



# ON THE MOVE

TO A HEALTHIER MISSISSIPPI

UNIVERSITY OF MISSISSIPPI MEDICAL CENTER  
ANNUAL REPORT 2018-2019





Greetings!

Welcome to the 2018-19 Annual Report of the University of Mississippi Medical Center.

We have not customarily produced an annual report for the overall Medical Center, outside of financial and other data that we provide each year to the Mississippi Institutions of Higher Learning. A number of UMMC units also produce reports that vary in content depending on their purposes.

But the fact is, our faculty and staff are doing so much excellent work in support of our overall goal of achieving a healthier Mississippi, we thought it would be useful to share some of that information.

This is a snapshot of the highlights of one year of UMMC activity, from July 1, 2018 to June 30, 2019. It is organized around the three principal missions of an academic medical center—health professions education, research and innovation, and the care we provide to patients from all over Mississippi and beyond. We’ve added a few other categories – administration, finances and campus growth—to round out the information. It is by no means an exhaustive report, and barely does justice to the thousands of ways UMMC helps Mississippians every single day.

I’ve been privileged to serve as UMMC’s leader for nearly five years, and have been part of the UMMC family as a student, trainee or faculty member for more than 30 years. Not a day passes that I don’t reflect on what an honor it is to lead such an exceptional group of professionals in such a noble cause, creating a healthier Mississippi. We are truly grateful for your support, which inspires and sustains us.

Sincerely,

LouAnn Woodward, M.D.  
*Vice Chancellor for Health Affairs  
and Dean, School of Medicine  
The University of Mississippi Medical Center*

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# PROGRESS TOWARD STRATEGIC GOALS



The Medical Center developed a formal, written strategic plan in 2014. The document spans the years 2015-2020 and an abbreviated version can be found on the UMMC website under the title “UMMC 2020.”

The plan lists 10 major goals, which are presented below. Each goal is supported by up to 10 strategies, and

every strategy has a number of action steps along with accountabilities.

The current fiscal year, 2019-2020, is a transitional year in which we will formulate our 2020-2025 strategic plan. We have already begun meeting with leaders to begin the deep dive that will be required to identify our priorities in the rapidly changing fields of health care, higher education and biomedical research.

A great deal of progress toward realization of the goals of our plan has been made during the last four years—too voluminous to present here. However, for each goal, we’ve focused on an achievement or two from the last year that should provide a better understanding of what we are trying to accomplish.

## 1. Transform academic programs to better prepare learners for the new health care paradigm

Health care is ever-changing, so health professions education must constantly evolve as well. During the last year, UMMC implemented a preventive medicine residency to provide physicians with post-graduate training in the science and practice of prevention and wellness. To respond to the need for more nurses in the state, we expanded our accelerated nursing programs that enable baccalaureate-prepared students to obtain a bachelor’s degree in nursing in only one year.

## 2. Advance health care science through new discoveries and technology management

Innovation is the life-blood of an academic medical center, where new knowledge and the ways to apply it are discovered every day, and transmitted to the next generation of providers. UMMC reached a high-water mark in intellectual property activity last year, with the disclosure of 13 inventions and the awarding of four patents to faculty for their innovations. We also completed construction of a 22-bed inpatient clinical research and trials unit, which for the first time will allow us to administer new therapies and potential cures to patients in the hospital setting. This state-supported project was designed with the specific intent to allow us to conduct trials conjointly with our primary research collaborator, the Mayo Clinic.

## 3. Maintain financial strength in an evolving health care paradigm in order to support the missions of the Medical Center

In 2017, the state Legislature passed a law giving UMMC more flexibility to conduct joint business activities with other entities in an ever more dynamic health care marketplace. Last summer we created the first such collaboration, partnering with Merit Health to allow UMMC faculty to perform surgeries and other health care activities at the Merit hospital in Madison County. This mutually beneficial arrangement is one of several initiatives underway to relieve capacity constraints in our Jackson hospitals, enhance operational efficiencies, reduce costs and improve financial results.

