

Health Affairs Committee Meeting

Apr 13, 2021 8:00 AM CDT

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Health Affairs Committee EVC Report

Richard J. Barohn, MD

Executive Vice Chancellor for Health Affairs

April 13, 2021

Agenda

- **COVID-19 Update (Barohn)**
- **MUHC Strategic Plan (Barohn)**
- **Finance Report (Davis)**
- **Compliance Report (May)**
- **Dean's Report (Zweig)**
- **CEO Report (Curtright)**
- **Quality & Safety Report (Pendleton)**



COVID-19 Updates

- The state of Missouri designated us as one of three vaccination sites in the region to provide high-volume community vaccinations
 - 30,000+ vaccine doses
- We have made operational changes to our testing, (eliminated drive thru testing) and expanded our vaccination clinic at Faurot Field
- Fewer Covid-19 patients in the hospital
- We don't expect another wave as large as the last, but we review data daily and continue with our COVID incident command structure.
 - Resumption of full COVID operational capabilities can be initiated and fully implemented within 24-48 hours



MU Health Care's vaccination site is located at the MU football stadium inside the Walsworth Columns Club at Faurot Field.

Phase 3 - Began April 9

**The vaccine is now available
for all adults in Missouri.**



Combined SOM/MUHC Mission, Vision and Values

MISSION

To save and improve lives –
through exemplary education, research, and patient care.

VISION

We will be the premier and transformational
academic health system for Missouri.

VALUES

Inclusion, Diversity & Equity • Respect • Service
Discovery • Responsibility • Excellence

- **Retreat taking place **May 18, 2021****
- **Goal is to continue to develop tactics to operationalize the plan**
- **We will keep you updated of our progress in future meetings**

NextGen Precision Health – Grand Opening Oct. 19



\$220.8 Million



More information about the virtual event coming soon from the grand opening planning committee.

Our Top Challenges

- 1.Regarding the combined mission, the top challenge is finding the correct academic-business balance**
- 2.Regarding NextGen Precision Health initiative, the top challenge is continued and increased funding for academic hires for success of the initiative through SOM/ MUHC**
- 3.Communication surrounding NextGen and obtaining buy-in from multiple stakeholders**
- 4.COVID-19 resurgence**



