

Health Affairs Committee Meeting - Public Session

University of Missouri System

Women's and Children's Conference Room, 400 Keene Street

Jun 16, 2022 1:00 PM - 2:20 PM CDT

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C. Health Affairs Committee Meeting - Executive Session (2:00 PM, time is approximate)

The Health Affairs Committee will hold an executive session of the June 16, 2022 meeting, pursuant to Section 610.021(1), 610.021(2), 610.021(3), 610.021(13), 610.021(14) and 610.021(20) RSMo, for consideration of certain confidential or privileged communications with university counsel, property, personnel, records protected by law and computer systems, all as authorized by law and upon approval by resolution of the Health Affairs Committee.

Health Affairs Committee

June 16, 2022

Richard J. Barohn, MD

Executive Vice Chancellor for Health Affairs
Dean of the MU School of Medicine



Agenda

- **Executive Vice Chancellor and Dean Report:** Dr. Richard Barohn
- **MU Health Care Report:** Jonathan Curtright
- **MU Health Care Strategic Space Plan:** Nim Chinniah and Jonathan Curtright
- **Financial Update:** Kay Davis
- **MU School of Health Professions:** Dean Kristofer Hagglund
- **Closed Session**



MU School of Medicine Update



Closing out the academic year



Closing out the academic year

- **Commencement address presented by Robert Phillips, MD**
 - founding executive director for the Center for Professionalism and Value in Health Care
 - Family medicine resident, fellow at MU
 - From Dixon, Mo.
- **Honorary degree awarded to Amy Heimberger, MD, PhD**
 - Internationally known brain tumor neurosurgeon at Northwestern University
 - Undergrad at MU
 - From Rolla, Mo.



Announcing new NextGen executive director

- **W. David Arnold, MD**
 - Professor at The Ohio State University
 - Medical degree from the University of Louisville; PM&R residency at the University of Louisville; neuromuscular medicine fellowship at The Ohio State University
- Nationally recognized researcher and clinician in:
 - Neuromuscular diseases
 - Research focus: translational neuromuscular physiology in health and disease
 - changes in muscle with aging as a window on the overall aging process
 - Target arrival, Fall 2022



W. David Arnold, MD



NextGen team research and the clinical enterprise

- NextGen now contains a large team of tumor immunology scientists
 - **Gerhard Hildebrandt, MD**
 - **Senthilnathan Palaniyandi, PhD**
 - Mark Daniels, PhD
 - Xunlei Kang, MD, PhD
 - Eric Kimchi, MD
 - Diana Gil Pagés, PhD
 - Guangfu Li, PhD
 - Jonathan Mitchem, MD
 - Adam Schrum, PhD
 - **Akhil Srivastava, PhD**
 - Kevin Staveley-O'Carroll, MD
 - Emma Teixeira-Pernas, PhD
 - Haval Shirwan, PhD
 - Esmá Yolcu, PhD

Newly joined faculty in bold



NextGen growing new pathways

- **Development of bone marrow transplant program**
- **Recruitment of Gerhard Hildebrandt, MD**
 - Chief of Hematology and Bone Marrow Transplant, University of Kentucky
 - Lab space in NextGen
- **Pieces in place to launch MU BMT program**
 - Cherian Verghese, MD, recruited in 2021
 - With Dr. Hildebrandt and Dr. Verghese, first time MU has two-trained providers for BMT services
 - With MU program, patients will no longer need to travel to St. Louis or Kansas City for BMT



NextGen reproductive biology

- **Reproductive biology recruitment**
- **Mizzou Forward recruits in OB-GYN**
 - 3 hires have joined department to date
 - Lei Lei, PhD, from the University of Southern California, Los Angeles
 - Tae Hoon Kim, PhD, from Michigan State University
 - Jae-Wook Jeong, PhD, from Michigan State University
- **Two more recruits in progress**
 - Wipawee (Joy) Winuthayanon, PhD, from Washington State University
- **Recruitment of Dr. Jean Ricci Goodman**
 - Chair of OB-GYN and Women's Health



Video – Advancing innovation



Jonathan Curtright

Chief Executive Officer
MU Health Care
June 16, 2022

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Growth of advanced subspecialties critical to future of MUHC

- Recruiting for nearly 100 net new physicians over the next 5 years
- Appx. 40 of these physicians in Oncology, Cardiovascular, Neurosciences and Women's Services and Child Health



Oncology



Cardiovascular



Neurosciences



**Women's Services
& Child Health**

Building talent for next decade of growth

Recruitment underway for:

- Chief financial officer: targeting accepted offer by **Sept. 30**
- Chief marketing and communications officer: targeting accepted offer by **Sept. 30**
- Chief compliance officer: expected to fill by **Sept. 30**
- Chief quality officer: targeting accepted offer by **Oct. 31**

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Clinical campus integration

- Children's Hospital continues to be on track to open in **June 2024**
- Enabling projects underway to support centralized campus core
- New temporary pediatric ED entrance planned for August
- **45 new beds** added to date through bed maximization project



