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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.
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 Teixeiro-Pernas, PhD
  - Haval Shirwan, PhD
  - Esma 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
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
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
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
• **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
Primary MU Health Care entities and where they fit strategically

Strategies

On-Campus Central Core
- University Hospital
- Ellis Fischel Cancer Center
- Missouri Orthopedic Institute
- School of Medicine
- School of Nursing
- School of Health Professions

Children's Hospital
- Missouri Psychiatric Center
- Select Clinics

Off-Campus Central Core
- South Providence Medical Park

Distributed Geographic Presence
- Rural Health Clinics
- Therapy Locations
- Capital Region Medical Center
- TBD

Bridge Assets
- Neighborhood / Easy Access Clinics
- Quick Care Locations
- Mizzou Urgent Care

Examples:
- South Providence Medical Park
- TBD
- Neighborhood / Easy Access Clinics
- Quick Care Locations
- Mizzou Urgent Care
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).
Ambulatory Clinic Structure – Current State

**On-Campus Central Core**
- 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

**Off-Campus Central Core**
- Surgery Clinic Univ Hosp
- Medicine Specialty Univ Hosp
- Orthopedics MOI
- Ambulatory Infusion Ellis Fischel
- Comp Pain MOI

**Distributed Geographic Presence**
- Family Medicine Battle
- Pediatrics Battle
- MO OB/GYN Battle
- Psychiatry South Providence
- Family Medicine Keene
- Family Medicine Ashland
- Family Medicine Boonville
- MO OB/GYN Smiley Lane
- Internal Medicine Callaway
- Family Medicine Fayette
- MO OB/GYN Keene
- Thompson Center Keene

**Bridge Assets**
- Mason Eye Univ Hosp
- Maternal Fetal Med Keene
- Children’s Cardiology Keene
- Dermatology Univ Phys Med Bldg
- MO OB/GYN Keene
- MO OB/GYN Woodrail
- Thompson Center Keene
- Columbia ENT Keene
- ENT & Allergy Ctr Keene

**Examples:**
- General Dermatology Woodrail
- Urology Keene
- Ped/Adol Specialty Keene
- Digestive Health Ctr Fairview
- Bariatrics Woodrail
- Pediatric Orthopedics Keene
- Audiology Keene

Open – Health AFF – Info 3-5
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
Battle Avenue Medical Building in Columbia

Jackson Road Medical Building in Boonville
Finance Update
Kay Davis
Chief Financial Officer
June 16, 2022
Projected FY22 Performance

<table>
<thead>
<tr>
<th></th>
<th>Orig Bud FY2022</th>
<th>Q3 Reproj FY2022</th>
<th>Projected FY2022</th>
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</thead>
<tbody>
<tr>
<td><strong>Total Net Revenues</strong></td>
<td>$1,219.2</td>
<td>$1,305.3</td>
<td>$1,276.8</td>
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<td><strong>Total Expenses</strong></td>
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<td>$1,249.6</td>
<td>$1,250.7</td>
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<td><strong>Operating Income (Loss)</strong></td>
<td>$87.4</td>
<td>$55.6</td>
<td>$25 - 30</td>
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<td><strong>Operating Margin</strong></td>
<td>6.3%</td>
<td>3.5%</td>
<td>1.1%</td>
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</tbody>
</table>

**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
FY 2023 Budget

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

<table>
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<tr>
<th>Projected FY2022</th>
<th>in $M</th>
<th>FY23 Budget</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>Total Net Revenues</td>
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<td>Total Expenses</td>
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<tr>
<td>Operating Income (Loss)</td>
<td>25 - 30</td>
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<td>Operating Margin</td>
<td>1.1%</td>
<td>3.3%</td>
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</table>
Gap to Achieve 5-Yr Plan

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
MU SCHOOL OF HEALTH PROFESSIONS

Dean Kristofer Hagglund presentation to Board of Curators
Health Affairs Committee – June 16, 2022
To improve the health and well-being of others
DEPARTMENTS

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

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<tr>
<th>Year</th>
<th>Enrollment</th>
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<td>FY04</td>
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<td>FY07</td>
<td>674</td>
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<td>FY10</td>
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<td>FY13</td>
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<td>912</td>
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<td>FY22</td>
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Additional details:
- OPEN – HEALTH AFF – INFO 5-4
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

FY13 FY15 FY17 FY19 FY21
7% 8% 8% 9% 9%
9% 10% 10% 11%
# LICENSURE AND CERTIFICATION FINAL PASS RATES

<table>
<thead>
<tr>
<th>Program</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
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</thead>
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<td>Clinical Laboratory Science</td>
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</tr>
<tr>
<td>Speech, Language &amp; Hearing Sciences</td>
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<tr>
<td>Diagnostic Medical Ultrasound</td>
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<tr>
<td>Nuclear Medicine</td>
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<tr>
<td>Occupational Therapy</td>
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<tr>
<td>Physical Therapy</td>
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<tr>
<td>Radiologic Technology</td>
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<tr>
<td>Respiratory Therapy</td>
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<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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</tbody>
</table>
GRADUATES

- Continuing education: 46%
- Working full-time: 38%
- Working part-time: 5%
- Still seeking: 9%
- Not seeking: 1%

OPEN – HEALTH AFF – INFO 5-7
RESEARCH
RESEARCH EXPENDITURES

AAU Phase I and II  Other grant/contract

 Millions

FY15  FY16  FY17  FY18  FY19  FY20  FY21  FY22

$0.0  $1.0  $2.0  $3.0  $4.0  $5.0  $6.0

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 be linked to health later in life. Such concerns may hold over into retirement years as well.

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.

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

‘Depressing’: MU study finds unequal treatment between Black and white heart patients
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
CLINICS AT A GLANCE

4,258 patients served

$3.9M services billed

$1.3M revenue collected
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
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
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

OPEN – HEALTH AFF – 2-1