



Health Care

CEO Update

Jonathan Curtright, Chief Executive Officer

Key Strategic Objective – Stewardship

MU Health Care is committed to ensuring stewardship and efficiency on behalf of our patients in the state.

- Grow volume and market share
- Ensure revenue cycle efficiency
- Bend the cost curve
 - Efficiency
 - Standardization
 - Utilization

- **No surprise**
- **No sweat**
- **No stagnation**
- **No sacred cows**



Organizational Structure

MU Health Care Organizational Structure

Executive Vice Chancellor for Health Affairs

Jonathan Curtright
Chief Executive Officer

Mary Beck, DNP
Chief Nursing Officer

- Amy Trueblood
- Julia Settles
- DONs – dotted line

Function

- Prof. Nursing Practices
- Medical Liability
- Accreditation
- Risk Management

Stevan Whitt, MD
Chief Clinical Officer

- Quality Officer
- Koby Clements
- Susan Heimsoth
- Beth Van Hove
- Linda Johnson
- GME
- Medical Staff
- Donna Phillippe

Function

- Associate CMOs
- Medical Directors
- Value-Based Care
- Quality and Safety
- Infection Control
- Clinical Analytics
- HNM and MPACT

Jeremy Fotheringham
Chief Operating Officer

- Kevin Gwin
- Keri Simon
- Deb Deeken
- TBD – WCH
- TBD – Ambulatory
- Bob Schaal
- Roger Higginbotham
- Matt Waterman
- Brad Myers

Function

- Hospital Operations
- Ambulatory Services
- Surgical, Procedural Svcs
- Pharmacy & Lab Services
- Retail Clinical Services
- Facilities Planning and Ops
- Clinical Service Lines
- Patient Experience
- Corporate Partnerships

Mike Koehler
Chief Administrative Officer

- Marty McCormick
- Teresa Snow
- Peter Callan
- Beth Alpers
- Jason Miller
- Lorraine Mixon-Page (SOM)

Function

- Human Resources
- Diversity/Inclusion
- Strategic Planning Process
- Marketing
- Communications & Media Relations

Kay Davis
Chief Financial Officer (Interim)

- Teresa Brooks
- Paula Littleton
- David Parker

Function

- Budget
- Finance Operations
- Financial Analytics
- Revenue Cycle
- Business Planning
- Managed Care
- Supply Chain

Jennifer May, JD
Chief Compliance Officer (Matrix)

- Katie Tegerdine
- Nicole Epstein
- Sean Rivera

Function

- Privacy Officer
- Data Security
- Compliance
- Corporate Integrity Agreement

Vince Cooper
Executive Director
Payer Strategy & Contracting

- Deanna Godsey
- Jennifer Tisone
- Melissa Rish

Function

- Payer Strategy
- Contracting
- Employer Health Solutions
- Managed Care Reimbursement

Bryan Bliven
Chief Information Officer

- Tiger Institute
- Tom Selva, MD
- CRMC IT
- Clinical Engineering
- Project Management Office

James Stannard, MD
Chief Strategic Initiatives

- Tom Tisone

Function

- Strategic Initiatives

Gaspere Calvaruso
President,
CRMC

- Capital Region Center
- Capital Region MDs
- Jefferson City Integration Strategies

Office of General Counsel
(Matrix)

- Legal Team

Function

- Legal Counsel

Advancement

- Zach Silvers
- Yvonne Miller

Function

- MUHC, SOM Advancement

Quality and Safety

Quality Update: Vizient Performance

Icons represent Percentile Ranks for specified time periods. (NOTE: Lower values are desired.)
 Benchmarked against Vizient AMC results from the last twelve months.
 Run charts represent trends back to Jan '16 when available.

Percentile Rank
 1 100

Performance Period
 Latest 3 Months

Values Based On
 All Adult Encounters

Run Chart Display
 Quarterly

Vizient Overall	Mortality	Effectiveness	Safety	
Q&A Study Percentile Rank	Mortality Index	Unplanned 30 Day Readmissions	PSI-90 Composite (RTM)	Hospital Acquired Conditions - Infections
FY19 through Q4	Sep' 19 - Nov' 19	Aug' 19 - Oct' 19	RTM Dec' 18 - Nov' 19	Oct' 19 - Dec' 19
41 PR: 41 38 out of 93	0.80 PR: 24 23 out of 95	11.0% PR: 41 39 out of 95	1.17 PR: 85 80 out of 94	0.36 Target: 0.44

