

## Health Affairs Committee Meeting - Public Session

University of Missouri System

Atkins Seminar Room, NextGen Precision Health Building

Sep 1, 2022 11:00 AM - 12:20 PM CDT

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#### II. Health Affairs Committee Meeting - Executive Session (12:20 PM, time is approximate)

The Health Affairs Committee will hold an executive session of the September 1, 2022 meeting, pursuant to Section 610.021(1), 610.021(2), 610.021(3), 610.021(12), and 610.021(13) RSMo, for consideration of certain confidential or privileged communications with university counsel and property, personnel and contract items, all as authorized by law and upon approval by resolution of the Health Affairs Committee.

# Health Affairs Committee

Sept. 1, 2022

**Richard J. Barohn, MD**

Executive Vice Chancellor for Health Affairs / Hugh E. and Sarah D.  
Stephenson Dean of the MU School of Medicine



# Agenda

- **Executive Vice Chancellor and Dean Report:** Dr. Richard J. Barohn
- **Financial Update:** Kay Davis
- **University of Missouri-Kansas City:** Chancellor Mauli Agrawal
- **Clinical Scale Strategy:** Nim Chinniah
- **Closed Session**



# MU School of Medicine/NextGen Update

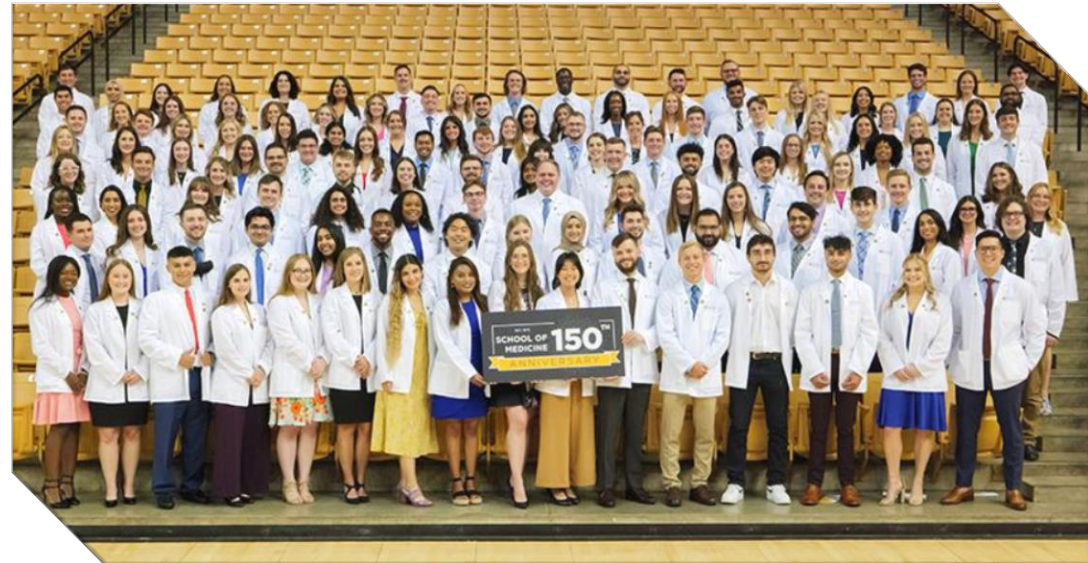


# Welcoming Our New Medical Students

- **Presentation of Stethoscope Ceremony**
  - Alumni, donors and friends of the School of Medicine make this tradition possible
  - SOM Alumni President Dr. Steven Daniels (class of 1987), an anesthesiologist, presided over the event
- **White Coat Ceremony**
  - 128 medical students donned their first white coat
  - Keynote address delivered by orthopaedic surgery faculty member Nathan Gause, MD, who practices at Liberty Hospital



# Meet the Class of 2026



Average Math/Science GPA: **3.72**  
 Average Total GPA: **3.78**  
 Average MCAT Score: **510**



**3,201**  
 TOTAL APPLICATIONS

Students from socioeconomically disadvantaged backgrounds:

**26%**

**34%**

Students who self-identify as an ethnic minority

AGE RANGE: **20** ↔ **37**

**387**  
 Interviews scheduled

Students from rural areas:

**17%**

**13%**

Students who self-identify as an underrepresented minority

**128**   
 Students matriculated

Students from Missouri:

**86%**

## GEOGRAPHIC REPRESENTATION



- MISSOURI - 110
- FLORIDA - 2
- ILLINOIS - 2
- NORTH CAROLINA - 2
- UTAH - 2
- ARKANSAS - 1
- CALIFORNIA - 1
- GEORGIA - 1
- IOWA - 1
- KANSAS - 1
- MINNESOTA - 1
- NEW YORK - 1
- OKLAHOMA - 1
- PUERTO RICO - 1
- TENNESSEE - 1



**75**



**53**



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# Physician-Scientist Recruitment



**W. David Arnold, MD**

- New NextGen Executive Director
- Nationally recognized researcher and clinician in neuromuscular diseases
- Physical medicine and rehabilitation



**Gerhard Hildebrandt, MD**

- Chief of Hematology/Oncology and Nellie B. Smith Endowed Chair of Oncology and Cancer Center Director
- PI for multiple industry sponsored and investigator-initiated clinical trials



**Michael Chicoine, MD**

- Chair of new Department of Neurosurgery
- Internationally recognized expert in brain tumor surgery



**Bo Lu, MD, PhD**

- Chair of new Department of Radiation Oncology
- Investigates immune modulatory mechanisms that mediate radiation response in tumor tissues and normal tissues



# SOM MizzouForward Advisory Committee

## Formed in June due to high volume of MizzouForward applications

- Fourth MizzouForward advisory committee
- 10-person committee co-chaired by Dr. David Gozal and Dr. Scott Rector
- Averaging 3 new candidate CVs to review each week
- 12 physician/research faculty candidates scheduled to visit MU in the next several weeks
- 9 physician/research faculty candidates in offer phase





# SOM FY22 Research Expenditures and Awards



# Creation of Joint EVC/Dean Office

- Relocated EVC office to create one joint EVC/Dean office
- Individual meetings with each chair
  - Physician engagement in decision-making
  - Space and facilities needs for faculty research, office and clinical space



# MU Health Care Update



# Building Talent for Next Decade of Growth

## Dustin Thomas, Chief Financial Officer

- Joining Sept. 15 from the University of Texas Medical Branch
- Serves as health system CFO



**Dustin Thomas**

## Chief Compliance Officer

- Lead candidate has signed

## Recruitment underway for:

- Chief Marketing and Communications Officer: targeting accepted offer by **Oct. 30**
- Chief Quality Officer: targeting accepted offer by **Nov. 15**



# Chief Information Officer Leadership Transition

## Bryan Bliven joining Oracle Cerner in new leadership role

- Served as Chief Information Officer since January 2013; oversaw digitization of MU Health Care operations, expansion of regional electronic medical record
- Deb Dow, Senior Director and Application Leader, to serve as interim CIO
- Mike Seda, Director of the Tiger Institute Health Alliance, to serve as Interim Executive Director of Tiger Institute for Health Innovation



**Bryan Bliven**



**Deb Dow**



**Mike Seda**

# Clinical Recruits Who Will be Magnets to MUHC

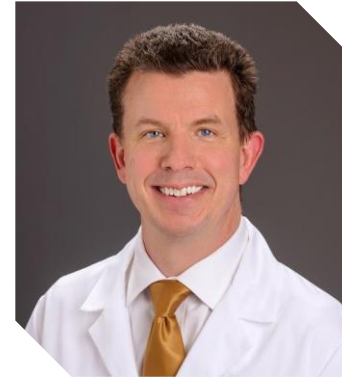
More than 50 new clinical hires, including:



**Amy Liepert, MD**  
Chief, Division of Acute Care Surgery  
Univ. of California San Diego



**Detlev Erdmann, MD, PhD**  
Chief, Division of Plastic Surgery  
Duke University



**Erik Grossman, MD**  
General/Colorectal/Robotic Surgery  
Columbia Surgical Associates



**Ana Costa, MD**  
Pediatric Ophthalmology  
UT Southwestern



**Rony Marwan, MD**  
Chief, Division of Pediatric Surgery  
University of Colorado



**Thomas Willson, MD**  
Pediatric Craniofacial Surgery  
University of Vermont



**Kevin Bartow, MD**  
General/Colorectal/Robotic Surgery  
Cape Girardeau private practice



**Tricia Fernandez, MD**  
Pediatric Ophthalmology  
Washington University



# Clinical Growth



**South Clark Medical Building in Mexico now open**

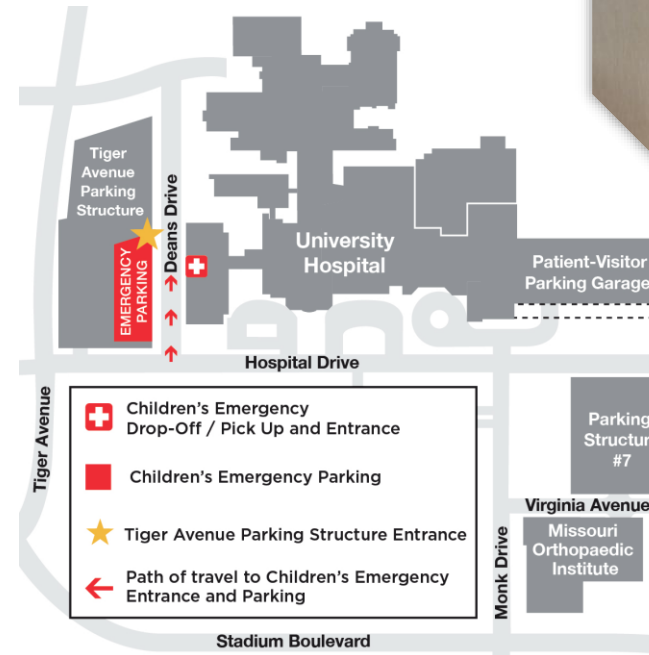


**Next:  
Jackson Road Medical Building in Boonville opening 2023**



# Clinical Campus Integration

- Pediatric Emergency Room entrance now open
- Located on the west side of University Hospital, our Children’s ER entrance includes:
  - A kid-friendly check-in desk and waiting areas
  - Dedicated parking spaces for Children’s ER patients located across the street in the Tiger Avenue Parking Structure
  - Kid-friendly décor, furniture with animal-themed visuals and child-safe features





# Clinical Campus Integration

- **Pershing Hall:** Relocation of Student Health Center and physician workspace
- **J. Otto Lottes Health Sciences Library:** Physician workspace
  - Moved majority of books/journals to UM Libraries Depository
- Dr. Barohn with Kevin McFillen, Supervisor of the UM Libraries Depository, on recent tour of the UM Libraries Depository



# Engaging with Physician Leaders

- **New MU Health Care leaders**

- Nim Chinniah, Chief Executive Officer (interim)
- Katrina Lambrecht, Chief Operating Officer
- Shanon Fucik, Chief Nursing Officer
- Meeting with clinical chairs to identify issues or needs within MU Health Care
  - Align strategy and execution
  - Physician engagement and support
- Developing workforce strategies



# Planning Processes: SOM and MUHC

- **Space and facilities**
  - Re-launching space planning processes with eye toward interim solutions
  - Need for Ambulatory Surgery Center and longer-term space plans/needs for research, education and faculty offices
- **Outpatient clinical services**
  - Evaluating topics such as physician support, access/availability of appointments, space that minimizes use of leased space/creates more thoughtful, patient-centered solutions



# Funding Updates: Significant New Funding

- **Laine Young-Walker, MD, Chair of Department of Psychiatry**
  - \$6.6 million from Department of Elementary and Secondary Education as part of the “American Rescue Plan Act (ARPA),” July 2022-July 2023
  - Titled “American Rescue Plan Act (ARPA), Child Care Stabilization, Supporting Challenging Behaviors”
  - Provide training on Social Emotional Learning to child care providers
  
- **Kathleen Quinn, PhD, Associate Dean for Rural Health**
  - Additional \$5.5 million supplement from Health Resources Services, for a total of \$17.7 million
  - Titled “Medical Student Education Program: An Innovative Model to Increase Primary Care Physicians for Rural and Underserved Missouri”
  - Prepare and encourage medical students training in underserved states to choose residencies and careers in primary care in underserved communities



**Dr. Laine Young-Walker**



**Dr. Kathleen Quinn**



# Funding Updates: Thompson Center



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# Financial Update

September 1, 2022

Kay Davis  
Chief Financial Officer



# Key Performance Indicators

		PRELIMINARY FY22		
		Actual	Budget	% Var.
<b>Operating Metrics</b>	Discharges	26,792	27,152	(1.3%)
	Average Length of Stay	6.0	5.7	+6.0%
	Surgeries	25,771	26,423	(2.5%)
	Clinic Visits	790,770	771,332	+2.5%
	Emergency Room Visits	83,599	74,197	+12.7%
	FTEs	5,768	5,882	(1.9%)
	Agency FTEs	154.3	29.3	+425.7%
<b>Profitability Ratios</b>	Operating Margin (%)	1.4%	6.3%	
	EBITDA Margin (%)	7.5%	12.1%	
<b>Cost Ratios</b>	Cost per Adj. Discharge	22,466	19,971	+12.5%
	Salaries per Adj. Discharge	7,263	6,335	14.70%
	Supplies per Adj. Discharge	6,209	5,203	+19.3%
<b>Balance Sheet Ratios</b>	Debt Service Coverage	2.4	3.1	
	Days Cash on Hand	159.5	192.9	
	Days in A/R - Hospital	52.0	50.0	