MU Health Care Strategic Space Plan

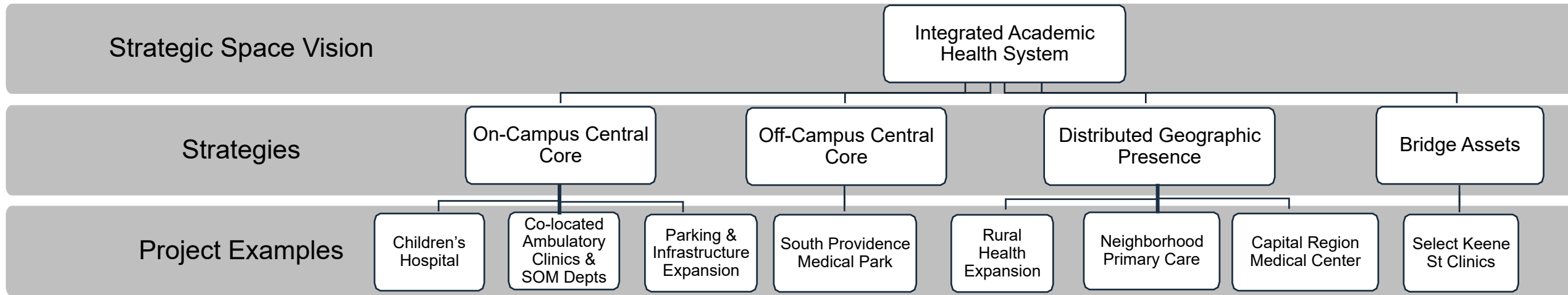
Nim Chinniah and Jonathan Curtright
June 16, 2022

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MU Health Care strategic space framework

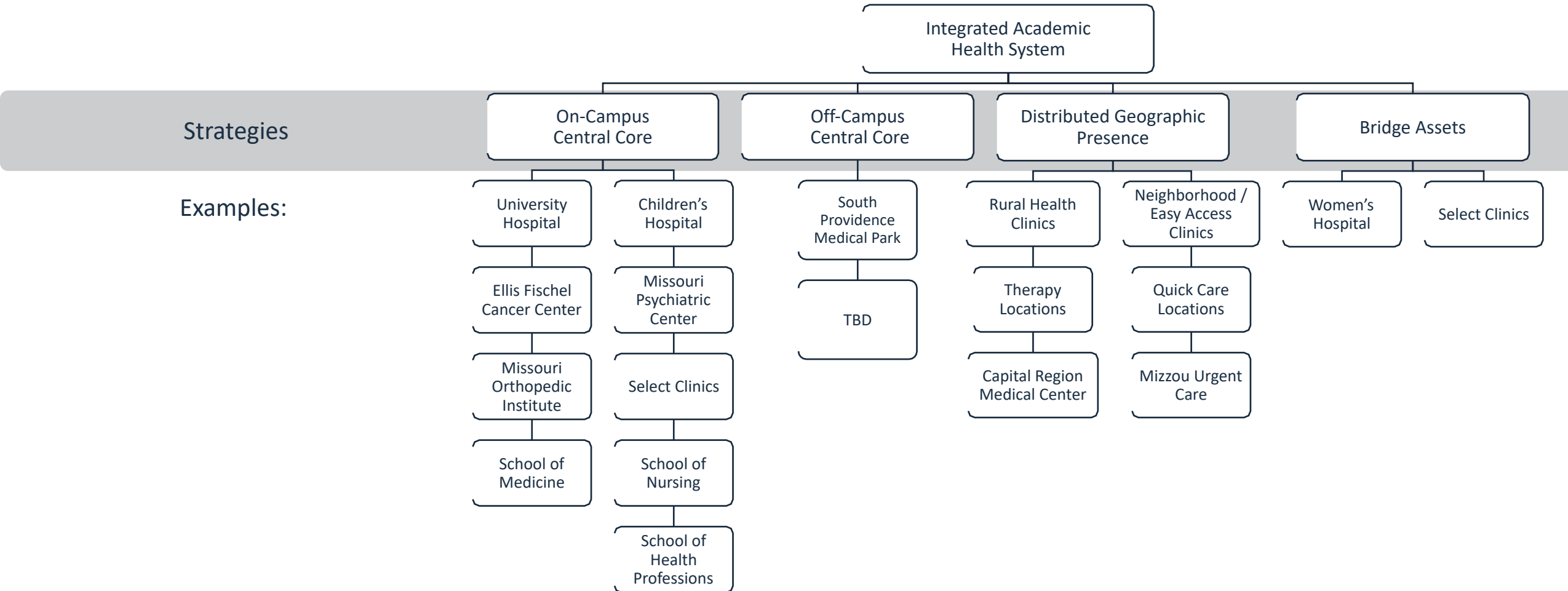


- **On-Campus Central Core** - long-term or permanent, benefit from co-location with other services, and need to be on centralized campus
- **Off-Campus Central Core** - long-term or permanent, benefit from off-site co-location with other services
- **Distributed Geographic Presence** - intentionally placed to meet the needs of rural communities or where ease of access is important
- **Bridge Assets** - operational and/or financial needs mandate the addition of space that is flexible, immediately available, and/or provides a bridge to long-term space in one of the other categories

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Primary MU Health Care entities and where they fit strategically



Parking, Access and Infrastructure

- Parking and traffic study of the SE corner of campus recently concluded:
 - Objective: Determine comprehensive parking and traffic recommendations to support growth, rough order of magnitude costs, and timeline for implementation.
 - Next steps: MUHC, MU campus, MoDot and VA to review opportunities.
- Ease of access to facilities and entrances is crucial. Examples of priority focus areas: expanding parking options, supported by door-to-door shuttle service and ensuring common areas and wayfinding are easy to navigate.
- Continued review of aging facilities and investment to maintain infrastructure is necessary.
 - An updated facilities condition assessment will be completed in 2023 and will include University Hospital (1956) and the Critical Care Addition (1997).