Top Performing Vizient Service Lines / Metrics

See Vizient Q&A Study Performance	<ul style="list-style-type: none"> Gynecology (1) Obstetrics (1) Urology (1) 	<ul style="list-style-type: none"> Neurosurgery (3) Neurology (7) General Surgery (18) 	<ul style="list-style-type: none"> PSI06 (1) PSI14 (1) PSI09 (18) 	<ul style="list-style-type: none"> HAI-04 (0.00) HAI-02 (0.12) HAI-03 (0.54)
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Worst Performing Vizient Service Lines / Metrics

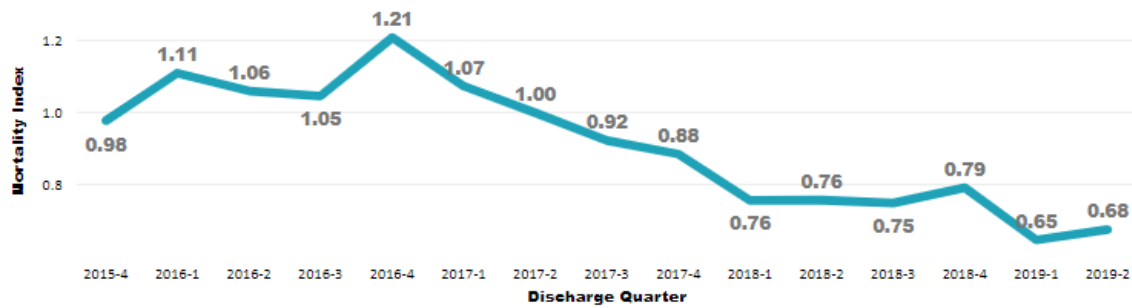
See Vizient Q&A Study Performance	<ul style="list-style-type: none"> CT Surgery (99) Cardiology (95) Oncology (69) 	<ul style="list-style-type: none"> Orthopedics and Spine (93) Gynecology (91) Cardiology (87) 	<ul style="list-style-type: none"> PSI08 (100) PSI10 (100) PSI13 (92) 	<ul style="list-style-type: none"> HAI-01 (0.66) HAI-06 (0.65) HAI-05 (0.57)
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Moving forward: Improve coding

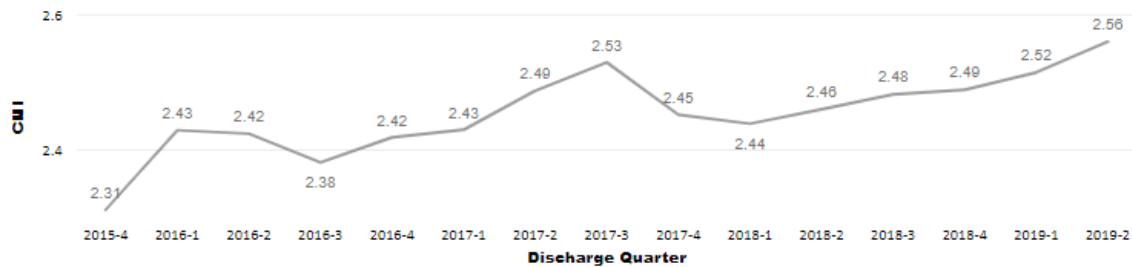
- Dramatically improve documentation and coding to improve risk capture