Health Care

Health Affairs Committee Financial Report

Kay Davis

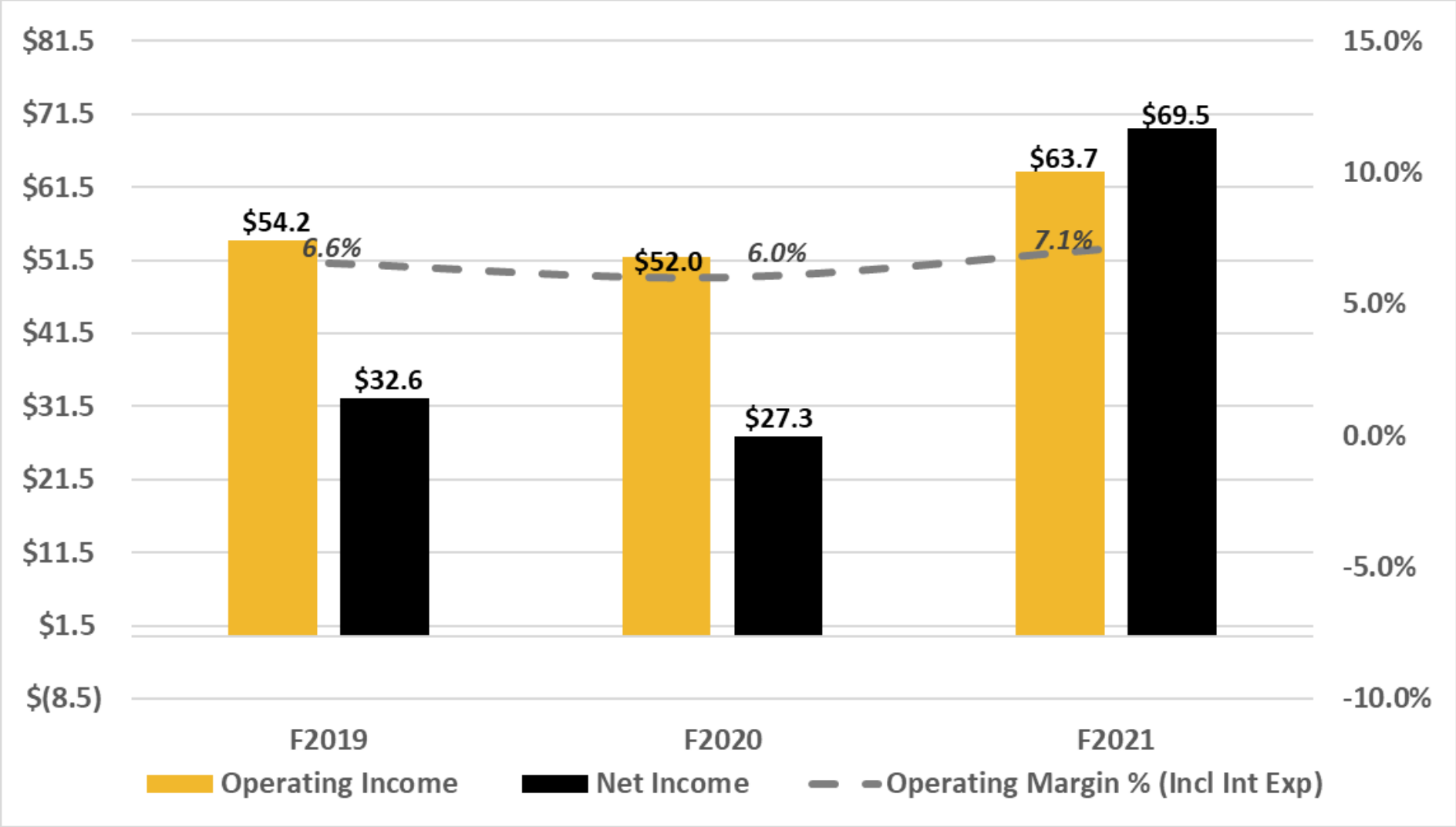
Chief Financial Officer

April 13, 2021

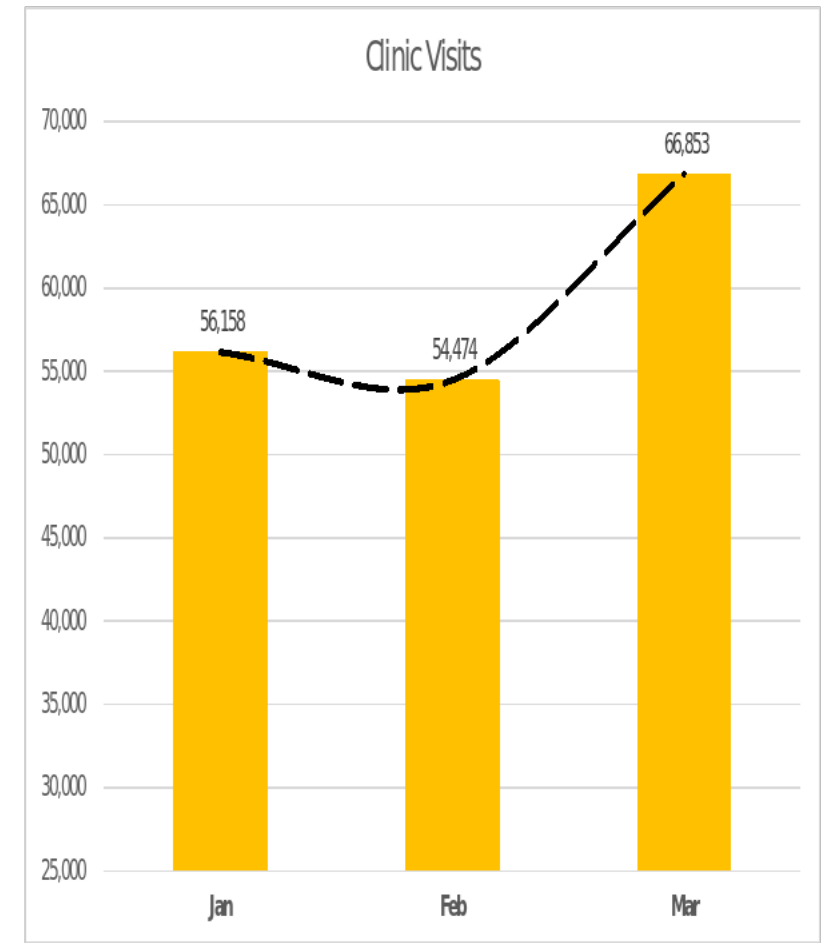
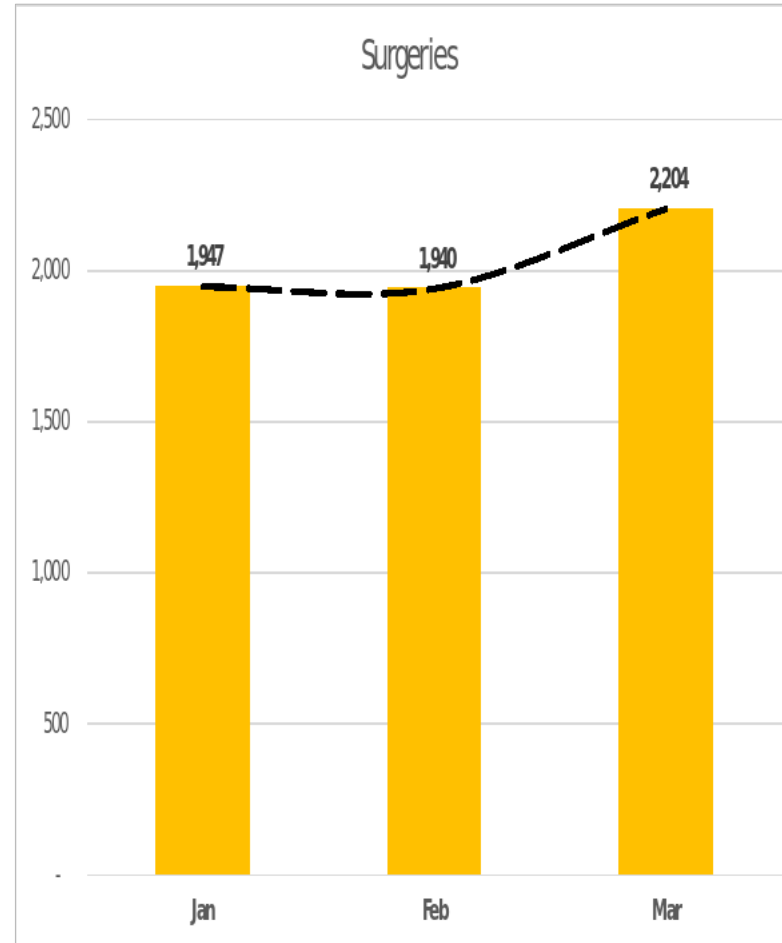
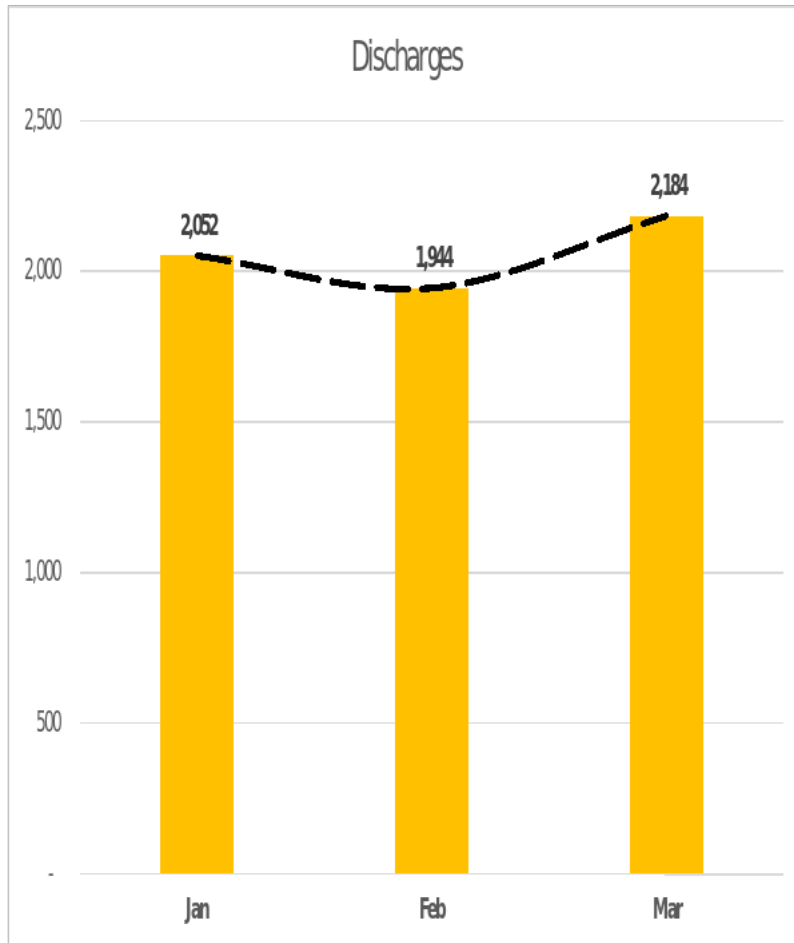


