

Health Affairs Committee Meeting - Public Session

University of Missouri System

Dr Priscilla Koeplin Classroom, Room S344, MU School of Nursing

Feb 2, 2023 1:00 PM - 1:50 PM CST

Table of Contents

I. HEALTH AFFAIRS COMMITTEE PUBLIC SESSION - CALL TO ORDER (1:00 PM)

A. INFORMATION

| | |
|---|-----------|
| 1. Executive Vice Chancellor Report and Dean Report (School of Medicine, NextGen, MU Health Care)..... | 2 |
| February 2 2023 HAC - OPEN EVC Update.pptx..... | 2 |
| 2. MU Health Care Financial Update..... | 13 |
| February 2 2023 HAC - OPEN Financials.pptx..... | 13 |
| 3. MU Sinclair School of Nursing..... | 17 |
| February 2 2023 Health Affairs Dean Popejoy.pptx..... | 17 |

B. Action

| | |
|--|-----------|
| 1. Minutes Approval, November 10, 2022 Health Affairs Committee Meeting...32 | |
| HAC 1-1 Action for Approval of Committee Meeting Minutes.docx..... | 32 |
| 2. Resolution, Executive Session of the Health Affairs Committee Meeting, February 2, 2023..... | 33 |
| HAC 2-1 Resolution for Health Affairs Committee Executive Session.docx..... | 33 |

II. Health Affairs Committee Meeting - Executive Session (time is approximate)

The Health Affairs Committee will hold an executive session of the February 2, 2023 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.

III. Recess

Health Affairs Committee

Feb. 2, 2023

Richard J. Barohn, MD

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



Agenda

- **EVCHA/Dean Update:** Dr. Richard J. Barohn
- **MU Health Care Financial Update:** Dustin Thomas
- **Sinclair School of Nursing Update:** Dr. Lori Popejoy
- **Closed Session**



Executive Vice Chancellor/ Dean Update

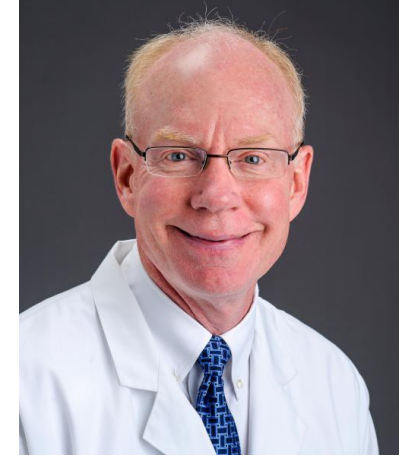


Leadership Updates

- **Dr. R. Scott Rector succeeding Dr. Bill Fay as Interim Senior Associate Dean for Research**
 - Dr. Rector also serves as Director of the Roy Blunt NextGen Precision Health building
- **Active searches underway for:**
 - Senior Associate Dean for Research
 - Vice Dean for Clinical and Faculty Affairs
 - MU Health Care Chief Executive Officer
 - MU Health Care Chief Quality Officer



Dr. Scott Rector



Dr. Bill Fay

Medical Science Building (MSB) Renovation

- **Scale:**
 - Renovating appx. 112,690 square feet (including appx. 57,000 sq ft of research lab space) of the seven-story, 258,000 sq ft MSB
 - Scope includes space on floors 2, 4, 5 and 6
- **Goal:**
 - Create modern, modular laboratory areas and collaborative environments
 - Increase number of principal investigators in the building from 45 to 58 after renovation
- **Budget:**
 - \$51 million
- **Timeline:**
 - Anticipated completion by winter 2025/2026



Renovated lab space on seventh floor of the Medical School Building for reference

NextGen – Building Out the Fourth Floor

- **Scale:**
 - Build-out will add approximately 18,200 square feet of research laboratory space, including wet lab and office space
 - Fourth floor will accommodate 15 investigators, bringing the total number of investigators in the building to approximately 60 wet lab researchers
- **Goal:**
 - Create future home of NextGen neuroscience and reproductive biology researchers
- **Budget:**
 - \$16.5 million
- **Timeline:**
 - Anticipated completion by summer 2024

