1,969	\$16.9 M
Barnes-Jewish West County Hospital	\$573.4 M	2,947	\$25.3 M
Christian Hospital	\$645.9 M	3,319	\$28.5 M
Memorial Hospital	\$1.0 B	5,200	\$44.6 M
Missouri Baptist Medical Center	\$1.6 B	8,146	\$69.9 M
Missouri Baptist Sullivan Hospital	\$114.1 M	586	\$5.0 M
Parkland Health Center	\$261.6 M	1,344	\$11.5 M
Progress West Hospital	\$178.5 M	917	\$7.9 M
St. Louis Children's Hospital	\$1.8 M	9,486	\$81.4 M
Other Entities	\$895.8 M	4,604	\$39.5 M
<b>Total</b>	<b>\$15.1 Billion</b>	<b>77,626 Jobs</b>	<b>\$666.1 Million</b>

Saint Luke's Hospitals (Kansas City Metro)			
Hospital	Economic Impact	Total Jobs	Taxes
Allen County Regional Hospital	\$63.4 M	326	\$3.3 M
Anderson County Hospital	\$54.6 M	280	\$2.9 M
Hedrick Medical Center	\$103.4 M	532	\$5.4 M
Saint Luke's East Hospital	\$889.4 M	4,571	\$46.7 M
Saint Luke's Hospital of Kansas City	\$2.7 M	14,103	\$144.0 M
Saint Luke's North Hospital	\$516.0 M	2,652	\$27.1 M
Saint Luke's South Hospital	\$592.2 M	3,043	\$31.1 M
Wright Memorial Hospital	\$75.0 M	385	\$3.9 M
Other Entities	\$297.3 M	1,528	\$15.7 M
<b>Total</b>	<b>\$5.3 Billion</b>	<b>27,420 Jobs</b>	<b>\$280.1 Million</b>

## Appendix C: Economic Impact by Hospital

BJC Rural Regions			
Hospital	Economic Impact	Total Jobs	Taxes
Allen County Regional Hospital	\$63.4 M	326	\$3.3 M
Alton Memorial Hospital	\$354.6 M	1,822	\$15.6 M
Anderson County Hospital	\$54.6 M	280	\$2.9 M
Hedrick Medical Center	\$103.4 M	532	\$5.4 M
Missouri Baptist Sullivan Hospital	\$114.1 M	586	\$5.0 M
Parkland Health Center	\$261.6 M	1,344	\$11.5 M
Progress West Hospital	\$178.5 M	917	\$7.9 M
Wright Memorial Hospital	\$75.0 M	385	\$3.9 M
<b>Total</b>	<b>\$1.2 Million</b>	<b>6,192 Jobs</b>	<b>\$55.5 Million</b>

## Appendix D: Employment by Hospital

BJC East Region	
Entity	Total Jobs
Alton Memorial Hospital	1,822
Barnes-Jewish Hospital	37,286
Barnes-Jewish St. Peter's Hospital	1,969
Barnes-Jewish West County Hospital	2,947
Christian Hospital	3,319
Memorial Hospital	5,200
Missouri Baptist Medical Center	8,146
Missouri Baptist Sullivan Hospital	586
Parkland Health Center	1,344
Progress West Hospital	917
St. Louis Children's Hospital	9,486
Other Entities	4,604
<b>Total</b>	<b>77,626 Jobs</b>

BJC West Region	
Hospital	Total Jobs
Allen County Regional Hospital	326
Anderson County Hospital	280
Hedrick Medical Center	532
Saint Luke's East Hospital	4,571
Saint Luke's Hospital of Kansas City	14,103
Saint Luke's North Hospital	2,652
Saint Luke's South Hospital	3,043
Wright Memorial Hospital	385
Other Entities	1,528
<b>Total</b>	<b>27,420 Jobs</b>

## Appendix D: Employment by Hospital

<b>BJC Rural Regions</b>	
<b>Hospital</b>	<b>Total Jobs</b>
Allen County Regional Hospital	326
Alton Memorial Hospital	1,822
Anderson County Hospital	280
Hedrick Medical Center	532
Missouri Baptist Sullivan Hospital	586
Parkland Health Center	1,344
Progress West Hospital	917
Wright Memorial Hospital	385
<b>Total</b>	<b>6,192 Jobs</b>



**BJC** Health System

The Region's  
True Caretaker





[bjc.org](http://bjc.org)

[saintlukeskc.org](http://saintlukeskc.org)