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II. Health Affairs Committee Meeting - Executive Session (2:10 PM, time is approximate)

   The Health Affairs Committee will hold an executive session of the April 13, 2023 meeting, pursuant to Section 610.021(1), 610.021(2), 610.021(3), 610.021(12), 610.021(13) and 610.021(14) RSMo, for consideration of certain confidential or privileged communications with university counsel, property, personnel, contract negotiations and records protected by law, all as authorized by law and upon approval by resolution of the Health Affairs Committee.
The Health Affairs Committee (“Committee”) assists the Board of Curators in overseeing the clinical health care operations of the University and in coordinating those operations in furtherance of the University’s teaching, research, and clinical missions.

I. Scope
The Committee provides oversight for the University’s clinical health care operations in the areas of:

- Mission, vision, and strategy;
- Governance and operational oversight;
- Quality of care and patient safety;
- Regulatory compliance;
- Financial planning and performance; and
- Coordination of the clinical, teaching, and research missions.
- Specific projects that enable meaningful collaboration among UM universities.

II. Executive Liaison
The Executive Vice Chancellor for Health Affairs of the University of Missouri-Columbia or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall be the executive liaison to the Committee and responsible for transmitting Committee recommendations.

III. Responsibilities
In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities regarding clinical health care operations, the charge of the Committee shall include:

A. Reviewing and making recommendations to the Board regarding:
   1. actions that are appropriate or necessary to assist the Board in overseeing clinical health care operations or coordinating the teaching, research, and clinical missions;
   2. significant actions related to health care which should require advance notice or approval by the Committee or Board; and
   3. other matters referred to it by the Board and University officers.

B. Requesting, receiving, and reviewing reports and other information from University officers and advisors regarding health care operations, coordination of the teaching, research, and clinical missions, and related matters, including meeting at least quarterly and receiving regular reports from appropriate officers of University of Missouri Health Care, the MU School of Medicine, and the MU Health Chief Compliance Officer.
C. Additional matters customarily addressed by the health affairs committee of a governing board for an institution of higher education.

IV. Committee Membership and Quorum Requirements

The Committee’s membership may include non-Curator members in addition to Curator members. Subject to approval of the Board, the Board Chair shall determine the number of Curator and non-Curator members to appoint to the Committee and shall select individuals to serve as members of the Committee; provided that, the number of non-Curator members on the Committee shall not exceed the number of Curator members on the Committee, unless the Committee temporarily has more non-Curator members than Curator members because a Curator member of the Committee has resigned from the Board or the Committee. Non-Curator members may resign their Committee membership by providing written notice to the Board Chair. Non-Curator members of the Committee serve at the pleasure of the Board and may be removed by the Board Chair at any time, subject to approval of the Board.

A quorum for the transaction of any and all business of the Committee shall exist when:

1. Both a majority of all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are held in conjunction with meetings of the Board; or
2. Both all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are not held in conjunction with meetings of the Board; or
3. Both a majority of all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are held solely for the purpose of reviewing and overseeing compliance matters.
Health Affairs Committee

April 13, 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
- **Missouri University of Science and Technology Update**: Dr. Colin Potts, provost
- **Closed Session**
Executive Vice Chancellor/Dean Update
Incoming MU Health Care CEO

- Ric Ransom joins May 1 from University of Wisconsin Hospitals in the Madison Region; serves as president

- Nearly two decades in various health care leadership roles: chief operating officer at Greenville Memorial Hospital and positions in Memphis, Atlanta, Boston and Dallas

- Law degree from Cumberland School of Law in Birmingham and master’s degrees in business administration and science in health administration from University of Alabama
Incoming MU Health Care Chief Quality Officer

• Emily Fondahn, MD, joins April 25 from Barnes-Jewish Hospital and Washington University School of Medicine; serves as associate chief medical officer and associate professor

• Focus on reducing hospital readmissions and preventable harm, improving clinical documentation, and education of medical students and staff

• MD from Northwestern University Feinberg School of Medicine in Chicago; internship, residency and fellowship from Washington University
Serving the Boonville community

• Jackson Road Medical Building in Boonville grand opening April 11

• 14,000 square feet multi-specialty clinic offers services for the entire family:
  – primary care
  – urgent care
  – physical therapy
  – imaging
  – lab
Expanding physical therapy to rural Missouri

• Celebrated grand opening of new Mizzou Therapy-Mexico clinic on Feb. 21

• Offers orthopaedic, musculoskeletal, lymphedema and aquatic therapy, and cancer rehabilitation

• Demonstrates commitment to bringing physical therapy to rural Missourians joining clinics in Ashland, Fulton and Boonville
School of Medicine Updates
A joint mission and vision for SOM and MU Health Care

Our MISSION
To save and improve lives – through exemplary education, research and patient care.