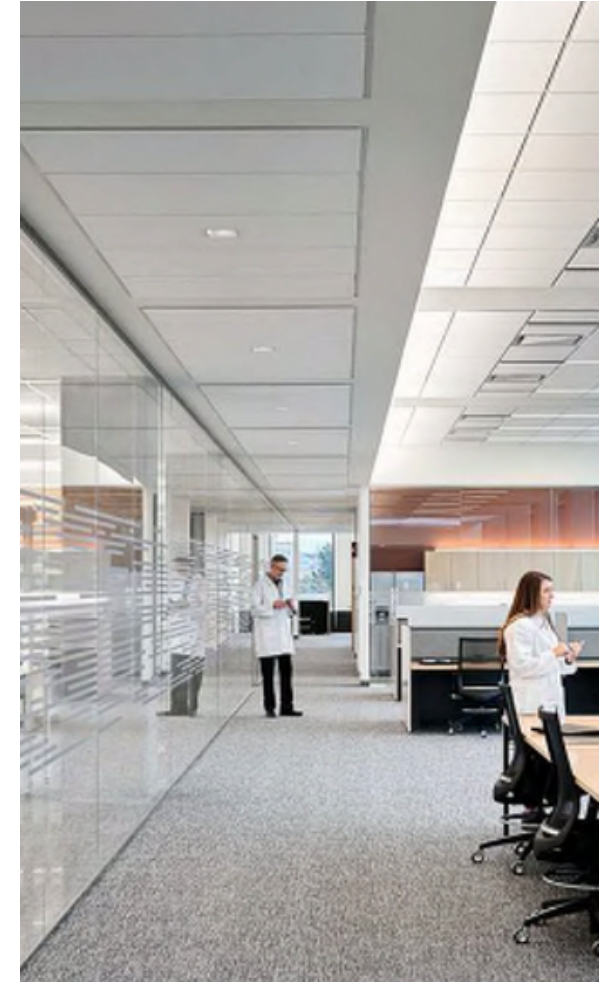


Image provided for reference, not final rendering

MU Health Care – Our New Children’s Hospital



Children’s Hospital – Southeast View



Children’s Hospital – Northeast View

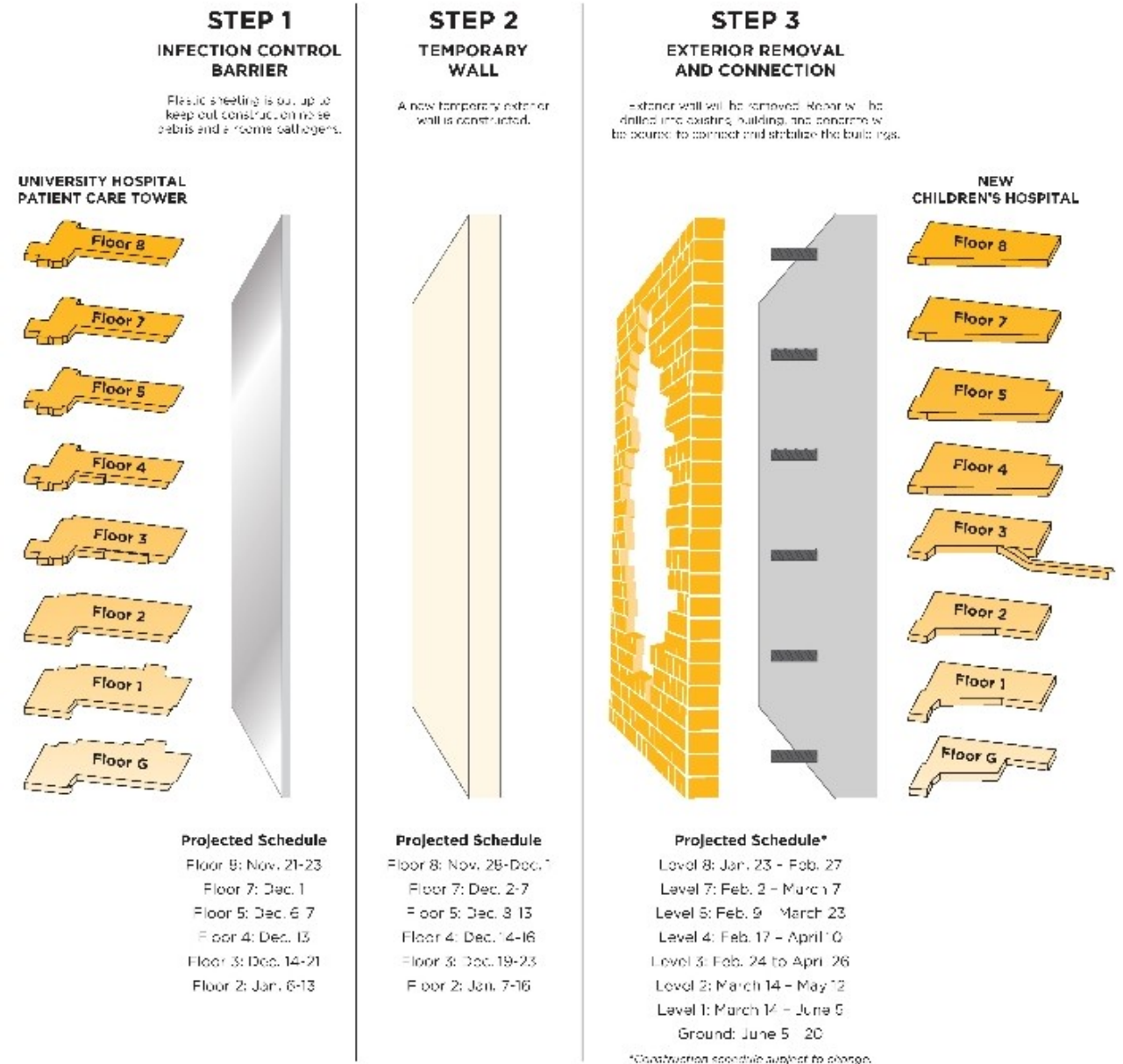


View of the tie-in gap between University Hospital and Children’s Hospital



Connecting the Facility to University Hospital

- Construction work underway to connect Children’s Hospital to the east side of the Patient Care Tower at University Hospital
- Mitigating noise disruptions for patients and employees
 - Ear plugs for patients
 - White noise machines and list of relaxation apps
 - Noise-cancelling earmuffs
 - Nurse call remote attachment with jack for headphones



Celebrating a Major Milestone

- January 18 topping out ceremony celebrated completion of the Children's Hospital structure
- Opportunities for staff to sign a beam to commemorate the milestone (pictured, top)
- Alayna, Mark and Max Williams shared their inspiring story (pictured, bottom)
- Children's Hospital is on budget — \$232 million — and on time for summer 2024 grand opening



Integration/Renovation Dominos

- **Lottes, Pershing Hall renovation budgets approved by Curators June 23, 2022**
 - OB-GYN Department offices relocating to Pershing Hall summer 2024 — \$10.86 million budget
 - Child Health Department relocating to Lottes Library summer 2024 — \$8.5 million budget
- **Identifying temporary space for five medical school departments during renovations**



Thompson Center Update

- Ribbon cutting on January 12 for newly renovated space in the current Thompson Center to open a therapy clinic and double space to see patients/families (pictured)
- New building plans for the new Thompson Center will be presented to the Board of Curators for approval on February 9
- New facility will be a state-of-the-art facility that brings together research, education/training and clinical care