## 4. Cultivate an engaged, effective, professional and diverse workforce and leadership team

Good health begins at home. In 2018-19 we created an Office of Well-being, consolidating all of the activities focused on the health and wellness of our workforce in

a single unit and assigning priority status to a healthy workforce. A major focus of this work has been on addressing provider burnout, a growing concern as physicians and other health professionals cope with the stressors of providing care in an increasingly depersonalized and disrupted health care system.

## 5. Be the leader in the delivery of value based care (quality, service, cost)

If a car company hadn’t adopted it first, our slogan might be “Quality is Job 1.” We are about four years removed from a complete restructuring of our clinical quality program and have made steady progress since then. Based on publicly reported data, our hospital safety score has shown consistent improvement and our metrics in hand hygiene, hospital-acquired infections, complications, and unexpected mortality have shown marked and even dramatic improvement.

## 6. Promote a culture of patient- and family-centered care

“The voice of the patient” moves and inspires us. Two years ago we created an Office of Patient Experience to keep this voice at the forefront of our awareness. Toward this end, last year we created patient advisory panels in both the adult and children’s hospitals to provide a forum for structured feedback. Pleasing our patients is its own reward, but the implementation of best practices and a focus on patient and family concerns is making a difference in improved patient satisfaction scores.

## 7. Improve the health status of our state through increased access, population health management and expanded breadth/depth of services

Our national leadership in telehealth – we were renewed last year as one of two federally recognized “Telehealth Centers of Excellence” – is one of the main ways we are increasing access to health care services. Last year we received grant funding to address pediatric behavioral health, a major unmet need in our state. We also began a project to improve identification, management and follow up of unplanned 30-day readmissions among patients with diabetes, a group that is known to be more susceptible to post-discharge complications.

## 8. Foster a network of collaborative partnerships and advance advocacy efforts to improve health in Mississippi

Last year we continued efforts to enhance collaboration with other health care providers, adding formal affiliation agreements with Anderson Regional Medical Center in Meridian for subspecialty pediatric care and with Oktibbeha County Hospital in Starkville. We also explored new ways to deliver care more economically to defined populations, such as a pilot program under development for high-utilization pediatric Medicaid patients.

## 9. Integrate and align across missions and entities

There’s an old saying that academic medical centers run on committees and coffee. When we think of the complexity that’s encompassed in our three missions of education, research and patient care, it puts a premium on coordination. Committees, in one form or another, are the source of much of that coordination. Last year we noticed that over nearly 65 years of UMMC history, our committee structure needed to be updated and revamped. So we created a group – yes a committee – to review all of the Medical Center’s formal committees to make sure they were still serving an important purpose. Some were eliminated, some repurposed. Now a list of all of our committees, their charge and membership are available for all to see on the campus intranet.

## 10. Create an environment of scholarship, trust, accountability, equity, safety, quality and service excellence

Strategic planning provides the roadmap to reach our goals. Each plan must be a living document that is constantly referenced and revised as circumstances change. Last year we created an institutional Strategic Planning Office and formed a Steering Committee to facilitate an aligned and collaborative process for the planning and execution of key strategies. We also created the “True Blue” award, the first UMMC-wide award presented for performance that is “above and beyond” what is expected.

*As you read the 2018-2019 accomplishments detailed in this report, look for the “SP” listing that designates the activity as a “Strategic Priority.”*



# ACADEMIC ACCOMPLISHMENTS

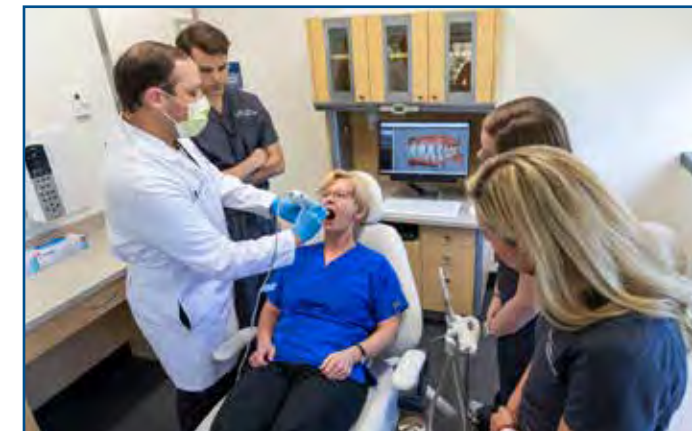
- Conferred degrees on 853 students at UMMC's 63rd Commencement May 24. The graduates will either continue their studies, enter the health care workforce, or both – most of them in Mississippi.
- Expanded the Accelerated Nursing Program in Oxford to 50 students in the fall of 2018, with plans to expand the Jackson-based program to 60 students in January 2020. This program offers a fast track for students with a bachelor's degree in any field to obtain the Bachelor of Science in Nursing – meeting an important need in a state with a shortage of nurses. **SP**