Our VISION
We will be the premier and transformational academic health system for Missouri.
Strategies to strengthen, grow and improve: RESEARCH

• New Senior Associate Dean for Research, coming from Washington University in St. Louis

• Invest in infrastructure that advances our research capacity
  – Grow an effective SOM research office, in coordination with campus
  – Centralize expertise to gain efficiencies (i.e., research coordinators, recruiters)
  – Strengthen administrative and staffing needs to ensure onboarding and support to current and incoming faculty

• Dr. Mittendorfer’s research focus: Nutrition, obesity, diabetes, hypertension and exercise; both human and laboratory research; federally funded with multiple RO1s
Strategies to strengthen, grow and improve: EDUCATION

- Liaison Committee on Medical Education (LCME) – April 2024
- Address gaps and opportunities identified through the LCME preparation process
  - Curriculum review
  - Evaluation staffing and framework
- Other medical school priorities
  - Increase class size
  - Explore ways to increase residencies
  - Explore ways to collaborate across schools and campuses
Strategies to strengthen, grow and improve: CLINICAL CAPACITY

• Active search for Vice Dean for Academic and Faculty Affairs
• Top-down recruitment aligned with areas of MU Health Care growth
  – Cardiology
  – Oncology
  – Neuroscience
  – Women’s and children’s
• Recruit effectively; aggressively retain to reduce turnover of our best faculty and staff
• Improve communications about the unique value of joining Mizzou
• Ongoing support for rural health care
SOM clinical recruitment process

- Weekly recruitment meeting with executive team: Nim Chinniah, Dustin Thomas, Katrina Lambrecht, Dr. Ted Choma and Dr. Stevan Whitt
  - New vice dean will join this process

- Incorporates input from department chair and supporting business model

- Our strategic approach to clinical recruitment is aspirational for many universities
SOM research recruitment process

- Potential candidates presented to SOM research committee
- Committee determines if candidate is potential for Mizzou Forward
  - If YES, we work with candidate to enter Mizzou Forward process
  - If NO, recruitment can proceed through SOM
- Since July 1, 2022, we have brought in 21 new research hires
  - Transferred more than $7 million in grant awards
  - Have $25.7 million currently submitted
School of Medicine faculty by the numbers

- **713** Total number of faculty
- **158** Full professors
- **185** Associate professors
- **339** Assistant professors
- **31** Instructors

- **24%** Research
- **75%** Clinical
SOM rural focus and commitment

- MU is the only Land Grant Institution with a formal partnership between a medical school and Extension.
  - The Office of Health, Outreach, Policy and Education is the link between Extension and SOM, and it has $23M in funding for FY23 from state and federal sponsors.

- Our rural track program identifies rural medical students who want to practice in rural settings, and 63.5% of Rural Scholar Graduates practice in Missouri.

- 8,998 professionals participate in Extensions for Community Healthcare Outcomes (ECHO) annually.

- Second simulation van added this year, which provides training to rural providers.

- With Washington University, establishing a community network to engage rural clinicians in research with the goal of offering more research opportunities and clinical trials to rural Missourians.
Student/education updates

• Class of 2023 highly sought after
  – 97% received residency program match during annual Match Day
  – 31% will stay on MU campus for residency, 44% will remain in Missouri, and 36% selected residency programs in high-need care fields

• Commencement May 13
MU Health Care Financial Update

Dustin Thomas
Chief Financial Officer

April 13, 2023
July – February FY23

- January and February both finished at +$7M operating margins. Highest months of the fiscal year so far.

- Agency labor remains high
  - $7.1M in Jan/ $6.6M in Feb
  - Revenue is keeping pace.

- Last HAC meeting:
  - Projection was to carry Q2 results (+$17M) forward for Q3 and Q4.
  - Would end FY23 at ~$45M Operating Margin.

- Currently on track to exceed the $45M by end June.