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Ambulatory Clinic Structure – Current State

Integrated Academic Health System

Strategies

On-Campus Central Core

Off-Campus Central Core

Distributed Geographic Presence

Bridge Assets

Examples:

Heart & Vascular Univ Hosp

Ortho Trauma Univ Hosp

Student Hlth Univ Phys Med Bldg

Oncology Clinics Ellis Fischel

Acute Care Burn/Wound Univ Hosp

Neurology Univ Phys Med Bldg

Surgery Clinic Univ Hosp

Medicine Specialty Univ Hosp

Orthopedics MOI

Ambulatory Infusion Ellis Fischel

Comp Pain MOI

Family Medicine South Providence

Pediatrics South Providence

Psychiatry South Providence

Family Medicine Battle

Pediatrics Battle

MO OB/GYN Battle

Psychiatry Battle

Columbia Family Med Keene

Dermatology Jefferson City

Child/Adol Psychiatry Woodrail

Diabetes & Endocrinology Berrywood

Surgery Associates Woodrail

Physical Med & Rehab Rusk

Family Medicine Keene

Family Medicine Ashland

Family Medicine Boonville

Family Medicine Callaway

Family Medicine Fayette

Family Medicine Fulton

Oral Surgery Keene

Quick Care Broadway

Quick Care Conley

Quick Care Nifong

Family Medicine Smiley Lane

MO OB/GYN Smiley Lane

Mason Eye Keene

Internal Medicine Fairview

Med/Peds Woodrail

Thompson Center Keene

Columbia Surg Assoc Grindstone

Mizzou Urgent Care Providence

Uro-Gynecology Keene

Reproductive Endo & Fertility Keene

Mason Eye Univ Hosp

Maternal Fetal Med Keene

Children's Cardiology Keene

Dermatology Univ Phys Med Bldg

Mohs Surg Univ Phys Med Bldg

MO OB/GYN Keene

Columbia ENT Keene

Hearing & Balance Keene

General Dermatology Woodrail

Urology Keene

Ped/Adol Specialty Keene

Digestive Health Ctr Fairview

Bariatrics Woodrail

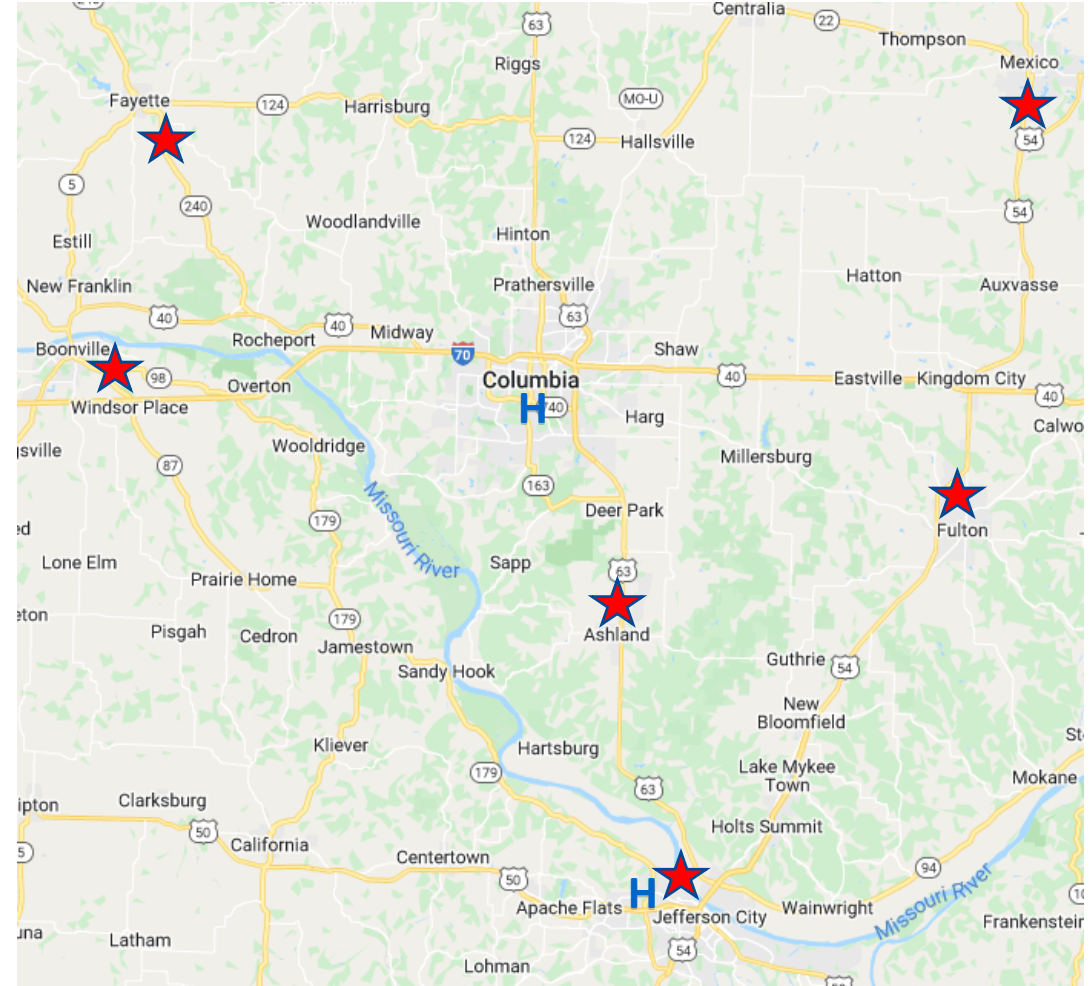
Pediatric Orthopedics Keene

ENT & Allergy Ctr Keene

Audiology Keene

Rural health strategy

- A **distributed geographic presence** and expansion of outpatient care in our 25-county service area is critical to supporting rural Missourians, building clinical scale and enhancing MUHC's strategic space plan
- These clinics will grow primary points of entry, develop our infrastructure to protect and expand market position, broaden our impact, and optimize clinical outcomes for patients
- Expansion of MUHC's primary care patient base supports ambulatory and inpatient care growth
- **Active Projects**
 - Mexico, Audrain County
 - Planned to open in Summer 2022
 - Primary care & urgent care
 - Boonville, Cooper County
 - Planned to open in early Spring 2023
 - Primary care, urgent care, specialty outreach, radiology, lab, therapy services, and ambulance entrance



