Health Affairs Committee Meeting
University of Missouri System
Women's and Children's Conference Center, Columbia, Missouri
Jun 17, 2021 1:00 PM - 2:30 PM CDT

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V. Recess

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Health Affairs Committee EVC Report

Richard J. Barohn, MD

Executive Vice Chancellor for Health Affairs
June 17, 2021



Shared vision for serving Missourians

Sinclair School of Nursing



NextGen Precision Health building



New Children's Hospital





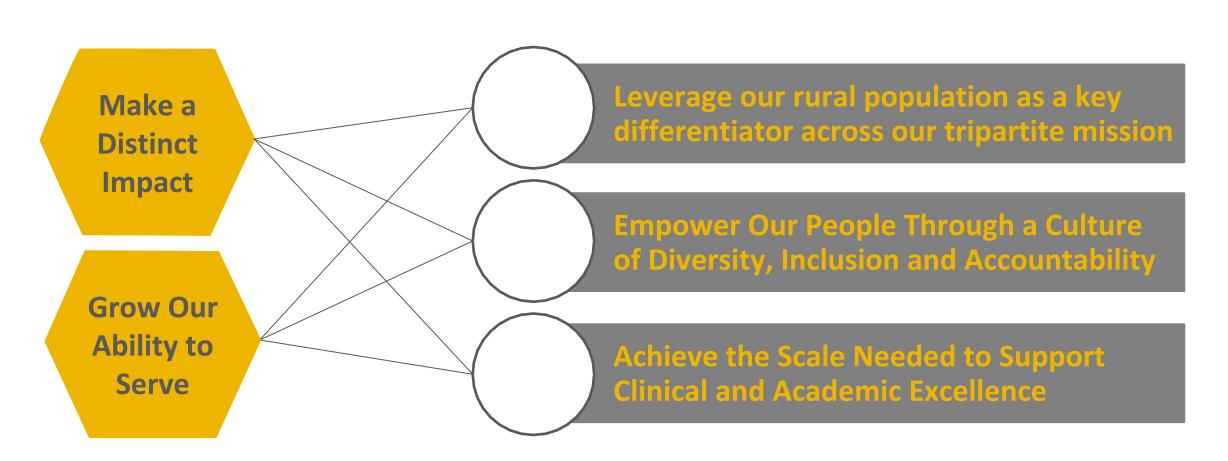




OPEN - HEALTH AFF - INFO 1-2

MU Health Care and School of Medicine unified strategic planning

May 18th Retreat: Strategic Priorities and Themes





MU Health Care and School of Medicine unified strategic planning

Next Steps Summary

- 1. Updated Strategic Plan: Strategic Planning is developing a more formal document that can be distributed to broad stakeholder groups.
- **2. Action Plans**: Strategic Planning will convene focus area leaders and/or accountable leaders to further refine and finalize FY22 action plans.
- **3.** Performance Scorecard(s): Finalize MU Health Care & SOM indicators/targets.
- **4. Communication & Alignment**: Communicate corporate plan and targets and cascade strategy throughout the system through operational plan development.
- **5. Implementation & Reporting**: Strategic Planning will track progress through PPM tool and support targeted implementation. Accountable leaders provide regular updates.

COVID-19 response



COVID-19 Commemoration Ceremony



We are vaccinating anyone 12 and older.

- We gathered May 13 for a time of remembrance, gratitude, hope and optimism
- Boone County is the most vaccinated county in Missouri – 48.4% of population has initiated vaccination (as of 6/3/21)
- Our expertise and collaboration helped drive campus response
 - Moving forward: Masking policy, visitor policy and return-to-campus

NextGen Precision Health – Grand opening Oct. 19

- Building is on time and on budget
- Save the date for the NextGen Precision Health building grand opening!
- Tuesday, Oct. 19, 2021, at 10 a.m.