Health Care

Financial Results – February Year to Date

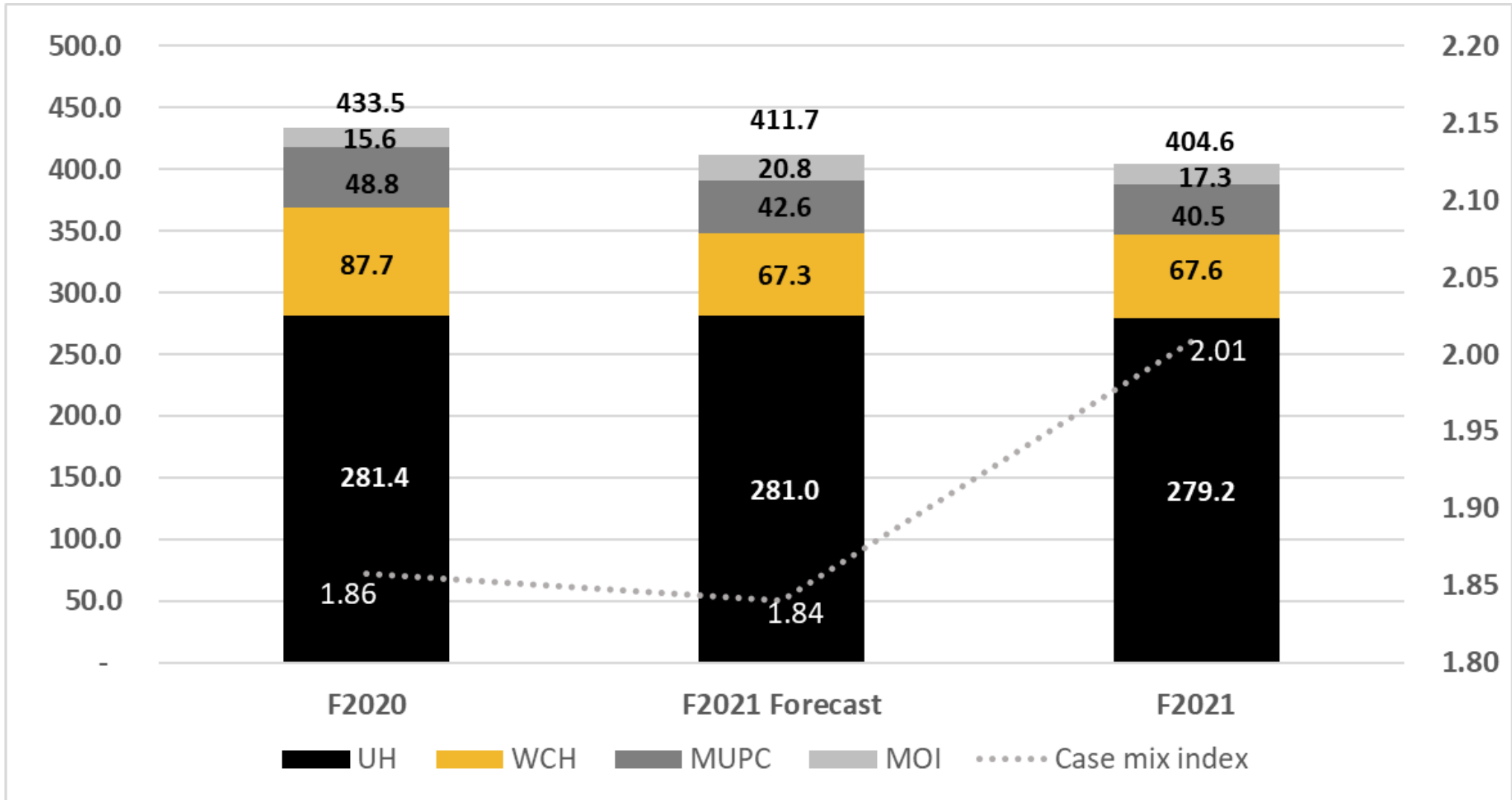


Volumes – March At A Glance

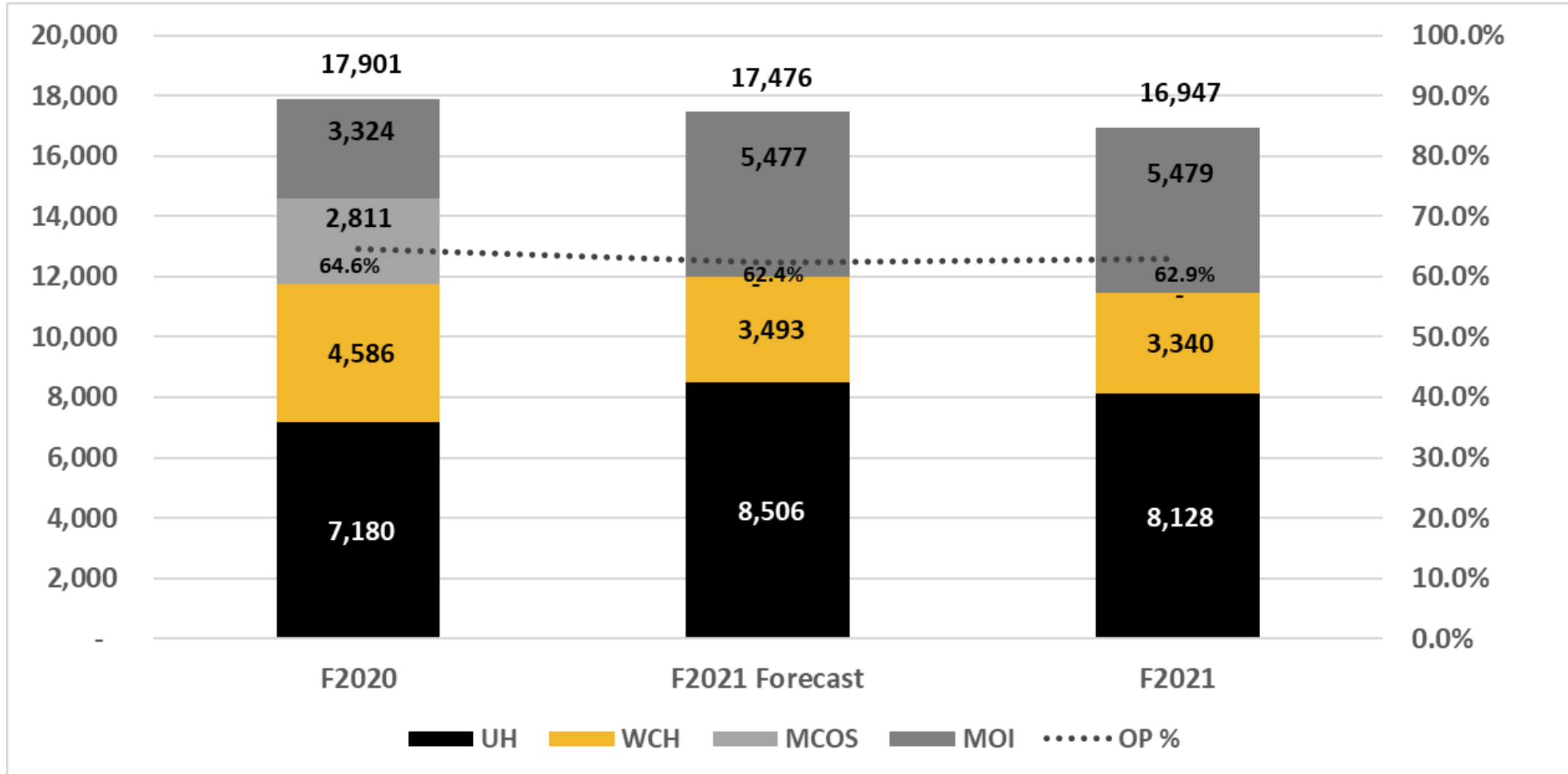


Preliminary as of 04/02/2021

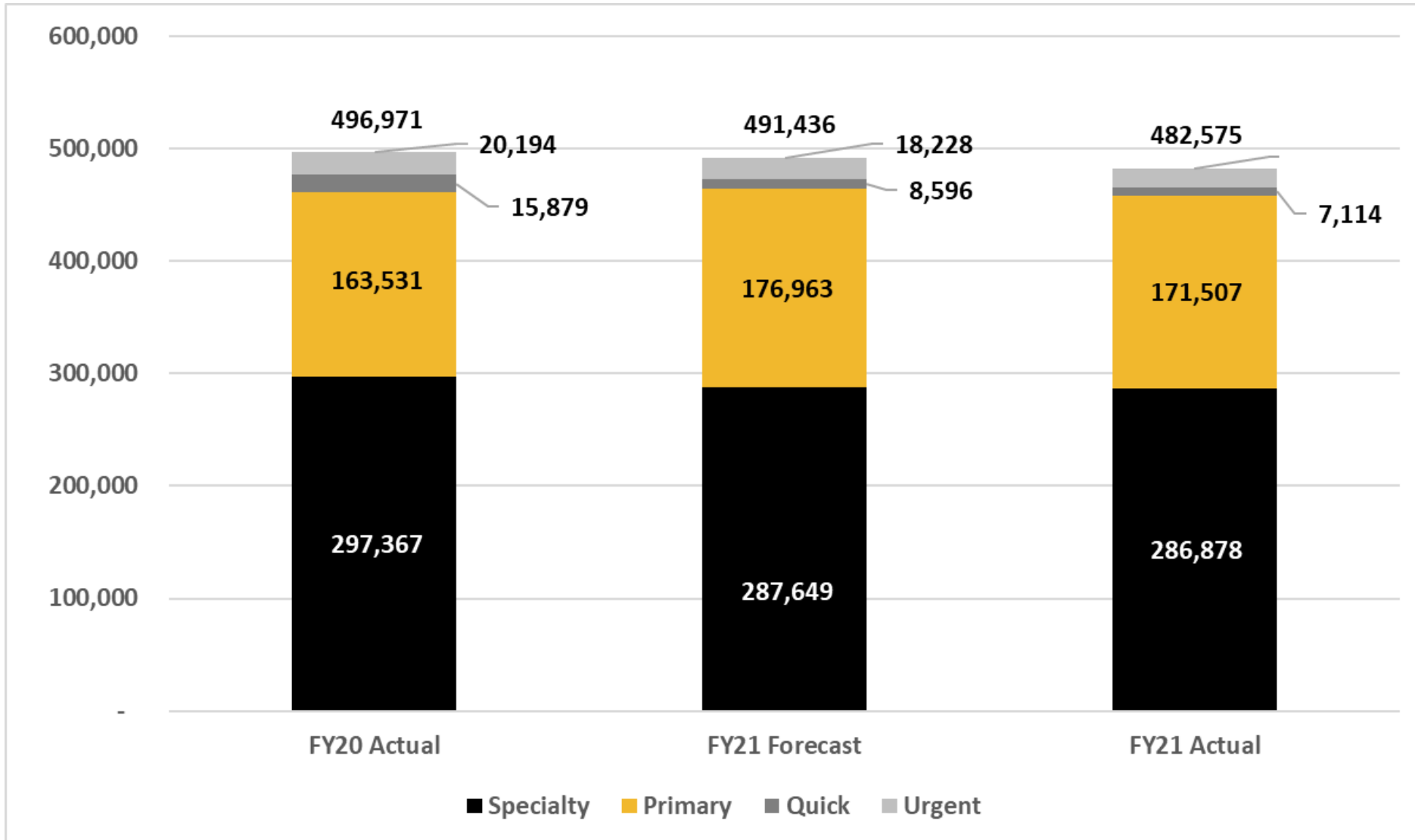
Patient Utilization – Average Daily Census