MU Health Care Financial Update

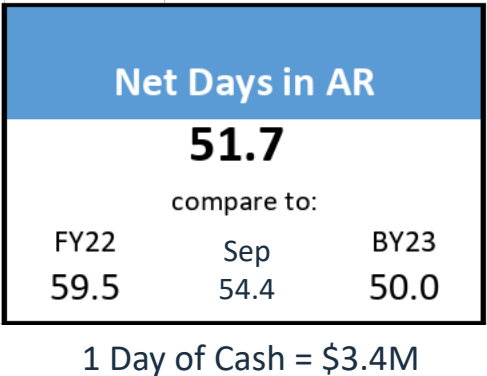
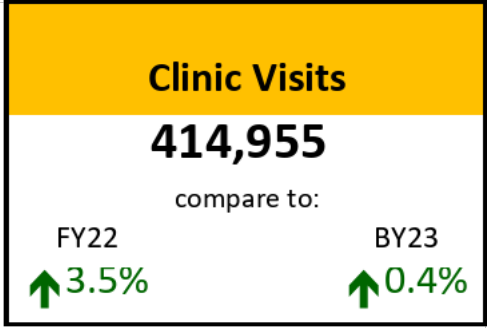
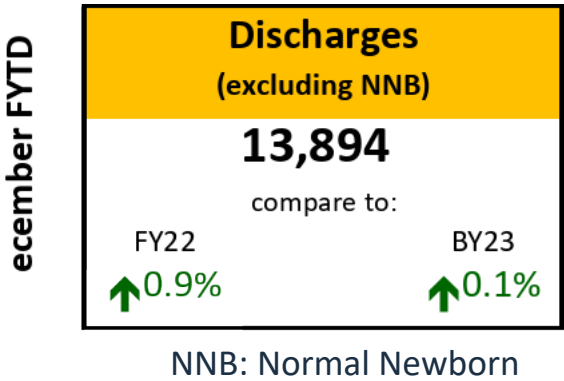
February 2, 2023

Dustin Thomas
Chief Financial Officer



2nd Quarter of FY23 (Oct-Dec)

- **Better Quarter for MUHC in working our way back to FY21 financial performance**
 - Demonstrated ability to move bottom line from \$4M/month into \$5M-\$6M/month range
 - Avoided surgical volume/vacation conflict issues seen in July
 - Overcame a snow day of cancelled clinic visits in Dec
 - Team focus on collections produces strong results



Year over Year MUHC Financials

| In Millions | Jul-Sep FY23 | Oct-Dec FY23 | Jul-Dec FY23 | | FY23 Projected | FY22 Full Year | FY21 Full Year |
|------------------------|-----------------|-----------------|-----------------|--|-------------------|-------------------|-------------------|
| Patient Care Revenue | \$268.0 | \$298.2 | \$566.2 | | \$1,121.3 | \$1,089.0 | \$1,040.1 |
| Pharmacy/Other Revenue | \$46.9 | \$59.8 | \$106.7 | | \$188.8 | \$194.3 | \$157.2 |
| TOTAL REVENUE | \$314.9 | \$358.0 | \$672.9 | | \$1,310.1 | \$1,283.2 | \$1,197.3 |
| Salaries & Benefits | \$139.0 | \$147.1 | \$286.1 | | \$567.2 | \$527.1 | \$460.0 |
| Supplies | \$86.2 | \$93.8 | \$180.0 | | \$335.4 | \$346.8 | \$294.7 |
| Other Expenses* | \$93.8 | \$100.0 | \$193.8 | | \$362.7 | \$380.5 | \$352.1 |
| TOTAL EXPENSE | \$319.0 | \$340.9 | \$659.9 | | \$1,265.3 | \$1,254.4 | \$1,106.8 |
| Operating Gain/(Loss) | (\$4.1) | \$17.1 | \$13.0 | | \$44.9 | \$28.8 | \$90.6 |

- “Triple-demic” drove December agency staffing to all-time high: 329 FTE/ @ \$115/hr. \$6.6M of Agency.

Revenues up in tandem.

- Previous high was May 2022 with \$6.5M/ 250 FTE/ @ \$149/hr.
- **Kaufman Hall preliminary 2022:**
 - Not-For-Profit Industry Margins down from 2% pre-pandemic to -0.2% in 2022
 - More than half of hospitals at negative margin
- Working with Kaufman Hall on Public Academic Medical Center peer group for fuller 2022 comparison at next meeting

Carrying Q2 Results into Q3 & Q4 nets MUHC @ ~\$45M Operating Margin

* FRA (Medicaid Tax), Purchased Services, Legal/Compliance, Depreciation, Amortization, etc.



Five Year Financial Planning Process

- Five year financial process concluding with UM System Finance Team
 - Demonstrates a return of margin and cash dependent on Growth, Revenue Enhancement, Operating Efficiency & Capital Expense Management
 - Outer years are aggressive and will be reviewed as part of annual update of 5-year plan. FY23/24 targets are achievable and exceedable
 - Will require tight collaboration with School of Medicine – Clinical Chairs & Faculty leaders will be engaged as part of FY24 budget process