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Battle Avenue Medical Building in Columbia

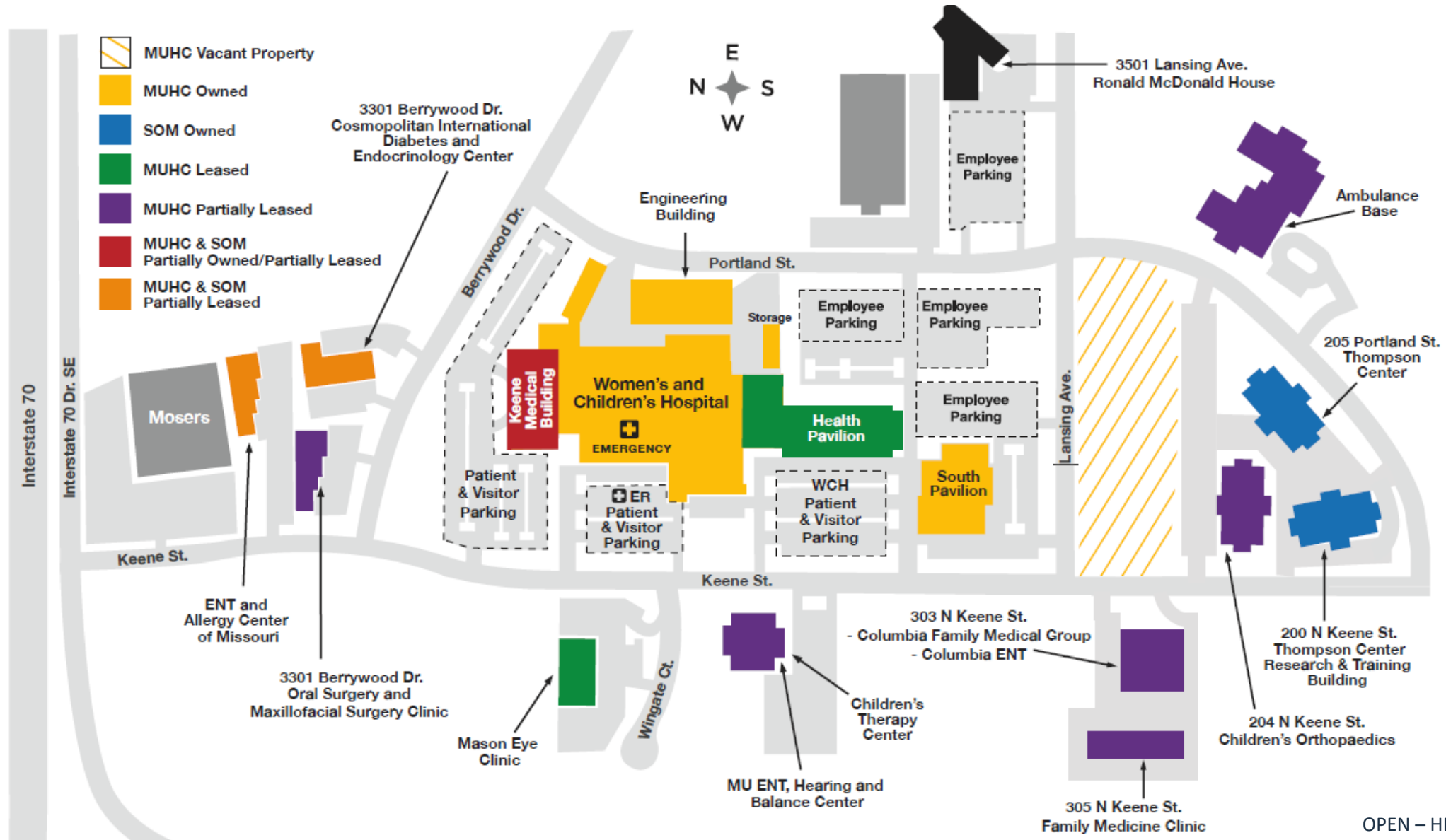


Jackson Road Medical Building in Boonville

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Keene Street campus map – Current state