Patient Utilization – Surgeries



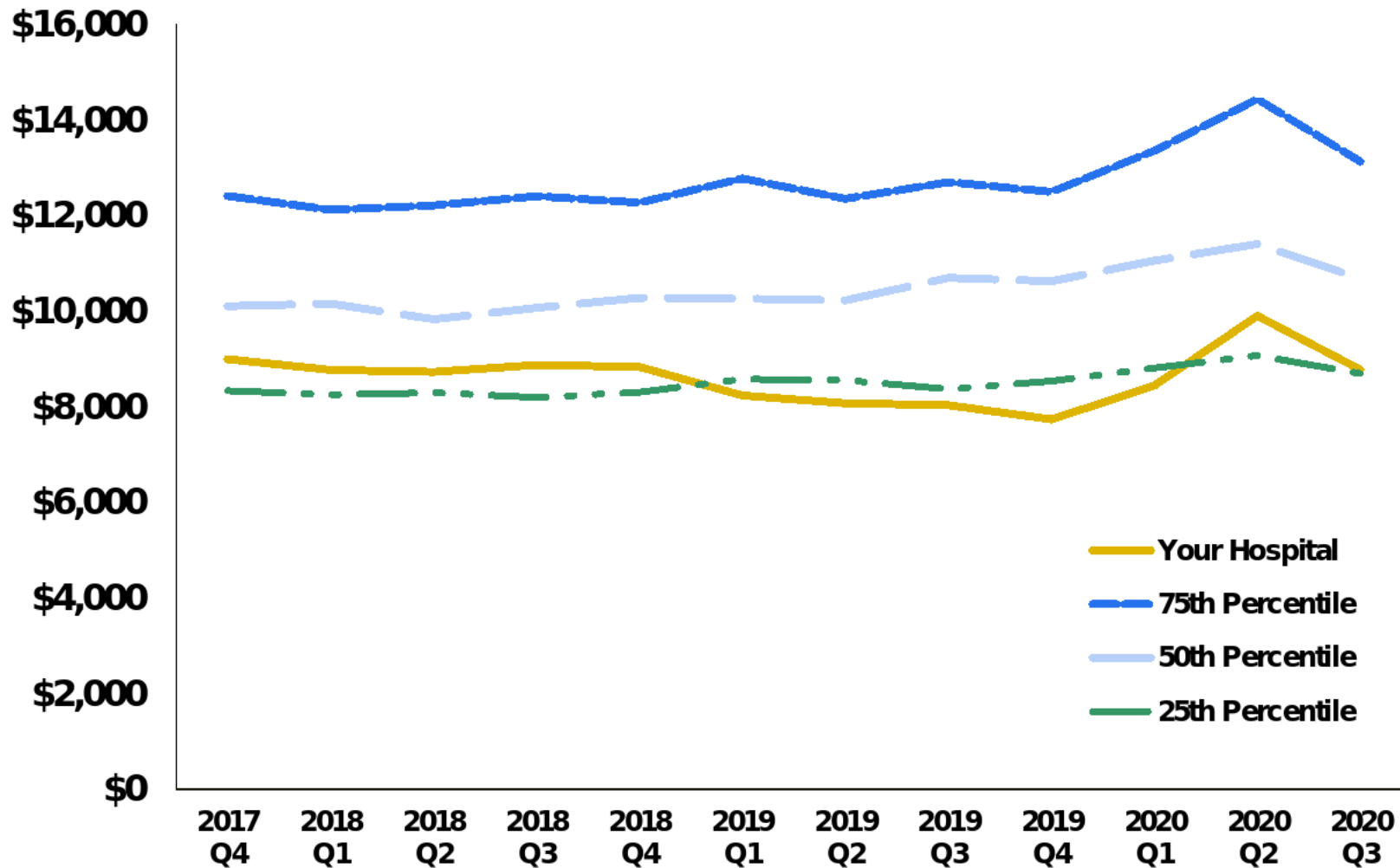
Patient Utilization – Clinic Visits



Financial Results – Ratios & Benchmarks

Actual	Forecast	Financial Ratios and Benchmarks	Prior Year	FY21 Annual Forecast	Moody's A Rated
7.1%	7.1%	Operating Margin (including Int Exp)	6.0%	6.2%	2.7%
7.3%	3.9%	Annualized Return on Total Assets	4.3%	3.9%	4.4%
178.7%	142.6%	Cash to Total Debt	191.9%	113.3%	137.9%
24.7%	30.0%	Debt to Capitalization	23.9%	34.8%	30.9%
6.5	4.8	Maximum Annual Debt Service Coverage	3.9	4.8	4.7
203.5	193.9	Days Cash on Hand	196.0	200.2	215.1
51.5	49.4	Net Days Revenue in AR	50.1	49.8	46.2

Expense per Adjusted Discharge



- Comparative database of 137 teaching hospitals
- 5 straight quarters trending to the most efficient quartile, while comparators were trending up
- 2Q blip due to COVID, but returning to prior performance

Source: AAMC-COTH Quarterly Survey of Hospital Operations & Financial Performance

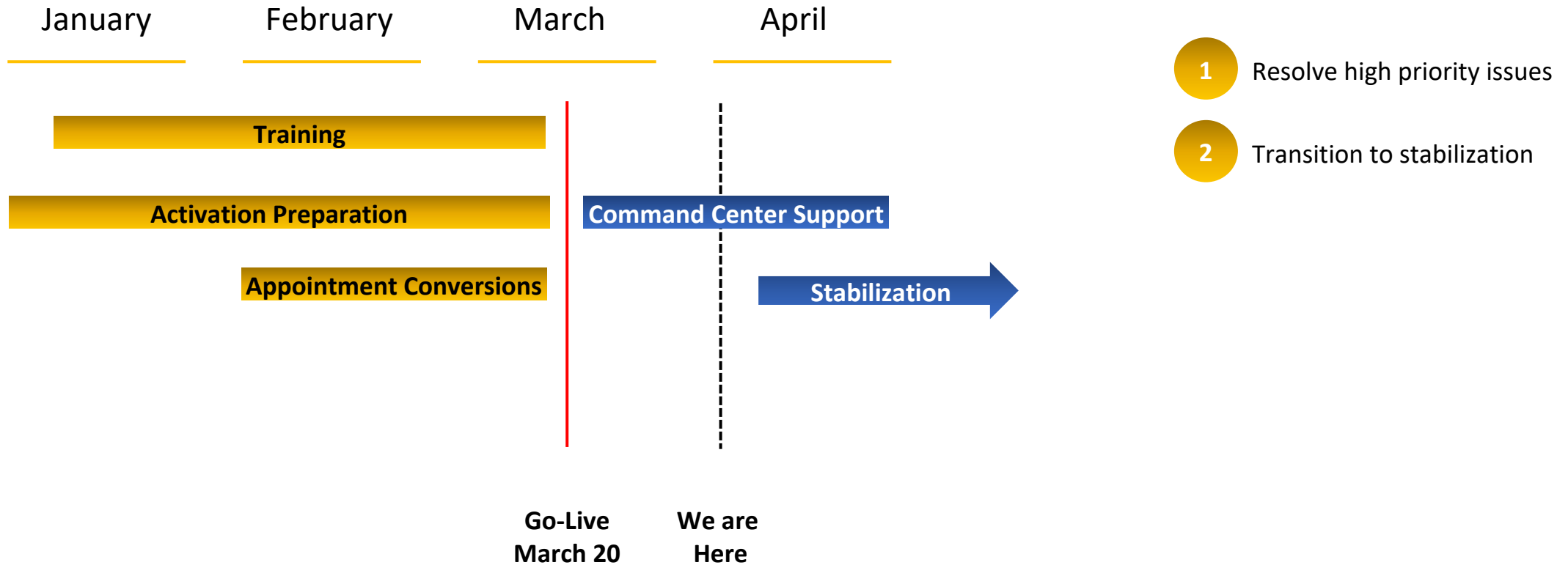
Stewardship & Efficiency

- During the last two fiscal years, MUHC has delivered over \$25M in Stewardship & Efficiency initiatives
- In FY22, we are implementing strategies to reduce \$21.5M



● Management Practices	\$ 2.0M
● Information Technology	0.6M
● Revenue Growth	2.0M
● Supply Chain	9.4M
● Workforce Redesign	4.0M
● Care Redesign	3.5M

Revenue Cycle Activation Summary



Health Affairs Committee Compliance Report

Jennifer May, JD

Chief Compliance Officer

April 13, 2021



Corporate Integrity Agreement Update

Reporting Period 4

Covered dates July 1, 2019 – June 30, 2020

Received close-out letter from the OIG Monitor on February 18, 2021

Reporting Period 5

Covers dates July 1, 2020 through June 30, 2021

Final year of the five-year agreement, term ends June 30, 2021

- Certain audit and default clauses set to expire on or about January 29, 2022
- Validation Review option shall expire on or about October 1, 2022

Current Activities

- Training modules in process to complete by April 30, 2021
- Facility list and payor mix information submitted on March 31, 2021
- Final annual report will be submitted no later than October 1, 2021

Health Affairs Committee Dean's Report

Steven Zweig, MD

Dean of MU School of Medicine

April 13, 2021



University of Missouri

MU Health Care | NextGen Precision Health | School of Medicine

RISE UP: Background



Create a high-performing governance and operations structure to achieve strategic research priorities.



Accelerate speed and fidelity of research hires.



Support NextGen column-based hiring process that cuts across departments and schools to build new or add to existing research strengths with “cluster” hiring plans.



Promote recruitment of senior clinical and/or research administrators with strong leadership skills.



Advance process in collaboration with key campus research leaders (Provost, EVC , VCR, NextGen leaders, other deans, etc.)

RISE UP: Process & Status

Rise Up Committee

- 10 representatives from across the University (MUHC, SOM, Provost's office, Office of Research and Economic Development) review all requests to open research positions and approve all research related offers

Requests and Proposals

- Column leaders present the 'why' behind a new area of research, along with requests to open single or clusters of PhDs or physician scientists
- Proposals include rationale, focus of research, collaborations with other departments, ROI, recruitment approach and financial proformas

Commitment & Recruitment

- The school of Medicine has committed to hire new research positions over the next 5 years. It is expected that up to 40 new research focused positions will be hired over the next 5 years.
- A primary recruitment focus is to target faculty who have a history of NIH funding, and/or have existing funding that is transferrable
- 24 positions approved in last 90 days; recruitment underway