- Opened the CRET Innovation Center in the School of Dentistry, making it one of only four schools in the nation with a technology center featuring the latest and best dental equipment donated by 26 vendors for student training. Supported by a gift from Regions. **SP**
- Admitted the largest first-year class of medical students in its history – 165 students – one of the goals made possible by the opening of the medical education building in 2017. **SP**
- Received a gift from the Bower Foundation, long-time supporter of UMMC and progressive



- initiatives in Mississippi, to launch breastfeeding education modules across all seven of the Medical Center's health professions schools. The initiative, which is being carried out with the nonprofit group CHAMPS (Communities and Hospitals Advancing Maternity Practice) and is UMMC's first campuswide interprofessional education course, reflects the importance of breastfeeding as part of a healthy foundation for children. **SP**
- Began offering a new degree program, the Executive Master of Science in Population Health



- Management, which prepares clinical leaders to incorporate population health principles – for example, the social determinants of health status – into their practices. The one-year program is the only degree of its type offered in the southeastern United States. **SP**
- Began offering post-baccalaureate graduate certificates in specific disciplines as an option for on-line learners who may not have the time, money or need for an advanced degree, but can benefit from the additional expertise through career advancement. **SP**





- Expanded orthopaedic residency training to a second metro-area private practice, Capital Ortho, giving residents greater exposure to community settings in which most will eventually work.
- Established a student chaplain position to enhance spiritual-based communication between students and their patients and families.
- With Vanderbilt University Medical Center, received a five-year, \$1.8 million grant from the American Medical Association to contribute to “reimagining residency” training – making it more efficient and navigable, more satisfying and less physically and emotionally exhausting. The UMMC-Vandy proposal was one of eight chosen among 250 submitted.
- UMMC students took part in 19,097 hours of service learning in the last academic year, with a market value of \$470,338. Since its launch campuswide in 2016, the Office of Community Engagement and Service Learning has facilitated 70,000 hours in student service learning activities valued at \$1.8 million.
- Initiated a residency program in Preventive Medicine to develop medical practitioners who focus on population health, wellness and prevention. **SP**
- Participated in the State Institutions of Higher Learning’s “Complete-to-Compete” program, which promotes completion of a degree to those who have accumulated college credits but haven’t graduated. **SP**



## Asylum Hill: Group brings dignity to graves project

Long before there was a UMMC in Jackson, there was the Asylum. Formally known as the Mississippi State Lunatic Asylum, it operated from 1855 to 1935. When UMMC opened its doors in 1955, there was no visible sign of the former institution, until a road project uncovered 66 graves on the eastern edge of campus in 2013. As it turns out, the Medical Center’s property was the final resting place for up to 7,000 patients who died while at the Asylum. The discovery gave rise to the Asylum Hill Research Consortium, and a multifaceted project centered on the respectful exhumation, archiving and study of the remains.

Last year, the consortium:

- \* hosted its first symposium;
- \* began designing a memorial to the patients who died at the Asylum;
- \* began transcribing Asylum admissions and creating a master database;
- \* created a web portal for communication with descendants of Asylum patients;
- \* hosted the first event for descendants of Asylum patients to gather; and
- \* received a grant from the National Endowment for the Humanities for this work.





# RESEARCH ACCOMPLISHMENTS

- In Fiscal Year 2019, UMMC received \$74,803,401 in external funding from 302 grants and awards. That's up 17.5% (\$11.1 million) from FY2018 and is the third-highest amount ever for UMMC. (The most recent peak was FY14, when UMMC received \$82.1 million from 313 awards.) More than \$40 million of our FY19 research funding comes from the National Institutes of Health.
- Continued focus on improving the experience of internal customers who conduct research at UMMC and on process improvement with targeted initiatives in clinical trial activation, proposal review and award management.

