

DISRUPTION, INNOVATION AND GROWTH: A STORY OF PERSEVERANCE

UNIVERSITY OF MISSISSIPPI MEDICAL CENTER
BIANNUAL REPORT 2019-2021



THE UNIVERSITY OF MISSISSIPPI
MEDICAL CENTER™
EDUCATION • RESEARCH • HEALTH CARE



Greetings!

For this Biannual Report of the University of Mississippi Medical Center, we have combined the achievements of two fiscal years – 2019-2020 and 2020-2021 – into one report because of the impact of COVID-19 on this institution. It was tremendous. The response to COVID-19 required collaboration, planning, rewriting those plans and a “whatever it takes” approach to caring for Mississippians who rely on the leadership of the state’s only academic medical center.

In the future, I am confident we will look back over the last two years with wonder and disbelief at how we were able to navigate through such a tumultuous time in our history. The pandemic left no part of our Medical Center untouched.

From the different ways we cared for patients to the sudden changes in our education and research programs, we confronted challenges at every turn. Still, we persisted in our three primary missions – research, education and health care. In times like these, our duty as an academic medical center is imperative.

I could not be more proud of the commitment and dedication of our faculty, staff, students and the communities that supported us over the last two years. We are deeply grateful for the words of encouragement and donations from supporters that sustained us during this time.

In addition, this report includes accomplishments that should not be overshadowed by the turbulent pandemic: strong application and admission numbers in our schools, full accreditation approvals, record-breaking research funding and the opening of the new Sanderson Tower for Children’s of Mississippi.

I am pleased to share these achievements in spite of the adversity faced and remain hopeful as we move toward our shared vision of a healthier Mississippi. We are guided by our five-year strategic plan, which you will find outlined in this report.

Our plan will move UMMC boldly into the future. We are stronger than we were and are even more prepared for the challenges ahead.

Sincerely,

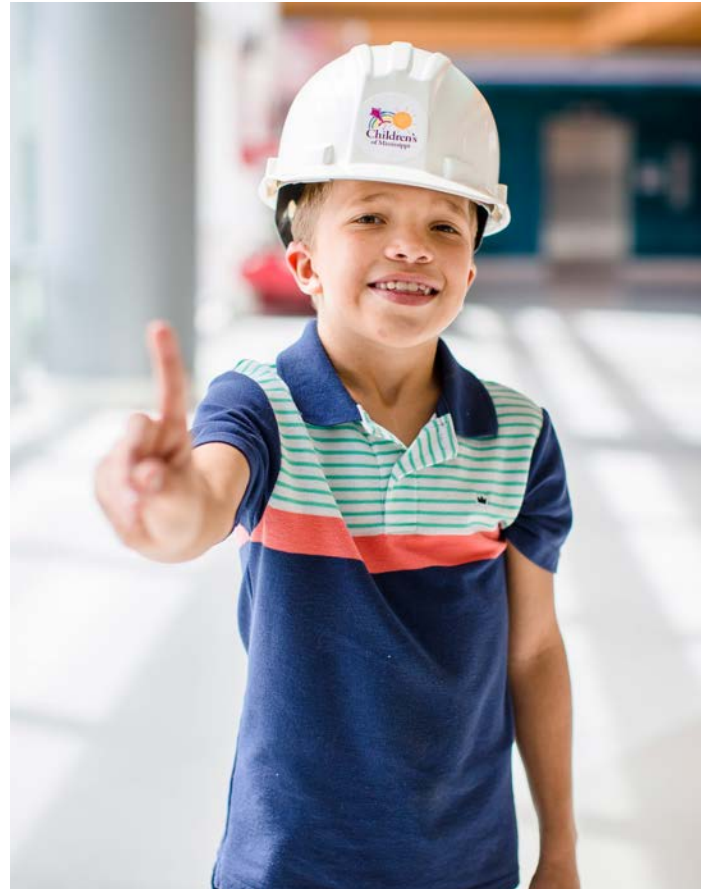
A handwritten signature in black ink that reads "LouAnn Woodward, M.D." The signature is written in a cursive, flowing style.

LouAnn Woodward, M.D.
Vice Chancellor for Health Affairs
University of Mississippi Medical Center

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UMMC STRATEGIC PLAN

Our 2021-2025 strategic planning process was designed to establish strategies for the five-year period, and to design a process for achieving those strategies. The process allows for annual updates to goals and work plans, while remaining focused on achieving the five-year strategies. It recognizes that various schools and departments across the Medical Center will have their own unit-level goals, but also provides an institutional framework of overarching strategies for development of those unit-level goals.

Overall progress will be measured on the accomplishment of specific annual goals and work steps. As a team, we will build upon UMMC's foundation of excellence in education, patient care and research. The plan consists of five strategies below that do not change. The goals listed under each strategy may change from year to year. Those listed below represent year one of the five-year plan.

1



Maximize value in quality of care

- Improve publicly reported quality scores
- Enhance care coordination across the inpatient continuum
- Improve documentation of clinical care
- Make health care more affordable by reducing the cost of care

2



Drive strategic clinical growth

- Improve patient access
- Develop a multi-year clinical faculty workforce plan
- Expand the number of UMMC locations in Metro Jackson
- Use existing infrastructure to increase telehealth visits

3



Expand health care services statewide

- Develop a statewide pediatric specialty network plan
- Develop a statewide adult specialty network plan
- Select high priority health system affiliations/joint ventures
- Build foundation as statewide leader for population health

4



Position academic programs for the next generation of learners

- Assess renovation needs for educational enterprises
- Enhance faculty professional development
- Enhance structure of basic science education programs
- Promote a culture of professionalism in the clinical-learning environment

5



Strengthen research programs

- Expand partnerships with key external affiliates
- Optimize use of research space
- Evaluate and update existing research funds flow
- Establish research faculty external funding goals

A healthcare worker in full personal protective equipment (PPE), including a white gown, gloves, a face shield, and a cap, is shown in profile, attending to a patient. The patient's long hair is visible in the foreground, and the background shows a clinical setting with medical equipment. The image has a warm, sepia-toned overlay.

Heroes
Work Here

COVID-19 Response

We were made for this. The University of Mississippi Medical Center's distinction as the state's only academic medical center with expertise in health care, research and health science education put the institution at the epicenter of the state's response to COVID-19. UMMC has remained a steady, unwavering source of quality care and information.

Innovations abounded at UMMC as clinicians, scientists and others rallied against time to find solutions that could help lessen the spread and impact of this novel disease. We collaborated, innovated and delivered on the response to a growing threat. We pledged to the citizens of Mississippi that we would bring to bear the full force of the expertise of the Medical Center—and we did.

From expert patient care and decisive leadership to groundbreaking research and inventive education practices, UMMC confronted the crisis and made history in the process. These are the highlights.

- Operationalized a COVID-19 response team to lead pandemic-related efforts across the organization:
 - Incident Commander – Dr. LouAnn Woodward, vice chancellor for health affairs
 - Incident Manager – Dr. Jonathan Wilson, chief administrative officer
 - Clinical Response Leader – Dr. Alan Jones, associate vice chancellor for clinical affairs
 - Infection Prevention and Control Leaders –

Dr. Bhagyashri Navalkele, medical director of infection prevention and control, and Dr. Jason Parham, director of the Division of Infectious Diseases

- Made national headlines when Dr. Charles Robertson, a pediatric anesthesiologist, invented an emergency-use ventilator made from commonly available items
 - Although never used on a patient, the ventilator was validated and later received emergency-use approval by the FDA



- Tailored our response as the Centers for Disease Control and Prevention and the World Health Organization issued guidelines – and revised them and took critical steps to keep patients, visitors and Medical Center staff safe:
 - Clinical staff were trained to provide safe effective care, to COVID-19 patients, using constantly evolving best practice guidelines
- Converted 197 patient rooms to negative pressure rooms for COVID-19 patient care in order to keep contaminated air from escaping
- Developed patient-cohorting strategies to lessen viral spread to other patients and clinical staff
- Launched in record time, with UMMC COVID-19 clinical research and trials, participating in many of the top clinical trials in the country
- Developed alternate models of patient care delivery, such as triage tents outside of the emergency departments, makeshift mobile locations for acute (non-emergency) respiratory clinics and drive-through appointments for lab-only visits
- Formulated policies and procedures for screening patients and employees for the virus, including

revised visitation policies and disabling and staffing entry points

- Established a process for screening, testing, result reporting and return to work clearance for all UMMC employees and students
- Created telework policy for eligible employees to minimize spread of COVID-19
- Played a lead role in the patient-care needs of Mississippi’s statewide system of hospitals, often times accepting transfers of COVID-19-positive patients who needed the highest level of care
- Assisted the state’s public health response through pathology/laboratory, telehealth and emergency services resources
- Expanded testing capacity across the state through the creation of in-house testing capabilities. It was a pivotal moment in the ability to detect and prevent the spread of the virus, and was a major boost in the state’s ability to manage the pandemic and curb transmission
 - Processed 302,004 COVID-19 laboratory tests and 2,152 antibody tests for UMMC patients, employees, students, and residents of Mississippi through September 15, 2021



Center for Telehealth Connects Patients, Caregivers During Crisis



Early in the COVID-19 pandemic, the Medical Center bolstered training in and increased the use and scope of telehealth medicine, alleviating a near complete shutdown of non-urgent clinical care. Video-chat technology and web-connected tools allowed doctors to examine, treat and monitor patients, keeping the clinical enterprise in operation.