RISE UP: Strategic Research Investments

**Strategic
Faculty
Positions
Approved to
Date Total**



Oncology Clusters: TBD



Imaging Cluster: 7 Faculty



Neurological Sciences Clusters: 8 Faculty



Population Health: 3 Faculty



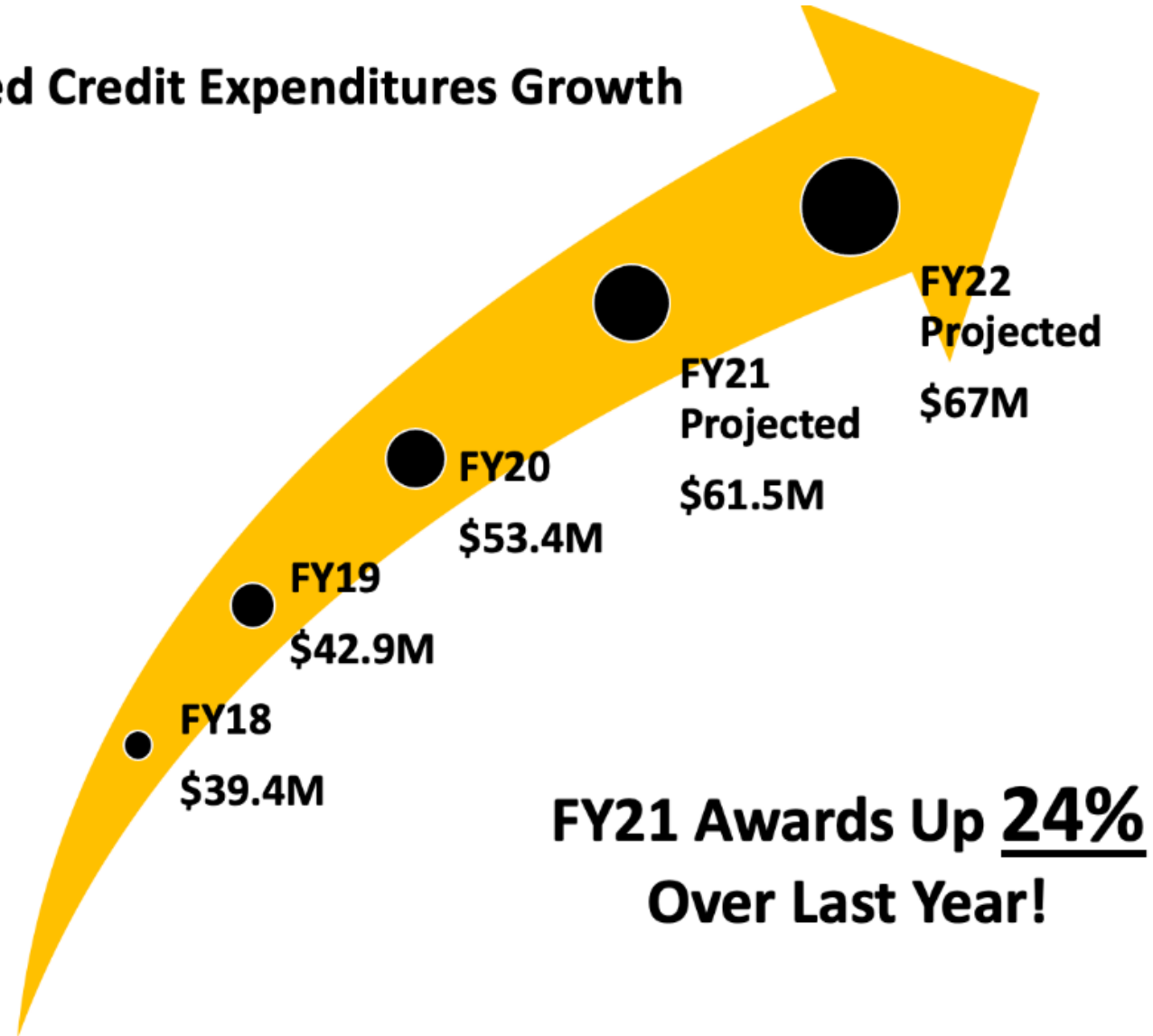
Cardiovascular Clusters: 5 Faculty



Reproductive Biology Cluster: 1 Faculty

FY22 Strategic Research Goal: \$67M

Shared Credit Expenditures Growth



**FY21 Awards Up 24%
Over Last Year!**

Research Growth

School of Medicine AAU Expenditures (in millions of dollars)

	FY19	FY20	FY21*	Goal by 2026
AAU Phase 1	28.8	37.5	44.1	70M
AAU Phase 2	6.9	9.1	9.1	20M
Other	7.2	6.8	8.3	10M
Total expenditures	\$43.0	\$53.4	\$61.5	100M

*projected for year

Match Day 2021

- 125 students participated
- 97% match rate
- 37% staying in Missouri

Specialties

Family Medicine	13
Internal Medicine	7
Emergency Medicine	10
Ob/Gyn	10
Pediatrics	9
Orthopaedic Surgery	8
Psychiatry	8
Anesthesiology	7
Radiology	6
Surgery	6



Health Affairs Committee CEO Report

Jonathan Curtright

Chief Executive Officer

April 13, 2021



Health Care

MU Health Care's Clinical Priorities

- **Building renewal** is necessary for replacement of health care facilities due to age, technology, and anticipated growth
- **Financial gains are strong** for a consolidated campus – operations, capital, and debt capacity
- MU Health **unwavering commitment to Women's & Children's services**
- **UH/MOI campus expanded by 80+** over next 12-18 months
- Will result in continued strong **support for research at Mizzou and NextGen**
- **Clinical scale and expansion** in mid-Missouri and beyond



Children's Hospital Rendering



- Three phases
- Summer 2024 opening
- NextGen Precision Health, University Hospital integration
- 323K total square feet
- 98K square feet shelled

Clinical Campus Integration Updates

Phase 1 Consolidation

- Inpatient hospital services
- Children's Procedure Suite
- Cancer and Blood Disorder
- Pediatric Surgeries
- Emergency Department
- Pediatric Clinics

Adding 87 inpatient beds

- Emergency Department admin space
- Clinical Engineering admin space
- Psychiatric admin space
- Timeline: Fall 2021


Our Collective Effort

40+ project teams

300+ people



OUR MISSION
TO SAVE AND IMPROVE LIVES.

 Health Care

Health Affairs Committee Quality & Safety Report

Robert Pendleton, MD

Chief Quality Officer, MU Health Care

April 13, 2021



Health Care

The End Result

*If we wish to be sure of
improvement...*



Ernest Codman, MD,
the father of quality improvement

1. We must teach **RESPECT** by example
2. We must know & analyze our **RESULTS**
3. We must be **TRANSPARENT** so ***LEARNING*** can occur
4. We must promote based on skills & **IMPROVEMENT**

SEPSIS

- Catherine Jones, MD
- Brad Meyers
- Megan Cram
- Sarah Hollenberg
- Jay Simons
- Shawn Phillips
- Ben Wax
- Mason Crawford
- Hannah Tomlinson

& TEAM


Healthcare IT News

[Global Edition](#) [Quality and Safety](#)

University of Missouri Health System saves lives with Cerner sepsis IT

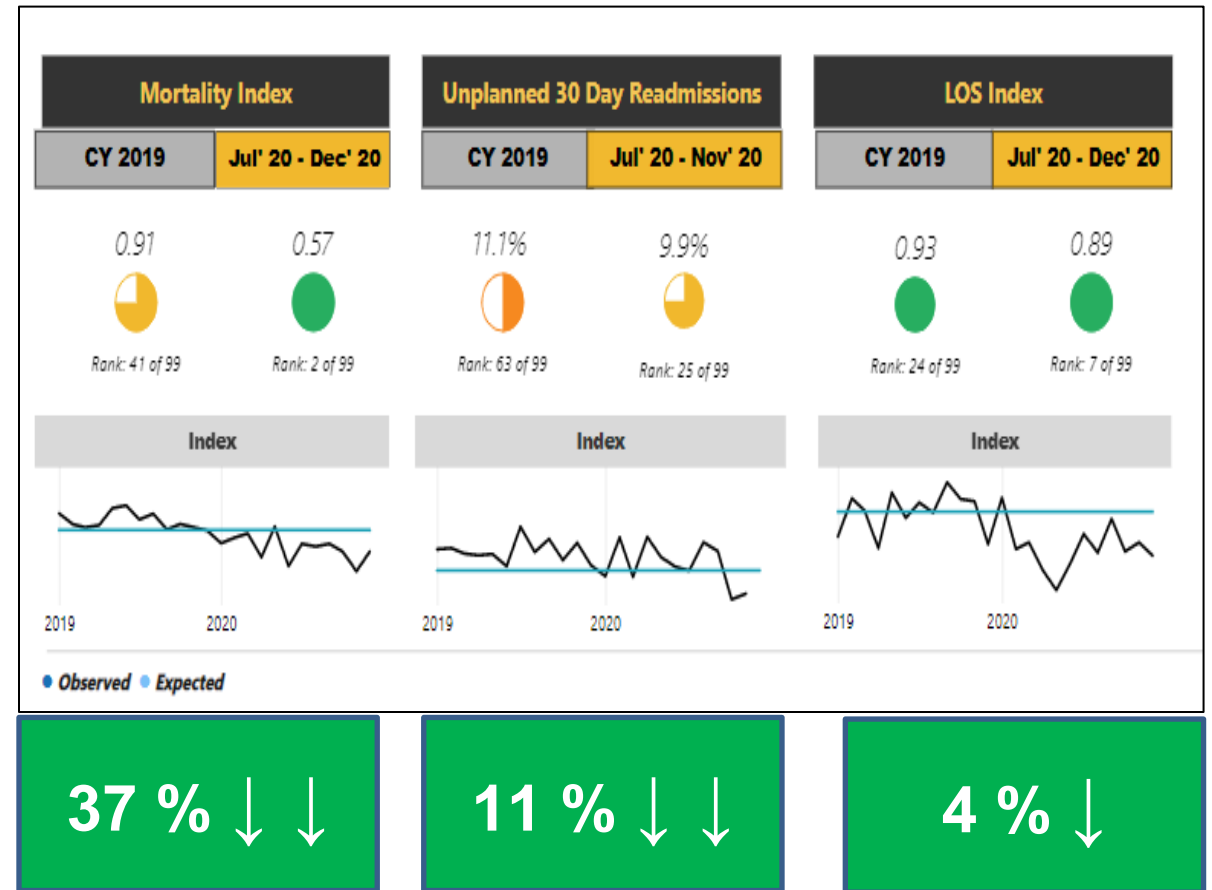
Moving from manual assessment to automation has reduced code blues, saved lives and increased provider satisfaction.

