Board of Curators
February 3, 2022

Richard J. Barohn, MD
Executive Vice Chancellor for Health Affairs

University of Missouri
MU Health Care  |  NextGen Precision Health  |  School of Medicine
An Update on COVID

Approximated* COVID Midnight Inpatient Census

MU Healthcare Inpatient Data as of 2/1/2022:
- Total Inpatient: 119
- Total ICU: 32
- Total Ventilated: 19
Growth Plan

• Plan is to increase current operating margin from $87M FY22 to $135M FY26

• Primary ways to realize this goal:
  – Physician Recruitment
  – Stewardship
  – Philanthropy

• Physician recruitment focused on:
  – Cardiovascular/Metabolic, Neurosciences, Oncology, Pediatrics, Surgery and Women’s Health

• Stewardship initiatives focused on revenue opportunities; fixed and variable expenses
  – Retail and specialty pharmacy
  – Supply chain, clinical integration efficiencies and standardization of clinical practices
NextGen Update

• All 16 inaugural “NextGenNauts” are in place
• New “NextGen ImagingNauts” have arrived, using Siemens equipment
• Patients being imaged in Siemens suite
• Constantly recruiting NextGen scientists through RiseUp and Mizzou Forward
Compliance Leadership Update

Julia Settles, MD, JD

• ‘04 UMKC School of Medicine graduate
• ‘07 MU School of Law graduate
• Certified in health care risk management
• Certified patient safety professional
• Six years with MU Health Care
• 11 years with an outside law firm working with the Curators (health and professional liability)
• Clinical risk management
• Hospital accreditation
New Leadership Recruits

• Jae-Wook Jeong, PhD
  • Reproductive biologist, Michigan State
  • 3 RO1s and co-PI on Center Grant - NICHD, NCI
  • Joins OBGYN as Professor and Director of the
    NextGen Reproductive Sciences Center and Dr. R.
    Phillip and Diane Acuff Endowed Professor
  • Lab space in NextGen

• Jean Ricci Goodman, MD
  • Chair of OBGYN and Women’s Health
  • Formerly Chief of Maternal Fetal Medicine, Loyola
    School of Medicine, Chicago
  • Received more than $1.3 million from the National
    Institute on Minority Health and Health Disparities for
    research on preeclampsia in Type I diabetic women
New Leadership Recruits

- **Gerhard Hildebrandt, MD**
  - Chief of Hematology and Bone Marrow Transplant, University of Kentucky
  - PI for multiple industry sponsored and investigator-initiated clinical trials
  - Will become Chief of Hematology/Oncology and Nellie B. Smith Endowed Chair of Oncology and Cancer Center Director
  - Lab space in NextGen

- **Mitchell Goldman, MD**
  - Professor of Medicine and Associate Director of Graduate Medical Education, University of Indiana
  - Infectious diseases, HIV expert, medical education
  - New Associate Dean for Graduate Medical Education and Professor of Internal Medicine
MUHC Strong Operational Performance

- **Vizient Quality and Accountability:** Ranked 18th
- **Financial Performance:** $47.7 million operating margin YTD
- **Revenue Cycle:** $92.3 million cash collections for December
- **Academic Performance-based Support:** 1% of net patient revenue generating approximately $25 million
- **COVID-19:** Leadership through public health crisis
- **Managed Medicaid plans**
Staffing Strategies

- Compensation to **50th percentile** for front-line staff to combat inflation
- **Tiger Flex** internal agency model for nursing
- Team-based **nursing models**
- “**Grow your own**” training (CMAs, Surgical Techs, nursing)
- Career paths for **local high school students** (Columbia, Ranken Tech)
- **Retention:** relationships, and recognition, and rounding
- **Marketing spend** doubled – Nursing, front-line employees, career fairs
# Consumer Perception Survey

## Unaided Awareness

When you think of the best hospitals or health care systems in the area, which ones first come to mind?

<table>
<thead>
<tr>
<th>2021</th>
<th>2019</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>MU Health Care</td>
<td>MU Health Care (39%)</td>
<td>Boone Hospital (35%)</td>
</tr>
<tr>
<td>Boone Health</td>
<td>Boone Hospital (38%)</td>
<td>MU Health Care (32%)</td>
</tr>
<tr>
<td>SSM Health - St. Mary's</td>
<td>SSM Health (16%)</td>
<td>SSM Health (17%)</td>
</tr>
<tr>
<td>Capital Region Medical Center</td>
<td>CRMC (14%)</td>
<td>CRMC (10%)</td>
</tr>
<tr>
<td>Lake Regional</td>
<td>Lake Regional (5%)</td>
<td>Lake Regional (3%)</td>
</tr>
</tbody>
</table>
Challenges and Opportunities

• Recruiting, Staffing and inflation

• Information security protections

• Cerner and Oracle impact

• Payor pressures

• Leadership transitions
Questions?