Just the one month between February and March 2020 realized a 286 percent increase in telehealth visits and an increase in telehealth users of 5,704 percent.

The Center for Telehealth received a \$2 million federal grant from the Federal Communications Commission to speed expansion of services to develop a COVID-19 triage solution and to aid in the rapid expansion of non-pandemic telehealth services. UMMC installed 112 hospital- and emergency room-based telehealth cameras.

The Center for Telehealth and the Center for Emergency Services united in a coordinated effort with the Mississippi State Department of Health, the Mississippi Emergency Management Agency, the Mississippi National Guard, C Spire and others to conduct virus screening and set up mobile testing sites for citizens across the state.

The Center for Telehealth also operated a live dedicated phone line as an alternative way for members of the public to be screened for COVID-19. For individuals who required testing, the Center for Telehealth scheduled them for drive-through testing appointments at local testing sites throughout the state.

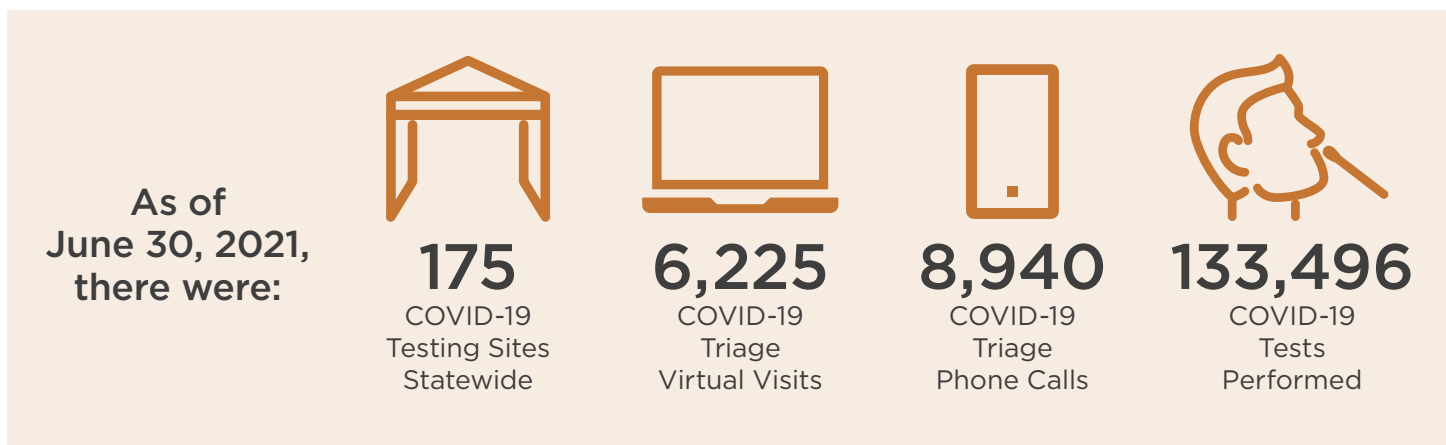
Completed telehealth appointments:

FY19
10,897

FY20
78,014

FY21
96,292

- In collaboration with the State Department of Health and the Mississippi Emergency Management Agency, established the state's flagship mobile specimen field-collection site at the Mississippi Fairgrounds
 - Operation would later move to West St. Farmers Market
 - Mississippi National Guard provided staffing assistance
- UMMC's Supply Chain team worked tirelessly to secure desperately needed equipment and commodities through traditional and non-traditional channels
- The UMMC Reserves was established as a staffing command center to help bolster resources for areas in need of workforce reinforcements
- Temporary housing accommodations without charge were offered by the American Cancer Society at their Hope Lodge facility located conveniently across State Street for UMMC employees treating COVID-19 patients
- Took steps to mitigate the impact high volumes of patients with COVID-19 had on already frequently at-capacity hospital units, especially those equipped to provide critical care
- DIS, partnering with Center for Telehealth, developed and implemented an online screening and scheduling tool
 - The online process would later be duplicated for vaccination distribution
 - Tool was so successful it was licensed for use by the state of South Carolina
- Operationalized an on-campus testing site, vaccination scheduling system and clinic for UMMC employees and students
- Developed an interprofessional Disaster Management Course for students to earn academic credit for experiences related to the pandemic
 - 3,224 student volunteer hours were logged under the program
- Provided a series of COVID-19 online enrichment and learning presentations free to any health care professional







A Dream Conferred

Academic Achievements

When the pandemic suddenly ended in-person learning, faculty made the transition to online learning. Faculty and academic leadership did an outstanding job of responding to sudden changes, including graduation ceremonies.

Health sciences professional students envision the day they will receive public recognition for their hard work during commencement, but the pandemic redefined ceremonies in 2020 and 2021. In 2020, the commencement ceremony was canceled, but it was reinstated, in a limited format, in 2021, with safety at the forefront.



Record-setting admission numbers in 2020 and 2021

The outbreak of COVID-19 may have brought this country to a standstill, especially in the beginning, but for many future nurses and doctors, their dreams remained alive.

Not only did the ravages of the pandemic fail to stop many from applying to the University of Mississippi Medical Center's schools of nursing and medicine, some students say the sight of suffering patients motivated them, more than ever, to stick with it.

While applications to the medical school dropped slightly, 0.05 percent, from pre-pandemic 2019 to inter-pandemic 2020, they shot up by about 10 percent between the COVID years of 2020 and 2021. In the School of Nursing, applications between 2019 and 2020 climbed more than 6 percent, to 1,191.

The number of nursing school applications did fall between 2020 and 2021, but the average for those two years is 2.4 percent greater than 2019's total.

"Our undergraduate applications weren't down, except in one track, the RN-BSN Program," said Dr. Julie Sanford, dean of the School of Nursing. "Otherwise, we have had more applicants, and have enrolled more, in two programs: the Traditional BSN Program and in the Accelerated BSN Program.

For the School of Medicine, 454 prospects applied for the current M1 class, the Class of 2025. That is the most ever for the school, said Dr. Demondes Haynes, professor of medicine, pulmonary and critical care, and associate dean for admissions.

Some have lost both of their parents to the virus, said Dr. Loretta Jackson-Williams, professor of emergency medicine and vice dean for medical education. She knew the toll of the pandemic on current students but also thought the pandemic would negatively impact applications.

"I also thought we would have a decrease. The fact that we didn't speaks to the resiliency of people; many have somehow managed to get through this. That is the small miracle we have seen in the numbers. Because it could have easily not been this way."