Finance Update

Kay Davis
Chief Financial Officer
June 16, 2022

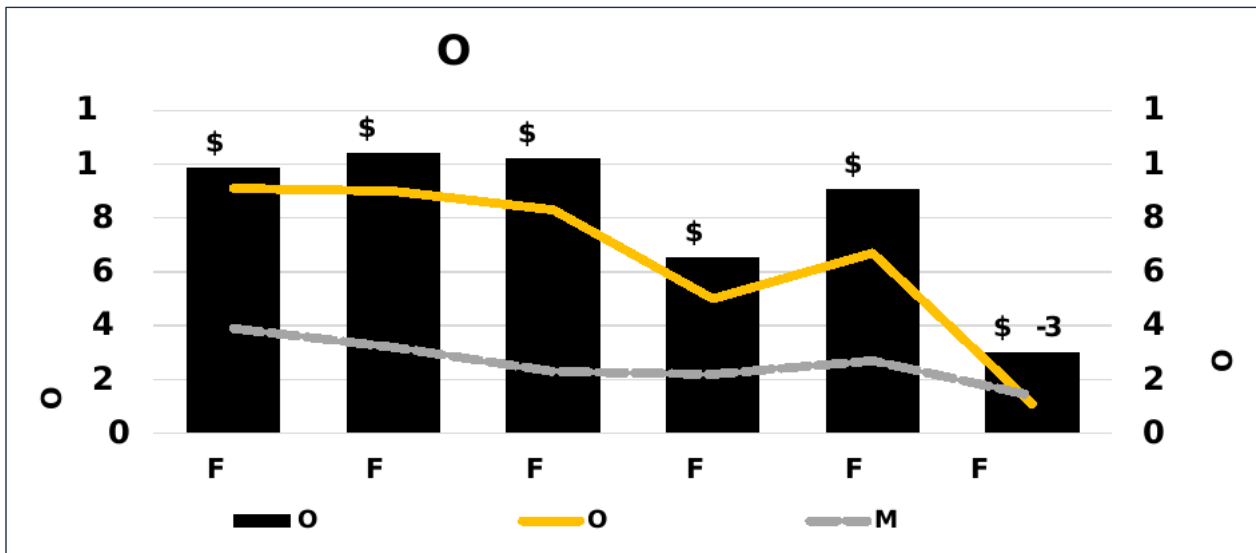
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Projected FY22 Performance

	in \$Ms		
	Orig Bud FY2022	Q3 Reproj FY2022	Projected FY2022
Total Net Revenues	\$ 1,219.2	\$ 1,305.3	\$ 1,276.8
Total Expenses	\$ 1,131.8	\$ 1,249.6	\$ 1,250.7
Operating Income (Loss)	\$ 87.4	\$ 55.6	\$ 25 - 30
Operating Margin	6.3%	3.5%	1.1%



Labor Expense

- Unprecedented staff shortages
 - Agency Utilization: 80 FTE (Jul) to 220 FTE (April) ranging \$80-165/hour
 - Market increases to stay competitive

Drug Expense

- Change in Medicaid 340b policy
 - Reduction of ~\$1M margin/month
- Change in manufacturer allowance of contract pharmacies
 - Additional ~\$1M margin/month

Other Expense

- Rev Cycle staffing

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FY 2023 Budget

	Projected FY2022	in \$Ms	
		Low	High
Total Net Revenues	\$ 1,276.8	\$ 1,362.8	\$ 1,373.7
Total Expenses	\$ 1,250.7	\$ 1,302.8	\$ 1,290.2
Operating Income (Loss)	\$ 25 - 30	\$ 60.0	\$ 83.5
Operating Margin	1.1%	3.3%	5.0%

Growth

- Service Lines
 - Subspecialty recruitment
 - Ambulatory care expansion
 - Occupational medicine
- Contract/Specialty Pharmacy
 - Data sharing in contract pharmacy and growth in specialty pharmacy

Expense Control

- Labor
 - Agency utilization and rate reduction
- Medical Supply
 - Elimination of extraordinary COVID costs
- Other Expense
 - Elimination of revenue cycle contract staffing

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Gap to Achieve 5-Yr Plan

	in \$Ms	
	Budget FY2023	5-Yr Plan FY2023
Total Net Revenues	\$ 1,373.7	\$ 1,342.4
Total Expenses	\$ 1,290.2	\$ 1,244.5
Operating Income (Loss)	\$ 83.5	\$ 98.0
Operating Margin	5.0%	6.6%

Plan to close gap

- Additional subspecialty recruitment
- Labor efficiency
- Supply chain improvement
- Controls on professional fees and contracted services
- Delay decision on selected expense investments
- Clinical-Administrative-Research-Teaching-Support (CARTS) renegotiation

\$15M - \$20M Opportunity

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MU SCHOOL OF HEALTH PROFESSIONS

Dean Kristofer Hagglund presentation to Board of Curators
Health Affairs Committee – June 16, 2022



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To improve the health and well-being of others

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DEPARTMENTS

- Clinical & Diagnostic Sciences
- Health Psychology
- Health Sciences
- Occupational Therapy
- Physical Therapy
- Public Health
- Speech, Language & Hearing Sciences
- School of Social Work