## Clinical, Translational and Population Research

- Won a six-year renewal of the Jackson Heart Study from the National Heart, Lung and Blood Institute - including \$8 million in funding for the first year - to study cardiovascular disease risk factors in African Americans. A 20-year collaborative effort involving UMMC, Jackson State University and Tougaloo College, the JHS this year added the State Department of Health as a partner and a Graduate Education and Training Center hosted by UMMC.

- The Cancer Center and Research Institute started its first Phase 1 clinical trial of an immunotherapy drug that targets tumors.
- As part of a new Office of Clinical Trials, created a searchable clinical trials website which will connect Mississippians to trials more quickly and easily, and made changes in the MyChart patient-accessible electronic health record to allow UMMC patients to opt-in to being contacted about potential research opportunities.
- Created the Participant Recruitment tool that will connect study teams to potential trial participants with advanced search and filter capabilities.
- In collaboration with the Mayo Clinic, began implementation of UMMC's first clinical trials management system, Velos eResearch, which will go live in January 2020 and be integrated with the Epic electronic health record. **SP**
- Opened two new trials with the Mayo Clinic focused on cardiovascular disease and diabetes. **SP**
- Hosted the first Delta Health Disparities Conference, in partnership with the University of Tennessee Health Science Center and Tulane

University, to address health disparities in the Mississippi Delta region through the creation of a CTSA (Clinical and Translational Science Award) hub to seek federal grant funding.

- Another population study, RURAL, was funded, to study why people in certain areas of the rural southeast and Appalachia have higher burdens of cardiovascular, lung, blood and sleep disorders.
- Began a clinical trial using a marijuana-derived drug for treatment of epilepsy in children. Based on early positive results, the trial was extended.
- Received a grant with the Mayo Clinic and Penn State University aimed at training research staff for clinical trials. **SP**

- Began participating in SouthSeq, a multi-center study to discover more about how genetics affects health, to develop new approaches to communicate genetic information, and to expand access to genomic medicine.
- Authored a scientific report based on Jackson Heart Study data showing that African Americans are more susceptible to peripheral artery disease than other groups.
- Organized a concert by pop star Cyndi Lauper to benefit the MIND Center, which continued to be among the national leaders in researching Alzheimer's disease.







UMMC Intellectual Property Stats	FY16	FY17	FY18	FY19
Disclosures	8	1	22	18
U.S. Patent Applications	3	6	4	13
Issued U.S. Patents	3	2	1	4
Trademark Applications	0	1	0	4
Allowed/Registered Trademarks	0	0	0	1

### Basic Science Research

- Honored three professors with the platinum medallion at the Excellence in Research Awards last year. The platinum medallion is emblematic of reaching \$5 million in extramural award monies at UMMC.
- New NIH-funded studies include those for hypertension and cognitive impairment; brain cell pathology in depression; genetic factors in kidney disease; and the design of better, longer-lasting dental implants.
- Our Ph.D. students and postdoctoral fellows have received research funding from the National Institutes of Health, the U.S. Department of Agriculture, the American Heart Association and other organizations for the following studies: new formulations of opioids that could decrease risk of abuse; drug delivery of anti-parasitic agents for honey bees; and adult hypertension associated with low birth weight.

### Innovation and Intellectual Property

- With a gift from the John D. Bower Foundation, UMMC established the Health Innovation Technology Center to foster innovation across the Medical Center enterprise. **SP**
- UMMC filed 17 U.S. intellectual property applications, including 13 patents and 4 trademarks, a record for the Medical Center. In addition, four patents were issued to UMMC. **SP**