**Total students
accepted in 2020**

1,178

1,469

(increases in all professional
schools, particularly nursing)

**Total students
accepted in 2021**



Added Academic Programs

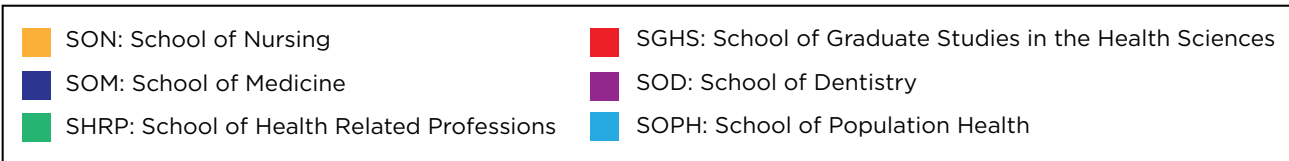
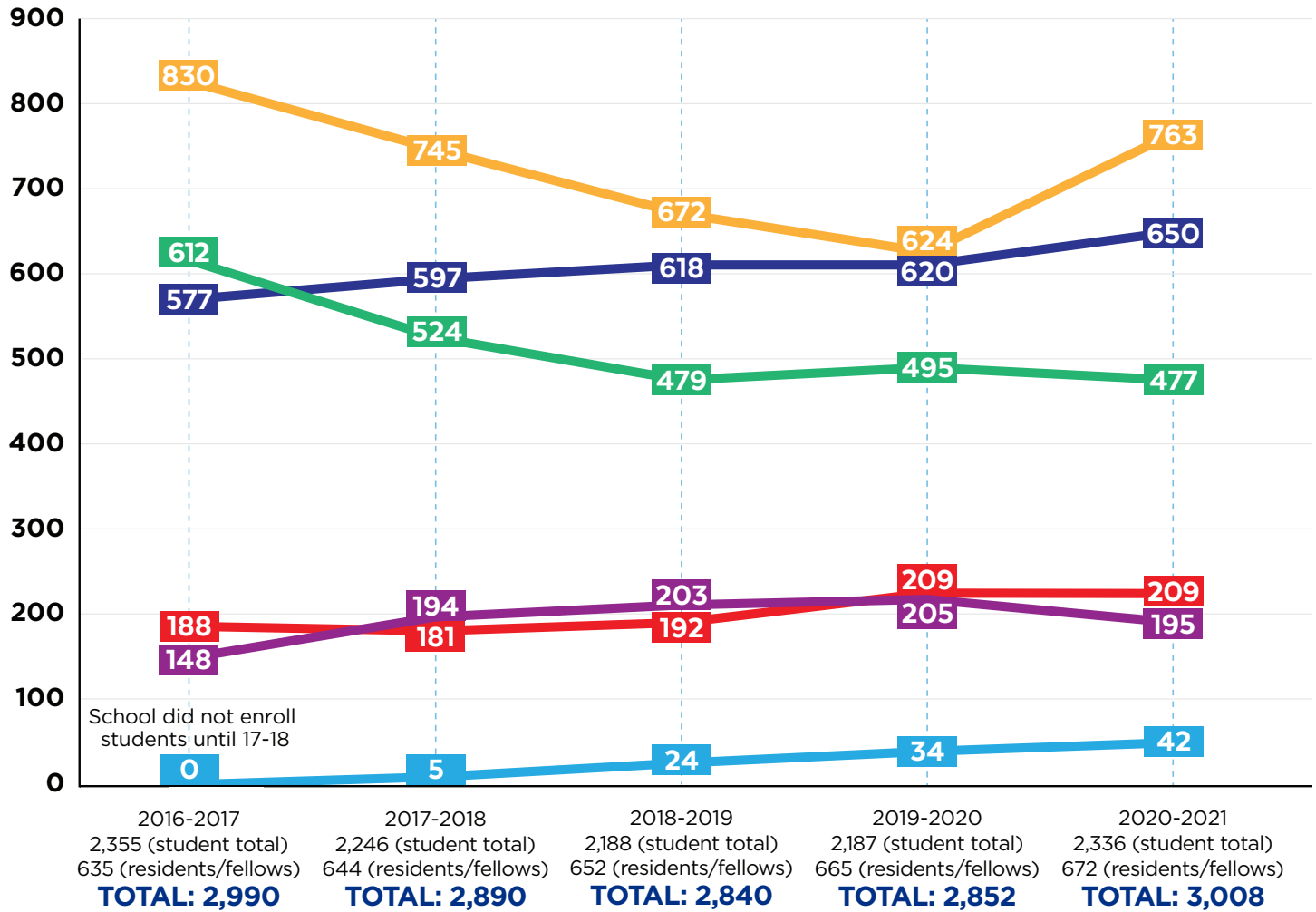
- Leadership and Management Post Baccalaureate Certificate
- Health Informatics Post Baccalaureate Certificate
- Direct Operational Medical Support Certificate
- Post Baccalaureate Certificate in Population Health Science
- Post Baccalaureate Certificate in Analytics
- BS in Medical Laboratory Science (MLT-MLS Advanced Standing)
- Certificate in Medical Scribe Specialist
- Post Baccalaureate Certificate in Medical Scribe Specialist
- Doctor of Audiology
- Opened a new fellowship program: Pediatric Rheumatology

Brief highlights of academic successes:

- The Office of Academic Support remained open and provided services to students in all UMMC schools throughout the spring, summer, and fall semesters in FY20, using telephone and online platforms for meetings with students
- The Office of eCampus used existing applications to assist faculty in moving academic programs from traditional formats to online formats in a short timeframe with little disruption
- Dr. LouAnn Woodward was named to a multi-year Board of Directors position for the Association of American Medical Colleges
- Record 18 first-year students in School of Population Health Fall 2020 class
- 2021 record enrollment in the Accelerated BSN program: 126
 - 66 in Jackson; 60 in Oxford

- School of Graduate Studies in the Health Sciences began enrollment for PhD in Biomedical Sciences Bioimaging Track
- Streamlined and transferred to online a portion of resuscitation training resources used by health system nurse educators allowing them to continue to fulfill clinical duties while still maintaining training of employees and students
- Maintained full accreditation and good standing for all degree-seeking programs. All residency and fellowship programs hold either full or initial accreditation
- Hosted (some virtually due to COVID-19 restrictions) successful programmatic accreditation site visits for the following programs: Bachelor of Science Health Informatics and Information Management; Bachelor of Science in Magnetic Resonance; Bachelor of Science in Histotechnology; Master of Science in Nuclear Medicine Technology; Doctor of Physical Therapy; Doctor of Occupational Therapy; Doctor of Medicine
- The Accreditation Council for Continuing Medical Education Accreditation (ACCME) has reaccredited UMMC for a period of four years (2019-2022)
- Named two new deans: Dr. Sreenivas Koka, dean of the School of Dentistry, in FY21; Dr. Julie Sanford, dean of the School of Nursing, in FY20
 - Named Dr. Natalie Gaughf, interim dean of the School of Population Health, in FY20
- A \$2.25 million, five-year Health Resources and Services Administration grant was awarded to the School of Dentistry to enable care for more patients with oral diseases and to make care more efficient and timely
- The Mississippi Centre of Excellence, housed in the School of Nursing, was selected as an affiliate of Cochrane, one of only 14 in the United States and only the second nursing school to hold the distinction
- The Office of Continuing Health Professional Education launched CE Central, a software-based solution to streamline continuing education application, testing and reporting process
- Hosted an accreditation symposium with the Mississippi Association for Institutional Research, attendees represented 16 institutions from Mississippi and four other states
- Began transition of student information to Workday Student
- Joint Review Committee on Education in Radiologic Technology (JRCERT) reviewed the Magnetic Resonance program and accredited the program for the maximum eight years.
- Implemented the Reimagining Residency Initiative, along with Vanderbilt University, grant from American Medical Association
- Expanded School of Nursing in Oxford to a new 17,000 square-foot off-campus home that will allow for growth of up to 60 students in each incoming Accelerated BSN class
- Dr. Sandra Horne recognized as 2021 top dental hygiene educator by the American Dental Hygienists Association of America
- Bower Foundation grant aims to produce more nurse educators in an effort to eventually swell Mississippi's number of nurses

UMMC Schools' Fall Enrollment, Five-Year Comparison



A photograph of a scientist, likely a woman, working in a laboratory. She is wearing a white lab coat, a white surgical mask, and a small earring. She is focused on her work, using a pipette to transfer liquid into a multi-well plate. The background shows laboratory equipment and a clean, professional environment. The lighting is bright, and the overall tone is scientific and precise.