Mortality Index and CMI Improvement Relative to Expected Mortality

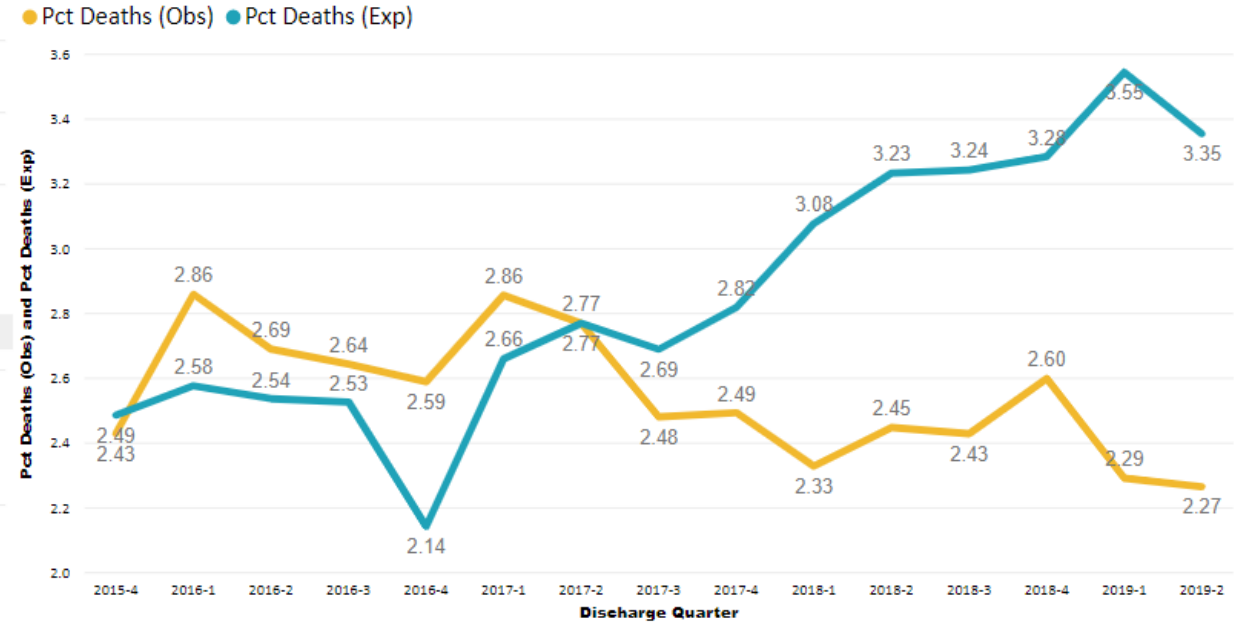
Mortality Index by Discharge Quarter



CMI by Discharge Quarter



Pct Deaths (Obs) and Pct Deaths (Exp) by Discharge Quarter




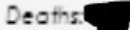


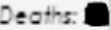









Source: Stanford Health Care

Moving forward: Sepsis Lives Saved

Sepsis

CY18

Latest

Sepsis	CY18	Latest
Mortality Index	80  Value: 1.11 Deaths:  N: 	18  Value: 0.78 Deaths:  N:  Top Quartile: 0.81
Unplanned 30 Day Readmissions	63  Value: 16.25 Readmissions:  N: 	15  Value: 12.85 Readmissions:  N:  Top Quartile: 13.75
LOS Index	32  Value: 0.94 Avg. LOS: 6.97 N: 890	49  Value: 0.98 Avg. LOS: 6.94 N: 201 Top Quartile: 0.92

769
High Alerts

170
Very High Alerts

137
Tiger Teams Called



256

NEWS Driven Physician Assessments

▼ 18%

Floor Patients Transferring to ICU

▼ 37%

General Floor Code Blues

11

Overall Lives Saved

Moving forward: Tiered Huddles

400 issues resolved through tiered huddles since August

TIER 1: ISSUE RAISED AT WCH NURSING UNIT - occurs at 9:30 a.m.

ED nurse at Women's and Children's Hospital finds wrong ventilation bag stocked on crash cart.

TIER 2: ISSUE ESCALATED TO WCH HOSPITAL LEVEL - occurs at 10 a.m.

After discussion, others at WCH find incorrect bag on their carts.

TIER 3: ISSUE ESCALATED TO HEALTH SYSTEM LEVEL - occurs at 10:30 a.m.

Wrong bags also identified at University Hospital; issue resolved across entire system!