- Peer Comparison Data:
  - Contract signed with Kaufman Hall
  - University & MUHC Finance will meet with KH to normalize

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### In Millions

<table>
<thead>
<tr>
<th>In Millions</th>
<th>Jul-Dec FY23</th>
<th>Jan-Feb FY23</th>
<th>Jul-Feb FY23</th>
<th>Dec FY23 Re-Project</th>
<th>FY22 Full Year</th>
<th>FY21 Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care Revenue</td>
<td>$566.2</td>
<td>$201.0</td>
<td>$767.2</td>
<td>$1,121.3</td>
<td>$1,089.0</td>
<td>$1,040.1</td>
</tr>
<tr>
<td>Pharmacy/Other Revenue</td>
<td>$106.7</td>
<td>$35.4</td>
<td>$142.1</td>
<td>$188.8</td>
<td>$194.3</td>
<td>$157.2</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$672.9</strong></td>
<td><strong>$236.4</strong></td>
<td><strong>$909.3</strong></td>
<td><strong>$1,310.1</strong></td>
<td><strong>$1,283.2</strong></td>
<td><strong>$1,197.3</strong></td>
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<tr>
<td>Salaries &amp; Benefits</td>
<td>$286.1</td>
<td>$100.0</td>
<td>$386.1</td>
<td>$567.2</td>
<td>$527.1</td>
<td>$460.0</td>
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<tr>
<td>Supplies</td>
<td>$180.0</td>
<td>$59.1</td>
<td>$239.1</td>
<td>$335.4</td>
<td>$346.8</td>
<td>$294.7</td>
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<tr>
<td>Other Expenses*</td>
<td>$193.8</td>
<td>$62.6</td>
<td>$256.4</td>
<td>$362.7</td>
<td>$380.5</td>
<td>$352.1</td>
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<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td><strong>$659.9</strong></td>
<td><strong>$221.7</strong></td>
<td><strong>$881.6</strong></td>
<td><strong>$1,265.3</strong></td>
<td><strong>$1,254.4</strong></td>
<td><strong>$1,106.8</strong></td>
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<tr>
<td>Operating Gain/(Loss)</td>
<td>$13.0</td>
<td>$14.7</td>
<td>$27.7</td>
<td>$44.9</td>
<td>$28.8</td>
<td>$90.6</td>
</tr>
</tbody>
</table>

* FRA (Medicaid Tax), Purchased Services, Legal/Compliance, Depreciation, Amortization, etc.
Missouri S&T biomedical education and research
Presented by Dr. Colin Potts, Provost
April 13, 2023
A vision for the future of health care
... preparing today’s students to address tomorrow’s challenges

**Education**
A unique pathway to educating medical doctors with renowned S&T STEM education

**Research**
Advanced, cutting-edge health care research and development

**Partnerships**
Ongoing collaboration with regional medical centers and institutes
S&T is well-positioned to expand its biomedical footprint

**Proposed degree programs** building on S&T’s rigorous engineering and science curriculum to address future biomedical and health care needs

- B.S. in Biomedical Engineering
- Ph.D. in Bioengineering
- Ph.D. in Biological Sciences

- **$45.8 million investment** in capital construction and renovation for bio-related facilities since 2014
  - Bertelsmeyer Hall ($24.3 million)
  - Schrenk Hall West Renovations, Phase 1 ($14.3 million)
  - Schrenk Hall West Renovations, Phase 2 ($7.1 million)

- **The S&T Bioplex**, a proposed major biomedical education and research complex
S&T is well-positioned to expand its bio research portfolio

- **Over 20 faculty** involved in medical or health-related research including information technology/optimization

- **Growing support** from NIH and other federal agencies

Casey Canfield: Kidney transplant optimization NSF

Amy Belfi: Music therapy for cognitive impairment NIH

Jinling Liu: Predictive genomics for hypertension NIH
Thank you! Questions?
Missouri S&T: Solving for Tomorrow
Recommended Action - Minutes, February 2, 2023 Health Affairs Committee Meeting

It was moved by _______________ and seconded by _______________, that the minutes of the February 2, 2023 Health Affairs Committee meeting, held in conjunction with the February 9, 2023 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 ________________.
Recommended Action – Resolution for Executive Session of the Board of Curators Health Affairs Committee Meeting, April 13, 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 April 13, 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(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 (14), RSMo**, relating to matters identified in that provision, which include records which are protected from disclosure by law.

Roll call vote of the Committee: 

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td>Mr. Ashworth</td>
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<tr>
<td>Curator Brncic</td>
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<td>Dr. Whitaker</td>
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The motion ________________.