Promising Research Abounds

Research Achievements



FY21: Most grants and awards ever (**392**) and highest level of funding in UMMC history:

\$123,544,822*

*includes \$26.9M in CARES COVID-related funding. Total is \$111,707,218 if all non-research related CARES money is removed. If all CARES funding is removed, total is \$96,567,833 (still highest in UMMC history)



FY20: Grants and awards totaled **347** and funding level:

\$82.3M



UMMC researchers authored more than

1,000

peer-reviewed papers in FY20 and FY21

Less than 800 occurring most years



Number of clinical research studies

74
FY19

100
FY20

83
FY21

(decrease due to hold in research in FY20)

Intellectual Property



invention disclosures



patent applications



U.S. patents issued



European patents



trademarks allowed



licensing agreements



spin-off companies

FY20 **17**

17

1

2

2

FY21 **15**

12

2

7

4



- UMMC activated 83 clinical trials in FY21, primarily funded through industry sponsors
- Moved 36 spots from 384 to 348 in 2020 NTU Global Rankings. The NTU Performance Ranking of Scientific Papers for World Universities is designed to evaluate research universities' achievements in scientific research using objective indicators. UMMC, combined with UM, also was ranked in the Top 300 for the Medicine, Life Science, and Natural Science fields
- Ranked highly in 2020 in several Blue Ridge Institute for Medical Research Categories among organizations that conduct NIH-funded medical research:
 - UMMC is in the top 8% of all Schools of Medicine
 - In all Departments of Physiology, nationally, UMMC Department of Physiology is #9, top 15%
- UMMC received a \$2M NIH grant to support the Cardiovascular-Renal Research Center's Hypertension and Cardiorenal Diseases Research (HCDR) Training Program, Joey Granger, PhD (principal investigator). The program, in its 10th year, received a perfect score of 10 due its high quality of training and success of its trainees
- Another indicator of the quality of our training program is that another NIH grant "Mississippi Diversity in Hypertension and Cardiorenal Research Program", Josh Speed, PhD (PI) also received a perfect score of 10
- Matt Kutcher, MD, a recent graduate of the MS in Clinical Investigation degree program, received a five-year NIH award. This is a major accomplishment as he is one a few clinician scientists with NIH funding at UMMC
 - A success for the Mississippi Center for Clinical and Translational Research, which received its \$20M competitive five-year renewal in 2021
- The MIND Center's Atherosclerosis Risk in Communities Study (Dr. Tom Mosley, P.I.) was renewed for another seven years representing 40 consecutive years of federal (NIH) funding
- Grant extensions were given to:
 - Center for Telehealth
 - MCCTR
 - Mississippi Thrive! Child Health Development Project
- Dr. Ashley Robinson and Dr. Michael Garrett received contracts from the Centers for Disease Control and Prevention and Mississippi State Department of Health to conduct COVID-19 variant bio-surveillance for the state
- A publication in JAMA Cardiology by Dr. Trey Clark, assistant professor of medicine, on the use of digital informed consent in rural and low income populations ranked in the top 10% of all research outputs, as tracked by Altmetric
- Activated 25 COVID-19-related clinical trials, including trials on convalescent plasma, vaccines and other potential treatment options
- A COVID-19 Research Registry was created by the Center for Informatics and Analytics to provide UMMC employees quick access to de-identified data on UMMC patients
- The UAB-MISS MACS/WIHS Combined Cohort Study, led by Dr. Deborah Konkle-Parker, professor of medicine, was renewed for its 7th year at UMMC. The MWCCS is a collaborative research effort that aims to understand and reduce the impact of chronic health conditions—including heart, lung, blood and sleep (HLBS) disorders—that affect people living with HIV
- The University of Mississippi and UMMC were awarded a U19 grant from the National Center for Complementary and Integrative Health to develop

the knowledge base to optimize the future human intervention studies to evaluate the utility of Spirulina-derived oral supplements in promoting resilience against and/or recovery from respiratory viral infections, such as influenza

- UMMC is a participating site for two community-based COVID-19 research studies:
 - \$1 million funded by NIH
 - \$1.6 million funded by CDC

- Dr. Alan Jones named recipient of the 2020 Outstanding Contribution in Research Award by the American College of Emergency Physicians
- Dr. Javed Butler, chair of the Department of Medicine, named among prestigious list of “highly cited researchers” by Web of Science
- UMMC study led by Dr. Charlotte Hobbs gained national recognition for its findings that prevalence of COVID-19 in kids was significantly higher than thought





A healthcare worker wearing a full protective suit, including a helmet, face shield, and gloves, is attending to a patient in a hospital room. The scene is overlaid with a teal semi-transparent rectangle containing white text. The background shows a blurred hospital environment with medical equipment and a patient lying in a bed.

Unprecedented
Times Demand
Extraordinary Care

Health System Achievements

Looking back over the last two fiscal years, we saw our health system challenged like never before. Our health care staff know what it means to care for patients with infectious diseases and complex health needs. As the state's only academic medical center, we have the privilege and responsibility to serve our fellow Mississippians in their greatest times of need.

COVID-19 impacted our health system's work but it did not hinder progress. UMMC has a lot to celebrate. These results prove the focus and commitment to A Healthier Mississippi remained strong.

- Made significant improvements in clinical quality scores, according to nationally recognized benchmark rankings:
 - Rose to earning just below a 2-star rating by the Centers for Medicare and Medicaid Services
 - Moved into upper portion of the C-grade category by Leapfrog Quality Group
 - Clinical Quality continues to be a top-level institutional strategic goal
- Named a national Huntington's Disease Society of America Center of Excellence, a new designation
- UMMC opened a new primary care TEAM (Trustworthy, Evidence-based, Affirming and Multidisciplinary) Care Clinic for LGBTQ patients
- Designated as "Top Performer" in LGBT Healthcare Inclusion by the Human Rights Campaign (fourth time to be awarded this distinction)
- Transcatheter aortic valve replacement (TAVR) program earned Center accreditation from the American College of Cardiology
- The Division of Medical Genetics and Precision Medicine was established within the Department of Medicine. The pioneering work of this division, which pairs medical genetics with precision medicine, offers physicians and researchers a way to more accurately predict which measures for treatment and prevention will work on a particular disease – and with which patients
- Provided free dental care and general health checks to hundred of kids from Jackson Public Schools and nearly 1,000 adults from across the state, including many military veterans, during the School of Dentistry's annual Dental Mission Week
- Saw growth in UMMC's Specialty Pharmacy Program, which assists patients with complex conditions
 - More than \$10 million profit margin and 769 patients as of Dec. 30, 2020
- Maintained designation as Primary Stroke Center by the Joint Commission
- The Department of Dermatology established the Skin Cancer Center in Ridgeland
- Entered into a joint venture with Merit Health for shared ownership of Merit Health Madison hospital
 - Physicians from the Medical Center performed 1,037 surgical cases and provided inpatient post-operative care at Merit Madison, expanding UMMC's adult hospital capacity and operating room availability

- Through an existing affiliation agreement, University Heart specialists began seeing patients at Oktibbeha County Hospital in Starkville – establishing OCH’s first cardiology clinic
- Initiated an agreement with Delta Regional Medical Center in Greenville to manage and provide specialists for their NICU and inpatient pediatric services
- Active Clinical Affiliations during 2019-2021
 - Anderson Regional Medical Center; Gulfport Memorial Hospital; Affinity Medical Group/ Vantage Health; North Mississippi Medical Center; Oktibbeha County Hospital; Hattiesburg Clinic; Methodist Rehabilitation Center
- Entered into an affiliation agreement with Gulfport Memorial Hospital for pediatric and neonatal health care services
- The Children’s Heart Center boasted a record 15 pediatric cardiologists in FY20 with the addition of an electrophysiologist, allowing for a comprehensive program for children with cardiac disorders and needs
- Achieved a 100-Day Workout operational improvement goal to improve patient throughput. At the conclusion of the workout initiative, observed versus expected length of stay decreased from 0.51 to 0.42, and opportunity days decreased from 1030 to 751



Dream come true: Sanderson Tower now open

Years of design and construction paired with the generosity of philanthropists across the state have made the dream of a state-of-the-art children's hospital in Mississippi come true.

The Kathy and Joe Sanderson Tower opened to patient care on November 2, 2020, changing forever the level of pediatric care offered to Mississippi children.