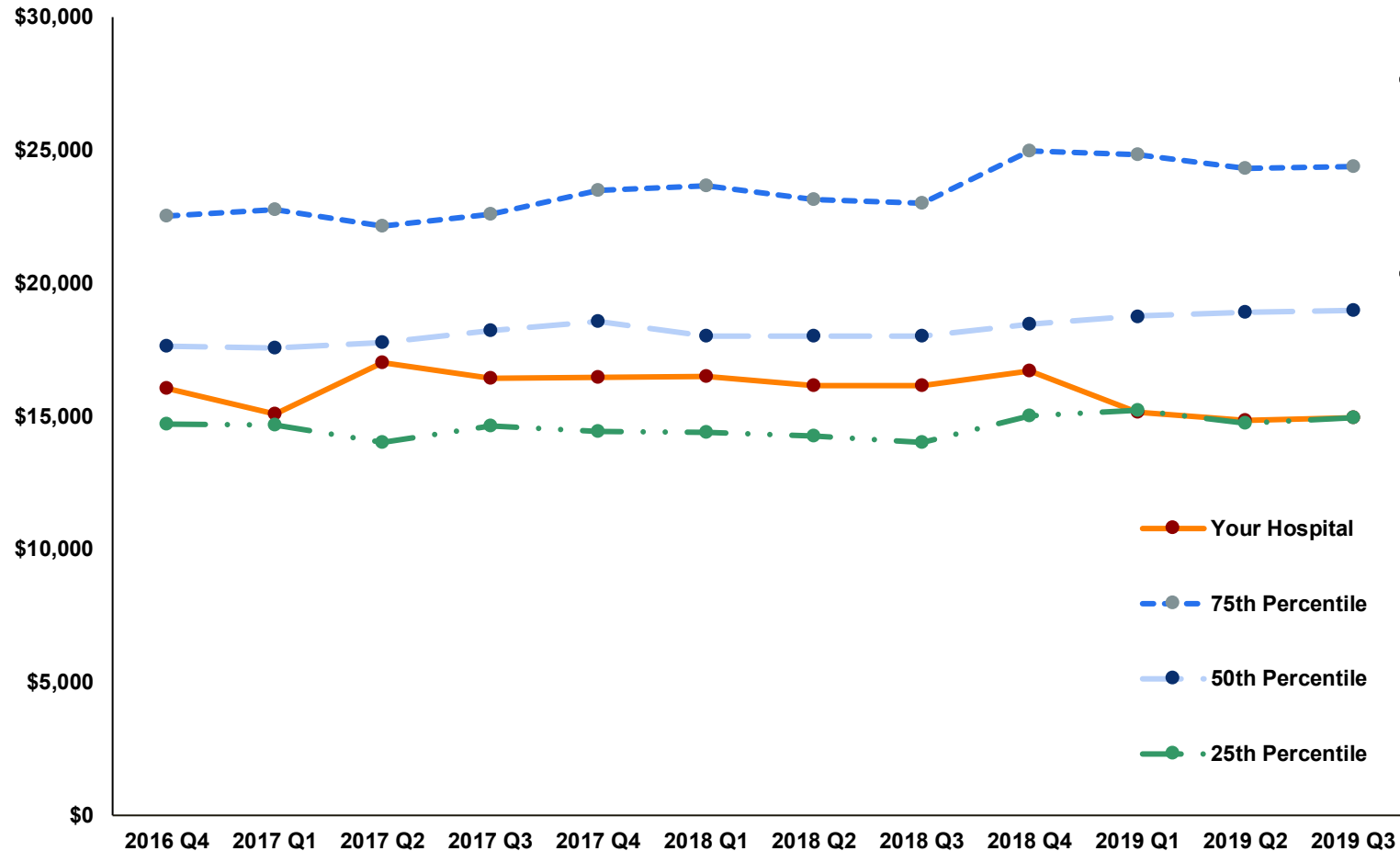


Stewardship and Efficiency

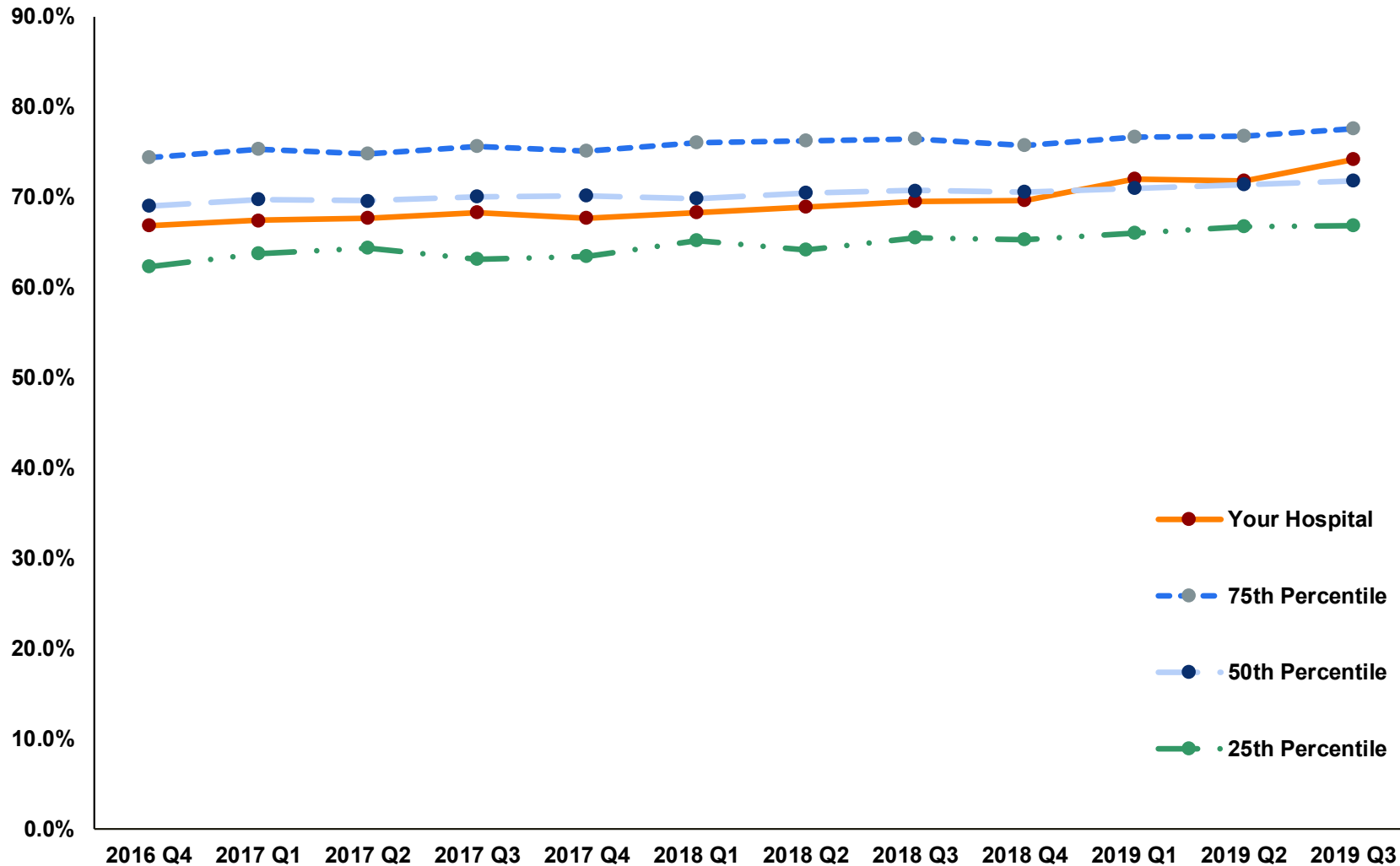
Expense Per Adjusted Discharge

Financially Responsible

- Historically performing slightly below the median
- Recent decrease to 25th percentile reflects savings and efficiencies realized through stewardship efforts



Net Revenue Discount Rate



Revenue deductions are near national median, though increasing

- **Reflective of changes in payor mix and increasing payor pressures**
- **Equates to approximately \$100M in increased deductions**
- **Charity care >75th percentile**

Closure of Pinnacle Regional Hospital



Caleb Rowden @calebrowden · 8h

Read my full statement re: the decision by Pinnacle to close their hospital in Boonville and Cooper County. We will continue to monitor and work toward a positive resolution for impacted individuals throughout #MidMo.

Rowden Statement on Boonville Hospital Closure

JEFFERSON CITY, MO—Today Senator Caleb Rowden (R-Columbia), released the following statement regarding the closure of Pinnacle’s hospital in Boonville:

“I’m dismayed by Pinnacle’s decision to close their hospital in Boonville and am outraged by reports of how the company has treated their employees and patients—my constituents.