- Decreased volume in early winter due to deferrals related to COVID-Delta surge, as well as lower general respiratory season
- Cost Ratios driven by high agency cost and increased drug cost due to Medicaid 340b change
- MU Health Care leadership has strong action plans for subspecialty growth, reducing agency spend, improving staffing and standardizing cost of care



# FY2022 Statement of Operations (000's)

<b>Revenues</b>	<b>Actual</b>	<b>Budget</b>
Net Patient Service Revenue	1,091,203	1,066,948
Other Revenue	193,662	152,297
<b>Net Revenue</b>	<b>1,284,865</b>	<b>1,219,245</b>
<b>Expenses</b>		
Salaries & Wages	405,547	359,032
Benefits	121,566	126,775
Supplies & Other	567,396	494,138
Purchased Svc. & Pro. Fees	102,015	92,112
Depreciation	58,503	59,781
<b>Total Expenses</b>	<b>1,255,027</b>	<b>1,131,838</b>
<b>OPERATING INCOME</b>	<b>29,838</b>	<b>87,407</b>

- Despite softer volumes than budgeted, MU Health Care experienced increased revenue related to higher patient acuity and specialty pharmacy growth
- The tight labor market coupled with an increase in vacancy rate, has required reliance on overtime and agency staffing, increasing labor expense by 13%
- Change in 340b policy for Medicaid increased drug expense by ~30%





# Fiscal Year 2023 Budget/Outlook

**Operating Income — \$83.3**

**Operating Margin — 5.0%**

<b>Assumption</b>	<b>Var. to FY'22</b>	<b>Var. to 5YR Plan FY23</b>	<b>Observations</b>
Discharges	+3.3%	-2.6%	Subspecialty new hires up from FY22, but lower than 5 YR plan
Surgeries	+2.0%	-2.9%	Increasing with surgery recruitment plan, but lower than 5 yr plan
ER Visits	+3.2%	+5.3%	More rapid return to pre-COVID utilization
Net Pt. Svc. Rev.	+6.5%	+1.9%	Blend of volume, price and rate increase
Total Labor Exp.	+5.3%	+6.7%	5 YR plan prior increase in market rate and agency utilization
Total Expenses	+2.8%	+3.7%	Increased CARTS support; change in Medicaid drug cost



# Fiscal Year 2023 Budget/Outlook

Operating Income — \$83.3

Operating Margin — (5.0%)

- FY '23 budget reflects a \$56.0M improvement
- Financial improvement materially influenced by volume growth, rate increases, and tight expense management
- *Budget achievement requires ALL key assumptions to be realized (e.g., implementation and timing risk)*



# Gap to Achieve 5-Year Plan

	in \$Ms	
	Budget FY2023	5-Yr Plan FY2023
<b>Total Net Revenues</b>	\$ 1,373.7	\$ 1,342.4
<b>Total Expenses</b>	\$ 1,290.2	\$ 1,244.5
<b>Operating Income (Loss)</b>	\$ 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**



# **University of Missouri-Kansas City**

**September 1, 2022**

Chancellor Mauli Agrawal



# UMKC Health Sciences Campus

- UMKC is Kansas City's **top provider** of doctors, nurses, dentists and pharmacists
- **1 of 20** U.S. public universities with a similarly comprehensive health district
- **868,000+** outpatient visits in the UMKC Health Sciences District
- **30,000+** patients annually
- **12,000+** employees working in the district
- **\$234 million** economic impact



# School of Dentistry

- 527 students
- Programs:
  - D.D.S. (Doctor of Dental Surgery)
  - B.S. in Dental Hygiene
  - M.S. in Dental Hygiene Education
  - M.S. in Oral and Craniofacial Sciences
  - Ph.D. in Oral and Craniofacial Sciences
  - Certificate in Oral and Maxillofacial Surgery
  - Certificate in Orthodontics and Dentofacial Orthopedics
  - Certificate in Periodontics
  - Certificate In Advanced Education in General Dentistry
  - Certificate in Endodontics