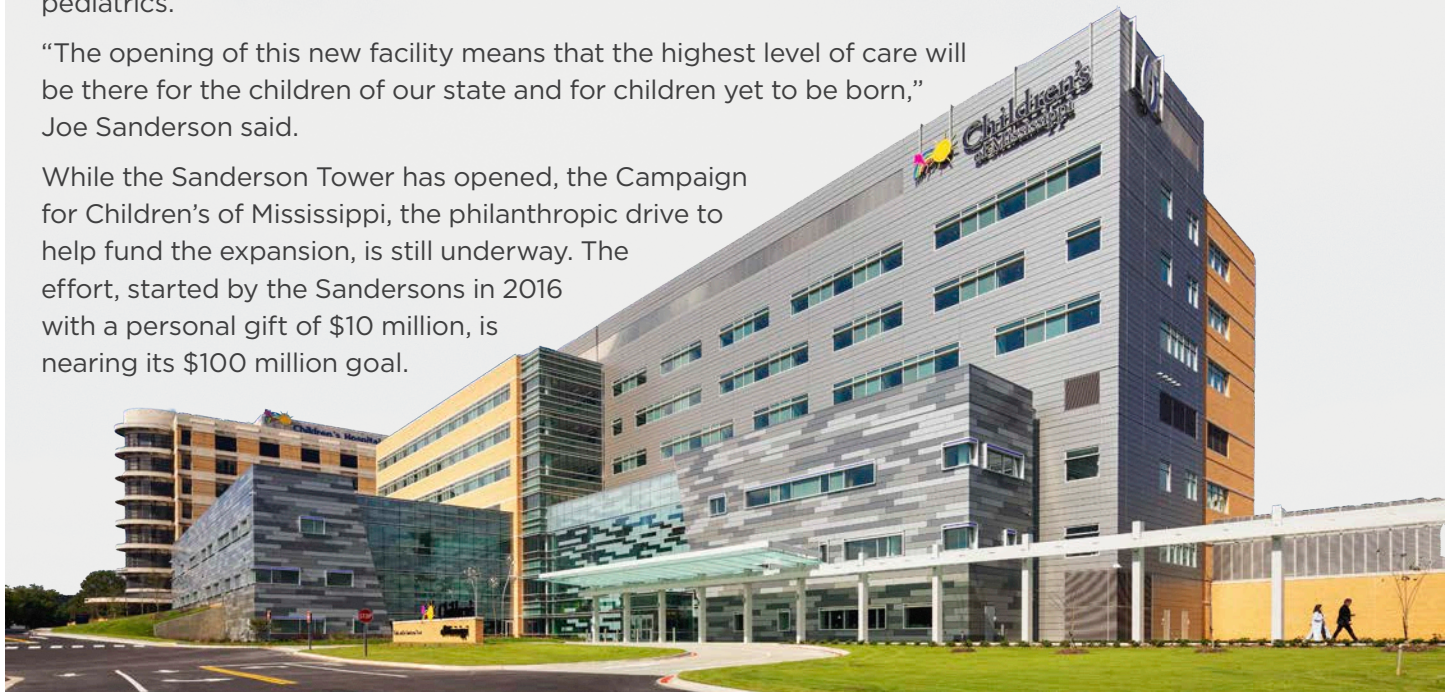
"This is such a milestone for the Medical Center, for pediatrics and for the state," said Dr. LouAnn Woodward, vice chancellor for health affairs and dean of the School of Medicine.

The tower, named for Joe Sanderson Jr., Sanderson Farms CEO and board chair, and his wife, Kathy, joins the Blair E. Batson Tower, named for UMMC's first pediatrics chair, to form the state's only children's hospital. The Sanderson Tower adds clinical and advanced surgical space, a Pediatric Imaging Center and three floors of intensive care space for children who are critically ill or injured. The opening of the tower more than doubles the square footage devoted to pediatric care at UMMC.

"We now have a children's hospital that is second to none and a facility that will be a place of hope and healing for our patients and their families," said Dr. Mary Taylor, Suzan B. Thames Chair and professor of pediatrics.

"The opening of this new facility means that the highest level of care will be there for the children of our state and for children yet to be born," Joe Sanderson said.

While the Sanderson Tower has opened, the Campaign for Children's of Mississippi, the philanthropic drive to help fund the expansion, is still underway. The effort, started by the Sandersons in 2016 with a personal gift of \$10 million, is nearing its \$100 million goal.





- Completed buildout of the Healthy Planet population health module in the Epic electronic health record. This important functionality will be central to the growing emphasis on population health management, preventive medicine, and other fields of study aimed at promoting and removing barriers to healthy behaviors
- The Center for Advancement of Youth was relocated to a new 20,000 square foot home in North Jackson
- A 22-bed inpatient Clinical Research and Trials Unit opened on the seventh floor of University Hospital, offering expanded and enhanced opportunities for UMMC to conduct clinical trials of novel therapies for its patients
- In a medical “first”, surgeons used a cadaveric V2 nerve in a facial tumor surgery to connect the two cut ends of the nerve back together, a feat not yet documented in medical literature
- Dr. Saubrah Chandra was named Chief Telehealth Officer bringing to UMMC extensive experience in leading clinical implementation of system-wide telemedicine programs
- UMMC’s Center for Telehealth earned an accreditation from URAC, a nonprofit

organization and independent leader in promoting health care quality through leadership, accreditation, measurement and innovation. URAC helps organizations transform by developing national standards to improve quality, protect consumers and improve health outcomes

- UMMC Grenada and the UMMC Cancer Center and Research Institute opened an outpatient cancer care and infusion services clinic, bringing cancer care closer to home for patients
- Performed the state’s first pediatric haploidentical transplant. The patient is now free from sickle cell disease
- The Mississippi Center for Emergency Services centralized its operations and moved into a new state-of-the-art facility. The new 20,000 square-foot home for the center has made it possible for all its services, including pediatric transport, neonatal transport, Mississippi MED-COM, public safety support and AirCare to be contained under one roof
- AirCare, UMMC’s advanced medical helicopter transport team, entered a new aviation partnership with Med-Trans, a leading national medical transport provider

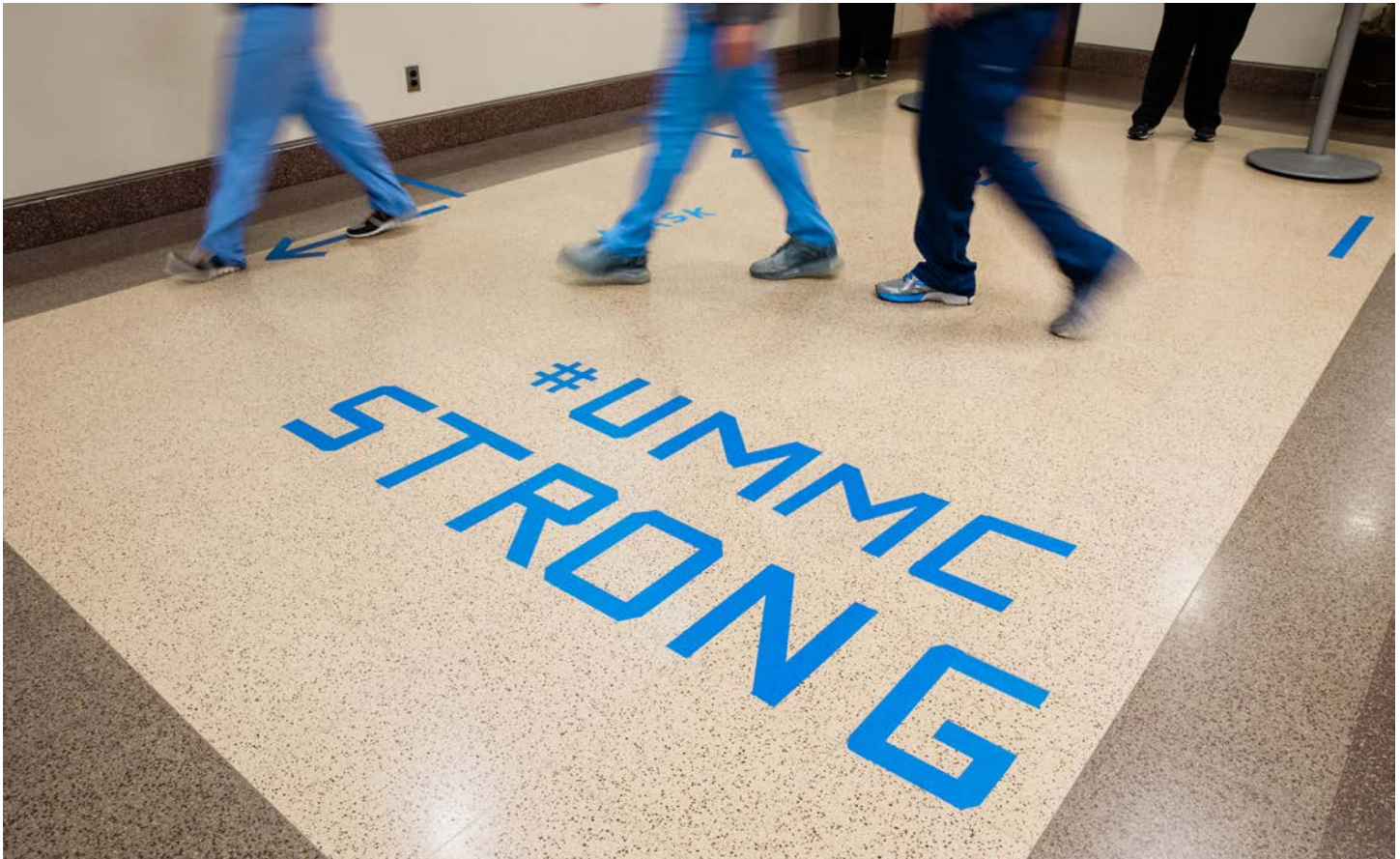
- Airbus awarded AirCare with its 2019 Airbus VisionZero Aviation Safety Award for a capstone project submitted by an AirCare team member on the topic of compassion fatigue
- The Medical Center welcomed three new clinical department chairs: Dr. Chad Washington, Department of Neurosurgery; Dr. Alissa Willis, Department of Neurology and Dr. J. Martin Tucker, Department of Obstetrics and Gynecology
- Dr. Roya Attar named National Young Optometrist of the Year by the American Optometric Association
- The student-run Jackson Free Clinic expanded services by adding on-site imaging capabilities and opening a new dental clinic
- “Second victim” program established to assist patient care personnel who may experience post-event stress or anxiety