Pinnacle ceased surgical operations after the Missouri Department of Health and Senior Service (DHSS) discovered Pinnacle was not sterilizing surgical tools and equipment. DHSS also found that Pinnacle suspended lab services due to corporate refusal to pay for federally mandated lab proficiency tests. Despite the best efforts of DHSS to work with Pinnacle to keep the hospital open, the company made the decision not to correct critical violations.

After numerous discussion with DHSS throughout the day yesterday, I’m relieved to learn the agency has persuaded Pinnacle to **suspend** their license, rather than **terminate** it, in order to allow any potential buyers to repair and reopen the hospital as quickly as possible. **I am further encouraged by MU Health Care’s decision to step up and hold open interviews in Boonville for affected staff.** I will be working with DHSS and county officials to ensure as many avenues to reopening the hospital remain open.

Details on MU Health Care interviews:

- Thursday, January 16 and Tuesday, January 21
- 10am-4pm
- Isle of Capri Boonville, 100 Isle of Capri Blvd, Boonville, MO 65233

Senator Caleb Rowden
State Senator — District 19
Missouri Senate Majority Leader

“I am further encouraged by MU Health Care’s decision to step up and hold open interviews in Boonville for affected staff.”

— Sen. Caleb Rowden

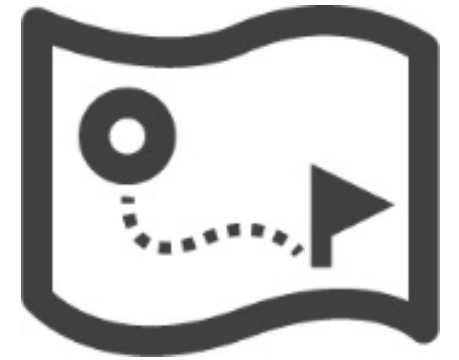
“I’ve not seen anything like this before. The support while we are in devastation is absolutely amazing.”