| | MOODY'S | | | | MUHC Goal | ACTUAL | | PROJECTED | | | | |
|----------------------------------|---------|--------|--------|-------------|--------------|----------|----------|-----------|----------|----------|----------|----------|
| | "Aa" | "A" | "Baa" | "Below Baa" | | FY21 | FY22 | FY23 CYF | FY24 | FY25 | FY26 | FY27 |
| Net Revenue/Adjusted Discharge | | | | | | \$22,522 | \$22,860 | \$22,780 | \$23,562 | \$23,728 | \$23,993 | \$24,263 |
| Total Expense/Adjusted Discharge | | | | | | \$20,818 | \$22,347 | \$22,000 | \$22,236 | \$21,976 | \$22,137 | \$22,308 |
| FTE/Adjusted Occupied Bed | | | | | | 6.9 | 6.2 | 6.6 | 6.5 | 6.4 | 6.3 | 6.3 |
| Operating Income - \$M | | | | | | 90.6 | 28.8 | 44.9 | 81.2 | 112.4 | 124.5 | 136.3 |
| Operating Margin | 4.1% | 3.1% | 2.2% | 1.6% | 7.0% | 6.7% | 1.3% | 2.3% | 4.6% | 6.1% | 6.5% | 7.0% |
| Days Cash on Hand * | 341.3 | 268.4 | 206.5 | 218.7 | 200.0 | 187.5 | 169.2 | 165.9 | 154.6 | 165.6 | 193.5 | 199.9 |
| Cash to Total Debt | 240.4% | 177.9% | 125.8% | 102.0% | 150.0% | 176.2% | 162.3% | 123.0% | 116.8% | 134.7% | 150.2% | 168.7% |
| Maximum Annual Debt Service | 8.2 | 5.5 | 3.9 | 3.5 | 4.5 | 7.0 | 2.5 | 3.5 | 4.4 | 5.6 | 5.3 | 5.7 |
| Capital Spending - \$M | | | | | | \$73.9 | \$88.2 | \$190.5 | \$126.6 | \$64.3 | \$60.4 | \$63.7 |

* Calculated at \$3.4M per day





Sinclair School of Nursing

University of Missouri

Lori L. Popejoy, PhD, RN, FAAN
Interim Dean and Associate Professor

Health Affairs Committee

February 2, 2023



* Mission

To improve the health of all people, especially Missourians, through discovery, teaching, practice and scholarship.

* Vision

To be Missouri's premier transformational academic institution for nursing and health education, scholarship, practice, research and innovation.



Programs

Undergraduate

- * Bachelor of Science in Nursing – BSN
- * Accelerated BSN
- * RN-BSN

Graduate

- * Master of Science in Nursing – MS(N)
- * Master of Science in Care Management – MSCM
- * Doctor of Nursing Practice – DNP
- * Doctor of Philosophy in Nursing – PhD

Minor

- * Nursing Education
- * Health System Innovations

Certificates

- * Participatory Health Research – PHR
- * Care Management – MSCM

Advanced Practice Certificates

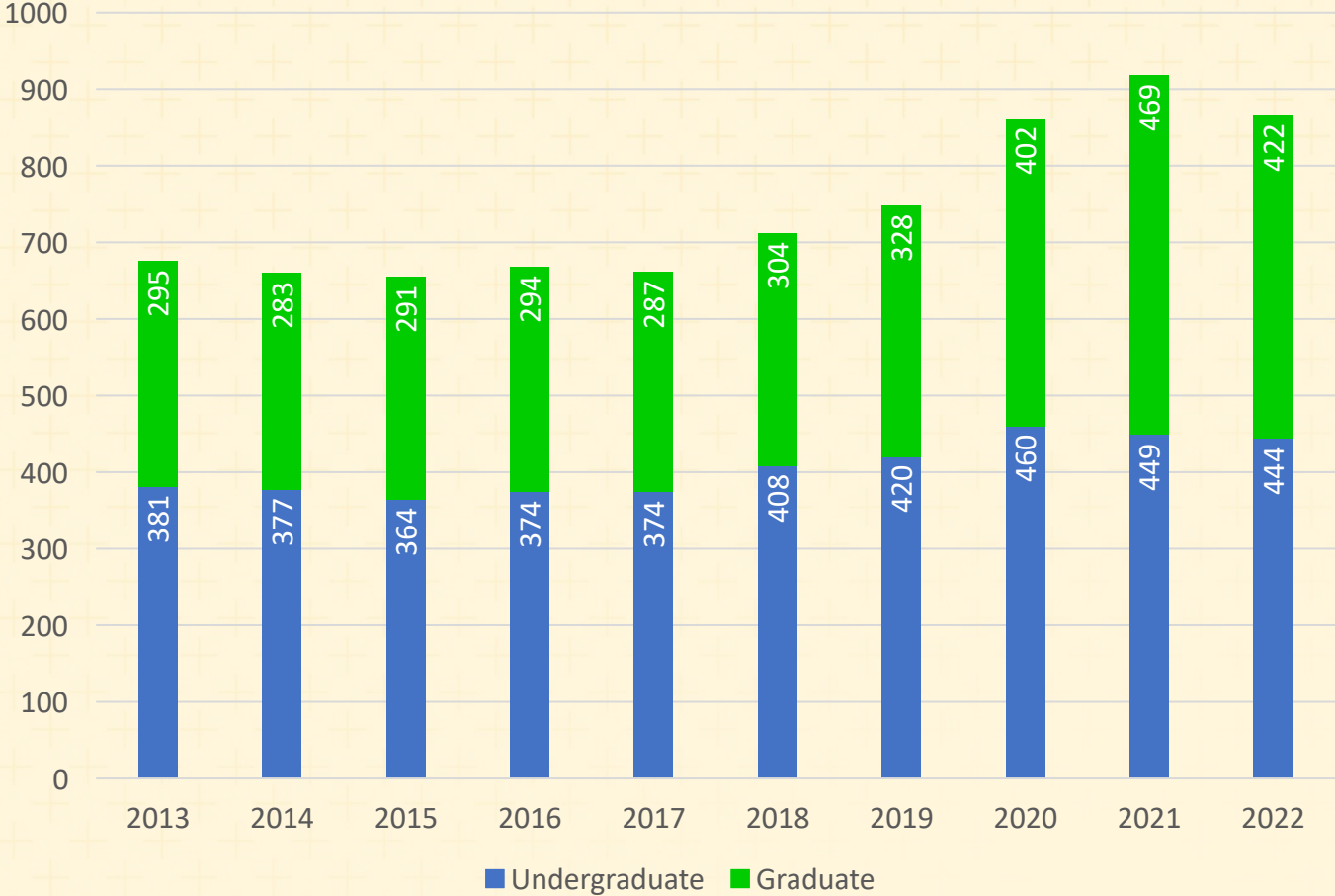
- * Family Nurse Practitioner – FNP
- * Adult Gerontology Clinical Nurse Specialist – AG CNS
- * Pediatric Clinical Nurse Specialist – PCNS
- * Psychiatric Mental Health Nurse Practitioner (Across the Lifespan) – PMHNP