Recognizing Ron Ashworth

- \$1 million gift from Bill and Nancy
 Thompson established Ron Ashworth
 Endowed Professorship in Child
 Development



Ron Ashworth with Bill and Nancy Thompson



Ben Black, director of medical services at the Thompson Center, holds the Ron Ashworth Professorship

Dean's Report

June 17, 2021

Steven Zweig, MD

Dean of MU School of Medicine



Springfield Clinical Campus

- Completing five-years of our medical school in Springfield
- Under the new leadership of Associate Dean David Haustein



Springfield Clinical Campus: Facts

Program

- All students spend first two years in Columbia
- Up to 32 students will go SCC in the third year for required clerkships
- SIM centers and support staff on each campus
- Fourth year students can learn in either campus
- Close integration between Columbia and Springfield campuses to ensure equivalent educational experiences

Students

- 2021: 19 M3s and 23 M4s at SCC
- 2022: 31 M3s and 19 M4s at SCC
- Full range of specialties selected (20% stayed in Missouri for training)

Faculty

- Paid faculty clerkship directors
- Volunteer faculty: 170 CoxHealth, 120 Mercy Springfield

New Leaders

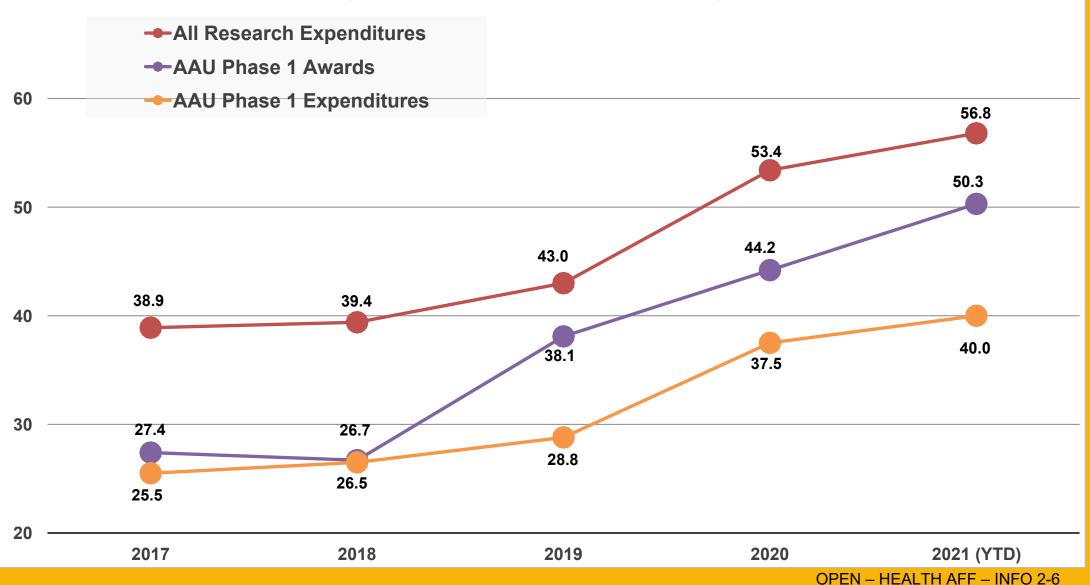
- Dr. Parvesh Kumar, associate dean for clinical and translational research and associate director for clinical research at Ellis Fischel Cancer Center
- Will champion clinical trials research and participation
- Expert in radiation oncology and clinical research management; came from UNLV School of Medicine where he was Vice Dean for Research
- He joins 3 other associate deans that manage the full translational continuum of medical research:
 - William Fay, MD, Laboratory
 - Russ Waitman, PhD, Informatics
 - Gillian Bartlett, PhD, Population/Health Outcomes



Recruitment updates and Growth

- Chair searches in OB/GYN and Neurology
- Chief of Hematology/Oncology, Cancer Center Director
- Research Hiring (RISE-UP)
 - 34 positions approved
 - 12 offers made
 - 7 new faculty hired
- Clinical revenue FYTD \$204,649,000 + 2.1% over last year
 - Services by SOM faculty (through May)
 - Outpatient visits 507,476
 - Inpatient visits 208,322
 - Procedures 163,045