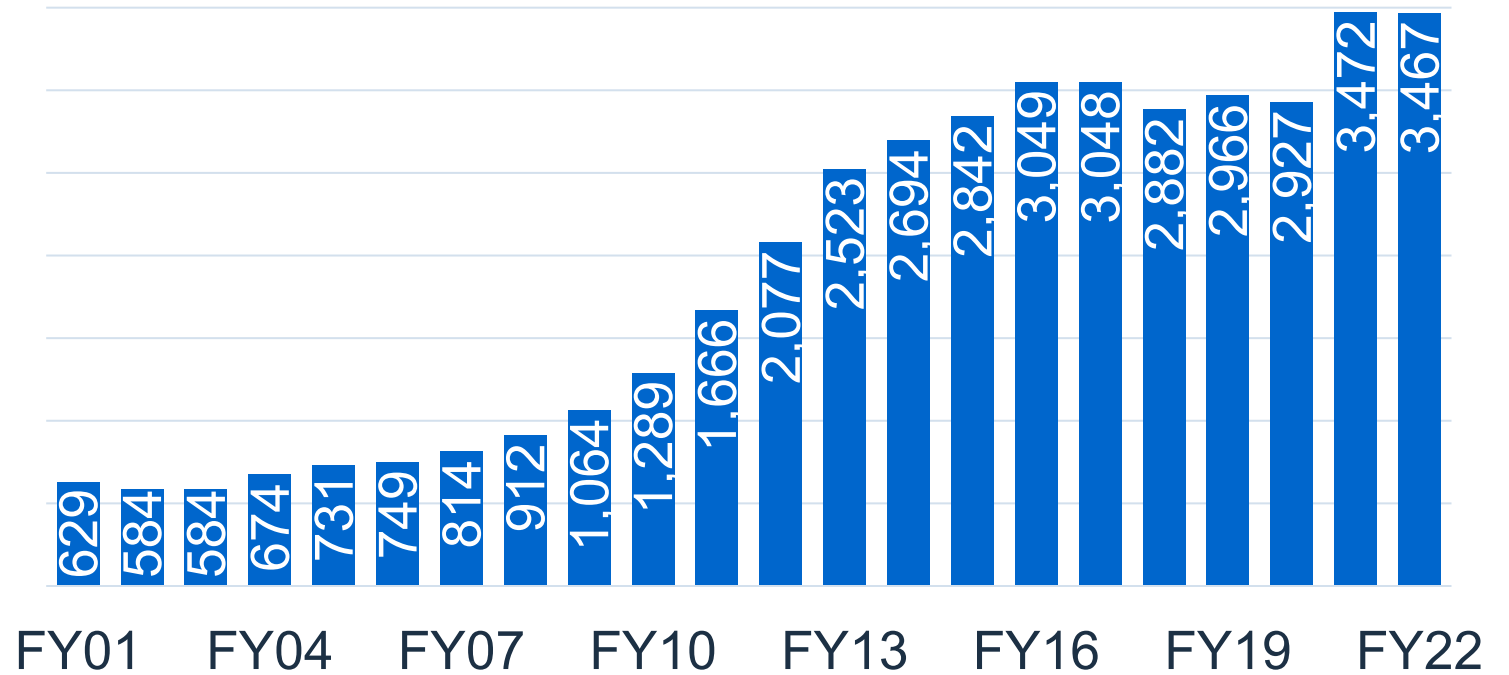
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STUDENT ENROLLMENT



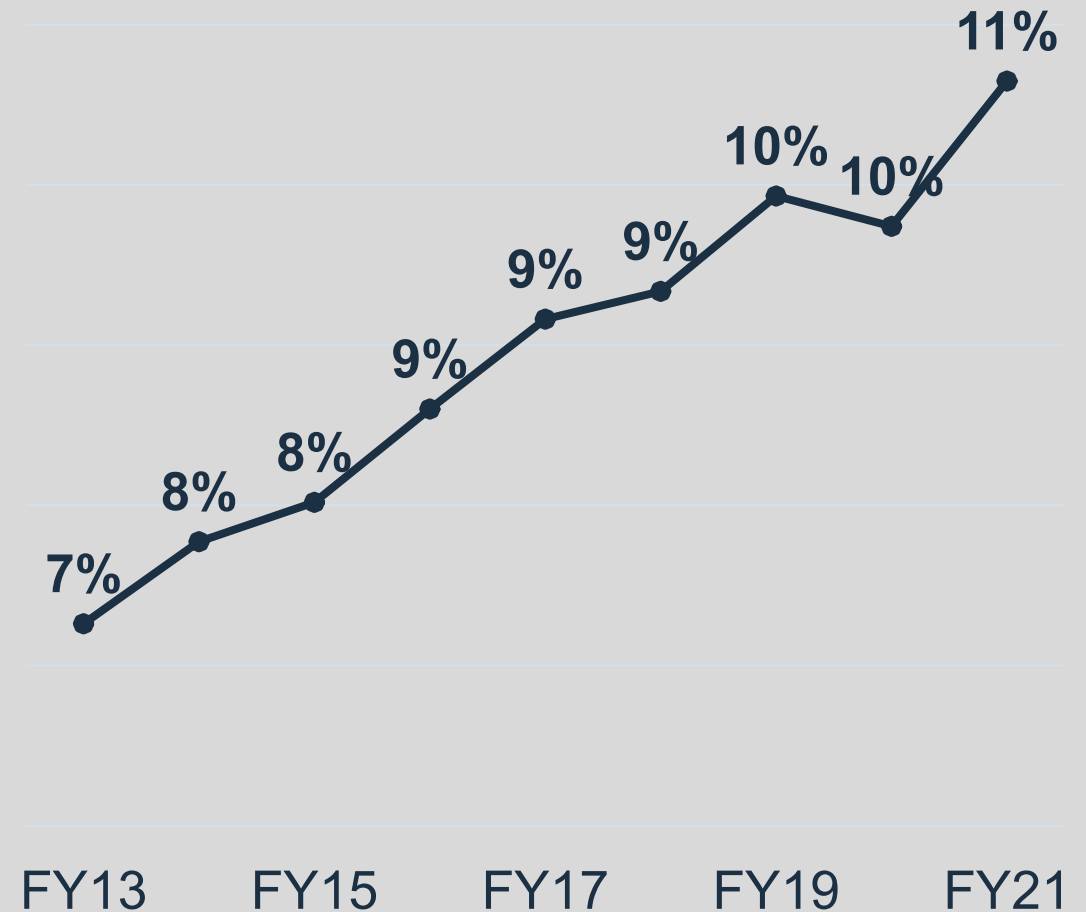
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ENROLLMENT