By **Bill Siwicki** | February 02, 2021 | 12:17 PM



MU Health Care's University Hospital and Ellis Fischel Cancer Center

One of every three patients who dies in the hospital has sepsis. The life-threatening response to infection is difficult to detect in its earliest stages, and every hour the



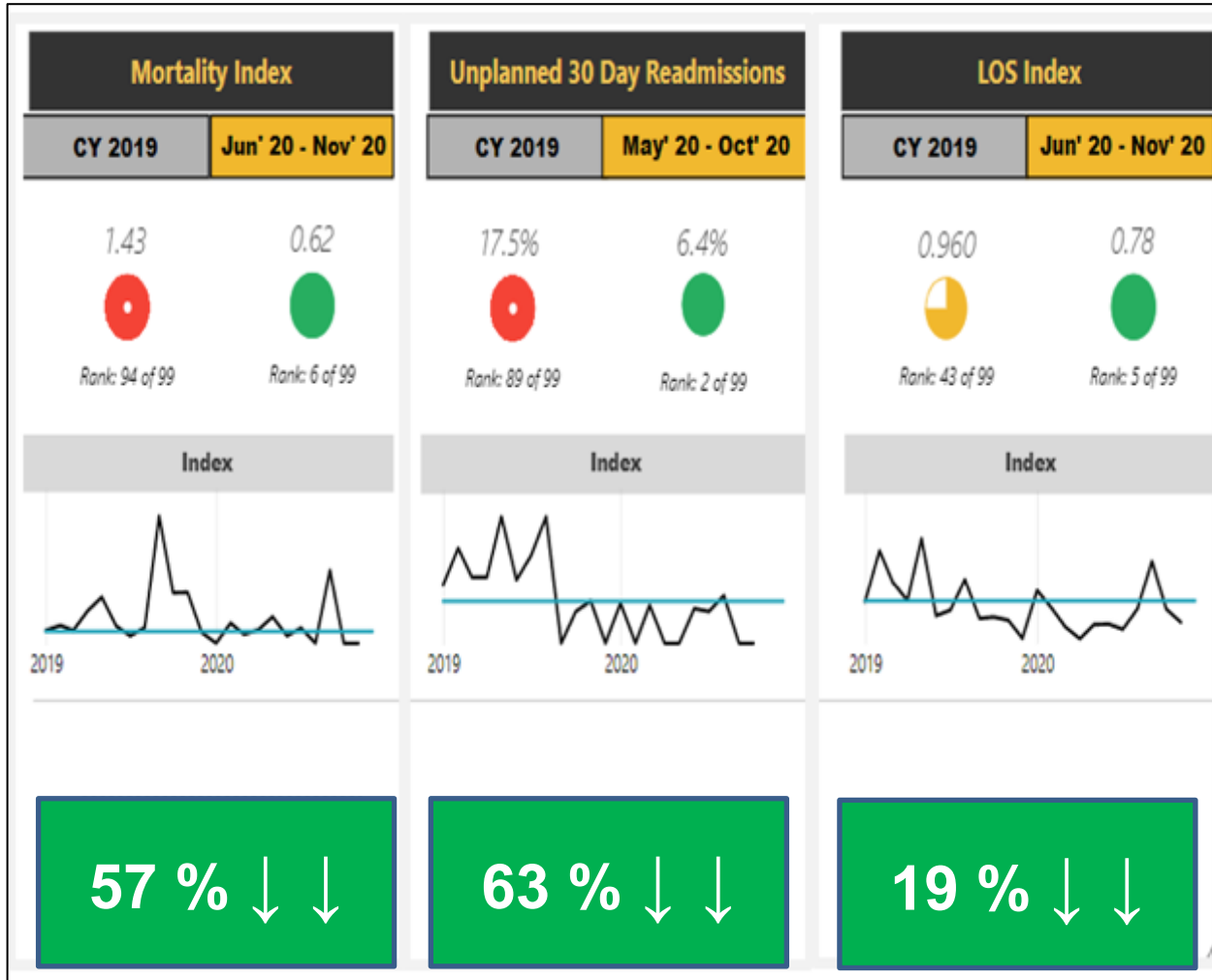
- Identifying patients
- Rapid intervention
- Coordination
- Iterative learning

HEART ATTACK CARE

- Arun Kumar, MD
- Keri Simon
- Brian Bostick, MD

& TEAM

- Melissa Dowler

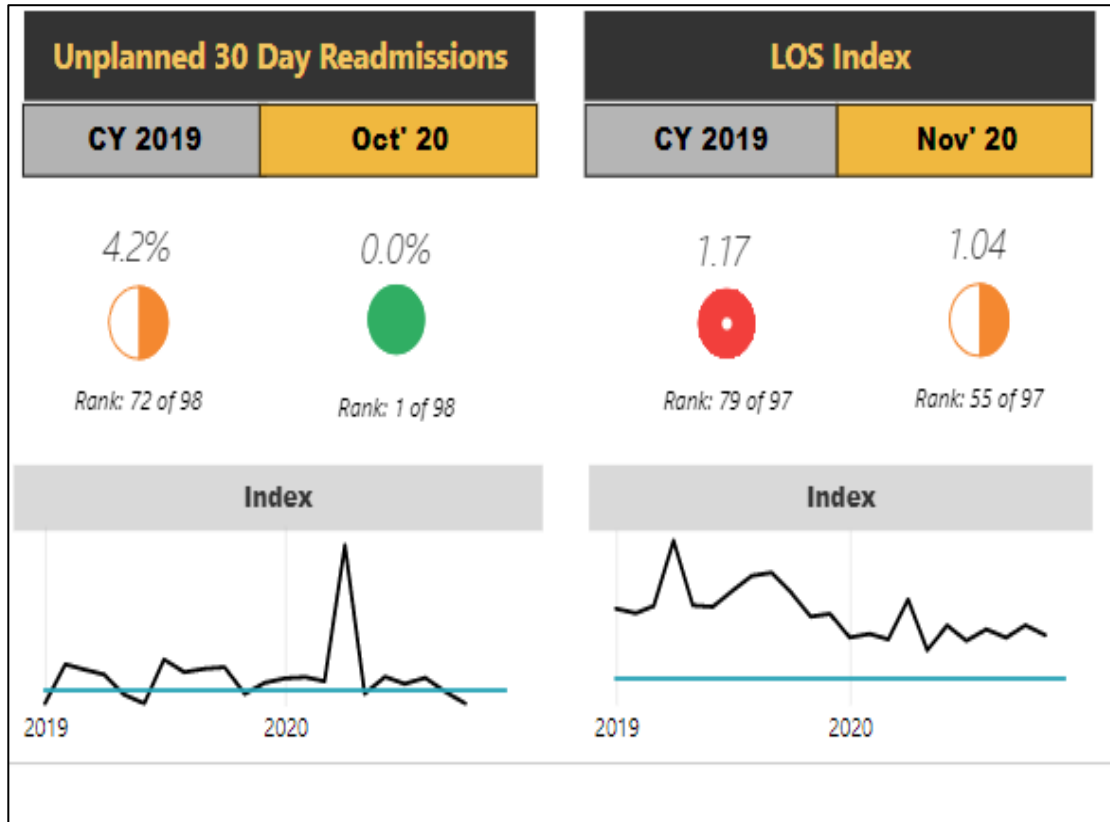


- Access to care
- Coordinating care
- Compassionate end-of-life care
- Iterative learning