Research Awards and Expenditures (by fiscal year in millions \$)

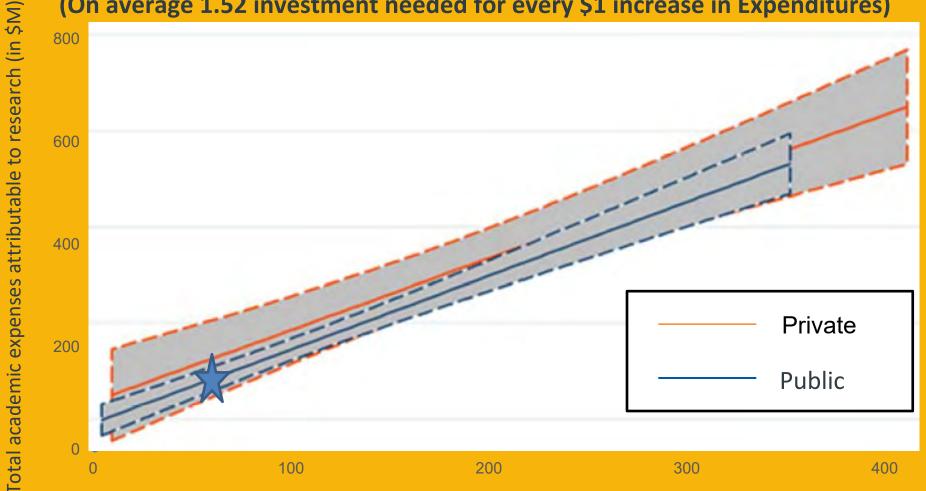


Challenges

- 1. Competition for faculty in southwest Missouri:
 - our partners are competing health systems
 - large osteopathic school in Joplin (350 per class)
 - tax credit for volunteer faculty (HB 689) did not pass in the MO Senate
- 2. Faculty recruitment in Columbia:
 - competition for funded researchers
 - post-COVID uncertainty affects desire to move
 - challenging housing market
- 3. Need to sustain clinical growth and grow philanthropy to support academic mission
 - each \$1 from external sources requires average \$1.52 investment

Growth in Research Expenditures Will Require Investment

Relationship Between Externally Funded Research and Total Research Expenditures (On average 1.52 investment needed for every \$1 increase in Expenditures)



Expenses funded by restricted grants & contracts for research (in \$M)

Source: Association of Academic Health Centers. "How much does research cost" 2014