# School of Medicine



- 843 students
- Programs:
  - B.A./M.D. Program
  - M.S. in Anesthesia
  - M.S. in Bioinformatics
  - M.M.S. in Physician Assistant
  - M.H.P.E. (Master of Health Professions Education)
  - Interdisciplinary Ph.D.
  - Certificate in Clinical Research
  - Certificate in Health Professions Education
  - Paramedic Certification
  - Emergency Medical Technician Certification



# School of Nursing and Health Studies



- 1,265 students
- Programs:
  - B.S. in Nursing (251 students)
  - Bachelor of Health Sciences
  - M.S. in Nursing
  - D.N.P. (Doctor of Nursing Practice)
  - Ph.D. in Nursing
  - Post-Master Certificate



# School of Pharmacy

- 503 students
- Programs:
  - Pharm.D. (414 students)
  - Pharm.D./M.B.A. (15 students)
  - M.S. in Bioinformatics
  - Interdisciplinary Ph.D. Pharmaceutical Sciences
  - Certificate in Gerontology

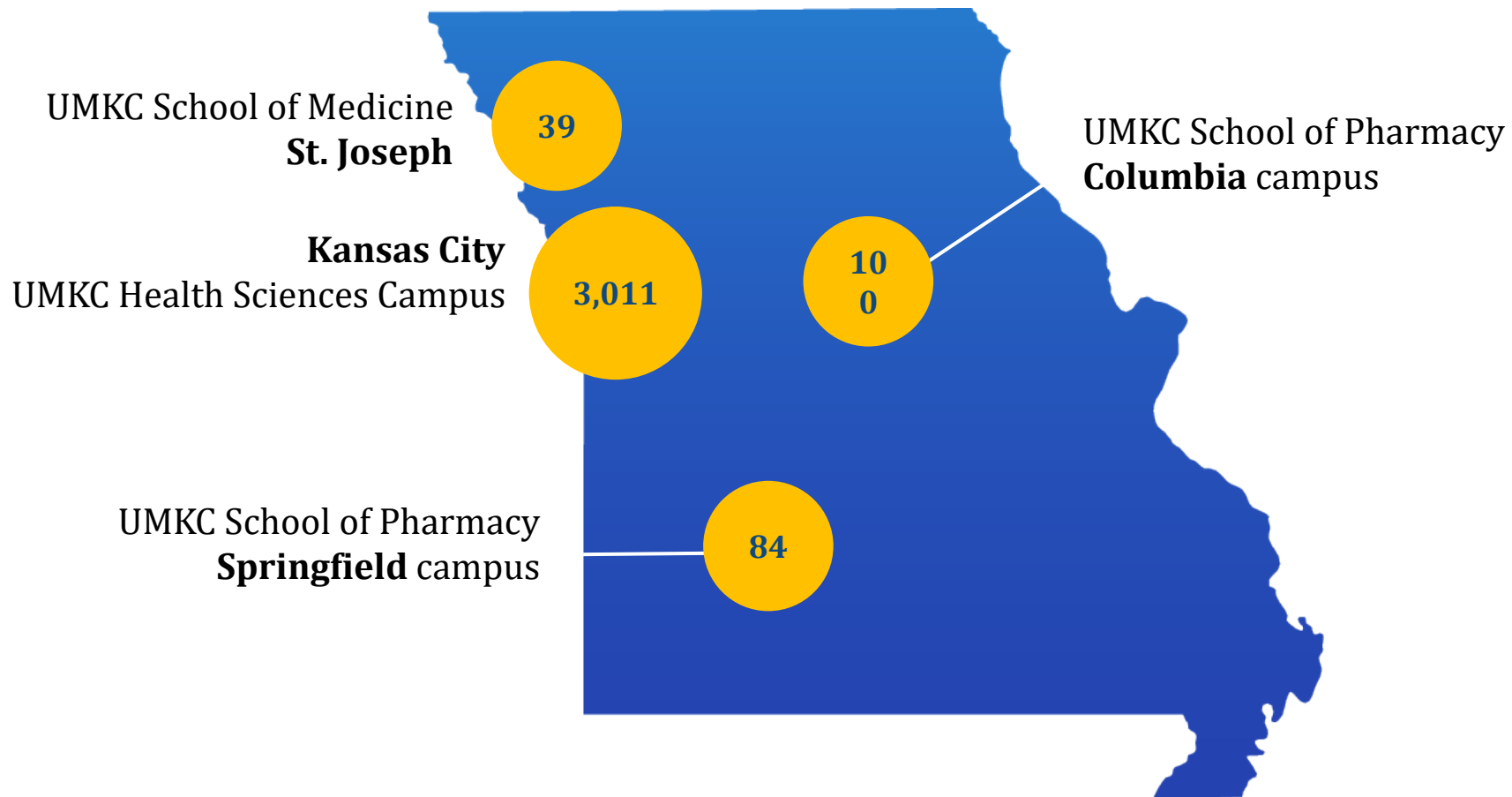


# UMKC's clinical partners

- UMKC offers community-based medical education – student clinicals are conducted at Kansas City's top hospitals and healthcare facilities.
- UMKC specializes in outreach to underserved populations. For example, our School of Dentistry provides up to \$750K in uncompensated care annually through its dental clinics.