HIP & KNEE REPLACEMENT

- Jim Keeney, MD
- Bob Schaal
- Danielle Dunlop

& TEAM



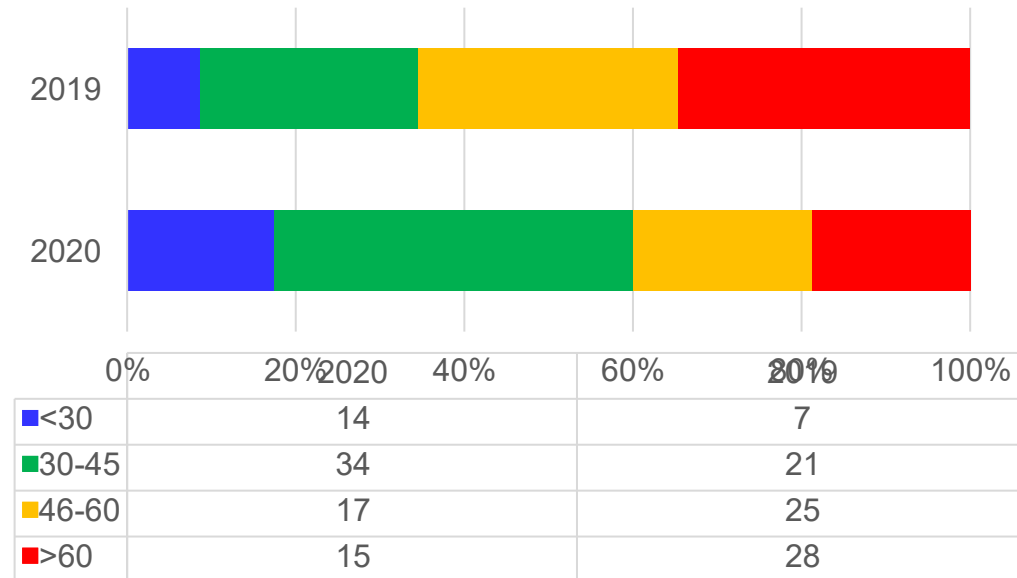
- Pre-surgery patient engagement
- Early mobility
- Standardized care plans
- Iterative learning

STROKE CARE

- Brandi French, MD
- Erin Stapleton
- Calvin Posley
- Donna Pond
- Debra Deeken

& TEAM

Door to Drug Time Windows



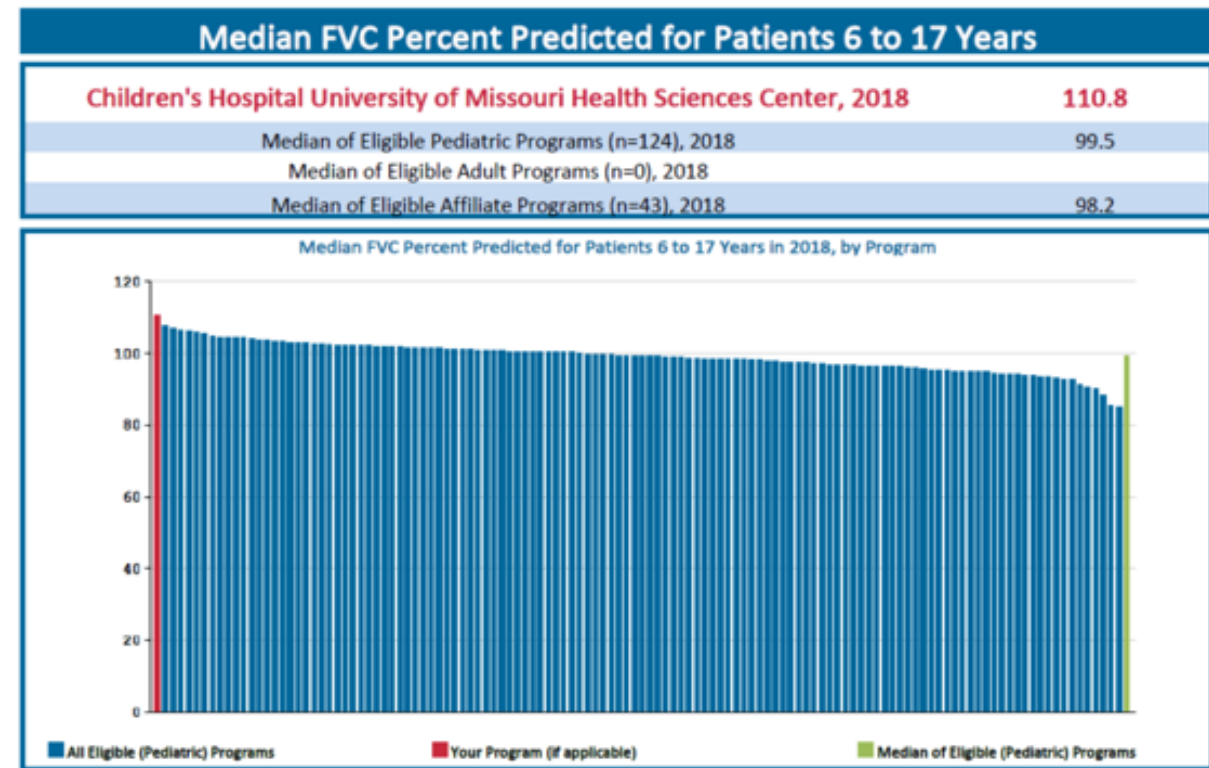
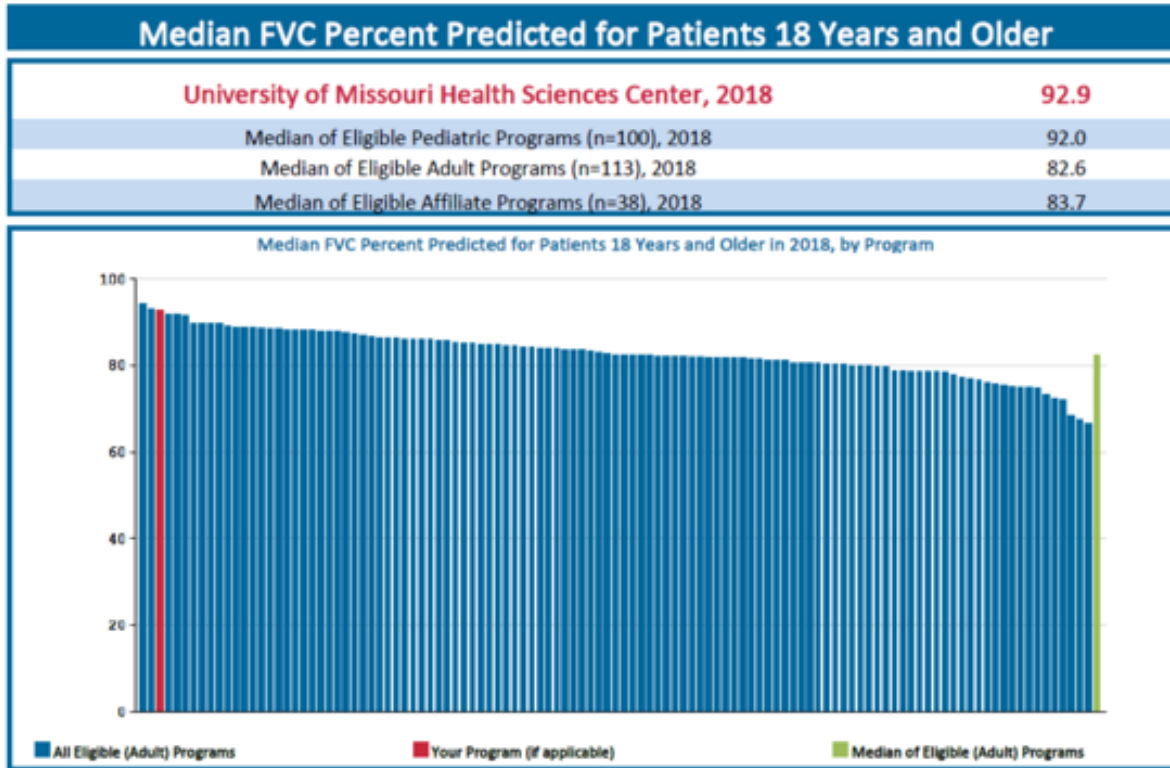
- Timely intervention
- Standardized care plans
- Regional outreach
- Iterative learning

Benchmark Goal:: <60 min for > 75% &<45 min for >50%

CYSTIC FIBROSIS

- James Acton, pediatric pulmonology, CF Center Director
- Connie Fenton, RN, pediatric CF clinic coordinator
- Haley Hill, RN, adult CF clinic coordinator