CEO Report June 17, 2021

Jonathan Curtright

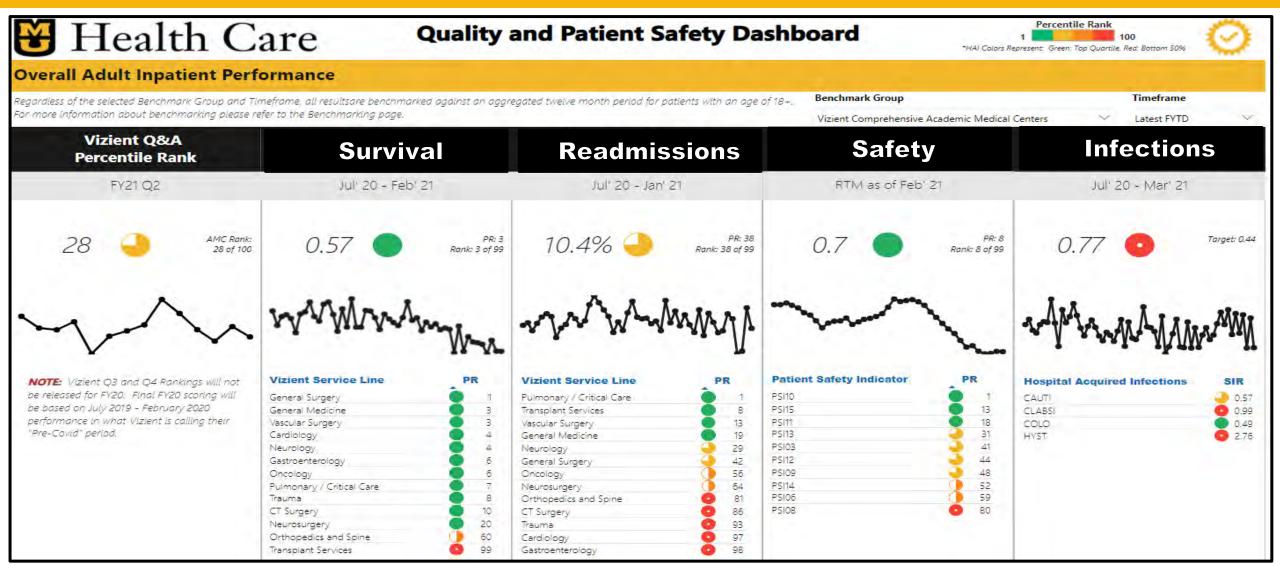
Chief Executive Officer



Quality and safety

"Dr. Fiala and all staff members were courteous and personable. Dr. Fiala was up to date on my health records and the recent X-ray images. He discussed options for treatment with me, explained the details clearly, and answered my questions. Very helpful and friendly."

System level quality and safety



LINK TO QUALITY & PATIENT SAFETY DASHBOARD

MU Health highlights















Children's Hospital rendering



- Expanding by 90 inpatient beds this fall
- On time and on budget for summer 2024 opening
- Oct. 1 formal groundbreaking ceremony
- Children's Hospital philanthropy team

Challenges

- 1. Revenue pressures
 - Managed Medicaid
 - Specialty pharmacy and imaging
 - Inpatient to outpatient orthopaedics
- 2. Medical inflation and construction costs

3. Recruitment of cardiologists, neurologists and oncologists

University of Missouri Health Care Health Affairs Committee

Financial Report Fiscal Year 2021, April Year-to-Date

Consolidated Financial Results (\$000's)	Actual	Forecast	Prior Year
Net Revenues	\$995,805	\$983,391	\$891,048
Operating Expenses	(910,091)	(909,918)	(847,603)
Operating Income	85,715	73,473	43,446
Non-operating Revenues, Net	(6,571)	(3,191)	(20,201)
Change in Net Assets/Net Income	\$79,143	\$70,282	\$23,245

Overview

Year-to-date financial performance for Net Income is favorable to forecast by \$8.9M. Net revenues per adjusted patient day are 11.4% higher than prior year, offsetting the 7.0% increase over prior year in operating expenses per adjusted patient day. The focus on aligning operating expenses in relation to patient revenue and volume is reflected in favorable operating performance.

Performance Updates

- Case Mix Index of 2.0 is 8.8% higher than forecast and 7.0% higher than prior year
- Average Daily Census is 2.1% lower than forecast and 3.2% lower than prior year
- OR Cases are 1% lower than forecast and 3.4% higher than prior year
- Clinic visits are .7% lower than forecast and 4.7% higher than prior year

Ratios and Benchmarks

Operating Margin, Annualized Return on Total Assets, Cash to Total Debt, Debt to Capitalization and Maximum Annual Debt Service Coverage are favorable to Moody's A rated medians, while Net Days Revenue in AR and Days Cash on Hand are unfavorable to Moody's A rated medians.

- The impacts of the Cerner Revenue Cycle Conversion on cash collections and accounts receivable are will be short term and are reflected in the financial ratios and benchmarks below.
- Construction on the Children's Hospital Facility began in March and the project is favorable to spending projections to date and funded by operating income.