### Center for Telehealth

- Continued to serve as a national clearinghouse for telehealth research and resources as part of the Telehealth Center of Excellence designation by the federal Health Resources and Services Administration (HRSA). Received an extension and an additional award of \$2 million in FY19. To date, HRSA has awarded UMMC more than \$4.5M to help build necessary research infrastructure to promote telehealth growth and innovation.
- Received \$2.3 million from the HRSA to expand mental health services for underserved children and teens through a mental health hotline, in association with UMMC's Department of Psychiatry and Behavioral Health and the state Department of Mental Health. **SP**
- Received the 2018 national North American SKINPACT Award for Excellence in Education for tele dermatology work in the Mississippi Delta. **SP**
- Expanded critical access to rural mental health by collaborating with community health centers across the state to integrate virtual psychiatry access within primary care clinics. **SP**
- The Children's Safe Center successfully piloted extension of its services via telehealth to a non UMMC-owned clinic in McComb. **SP**
- Genetics has hired a full-time remote physician dedicated to telehealth services. The result is additional access to this scarce service at the University Physicians Pavilion in Jackson and at Children's outreach clinics on the Gulf Coast and in Hattiesburg, Meridian and Tupelo. **SP**



## New patient unit a major step for clinical research

In recent years, UMMC has made a concerted effort to expand its clinical research portfolio in an effort to give the state's residents enhanced access to new medicines and therapies. A striking example of that trend last year was the opening of an inpatient Clinical Trials Research Unit on the seventh floor of University Hospital. With 22 beds and eight infusion chairs, the unit was designed to mirror similar facilities at the Mayo Clinic, UMMC's major research collaborator. The CTRU was funded with \$8 million in state bond money.



# PATIENT CARE

## ACCOMPLISHMENTS

- Through a new holding company, UMMC closed its first business transaction with Merit Health Madison, resulting in additional surgical and bed capacity. Authority to create the holding company was provided for in the 2017 health care collaboration law passed by the Mississippi Legislature. **SP**
- Captured \$11 million in projected annual savings in FY19 from 21 “100-day Workouts,” a technique for rapid-cycle process improvement. **SP**
- Formed a Capacity Management team that has been reviewing all operational aspects of the continuum of care that limit capacity, restrict patient flow and unnecessarily add to patient length of stay. Since March 2019, this team’s work has resulted in:
  - Total length-of-stay reduction of 2,863 days
  - Transfers to UMMC Grenada, a lower cost of care setting, resulting in a 1,136-day reduction in patient days for Jackson hospitals
  - Record peak discharges during the last week of July 2019 **SP**

- Developed a Specialty Pharmacy model that resulted in a budgeted \$2 million savings for FY20. **SP**
- The health care collaboration law’s exemption for clinical purchases, combined with supply chain management initiatives, positively impacted UMMC clinical and supply chain operations, with fiscal year savings of \$2.7M, increased physician satisfaction and improved patient care. **SP**
- Expanded the Office of Patient Experience. In patient satisfaction surveys, overall “Likelihood to Recommend” score has increased from the 25th percentile to consistently above the 75th percentile. **SP**
- Through the Office of Patient Experience, began a Healing Arts program with regularly scheduled arts performances throughout the year. **SP**
- Through the Office of Patient Experience, initiated an adult hospital patient and family advisory council to enhance communications between patients and families with their care teams. **SP**



- Launched “One Number” for referring physicians to call to transfer and admit patients from throughout Mississippi. **SP**
- Continued implementing a service line delivery model – organizing all complex clinical and administrative services around the needs and convenience of the patient – in cancer, cardiovascular disease, and transplant. **SP**
- Began offering the RISE program through the Office of Well-being to prevent provider burnout, recognized nationally as a growing threat to health care professionals. **SP**
- Began collaboration with Hattiesburg Clinic in the buildout of the Healthy Planet population health module in the Epic electronic health record. **SP**

- Implemented a “double upgrade” of the latest version of the Epic electronic health record. **SP**
- Worked toward standardization of staffing, work flows and processes across all adult intensive care units; installed a single leader to guide this effort. **SP**
- Gained recognition as a Center of Excellence for our Antimicrobial Stewardship Program by the Infectious Diseases Society of America.
- Reconfigured Emergency Department services to decrease wait times and provide more monitoring to patients waiting for non-emergent care.