& TEAM



Hospitalizations decreased from 79 in 2019 to 34 in 2020

....AND MANY MORE

Foundational Adult Quality

Survival

Jul' 20 - Dec' 20

0.6



PR: 2
Rank: 2 of 99

Readmissions

Jul' 20 - Nov' 20

10.0%



PR: 22
Rank: 22 of 99

Safety Composite

RTM as of Dec' 20

0.62



PR: 5
Rank: 5 of 97

Infection Composite

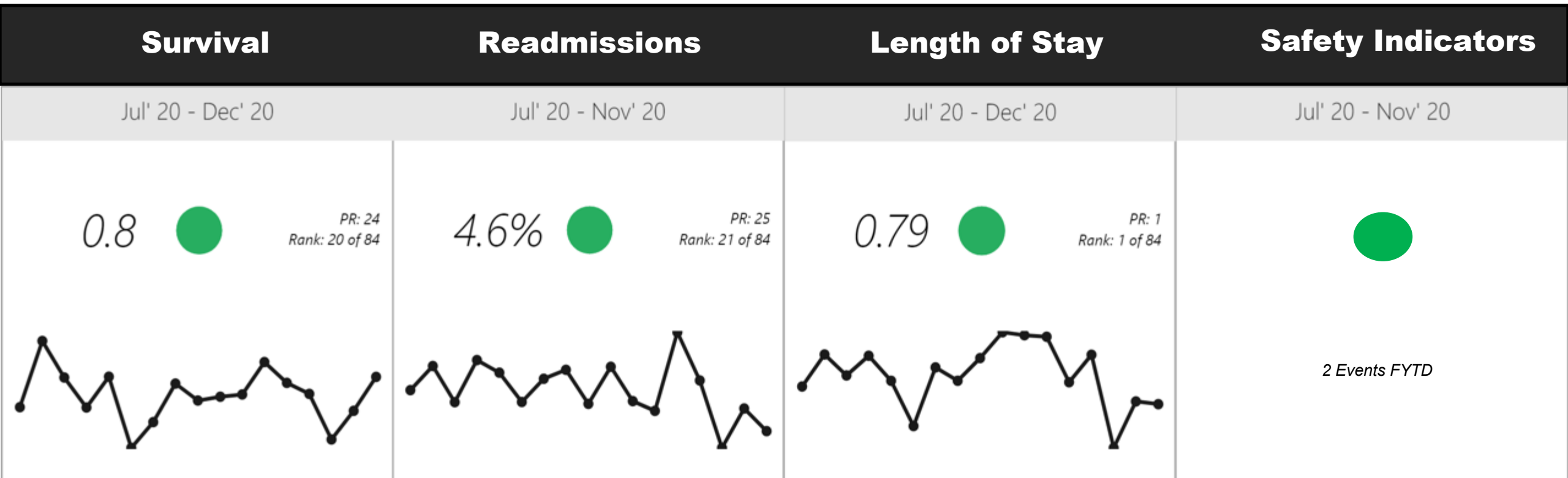
Jan' 21

0.17



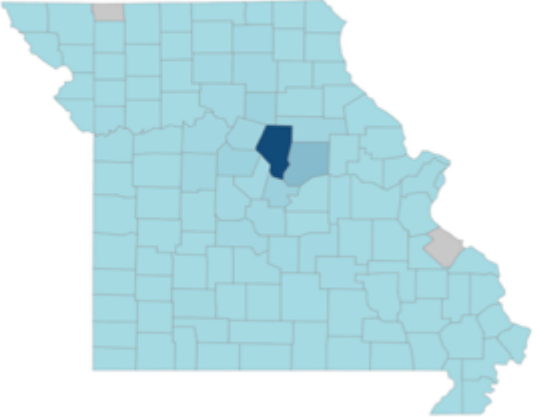
Target: 0.44

Foundational Pediatric Quality



Covid-Related Care: The MUHC Team-of-Teams

FY21 YTD –
Virtual Visits by Home
County & Miles Saved



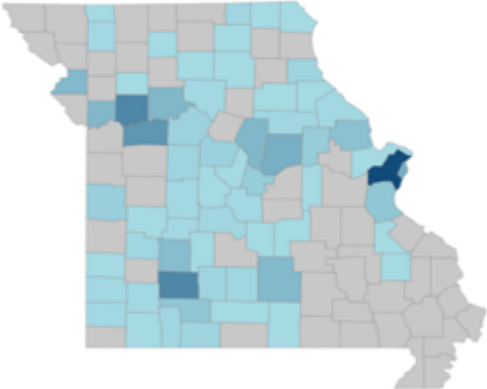
58,487
Arrived Visits

1,494,685
Miles Avoided

COVID Tests

>145,000

FY20 YTD –
Virtual Visits by Home
County & Miles Saved



1,195
Arrived Visits

120,929
Miles Avoided

Vaccines

34,000

Hospital Care
1,200 Inpatients

Survival

O/E : 0.51

Length-of-Stay

O/E : 0.89



**Together we.
Save & Improve Lives**

Questions?

No. 1

Recommended Action - Minutes, January 28, 2021 Health Affairs Committee Meeting

It was moved by _____ and seconded by _____, that the minutes of the January 28, 2021 Health Affairs Committee meeting, held in conjunction with the February 4, 2021 Board of Curators Meeting, be approved as presented.

Roll call vote of Committee:	YES	NO
------------------------------	-----	----

Mr. Ashworth

Curator Graham

Mr. Phillips

Curator Steelman

Curator Wenneker

Curator Williams

The motion _____.

April 22, 2021

UNIVERSITY OF MISSOURI
Columbia . Kansas City . Rolla . St. Louis



BOARD OF CURATORS
Health Affairs Committee

Health Affairs Committee
Curator David L. Steelman, Chair
Curator Maurice B. Graham
Curator Robin R. Wenneker
Curator Michael A. Williams
Mr. Ronald G. Ashworth
Mr. John R. Phillips

Minutes of Committee Meeting
Thursday, January 28, 2021

A public meeting of the Health Affairs Committee was convened at 1:00 P.M., on Thursday, January 28, 2021, via Zoom video and at remote locations via conference telephone, pursuant to public notice given of said meeting. Curator David L. Steelman, Chair of the Health Affairs Committee presided over the meeting.

Committee Members Present

Mr. Ronald G. Ashworth
The Honorable Maurice B. Graham
Mr. John R. Phillips
The Honorable David L. Steelman
The Honorable Robin R. Wenneker

The Honorable Michael A. Williams was absent for the meeting.

Also Present

The Honorable Greg E. Hoberock
The Honorable Phil H. Snowden
Dr. Mun Y. Choi, President, University of Missouri
Mr. Stephen J. Owens, General Counsel
Ms. Cindy Harmon, Secretary of the Board of Curators
Mr. Remington Williams, Student Representative to the Board of Curators
Mr. Vic Arnold, Associate Dean for Finance and Practice Plan Management, MU School of Medicine
Dr. Richard Barohn, Executive Vice Chancellor for Health Affairs

April 22, 2021

Dr. Ted Choma, Chair of University Physicians
Mr. Jonathan Curtright, Chief Executive Officer, MU Health Care
Ms. Kay Davis, Chief of Financial Planning, MU Health Care
Ms. Kamrhan Farwell, Chief Marketing and Communications Officer
Mr. Robert Hess, Counsel, University of Missouri System
Ms. Christine Holt, Chief of Staff, UM System
Ms. Jennifer May, Compliance Officer, MU Health Care
Ms. Pam Mulholland, Chief Administrative and Operations Officer, MU School of
Medicine
Mr. Ryan D. Rapp, Vice President for Finance and Chief Financial Officer
Dr. Stevan Whitt, Senior Associate Dean for Clinical Affairs, MU Health Care
Dr. Steve Zweig, Dean, MU School of Medicine
Media representatives

Executive Vice Chancellor Report – presented by Dr. Barohn (slides on file for this information item)

A report was presented that included:

- A NextGen construction update and plans for the first wave of researchers to occupy space.
- COVID – 19 vaccinations administration and arrival testing plan for students

School of Medicine Report – presented by Dr. Zweig (slides on file for this information item)

A report was presented that included:

- RISE-UP (Research Investment Strategic Enhancement – University Partnership)
- High performing research
- Cluster hiring in key areas
- Overview of School of Medicine finances for second quarter FY21

MU Health Care Report – presented by Jonathan Curtright (slides on file for this information item)

A report was presented that included:

- MU Health Data Security Task Force
- Clinical integration timeline and updates
- Improving access through clinical care facilities
- Operating income – fiscal year to date

April 22, 2021

Chief Quality Officer Report – presented by Dr. Pendleton (slides on file for this information item)

A report was presented that included operating metrics for quality and safety.

Quarterly Financial Report, MU Health (written report only)

No discussion for this information item. Written report on file.

Quarterly Compliance Report, MU Health (written report only)

No discussion for this information item. Written report on file.

Minutes Approval

It was moved by Curator Graham and seconded by Curator Wenneker that the minutes of the November 12, 2020 Health Affairs Committee meeting, held in conjunction with the November 19, 2020 Board of Curators Meeting, be approved as presented.

Roll call vote of the Committee:

Mr. Ashworth voted yes.
Curator Graham voted yes.
Mr. Phillips voted yes.
Curator Steelman voted yes.
Curator Wenneker voted yes.
Curator Williams was absent.

The motion carried.

There being no further business to come before the Health Affairs Committee, the meeting recessed at 2:20 P.M. on Thursday, January 28, 2021.

Respectfully submitted,

Cindy S. Harmon
Secretary of the Board of Curators
University of Missouri System

April 22, 2021

No. 2

Recommended Action – Resolution for Executive Session of the Board of Curators Health Affairs Committee Meeting, April 13, 2021

It was moved by _____ and seconded by _____, that there shall be an executive session with a closed record and closed vote of the Board of Curators Health Affairs Committee meeting April 13, 2021 for consideration of:

- **Section 610.021(1), RSMo**, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and
- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which include hiring, firing, disciplining, or promoting of particular employees; and
- **Section 610.021 (13), RSMo**, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment; and
- **Section 610.021(14), RSMo**, relating to matters identified in that provision, which include records which are protected from disclosure by law.

Roll call vote of the Committee: YES NO

Mr. Ashworth
Curator Graham
Mr. Phillips
Curator Wenneker
Curator Williams
Curator Steelman

The motion _____.