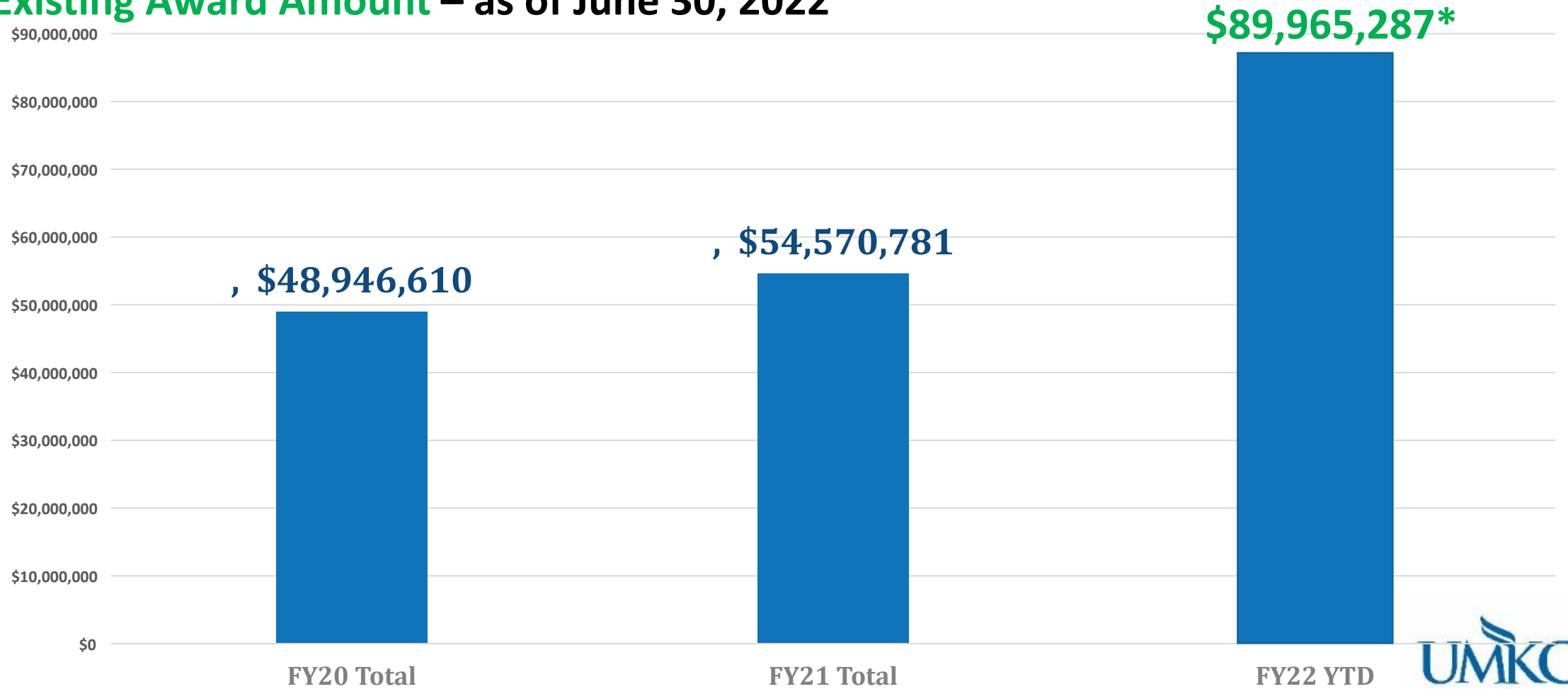


# UMKC's statewide healthcare footprint



# UMKC research growth: External grants

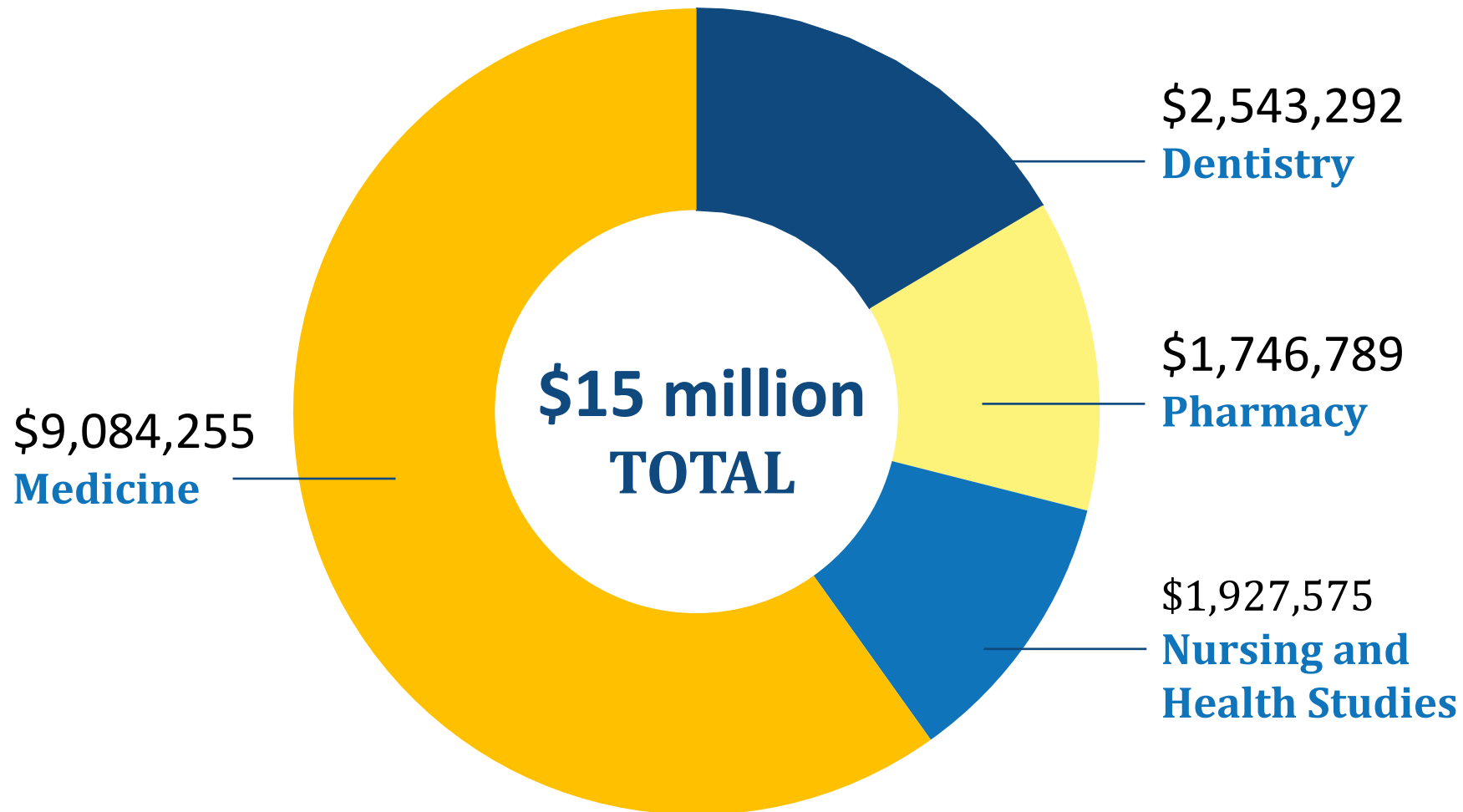
**Existing Award Amount – as of June 30, 2022**



SOURCE: President's Dashboard – Proposal Data – Proposal Detail – Tableau Report



# Research expenditures: Health Sciences



# Visionary new projects



# Expansion of St. Joseph campus to meet rural needs



- The Vision: Increase UMKC's ability to prepare doctors to serve in Missouri's rural communities.
- UMKC received a \$13 million appropriation for a new medical education building in St. Joseph.
- The state of Missouri appropriated an additional \$1.5M for design work that UMKC will match.
- UMKC is close to locking in a location for the new building on the Mosaic Healthcare campus.