- 1) Arts & Science
- 2) Business
- 3) Health Professions**
- 4) Engineering
- 5) CAFNR
- 6) Education and Human Development
- 7) Journalism
- 8) Nursing
- 9) Medicine
- 10) Law

Health Professions % of campus enrollment



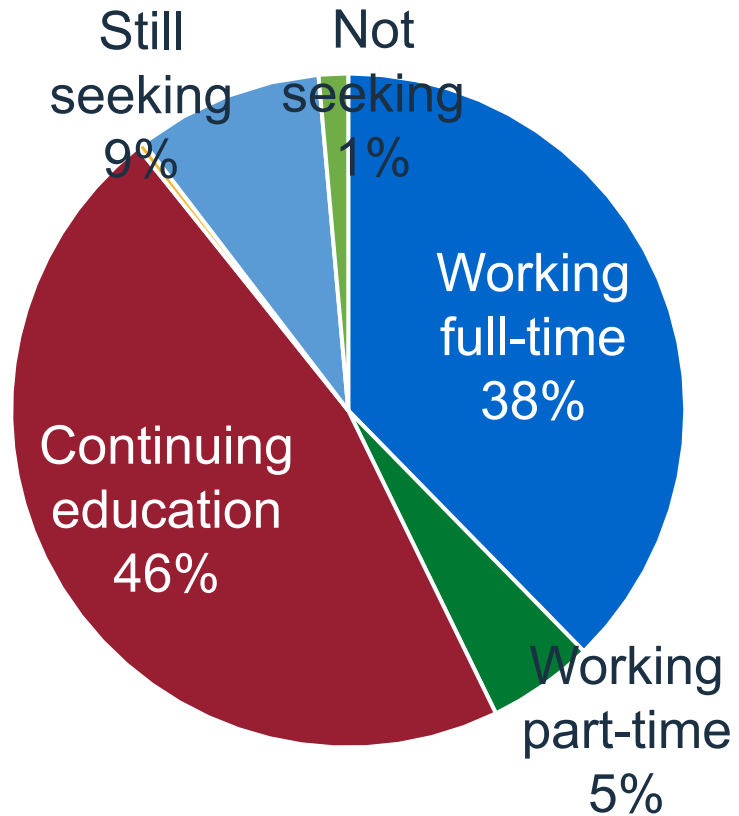
LICENSURE AND CERTIFICATION FINAL PASS RATES

	FY15	FY16	FY17	FY18	FY19	FY20
Clinical Laboratory Science	100%	100%	100%	100%	100%	100%
Speech, Language & Hearing Sciences	100%	100%	100%	100%	100%	100%
Diagnostic Medical Ultrasound	100%	100%	100%	100%	100%	100%
Nuclear Medicine	100%	100%	100%	100%	100%	100%
Occupational Therapy	100%	100%	100%	100%	100%	100%
Physical Therapy	100%	100%	100%	98%	100%	100%
Radiologic Technology	100%	100%	100%	100%	100%	100%
Respiratory Therapy	100%	100%	100%	100%	100%	100%

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GRADUATES



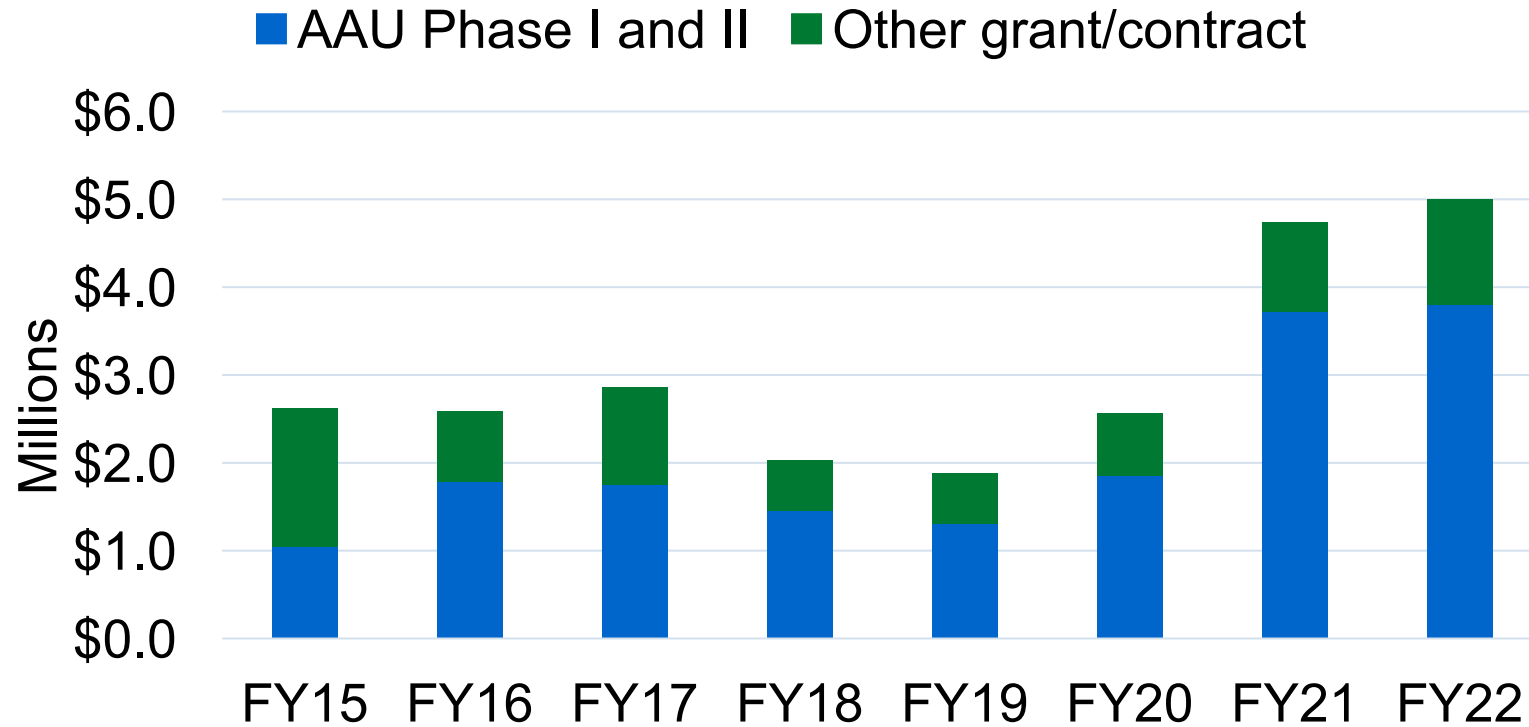
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RESEARCH