— job fair attendee

Appendix

Chief Financial Officer Recruitment

- Partnered with leading executive search firm
- **375 candidates** screened by firm
- **5 candidates** part of Round 1 in mid-January
- **2-3 candidates** to return early February for Round 2
- Final decision targeted for March



Academic Health Center Plan



Make a Distinct Impact

1. Train, Attract & Retain Exceptional Talent
2. Fuel Discovery Through Collaboration
3. Make Translation an Aspiration
4. Align and Grow Clinical Research
5. Create a Structure that Sustains Excellence



Grow Our Ability to Serve

1. Optimize Clinical and Operational Performance
2. Serve the Rural Market More Effectively
3. Enhance the Ambulatory Footprint
4. Develop New Payer/Employer Products and Strategies
5. Enhance Select Service Lines to Achieve Excellence



Align MU's Capabilities in Health

1. Expand Interprofessional Education
2. Develop Rural Health
3. Build Diversity & Inclusion Strategy
4. Define Shared Research Support & Infrastructure
5. Understand MU Health & Campus Synergies

Tiered Huddles

- Help **improve safety, the patient experience, quality of care** and more.
- Open up communication channel between **frontline staff and leaders.**
- A quick, efficient way to **address issues.**
- Adopted systemwide: **170** tier 1 huddles, **12** tier 2 huddles and **1** tier 3 huddle.



PI Priorities Update

Original Teams

- All-cause readmissions
- Pressure Injuries
- Sepsis
- PE/DVT
- Heart Failure
- COPD
- AMI/PCI
- CABG/Valve
- Hip/Femur
- Major Bowel
- Spinal Fusion
- Post-Op Respiratory Failure