# Healthcare Innovation and Delivery Building

***UMKC's vision: Create a large academic medical center that would make Kansas City the center of medical care for a 4- to 5- state area. This building will be a giant leap forward.***





**The investment:  
\$40M from the  
state plus the  
required \$60M\*  
match from the  
community.**

**The ROI:  
That investment  
could spark a  
billion dollars in  
development  
opportunities for  
Kansas City**



# Health Sciences District Expansion Project

- Relocating and updating the Dental School clinics to better serve the community.
- Expanding the School of Medicine to increase class size.

## Additional Possibilities:

- Biomedical Engineering
- Data Science Center

# Serving the community

- The new building will include the UMKC Health Equity Institute, which tackles complex and systemic health disparities to impact programs and policies in the underserved Kansas City community.
- The UMKC School of Dentistry currently provides up to \$750,000 in uncompensated dental care annually. New, more efficient space will increase care.
- Students help serve patients through teaching-hospital partnership at University Health.
- One of the top medical schools in the region where graduates pursue primary care.



## Potential Regional Impact

- Increasing size of medical school will help meet physician shortage.
- Improve outcomes for those in underserved communities through Health Equity Institute.
- Provide additional uncompensated dental care through efficient use of new space.
- According to MARC study, Health Sciences District could ultimately provide 19,000 jobs.
- Potential for \$1.9B in gross regional product for KC metro.
- Significantly increase research funding.

## Community engagement

- UMKC has initiated over 30 conversations with neighborhoods and civic leaders to gather ideas and share the vision for the future of campus.
- CID included a neighborhood advisory committee to receive input.
- Recently, UMKC has engaged members of both the Longfellow and Beacon Hill neighborhoods to get their feedback.
- This plan is in alignment with the Downtown Council plan which has deep community engagement in its development.





# San Antonio

## February 1966



## Economic Impact

- \$7.3 billion total revenues
- 58,730 jobs
- \$3.1 billion in wages and salaries
- \$4.2 billion, gross regional product

(2018 data)



**Children's Mercy  
Emergency Room at...**



**UMKC School  
of Dentistry**



**Truman Medical  
Center Hospital Hill**



**City of Kansas City  
Health Department**



**Beth-Beth  
Judah Ministries**











- ① UMKC School of Dentistry
- ② UMKC School of Pharmacy and School of Nursing and Health Studies
- ③ UMKC School of Medicine

# Clinical Scale Strategy

September 1, 2022

Nim Chinniah  
MU Health Care CEO (interim) and Vice Chancellor for Health Affairs



# Clinical Scale Strategy

- **Why scale**

- Necessary to drive the academic health system in terms of clinical excellence, recruitment of physicians, service line growth and investments for the future
- Thriving academic health system programs depend upon a broad population base
- Supports broad based service lines to support the population health care needs
- Provide additional operating margin dollars to support the tri-part mission



# Clinical Scale Strategy

- **Requirements for scale**
  - Maintain clinical excellence in the mid-Missouri market
  - Support our research and educational goals
  - Provide thriving tertiary/quaternary services
  - Ensure long-term financial sustainability and viability
  - Grow clinical capabilities to fund our academic mission



# Clinical Scale Strategy

- **Current scale strategies**
  - Expand the “front door” through primary care
  - Align and grow hospital-centric services
  - Expand tertiary/quaternary care through expansion of service lines such as neurosciences, oncology, cardiovascular, orthopaedics
  - Grow covered lives through narrow networks, insurance products and specialty bundles



# Clinical Scale Strategy

- **Scale opportunity evaluation framework**
  - Mission and strategic plan alignment
  - Cultural and values alignment
  - Geographic relevance
  - Return on investment: financial, other
  - Synergies in service lines
  - Leadership and organizational bandwidth
  - Legal and management structure
  - Regulatory challenges and compliance
  - Opportunity costs to MUHC and UM System



No. 1

Recommended Action - Minutes, June 16 and July 29, 2022 Health Affairs  
Committee Meetings

It was moved by \_\_\_\_\_ and seconded by \_\_\_\_\_, that the minutes of the June 16, 2022 Health Affairs Committee meeting, held in conjunction with the June 23, 2022 Board of Curators Meeting and the July 29, 2022 special Health Affairs Committee meeting, be approved as presented.

Roll call vote of Committee:	YES	NO
Mr. Ashworth		
Mr. Devers		
Curator Holloway		
Curator Layman		
Curator Wenneker		
Dr. Whitaker		
Curator Williams		

The motion \_\_\_\_\_.

September 1, 2022