## First heart-liver transplant benefits oil worker

On Nov. 15, David Beasley, a 48-year-old oil well worker, became the first patient to receive a combined heart-liver transplant at the Medical Center. The rare procedure required a large team of UMMC surgeons, anesthesiologists, nurses and other support staff to pull off the eight-hour procedure, the first in the state. UMMC is the only organ transplant center in Mississippi, performing 209 transplant operations in 2018-19.

- Established an Opioid Task Force to address prescribing concerns and help faculty remain compliant with changing regulations.
- Began offering the MitraClip procedure to improve heart valve function in patients who aren't candidates for valve surgery.
- Recognized by the state Department of Health as an ST-Elevation Myocardial Infarction (STEMI) Receiving Center for expertise in STEMI care, a highly time-sensitive process that requires victims to quickly reach the emergency room to receive cardiopulmonary resuscitation and defibrillation of the heart muscle.
- Achieved certification of the Adult Congenital Heart Program as an Adult Congenital Heart Disease Accredited Comprehensive Heart Center, one of just 30 in the country.
- Signed an affiliation agreement with Oktibbeha County Hospital. **SP**

- Opened the Center for Integrative Health, a project of the Department of Psychiatry and Human Behavior, to help patients manage their chronic illness with lifestyle changes. **SP**
- Established a pilot site for a welcome kiosk to support patient self check-in at Grant's Ferry. **SP**
- Relocated Bariatric Surgery and Weight Management programs to RiverChase office building in Flowood. Program recognized as a Bariatric Center of Excellence through Optum.
- Added the first UMMC optometrist to the Department of Ophthalmology faculty.
- Began a new Addictions Clinic for patients struggling with substance abuse. **SP**
- Through the leadership of the Council of Clinical Department Chairs, initiated a new incentive-based compensation model and developed a three-year recruitment plan to guide and coordinate clinical faculty growth. **SP**

- Achieved a "High Performing in Adult Cancer" rating from U.S. News & World Report, placing the Cancer Center and Research Institute among the top 10 percent in the nation.

### Children's of Mississippi

- Opened a pediatric specialty clinic in Meridian at Anderson Regional Medical Center. Added specialties of cardiology, orthopaedics, neurology, hematology-oncology, and general surgery. Added pediatric telehealth clinics in genetics, endocrinology, urology, psychiatry and complex care. **SP**
- Through efforts with Solutions for Patient Safety, lowered the rate of central line-associated blood stream infection (CLABSI) by 74 percent over the last two years. **SP**
- Relocated the CAY (Center for Advancement of Youth) for children with developmental and/or behavioral challenges to expanded clinic space at Highland Bluff Plaza in May 2019.
- Opened Peds Fast Track, improving speed and service for lower acuity ER patients. **SP**

### UMMC Grenada/UMMC Holmes County

- Installed a replacement cardiac catheterization lab.
- Added a urology practice with the recruitment of two urologists.
- Recruited a second general surgeon and a second pediatrician.
- Opened an expanded pediatric clinic.
- Reopened the fourth floor in the bed tower.
- Applied for and received a state Certificate of Need to provide swing bed service.
- Added a dedicated cancer clinic.





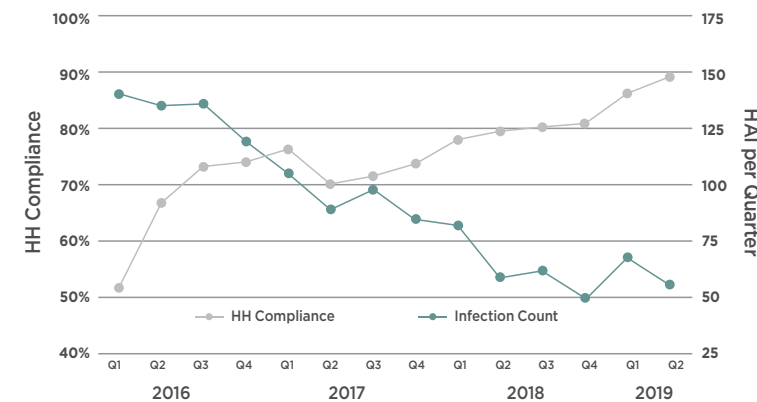
# CLINICAL QUALITY IMPROVEMENT

After several years of building the foundation for sustained quality improvement, including defining the opportunities for improvement, setting focused goals with specific targets, establishing agreed upon data sources, implementing functional improvement teams, and putting systems in place for data review, these initiatives have begun to take hold and we are seeing sustained quality improvement across a range of activities. Among last year's accomplishments:

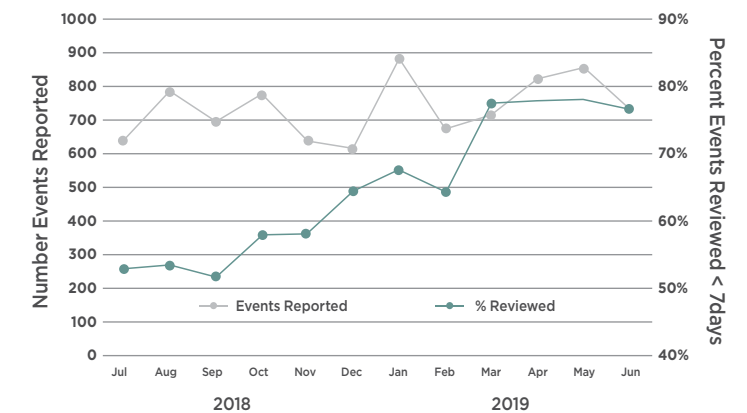
- Offered a two-day training session, "Leaders Facilitating Change," supported by the Joint Commission on Health Care Transformation. **SP**
- Authored a paper on the UMMC quality journey, "The University of Mississippi Medical Center Path for Quality Improvement," Archives of Pathology - in press 2019.
- Improved hand hygiene compliance (see graph) from 53 percent to 89 percent in three years. **SP**
- Reduced hospital acquired infections from 45 to 20 per month. **SP**

- Increased the number of reported events that were reviewed in fewer than 7 days from 53% to 78%, in a systematic attempt to identify root causes and implement process improvements. **SP**
- Implemented the patient safety campaign, "Chasing Zero - Eliminating Harm at UMMC," including a timer on the UMMC Intranet that displays the time elapsed since the last patient safety event.
- From 2015 to 2018, reduced 30-day mortality rates from four of five causes that are tracked and compared to national benchmarks (see graph). **SP**
- Improved the Hospital Safety Score as reported by The Leapfrog Group.
- Initiated a program to reduce 30-day hospital readmission rates among a specific population - patients with diabetes, who have a 15 percent readmission rate. **SP**

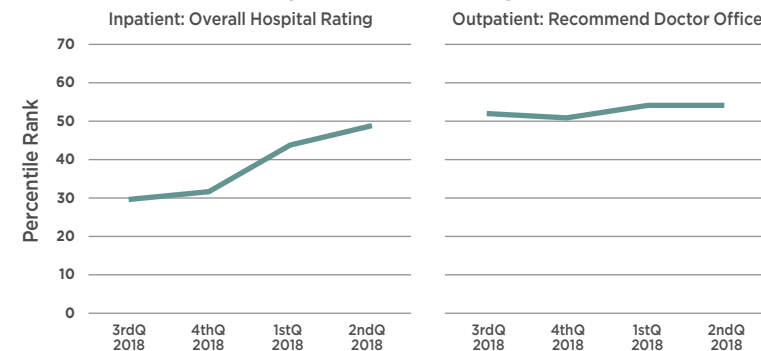
Improved Hand Hygiene reduces Hospital Acquired Infections



