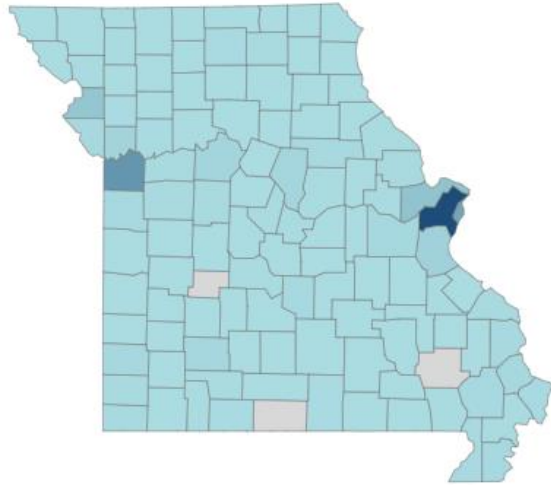




University of Missouri
MU School of Medicine
MU Health Care
Columbia, Missouri, USA

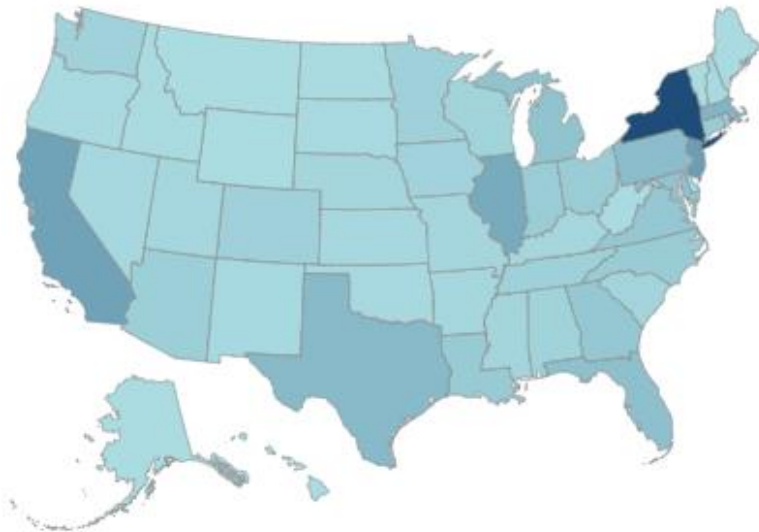
Rick Barohn, MD
Executive Vice Chancellor for Health Affairs

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

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

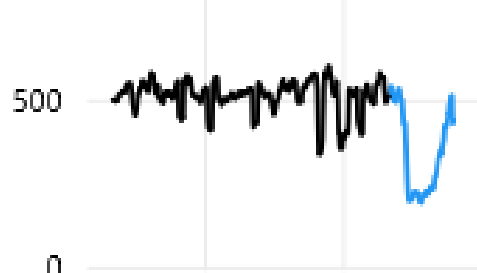
Expense

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

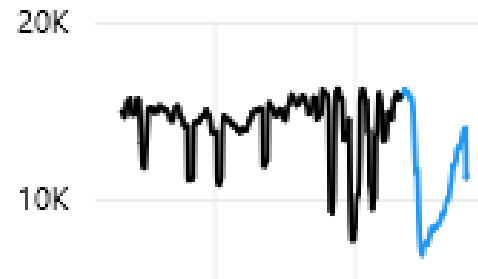
Avg Midnight Census - IP



*OR Cases Performed



*Arrivals (Clinic/UC/QC)



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