Student Enrollment



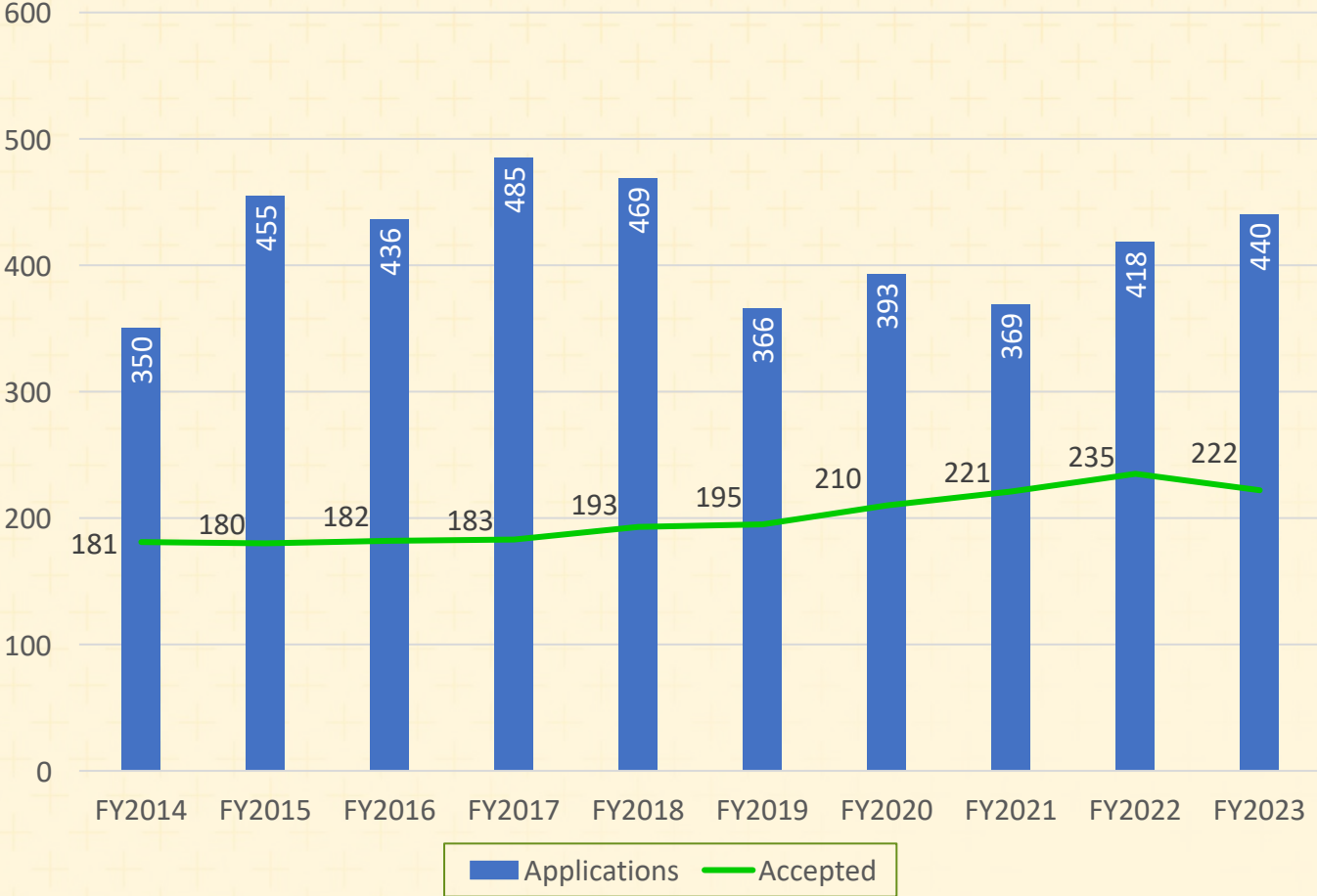
Undergraduate & Graduate Major Enrollment – Fall Semester



Undergraduate Student Applications

Traditional and Accelerated

Applications vs Accepted
(includes fall & spring semesters)