Financial Ratios and Benchmarks	Actual	Forecast	Prior Year	Moody's A-Rated
Operating Margin	7.7%	6.5%	3.8%	2.7%
Annualized Return on Total Assets	6.6%	4.9%	2.2%	4.4%
Cash to Total Debt	171.0%	147.0%	195.0%	137.9%
Debt to Capitalization	24.2%	28.9%	23.8%	30.9%
Maximum Annual Debt Service Coverage	6.1	5.4	2.9	4.7
Days Cash on Hand	186.8	193.1	198.2	215.1
Net Days Revenue in AR	59.6	49.9	40.0	46.2

University of Missouri School of Medicine Health Affairs Committee

Financial Report Fiscal Year 2021, April Year-to-Date

Consolidated Financial Results (\$000's)	Actual	Forecast	Prior Year
Net Clinical Revenues	\$196,264	\$195,111	\$197,626
Operating Expenses	(199,777)	(195,350)	(194,001)
Operating Income	(3,513)	(239)	3,625
Non-operating Revenues, Net	(1,484)	(114)	5,001
Change in Net Assets/Net Income	-\$4,997	-\$353	\$8,626

Overview

Year-to-date financial performance for Net Income is below forecast by \$4.6M. Net clinical revenues continue to outperform forecast by \$1.2M but still below prior year primarily due to COVID and Cerner Software Conversion factors. External grants and contracts are robust at 20% higher than prior YTD. Negative change in net assets also reflect that reserves are being used to support increased research faculty hires and related startup costs.

Performance Updates

- Total faculty productivity as measured by Work RVU's are even with forecast and 6% higher than prior year
- Clinical FTE are 341 faculty which represents an increase of 29 over prior year
- External grants and contracts are \$9M above forest and 20% higher than prior year
- BRIMNR Ranking increased to 82 compared to 83 prior year
- Clinic visits are .7% lower than forecast and 4.7% higher than prior year
- The impacts of the Cerner Revenue Cycle Conversion on cash collections and accounts receivable will be short term

Office of Corporate Compliance



One Hospital Drive Columbia, MO 65212

PHONE (573) 884-0632
EMAIL compliance@health.missouri.edu
WEB muhealth.org

Memo

To: Board of Curators – Health Affairs Committee

University of Missouri System

From: Jennifer May

MU Health Chief Compliance Officer

Date: June 17, 2021

Re: Quarterly Compliance Update

I. Corporate Integrity Agreement Update

- A. Reporting Period 5
 - i. Covers dates July 1, 2020 through June 30, 2021
 - ii. Final year of the five-year agreement, term ends June 30, 2021
 - iii. Final annual report will be submitted no later than October 1, 2021
 - iv. The five locations selected for review by the Independent Review Organization, BKD, have been received. The Claims Review process will begin after the close of the fiscal year and wrap prior to the submission of the final annual report.
- B. Status of Task Items
 - i. See CIA tracking spreadsheet
- C. Close Out Process
 - Barring any requests from the OIG for additional materials, Clauses VII: OIG Inspection, Audit and Review Rights; X: Breach and Default; and XI: Effective and Binding Agreement, are set to expire on or about January 29, 2022 (based on submission date of final report)
 - OIG has one year to initiate any Validation Review of the final Claims Review, which option shall expire on or about October 1, 2022 (based on submission date of final report)
- D. Overview of CIA Annual Report items
 - i. Please note: the full report will be reviewed with this committee during the August 2021 meeting; all information below is preliminary
 - ii. Executive Compliance Committee (ECC): upon completion of the June 2021 meeting, this committee will have met each month during the reporting period; topics reviewed included CIA updates, compliance reports, risk assessment reviews, work plan updates, and other relevant areas of review
 - iii. Compliance Report Intake: staff and faculty have continued to use all three primary means of communication to report issues (direct communication, Patient Safety Network, and the UM System hotline) throughout the reporting period; overall direct reports to the compliance office continue to trend up over prior year

