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
Quality and Safety
## Quality Update: Vizient Performance

**Vizient Overall**

<table>
<thead>
<tr>
<th>Quality Measure</th>
<th>Percentile Rank</th>
<th>Performance Period</th>
<th>Values Based On</th>
<th>Run Chart Display</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vizient Overall</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q&amp;A Study Percentile Rank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PY17 through Q4</td>
<td>PR: 41</td>
<td>Latest 3 Months</td>
<td>All Adult Encounters</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

**Mortality**

<table>
<thead>
<tr>
<th>Mortality Index</th>
<th>Performance Period</th>
<th>Values Based On</th>
<th>Run Chart Display</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep'19 - Nov'19</td>
<td>PR: 24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.80</td>
<td>PR: 24</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Effectiveness**

<table>
<thead>
<tr>
<th>Effectiveness Index</th>
<th>Performance Period</th>
<th>Values Based On</th>
<th>Run Chart Display</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug'19 - Oct'19</td>
<td>PR: 41</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.0%</td>
<td>PR: 41</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Safety**

<table>
<thead>
<tr>
<th>Safety Index</th>
<th>Performance Period</th>
<th>Values Based On</th>
<th>Run Chart Display</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct'18 - Nov'19</td>
<td>PR: 85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.17</td>
<td>PR: 85</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Hospital Acquired Conditions - Infections | PR: 85 | | |
|-------------------------------------------| 0.36 | Target: 0.44 |

### Top Performing Vizient Service Lines / Metrics

- Gynecology (1)
- Obstetrics (1)
- Urology (1)
- Neurosurgery (3)
- Neurology (7)
- General Surgery (18)
- PSO6 (1)
- PS14 (1)
- PS09 (18)
- HAI-04 (0.00)
- HAI-02 (0.12)
- HAI-03 (0.54)

### Worst Performing Vizient Service Lines / Metrics

- CT Surgery (99)
- Cardiology (95)
- Oncology (69)
- Orthopedics and Spine (93)
- Gynecology (91)
- Cardiology (87)
- PS08 (100)
- PS10 (100)
- PS13 (92)
- HAI-01 (0.66)
- HAI-06 (0.65)
- HAI-05 (0.57)

See Vizient Q&A Study Performance

**Quality Update: Vizient Performance**

OPEN-HEALTH AFF - INFO 2-6
Moving forward: Improve coding

- Dramatically improve documentation and coding to improve risk capture

Source: Stanford Health Care
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
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

“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
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)
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: HIDI IP
Does not include Normal Newborns
3.3% growth in 8-county service area market share, FY14 to FY19