Administrative Achievements

- Continued the transition to Workday personnel and business management system
- Unveiled newly designed and streamlined Intranet that highlights and increases awareness of clinical quality efforts
- Developed and implemented a workplace violence initiative
- Dr. J. Martin Tucker, chair of Obstetrics and Gynecology, was named the 72nd president of the American College of Obstetricians and Gynecologists
- UMMC welcomed its first Fulbright Scholar in 2021.
- UMMC chapter of the Group on Women in Medicine and Science received the Leadership Award for an Organization (Emerging Leader) by the Association of American Medical Centers
- Commissioned an economic impact study that showed UMMC has direct and indirect impacts on the state economy of \$2.9 billion each year, roughly double our annual budget and about a half billion dollars more than the impact recorded in a similar study conducted eight years ago
- Established Office of Policy to serve as the final authority on internal policy creation and management
- UMMC's Antimicrobial Stewardship Program was designated as a Center of Excellence by the Infectious Diseases Society of America
- UMMC was the first-place winner in the 2019 Healthiest Workplaces in Mississippi competition sponsored by the Mississippi Business Journal.
- The Medical Center established "Franny's Hour," a Healing Arts program
- UMMC received the PHIL Award, presented to the "best of the best" in respiratory care
- Dr. LouAnn Woodward received the 2020 President's Circle Award from the Mississippi Public Health Association
- UMMC is recognized as the 2020 winner of Best Place to Work in the annual Best of Jackson issue of the Jackson Free Press. The Medical Center has won the Best Place to Work category for several consecutive years



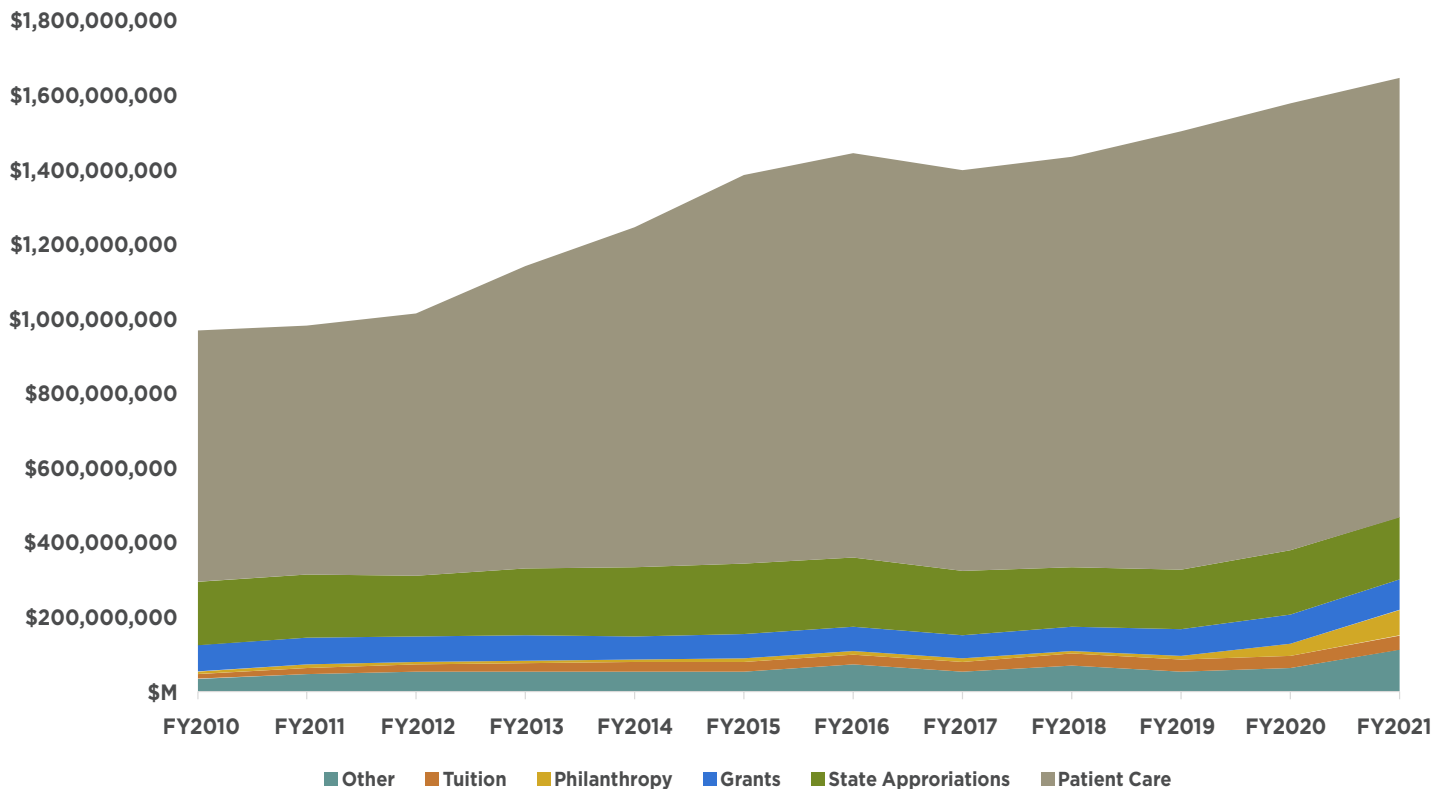


FINANCIAL RESULTS

Due to the unprecedented financial impact of COVID-19, the Medical Center ended FY 2020 with a cumulative operating loss of approximately \$27 million as compared to the original 12-month budget of a \$29 million operating surplus. UMMC ended FY 2021 with a cumulative operating surplus of \$51 million due in large part to continued injection of federal stimulus funds, growth in the value of endowments, and cost containment measures resulting in expenditures substantially under budget.