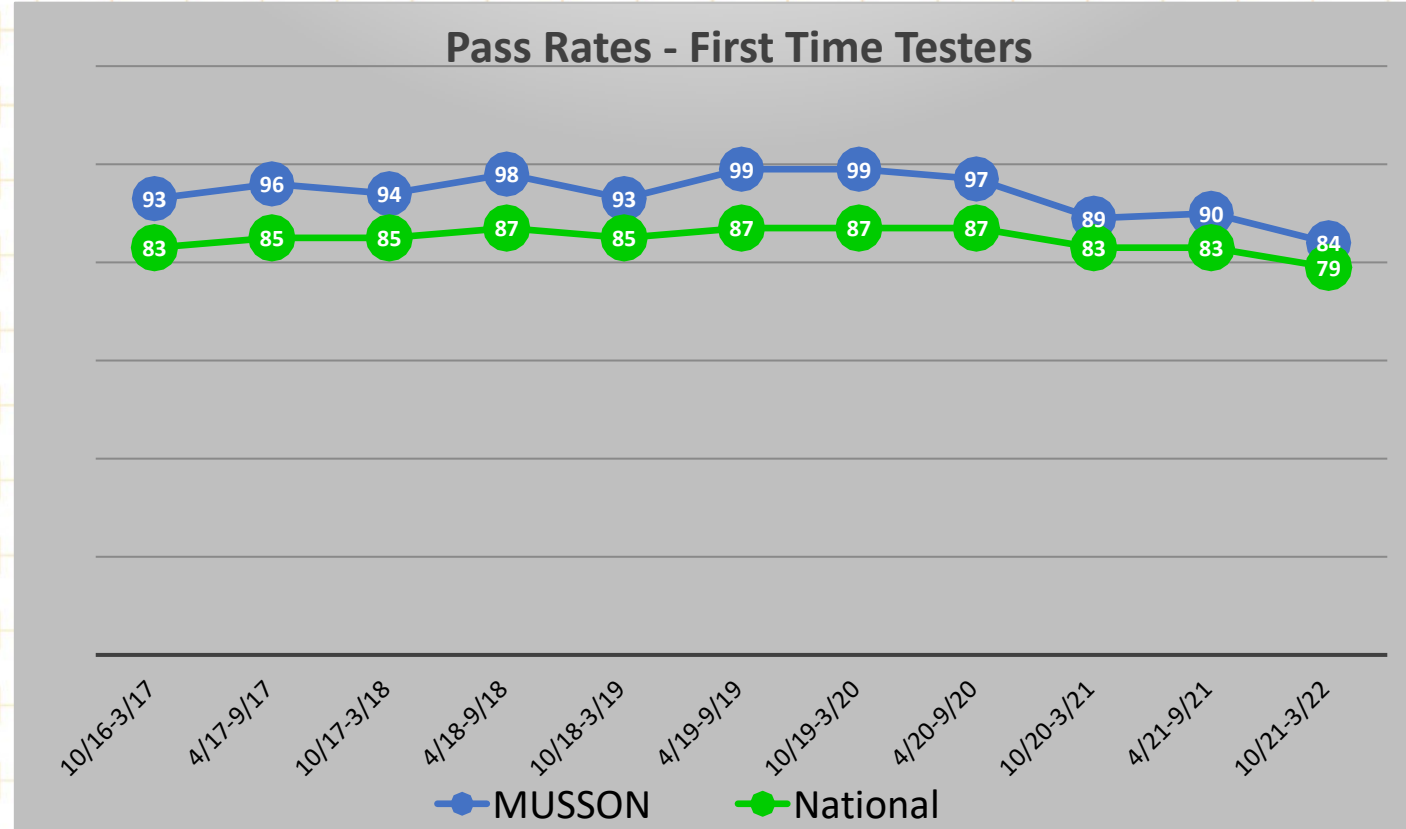


Licensure and Certification

Graduate Certificate – 2021

| Certification Exam Specialty Area | Certification Organization | Overall Pass Rate |
|-----------------------------------|----------------------------|-------------------|
| Family NP | AANP | 100% |
| Pediatric NP | PNCB | 100% |
| Family NP | ANCC | 100% |
| PMHNP | ANCC | 80% |
| Pediatrics | AACN | 100% |

Undergraduate NCLEX



Graduates

Placement Rate

% Employed within 12 months of graduation

| Year | BSN | DNP | PhD |
|------|------|------|------|
| 2016 | 100% | 100% | 100% |
| 2017 | 100% | 100% | 100% |
| 2018 | 100% | 95% | 100% |
| 2019 | 100% | 100% | 100% |
| 2020 | 98% | 94% | 100% |
| 2021 | 96% | 100% | 100% |



WHERE OUR GRADUATES PRACTICE



- ✦ Hospitals and emergency rooms
- ✦ Health care clinics
- ✦ Primary care clinics
- ✦ Nursing homes
- ✦ Home health agencies and hospices
- ✦ Correctional facilities
- ✦ Child protective services
- ✦ Mental health facilities
- ✦ Public health departments
- ✦ Schools
- ✦ Military
- ✦ Shelters



APRN Clinical Practice

- * MOU with University Physicians finalized
- * First collections in December 2022
- * Establishing MOU to allow for practice inside MUHC clinics
- * Potential collaborations
 - * SOM/MUHC
 - * Private practice
 - * Community Health Center of Central Missouri
- * Developing business proposal with MUHC establishing an SSON APRN rural clinic
- * Collaborating with MU Extension to establish a rural clinic in NW region



Nursing Legislation 2023

APRN Legislation

- HB 271 – Representative Alex Riley – Regulatory Reduction – Full Practice Authority
- SB 79 Senator-Elect Nick Schroer – Regulatory Reduction – Full Practice Authority