- iv. Training and Education: all staff and faculty are trending to complete all modules on-time
- v. Management Certifications: certifications of compliance must be made annually by management level personnel identified in the CIA; this process will begin after the close of the reporting period
- vi. Exclusion Screening: checks have been completed each month throughout the reporting period
- vii. Policy Review: this process is currently underway; scheduled for completion by June 30, 2021
- viii. FY21 Monitoring and Auditing: work plans are in the final stages of completion
 - ix. FY22 Risk Assessment and Compliance Plan: UM system has completed their risk assessment and audit plan for FY22 and presented it to the ECC in May; the Office of Corporate Compliance is finalizing their risk assessment and compliance work plan for FY22 and will present it to the ECC at the scheduled June meeting
 - x. CIA Resolution: the resolution below will be presented for consideration at the August 2021 Health Affairs Committee meeting:
 - 1. "The Health Affairs Committee of the Board of Curators of the University of Missouri has made a reasonable inquiry into the operations of the Compliance Program of MU Health (sometimes referred to as University of Missouri Health System or UMHS) including the performance of the Chief Compliance Officer and the Compliance Committee. Based on on its inquiry and review, the Health Affairs Committee has concluded that, to the best of its knowledge, UMHS has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the Corporate Integrity Agreement."

University of Missouri Health System Corporate Integrity Agreement Activities Summary and Completion Tracking - Reporting Period 5

ef Compliance Officer Inpliance Committee C Compliance Obligations C Compliance Obligations Inagement Certification I e of Conduct I e of Conduct I cies & Procedures I ning Plan	quarterly reports to BOC quarterly meetings of ECC description of materials reviewed resolution annual certification of compliance annual review of COC annual distribution to all Covered Persons annual review of all compliance policies	CCO / BOC HAC CCO BOC (CCO) BOC (CCO) CCO CCO	17-Jun-2021 25-May-2021 1-Oct-2021 1-Oct-2021 starts 7/1/21 30-Jun-2021
C Compliance Obligations C Compliance Obligations D Compliance Obligati	description of materials reviewed resolution annual certification of compliance annual review of COC annual distribution to all Covered Persons	BOC (CCO) CCO CCO	1-Oct-2021 1-Oct-2021 starts 7/1/21
C Compliance Obligations nagement Certification e of Conduct e of Conduct cies & Procedures ning Plan	resolution annual certification of compliance annual review of COC annual distribution to all Covered Persons	BOC (CCO) CCO	1-Oct-2021 starts 7/1/21
nagement Certification le of Conduct le of Conduct cies & Procedures ning Plan	annual certification of compliance annual review of COC annual distribution to all Covered Persons	CCO	starts 7/1/21
e of Conduct e of Conduct cies & Procedures ning Plan	annual review of COC annual distribution to all Covered Persons	CCO	
le of Conduct cies & Procedures ning Plan	annual distribution to all Covered Persons		30-Jun-2021
cies & Procedures ning Plan		CCO	
ning Plan	annual review of all compliance policies		30-Jun-2021
		CCO	30-Jun-2021
	furnish training to all Covered Persons	CCO	30-Jun-2021
tification	Covered Persons certification of training	CCO	30-Jun-2021
late of Training Plan	annual review of training plan	CCO	30-Jun-2021
late of Training Plan	changes to training plan (requires OIG approval)	CCO	n/a
ms Review	annual review	IRO	1-Oct-2021
c. Population	furnish patient census and payor mix to OIG	CCO/ UP	31-Mar-2021
c. Population	proposed subset of claims for review (not req'd)	CCO / UP	31-Mar-2021
Repayment of Overpayments	UMHS shall repay IRO-identifed overpayments	UP	if necessary
laims Review Report	IRO prepares / CCO filed with Annual Report	IRO / CCO	1-Oct-2021
Assessment and Internal Review	annual risk assessment conducted	CCO/ Internal Audit	30-Jun-2021
closure Program	maintain disclosure log / record of disclosures	CCO	30-Jun-2021
eening Requirements	screen current Covered Persons - annually - SAM	CCO	1-Jun-2021
eening Requirements	screen current Covered Persons - montly - LEIE	CCO	1-Jun-2021
orting of Reportable Event	notification to OIG of reportable event	CCO / CPO	as necessary
ual Reports	submission of annual report	CCO	1-Oct-2021
tifying Employees	management certifications in annual report	CCO	1-Oct-2021
and EVC-HA	certification by CCO and EVC-HA in annual report	CCO / EVC-HA	1-Oct-2021
R la la la la la	epayment of Overpayments aims Review Report Assessment and Internal Review cosure Program ening Requirements ening Requirements rting of Reportable Event al Reports fying Employees	Lepayment of Overpayments Limbor Review Report Assessment and Internal Review Cosure Program Cosure Program Cosure Requirements Cosure Reports Co	Lepayment of Overpayments LIMHS shall repay IRO-identifed overpayments LIRO prepares / CCO filed with Annual Report Assessment and Internal Review Assessment and Internal Review CCO Internal Audit CCO