Prior to the onset of COVID-19, the Medical Center was projecting to finish FY 2020 on budget; however, the negative financial impact on the Medical Center of COVID-19 resulted in a year-end unfavorable variance to budget of \$56 million. FY 2020 results included the recognition of \$23 million of revenue in CARES stimulus funding. Additional stimulus funds from federal and state sources of \$55 million were also recognized in the fiscal

UMMC SOURCES OF REVENUE

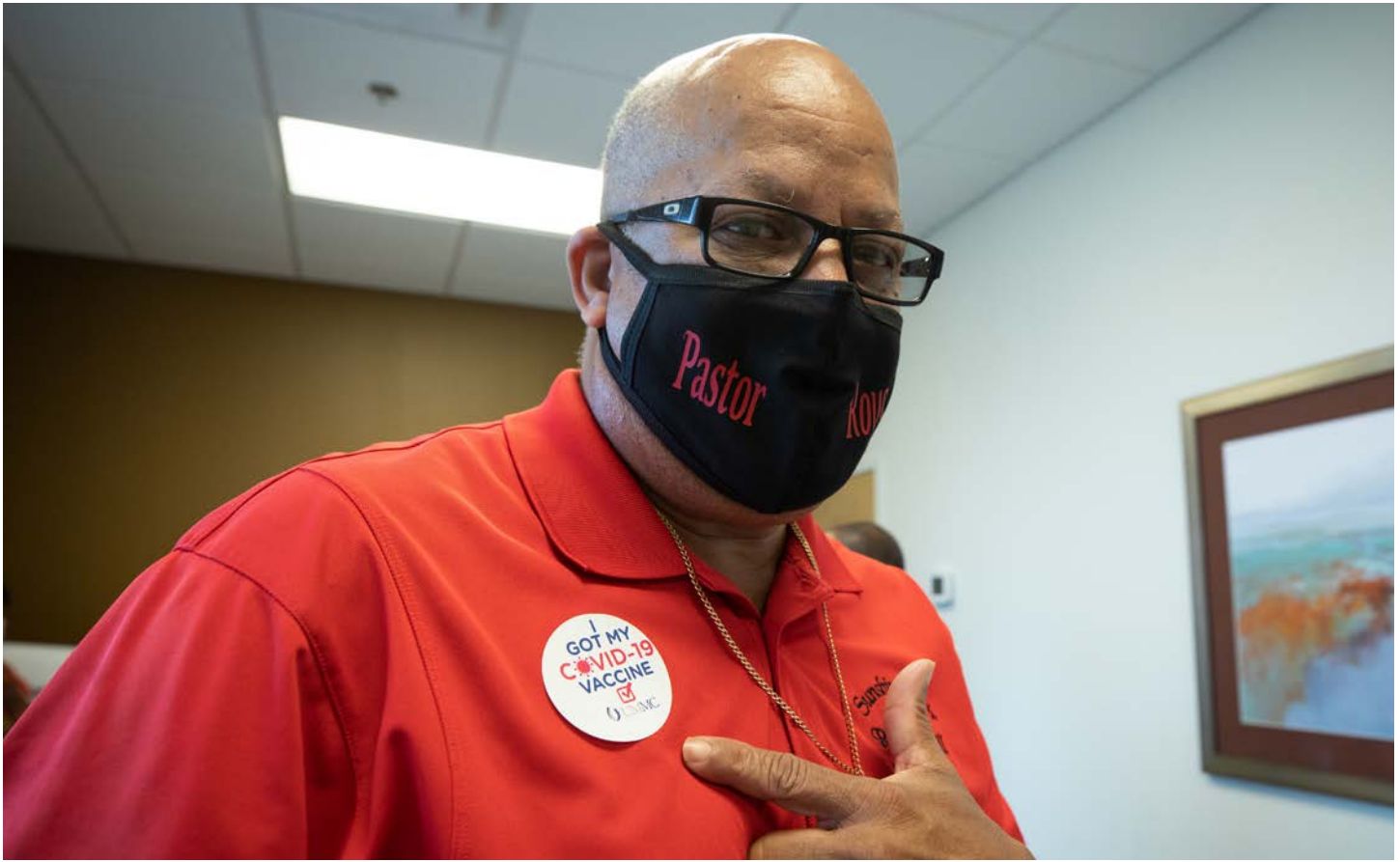


year 2021 as the national negative financial impact of COVID-19 continued. This federal stimulus contributed to the Medial Center's FY 2021 \$51 million margin, along with cost management initiatives contributing to a substantially favorable budget variance in expenses for the year.

Year-end financials reflect continued progress toward a return of clinical activity. Challenges continue however as COVID-19 related increases in unemployment and a resulting increase in self-pay patients are anticipated to have a continued negative impact on patient collections.

STATEMENT OF REVENUE AND EXPENSES

	June 30, 2019	June 30, 2020	June 30, 2021
Revenues:			
State Appropriations	\$158,489,701	\$172,614,750	\$167,469,574
Net Tuition and Fees	\$32,480,099	\$35,101,701	\$37,126,132
Grants	\$71,956,495	\$79,049,825	\$82,239,537
Patient Care Revenues	\$1,176,072,282	\$1,197,526,479	\$1,176,245,589
Federal Stimulus Funds	\$-	\$22,519,509	\$54,591,171
Gifts	\$8,582,565	\$8,885,310	\$14,140,085
Other Revenues	\$54,014,387	\$61,468,561	\$109,465,340
Total Revenues	\$1,501,595,529	\$1,577,166,135	\$1,641,277,428
Expenses:			
Salaries, Wages and Fringe	\$950,709,060	\$1,012,849,568	\$968,760,695
Contractual Services	\$191,205,838	\$194,082,168	\$192,855,362
Commodities	\$276,390,823	\$318,822,831	\$342,906,222
Depreciation Expense	\$45,882,651	\$46,591,645	\$50,355,965
Other Expenses	\$36,176,019	\$31,891,672	\$35,116,342
Total Expenses	\$1,500,364,391	\$1,604,237,884	\$1,589,994,586
Net Income (Loss)	\$1,231,138	\$(27,071,749)	\$51,282,842



UMMC FAST FACTS

UMMC Economic Impact (FY2021)

Budget: **\$1.7 billion** (spending authority)

State Appropriation: **\$167 million** (9.8% of total budget)

Number of Employees: **About 10,000**

Economic Impact: **\$2.9 billion** annually

22,369 total jobs generated

\$119M generated by research spending annually

\$145M generated by student/visitor spending and construction annually

\$134M generated in state/local taxes annually;

\$145M in federal taxes

Every **\$1** the state of Mississippi invests in UMMC leverages **\$17** in economic impact

Source: "The Economic Value of the University of Mississippi Medical Center," a study produced by Emsi, Jan. 2020.

Education (Academic year 2021-22)

Number of Students/Trainees Enrolled: **3,469**

- School of Medicine **658**
- Graduate Medical Education **665**
(Residents & Fellows)
- School of Nursing **817**
- School of Health **460**
Related Professions
- School of Dentistry **197**
- School of Graduate Studies **218**
- School of Population Health **41**
- School of Pharmacy **413**
(counted in UM's enrollment)

Research

Sponsored Activities (all sources)

FY2021 - **\$123.5 million**

Research-based Institutes and Centers:

- Cancer Center and Research Institute
- Mississippi Center for Obesity Research
- MIND Center (Alzheimer's and dementia)
- Cardiovascular-Renal Research Center
- Mississippi Center of Excellence in Perinatal Research
- Neuro Institute
- Mississippi Center for Clinical & Translational Research

Clinical Care (FY2021)

Hospital Admissions: **30,032** 12% uninsured

ER Visits: **99,865** 19% uninsured

Hospital Outpatient Visits: **157,168**

Clinic Visits: **554,824**

Unique Services: Organ, Tissue and Bone Marrow Transplant, Children's Hospital, Level I Trauma, Center for Telehealth

EXECUTIVE LEADERSHIP



LouAnn Woodward
*Vice Chancellor for Health Affairs
and Dean, School of Medicine*



Ralph H. Didlake
*Associate Vice Chancellor for Academic
Affairs and Chief Academic Officer*



Alan E. Jones
Associate Vice Chancellor for Clinical Affairs



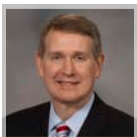
Richard L. Summers
Associate Vice Chancellor for Research



Molly Brasfield
Chief Human Resources Officer



Britt H. Crewse
Chief Executive Officer, Adult Hospitals



Guy B. Giesecke
*Chief Executive Officer,
Children's of Mississippi*



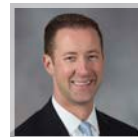
Loretta Jackson-Williams
*Vice Dean for Medical Education,
School of Medicine*



Dodie T. McElmurray
Chief Executive Officer, Community Hospitals



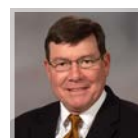
Marc Rolph
*Executive Director, Communications
and Marketing*



Brian Rutledge
Chief of Staff, Office of the Vice Chancellor



Juanyce Taylor
Chief Diversity and Inclusion Officer



William Smith III
General Counsel



Nelson Weichold
Chief Financial Officer



Jonathan Wilson
Chief Administrative Officer

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*Dean of the School of Health
Related Professions*