Nursing Legislation

- Increase faculty numbers for Missouri nursing schools



Lack of rural health care access

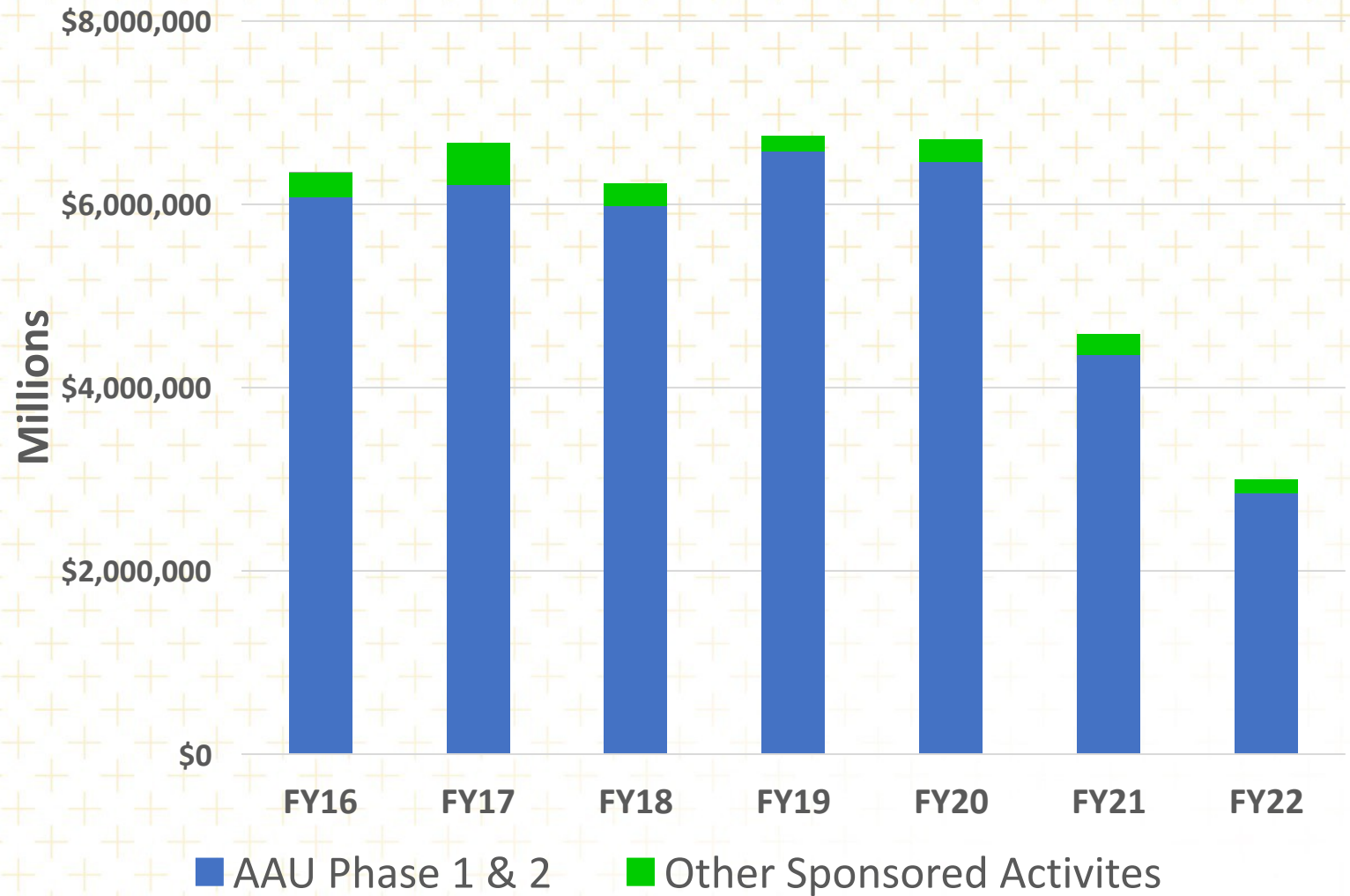
Health care professionals working together will increase Missourians' access to care.