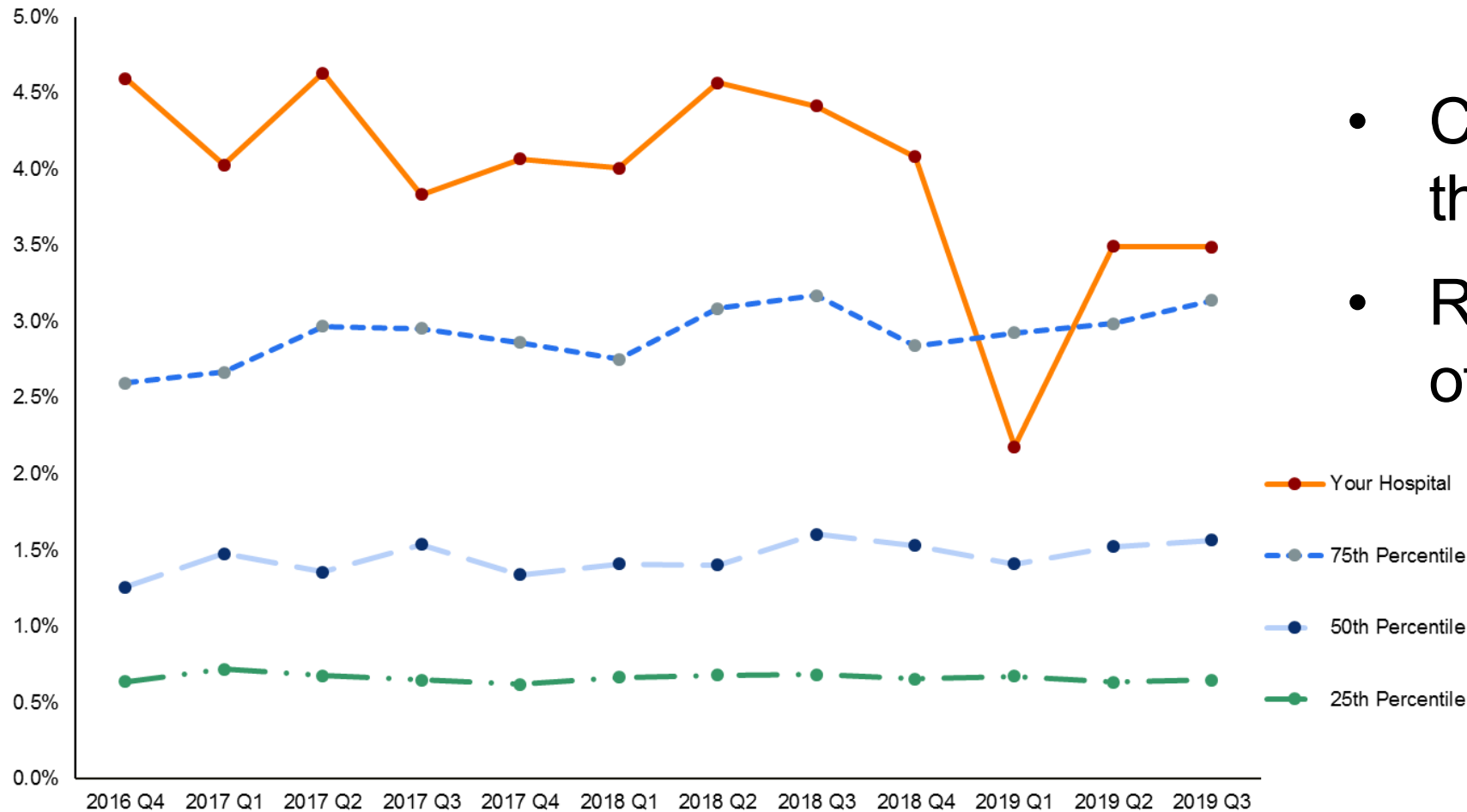
Newest Teams

- Documentation/Coding
- Serious Illness & Advanced Disease
- Bariatric Surgery (BPCI-Advanced)

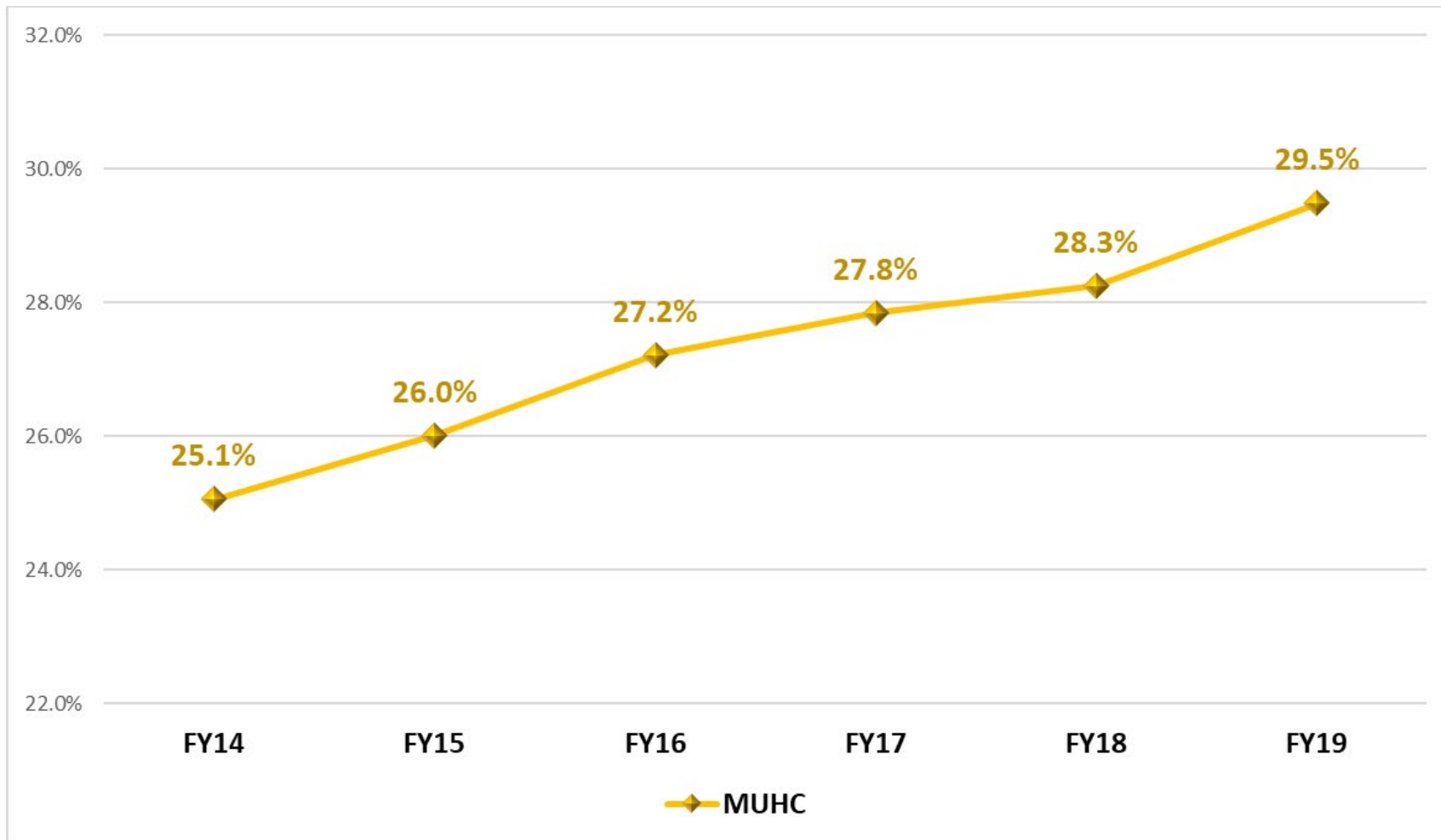
Charity Care Charges Share of Total Charges