RESEARCH EXPENDITURES



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as of 5/27



Credit Card Debt Is Bad for More Than Just Your Finances

A new study says that worries about repaying debt may lead to poor health later in life. So, however, some

The Topeka Capital-Journal

Kansas deer hunters can get free testing for chronic wasting disease. Here's how.



Home > Parenting News > Hearing & Reading Books At The Same Time Helps Kids' Vocabulary

Hearing & Reading Books At The Same Time Helps Kids' Vocabulary

A new study has found that the vocabulary in children can be improved if they hear the book being read to them while they read it.

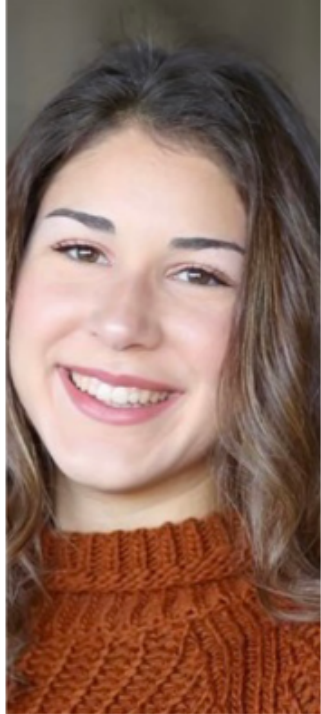
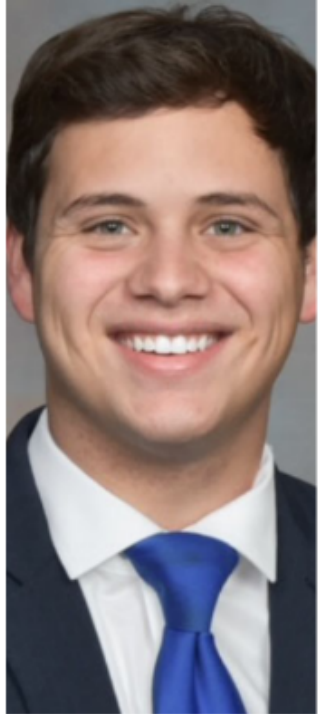
HEALTH CARE

'Depressing': MU study finds unequal treatment between Black and white heart patients

NEWS

University of Missouri research: pandemic underscores digital divide for Black families





CLINICAL SERVICE

CLINICS

MUHC billing

Adult Neuropsychology

Autism Evaluation

Chronic Health, Insomnia & Pain

Pediatric ADHD

Pediatric Learning Disability

Pediatric Neuropsychology

Weight Management & Metabolic
Institute Behavioral Health

Pro bono

Occupational Therapy (Tiger OT)

Physical Therapy (PhysZou)

Integrative Behavioral Health

Other fee-based

Speech & Hearing

Combs Language Preschool



healthprofessions.missouri.edu/clinical-services



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CLINICS AT A GLANCE

4,258
patients served

\$3.9M
services billed

\$1.3M
revenue collected

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Kennedi
Keyes
MISOCODI GARCIA

LOOKING AHEAD

LONG-TERM GOALS

- 25th anniversary in 2026
- College of Health Science with School of Public Health
- 30 additional faculty
- Increase diversity of students
- Double research expenditures
- Double philanthropy
- Complete Clark Hall renovations

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OPEN – HEALTH AFF – INFO 5-20



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No. 1

Recommended Action - Minutes, April 14, 2022 Health Affairs Committee Meeting

It was moved by _____ and seconded by _____, that the minutes of the April 14, 2022 Health Affairs Committee meeting, held in conjunction with the April 21, 2022 Board of Curators Meeting, be approved as presented.

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

Mr. Ashworth

Curator Holloway

Curator Layman

Curator Wenneker

Dr. Whitaker

Curator Williams

The motion _____.

June 23, 2022

No. 2

Recommended Action – Resolution for Executive Session of the Board of Curators Health Affairs Committee Meeting, June 16, 2022

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 June 16, 2022 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(2), RSMo**, relating to matters identified in that provision, which include leasing, purchase, or sale of real estate; 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(12), RSMo**, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; 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(20), RSMo**, relating to matters identified in that provision, which include records that identify the configuration of components or the operation of a computer, computer system, computer network, or telecommunication network, and would allow unauthorized access to or unlawful disruption of a computer system.

Roll call vote of the Committee:

YES

NO

Mr. Ashworth
Curator Holloway
Curator Layman
Curator Wenneker
Dr. Whitaker
Curator Williams

The motion _____.

June 16, 2022