University of Missouri Health System Corporate Integrity Agreement Activities Summary and Completion Tracking - Reporting Period 5

COMPLETE	D DURING REPORTING PERIOD 1			
III.A.2	Compliance Committee	appmt of Committee (ECC) / CCO chair	CCO	Completed RP1
III.A.4	Management Certification	written process for certifications	CCO	Completed RP1
III.B.1	Code of Conduct	implementation of code of conduct	CCO	Completed RP1
III.B.1	Code of Conduct	performance eval process includes Code of Conduct	HR	Completed RP1
III.B.2	Policies & Procedures	implementation of compliance policies	CCO	Completed RP1
III.B.2	Policies & Procedures	performance eval process includes policies	HR	Completed RP1
III.B.2	Policies & Procedures	(see a h. for policy topics)	CCO	Completed RP1
III.B.2	Policies & Procedures	policies available to all Covered Persons	CCO	Completed RP1
III.C.1	Training Plan	develop written training plan	CCO	Completed RP1
III.C.2	BOC Training	provide 2-hour training to BOC (certifications signed)	CCO / BOC Office	Completed RP1
III.D.1.a	Engagement of IRO	engage IRO, as required in Appendix A	Finance	Completed RP1
III.G.2.b	Screening Requirements	screen current CPs - initial	CCO	Completed RP1
III.G.2.b	Screening Requirements	policy for Covered Persons to disclose exclusion	CCO	Completed RP1
III.I.2	Overpayments Policies and Procedures	develop and implement written policy	Finance	Completed RP1
V.A	Implementation Report	submission of implementation report	CCO	Completed RP1
V.C.3	CFO of UMHS	first annual report only; cert of settlement agmt	CFO	Completed RP1
COMPLETE	D PRIOR TO EFFECTIVE DATE			
III.A.1	Chief Compliance Officer	appmt of CCO/job duties	EVC-HA	Completed Prior
III.E	Risk Assessment and Internal Review	annual risk assessment process established	CCO / Internal Audit	Completed Prior
III.F	Disclosure Program	establish disclosure program (hotline)	CCO / Internal Audit	Completed Prior
III.G.2.a	Screening Requirements	screening process for prospective Covered Persons HR Comp		

Informational Item Extension of Tiger Institute Contractual Relationship MUHC

The contractual collaboration between MU Health Care (MUHC) and Cerner Corporation (Cerner), known as the Tiger Institute for Health Innovation (Tiger Institute), is scheduled to auto-renew for an additional five (5) years from 7/1/2025 through 6/30/2030. The estimated total cost for the extension is \$167,235,682.

In 2010, the Board of Curators approved, and MUHC and Cerner subsequently signed, a set of 10-year contracts that created the Tiger Institute. Since the formation of the Tiger Institute, MUHC has achieved many health technology successes, including but not limited to: being ranked in the top 2 percent by Healthcare Information and Management Systems Society (HIMSS), exceeding a goal of the top 5 percent; attained "Digital Health Most Wired" status every year since 2011; and achieved HIMSS Electronic Medical Record Adoption Model Stage 7 for adoption and utilization of electronic medical record function in 2012, recertified in 2016 and 2021.

In July 2015, the contract was renewed for another ten (10) years through June 30, 2025 to reset goals, objectives, and strategies to lead MUHC into the next decade. The focus shifted to becoming a broader resource for Missouri and beyond; growing platforms, leveraging data to excel clinical outcomes, value-based care, research, and cost efficiency. All goals outlined in the 2015 contract remain in effect for the renewal period through June 30, 2030.