Committed to our mission

- Charity care well above the 75th percentile
- Recent drop is reflective of streamlining practice



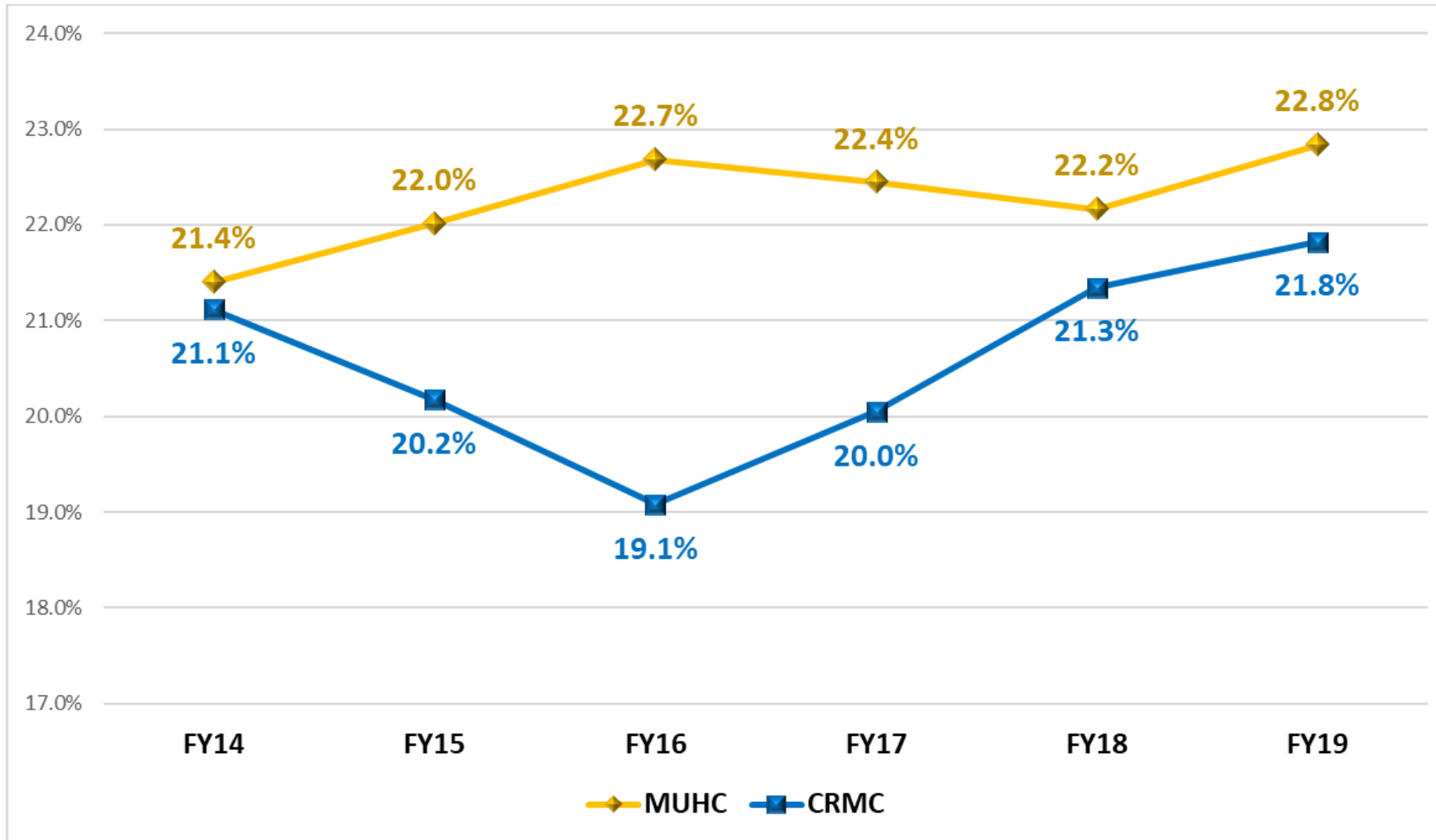
MUHC Inpatient Market Share – Service Area



**17.7% growth in
25-county
service area
market share,
FY14 to FY19**

Source: HID IP
Does not include Normal Newborns

Capital Region Medical Center Inpatient Market Share



3.3% growth in 8-county service area market share, FY14 to FY19

Source: HID IIP
Does not include Normal Newborns