Loretta Jackson-Williams
*Vice Dean for Medical Education,
School of Medicine*



Sreenivas Koka
Dean of the School of Dentistry



Leigh Ann Ross
*Associate Dean for Clinical Affairs,
School of Pharmacy*



Natalie W. Gaughf
*Interim Dean of the School
of Population Health*



Julie Sanford
Dean of the School of Nursing

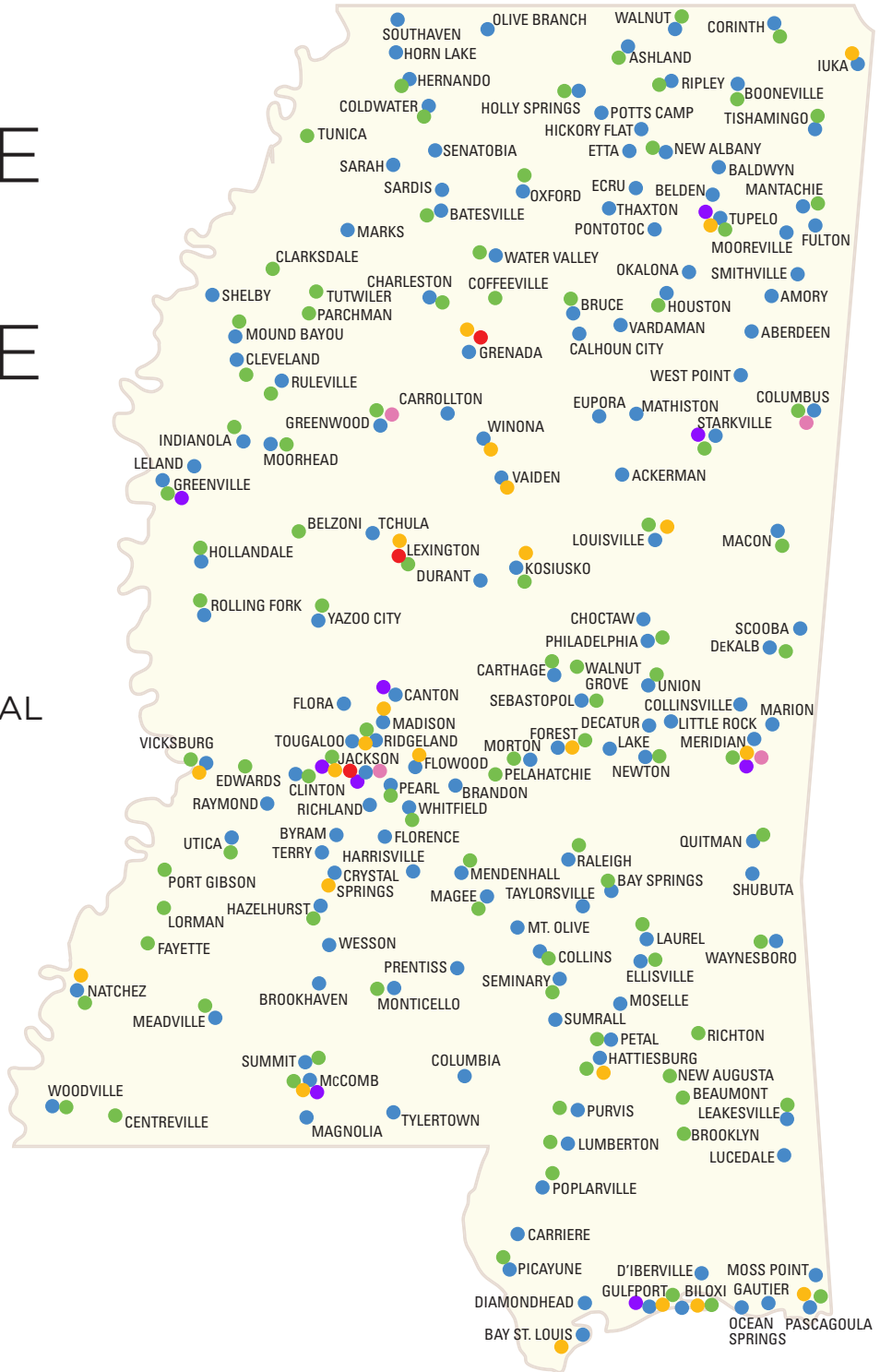


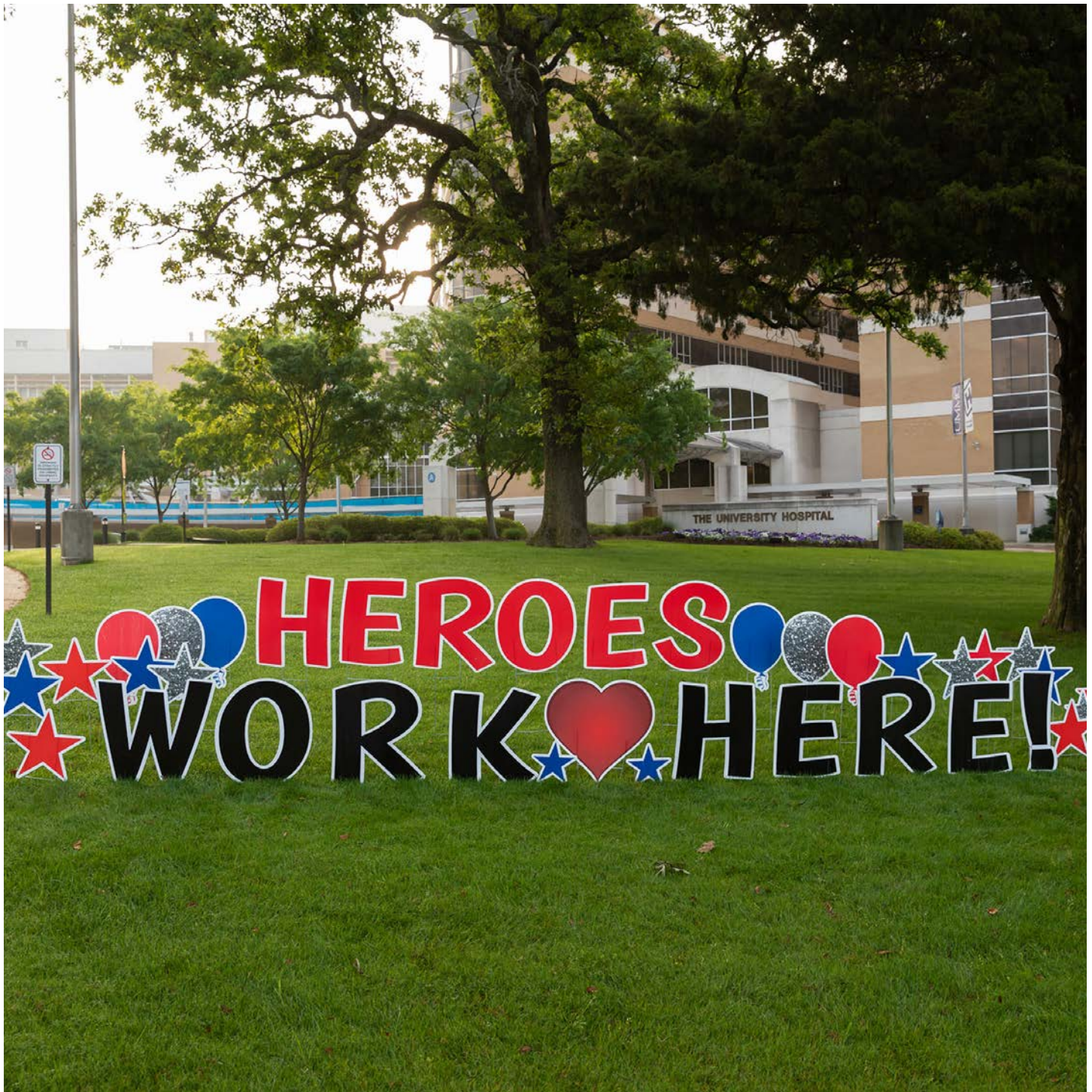
Joey Granger
*Dean of the School of Graduate
Studies in the Health Sciences*



UMMC PRESENCE ACROSS THE STATE

- LEARNERS
- TELEHEALTH
- CLINIC
- HOSPITAL
- AFFILIATED HOSPITAL
- HELICOPTER





HEROES

WORK  HERE!



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