Health Care

University of Missouri
MU School of Medicine
MU Health Care
Columbia, Missouri, USA

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Our COVID-19 Environment

Local impact:
- **276** positive COVID-19 cases at MU Health Care; **3** deaths
- **215** positive cases in Boone County; **2** deaths

State and national impact:
- **2,602** positive cases in Kansas City, Jackson County; **51** deaths
- **7,401** positive cases in St. Louis City and County; **1,016** deaths
- **16,189** positive cases in Missouri; **880** deaths
- **2,116,935** positive cases in U.S.; **116,049** deaths

Figures as of 6-16-20
Snapshots From Our Response

- Testing for COVID-19
- Keeping patients safe
- Supplying & cleaning masks
- Offering temporary daycare
- Partnering with the community
- Planning for the future
School of Medicine 1st and 2nd Year Students

- Pre-clerkship curriculum completely online in March 2020:
  - Video teleconferencing for all lectures and small group learning
  - Online discussion boards
  - Online dissection videos
  - Online learning management system for posting case materials, lecture slides and schedules
  - Online exams
School of Medicine 3rd and 4th Year Students

- Online for 7 weeks from March to May:
  - Telehealth visits with faculty in selected clerkships
  - Virtual rounds – students given patient cases, write notes and present over Zoom
  - Online patient-based cases
  - Online learning management system

- Transitioned to direct patient care activities in May 2020:
  - Students do not participate in care of SARS-CoV-2 patients
  - Student participation limited to preserve PPE – excluded from ORs
Plans for the Start of Fall Classes

• Hybrid mix of face-to-face and online learning:
  – In-person activities follow social distancing, risk mitigation strategies
  – Incorporate online lectures, small group learning

• Ready to move to all online learning if needed based on University and local public health guidance
Impact of COVID-19 Pandemic on Research

- All research drastically ramped-down in March 2020
  - Only essential on-site work (preservation of animal models, active treatment study subjects, SARS-CoV2 research)

- On May 20, 2020, University initiated “Show Me Renewal” research restart plan
  - Phase 1: 5-10% of normal activity
  - Phase 2: 15-35% of normal activity
  - Phase 3: 35-50% of normal activity (currently in phase 3)
  - Phase 4: 50-70% of normal activity
  - Phase 5: 70-90% of normal activity
  - Phase 6: Full return to campus activity
Key Elements of Successful Research Ramp-down & Restart

- Willingness to make changes
  - Modification of clinical trial protocols
  - Remote study subject visits
  - Electronic consenting process
  - Home delivery of study drugs
  - Shift work in wet labs
Short-term Actions – COVID-19 Response

Medical school - $3M cut from state of Missouri
Health care system - $25M per month loss in net patient revenue
Total - $75M (March-May) - represents 1/3 volume loss

- **Expense management**
  - 10% Executive comp. decreased for 3 months
  - 1,200+ furloughed/pay decrease
  - 350+ vacant positions eliminated
  - 129 agency contracts eliminated
  - 61 employees laid-off April/May 2020

- **Liquidity and Capital Spending**
  - Halted $50M in projects

- **Stimulus funds**
  - Appx $25M stimulus funds (consultant retained)
Challenges and Opportunities

Social response to pandemic transformed our practice

- Telemedicine — from 0 to 4,000 virtual visits/week
- ED — created virtual assessments, drive-thru testing, triage system
- Hospital, ICU teams cared for COVID-19 patients
- Pathology created collaboration for testing
- Daily message from leadership and Clinician Wellness Program to sustain confidence and morale
- Plans going forward must include virtual visits for local and outreach practices
- Weekly town halls
COVID-19 Impact Action Plans

Revenue
- Stimulus funds
- Increase elective cases, based upon clinical prudence – Now 90% pre-COVID
- Execution of facility and service line specific re-emergence plans

Expense
- Innovation
  - Telehealth
  - Consolidation
- Staffing Efficiency
  - Volume-based
  - Decreased exec compensation
  - Furlough fixed positions
  - Hold/eliminate vacant positions
  - Decreased OT and Agency

*Represents 7-day rolling averages
We Will Re-emerge Stronger

- **Significant gains** in quality, safety, service, and efficiency
- **Managing our expenses** using multiple levers
- Re-emergence planning, **volumes returning**
- **Transformations and consolidations** now vs. future with COVID-19 major accelerator
- Aggressive FY2021 budget