The existing Amended and Restated Cerner Preferred Client Relationship Agreement that was signed in 2015 automatically renews for successive five-year renewal terms unless either party provides written notice of the intent not to renew at least four years before the expiration of the then current term. A system fee schedule and master agreement renewal request were approved by the Tiger Institute Executive Committee in February 2021 and the Tiger Institute Board of Governors in April 2021. It will be presented to the Health Affairs Committee as an informational item in June 2021.

Agreements, including existing schedules and amendments, that will remain intact through the extension of the collaborative relationship include:

- Amended and Restated Cerner Preferred Client Relationship Agreement (Master Agreement) Governs the overall Tiger Institute relationship and outlines the key initiatives the parties intend to pursue.
- <u>Second Amended and Restated Cerner System Agreement</u> Governs information systems and ITWorks management.
- Research Initiative Agreement Defines a process whereby Cerner and the University of Missouri System can collaborate on research activities.

June 24, 2021

- <u>Iconic Status Initiative Agreement</u> Specifies tactics the parties are using and will continue to use to assist MUHC in attaining Iconic Status.
- <u>Population Health Initiatives Agreement</u> Specifies tactics for developing population health activities, including exploring ways to utilize technology to further MUHC's clinically integrated networks and provide population health management services to employers, including University of Missouri System.
- Amended and Restated Living Lab Agreement Redefines the parties' parameters for Cerner's \$2 million per year commitment to the Living Lab and developing new, innovative products and solutions.
- <u>Amended and Restated Health Information Exchange (HIE) Network Agreement</u> Governs the HIE and allows the University to resell products to outside entities.
- Schedule of ITWorks Services Provides MUHC's IT workforce.

The projected financial impact has not changed materially since the last contract approved by the Board of Curators in 2015. Projected annual costs for the extension period range from \$32.1M to \$34.9M per year, which includes a 3% annual CPI increase for ITWorks labor fees only. This is a change from the current contract in that all fees are subject to an increase currently, and only labor fees will be subject to the increase for the renewal period. In addition, one FTE per year will no longer be automatically added to the ITWorks fees. Additional ITWorks FTE's will be negotiated as needed. The IT operating expense as a percentage of total MUHC operating expenses was 3.68% for FY20, which has dropped from 3.92% in FY18 and 3.75% in FY19. MUHC believes this cost is comparable to the IT costs of other health systems and represents a good value when the moderate cost is compared to the high level of IT performance that it has allowed MUHC to achieve.

The total \$167,235,682 expenditure will be paid from MU Health Care's operating funds.

Recommended Action -	Minutes, Meeting	April	13,	2021	Health	Affairs	Committee
It was moved by					-		
minutes of the April 13, 202 the April 22, 2021 Board of							onjunction with
Roll call vote of Co	mmittee:				YES		NO
Mr. Ashworth							
Curator Graham							
Mr. Phillips							
Curator Wenneker							
Curator Williams							
The motion							

Recommended Action –	Resolution for Executi Health Affairs Commit		
It was moved by	and seconded b	У	, that there shall be a
executive session with a cle	osed record and closed v	ote of the Bo	ard of Curators Healt
Affairs Committee meeting	June 17, 2021 for consid	eration of:	
which include le	(1), RSMo , relating to m gal actions, causes of actions with counsel;	ion or litigatio	
	2), RSMo, relating to matter archase, or sale of real estat		hat provision, which
	(3), RSMo, relating to m ring, firing, disciplining,		-
which include in	(13), RSMo, relating to dividually identifiable peds pertaining to employee	ersonnel record	ls, performance
	(14), RSMo, relating to records which are protected		<u>-</u>
Roll call vote of the	Committee:	YES	NO
Mr. Ashworth			
Curator Graham			
Mr. Phillips			
Curator Wenneker			
Curator Williams			
The motion			