Research



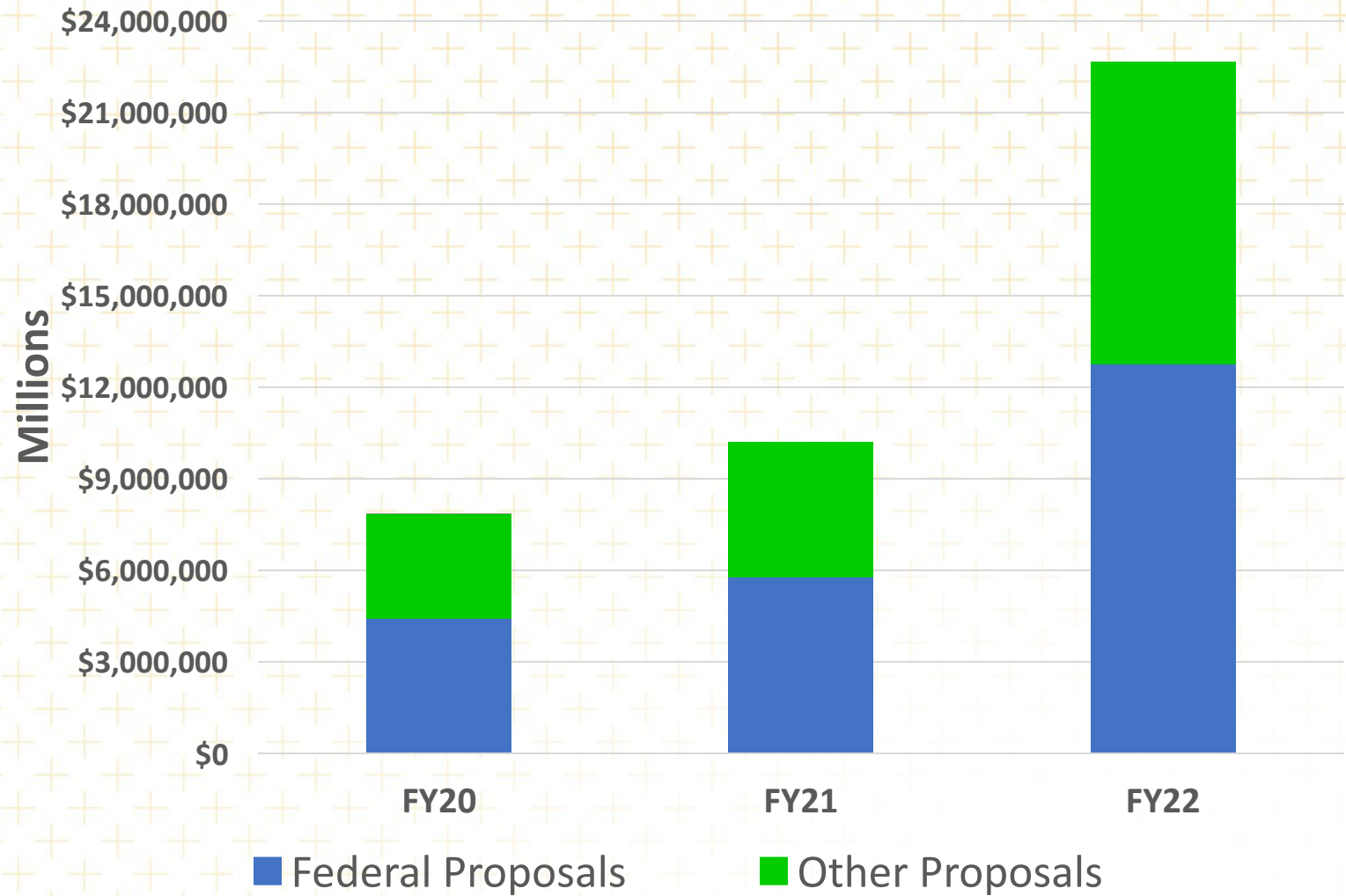
Sponsored Expenditures by Category



Research

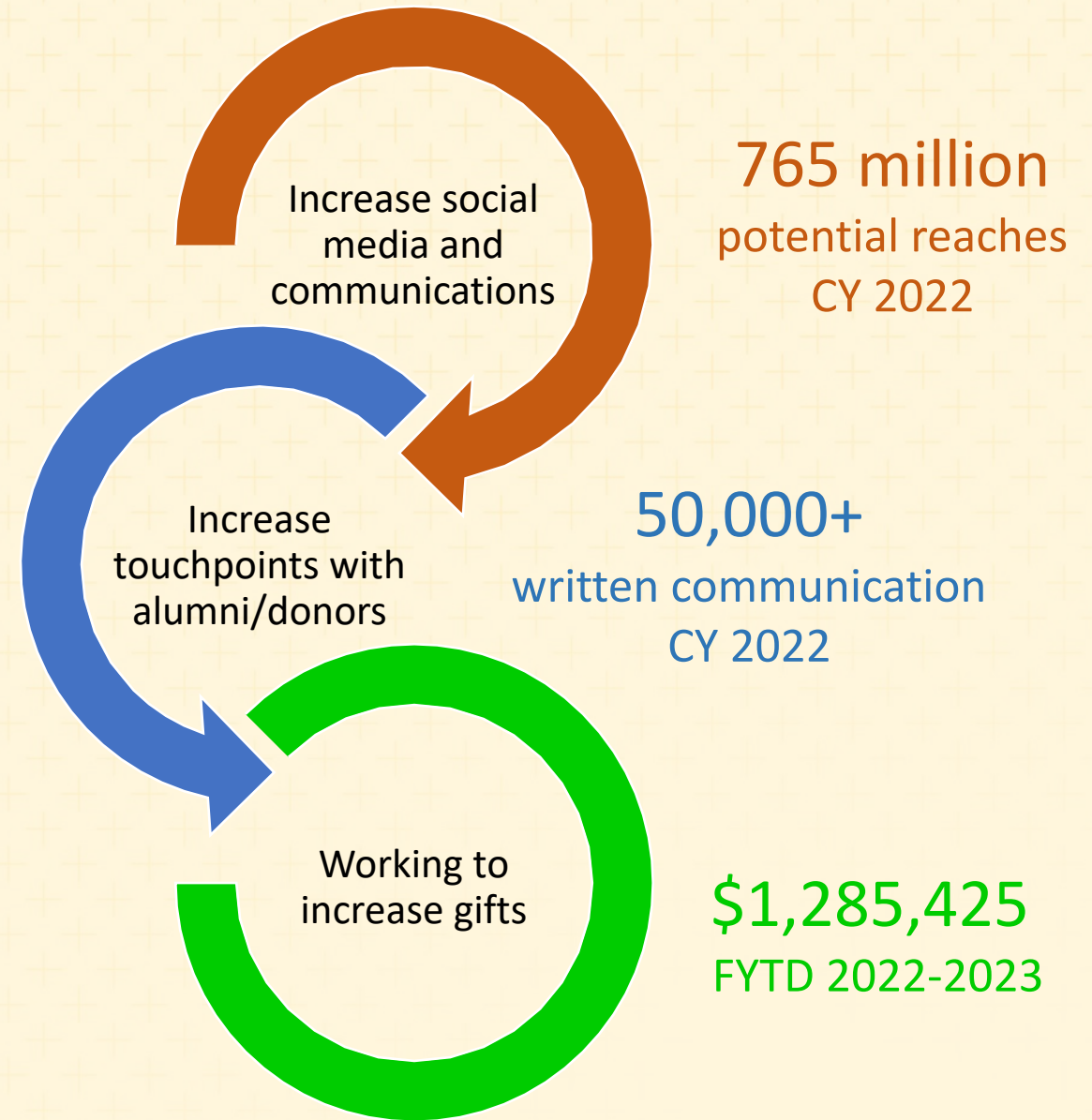


Proposals Submitted by Category



Philanthropy

The Donor Experience



Looking Ahead

- * Partner with campus on student recruitment and retention initiatives
- * Recruitment and retention of faculty during the national faculty shortage
- * Leveraging the power of nursing schools within the UM System to meet historical challenges of shortage and demand
- * Strategic investments in the research mission
- * Partnerships with SOM and MU Extension to increase care access for rural and underserved communities
- * Inclusion, diversity, and equity – building a nursing workforce to meet the demands of diverse communities



No. 1

Recommended Action - Minutes, November 10, 2022 Health Affairs Committee Meeting

It was moved by _____ and seconded by _____, that the minutes of the November 10, 2022 Health Affairs Committee meeting, held in conjunction with the November 17, 2022 Board of Curators meeting, be approved as presented.

Roll call vote of Committee: YES NO

Mr. Ashworth

Curator Brncic

Mr. Devers

Curator Holloway

Curator Layman

Curator Wenneker

Dr. Whitaker

The motion _____.

February 2, 2023

No. 2

Recommended Action – Resolution for Executive Session of the Board of Curators Health Affairs Committee Meeting, February 2, 2023

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 February 2, 2023 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 (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; 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 Brncic
Mr. Devers
Curator Holloway
Curator Layman
Curator Wenneker
Dr. Whitaker

The motion _____.