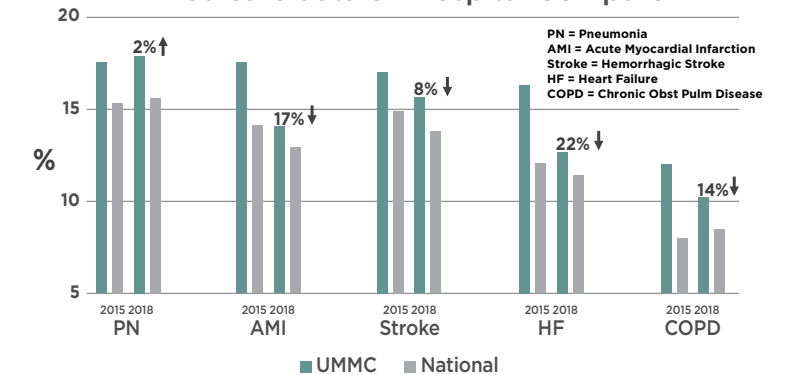
Events Reported and Reviewed <7 days



Patient Experience: Perception of Care



UMMC 30 day Mortality: Medicare data on Hospital Compare





# CAMPUS IMPROVEMENTS

- Completed and began occupying the Clinical Trials Research Unit on the 7th floor of the adult hospital, representing an \$8 million investment by the state of Mississippi in the search for new medical therapies and cures. **SP**
- Completed work on new quarters for the John D. Bower School of Population Health on two floors of the Translational Research Center.
- Renovated 2West from offices to a 13-bed patient care unit, in response to the Medical Center's capacity challenges. **SP**
- Continued renovation of the Central Pharmacy on the ground floor of University Hospital.
- Began the buildout of Interventional Radiology services in the basement of the University Heart Center.
- Broke ground for the Center for Emergency Services Aug. 9. This new facility on the eastern side of the campus adjacent to Interstate 55 will house the MED-COM communications center and related assets.

- Broke ground for Garage D, UMMC's fourth multi-level parking garage, which will serve Children's of Mississippi patients and families.
- Continued overhaul and replacement of critical infrastructure, including emergency generators and HVAC systems.



## Dreams of hope and healing mark topping out ceremony

Construction of the Children's of Mississippi expansion reached the halfway point last year, culminating in a "topping out" ceremony in June. A crane operator lifted a steel beam – adorned with Sharpie-inscribed expressions of hope and healing from patients, families and staff – to the top of the seven-story tower. Fundraising for the \$180 million project reached \$75 million toward a \$100 million goal. The new tower and adjacent clinics are slated to open in the fall of 2020. For more information or to support the project, visit [growchildrens.org](http://growchildrens.org).



# ADMINISTRATIVE ACCOMPLISHMENTS

- Established the Office of Well-being to promote and monitor employee health and wellness. Initiated a three-year institutional wellness strategic plan. **SP**
- Adopted and implemented the first phase of Workday as UMMC's enterprise resources planning software, ultimately a \$9 million investment that supports all business functions of the Medical Center. **SP**
- For the third consecutive year, administered the Employee Engagement and Culture of Safety surveys to gauge organizational progress toward these important goals. **SP**



- Administered the Standpoint survey, offered by the Association of American Medical Colleges, to all faculty in a longitudinal study of satisfaction and engagement. **SP**
- Worked closely with the state Department of Transportation to install new protected pedestrian crosswalks on North State Street and Woodrow Wilson Avenue to enhance campus safety. **SP**
- Implemented the Talent Development Series to help UMMC employees prepare for professional success. **SP**



- Signed a pact to assist with giving first responders in rural parts of the state the telecommunications tools needed to save lives. **SP**
- Established the "True Blue" award as an organization-wide means of recognizing and rewarding employee excellence. **SP**
- Created the Office of Institutional Advancement to enhance collaboration and efficiencies by consolidating the functions of development, alumni affairs, community partnerships, communications, marketing and web strategy.
- Hired UMMC's first records retention officer to oversee the appropriate organization, storage and efficient retrieval of the hundreds of thousands of official documents UMMC generates each year.
- Established the Strategic Planning Office to oversee and monitor UMMC's strategic planning activities and support data-driven management decision-making. **SP**
- Established the campus Committee on Sustainability.

- Began planning for a multi-year strategy to reach market-competitive compensation in all job roles and a merit-based compensation system. **SP**
- Streamlined the campus committee structure and developed new processes for the creation, oversight and dissolution of committees. **SP**
- Through the Office of Diversity and Inclusion, launched a professional development program to enhance employee knowledge needed to work professionally and ethically with all, and particularly diverse groups of employees, patients and clients. A total of 72 employees completed the training this year.
- In the 2019 academic year, the Medical Center received \$24.6 million in charitable gifts. A total of \$11,036,535 was given to the Growing Campaign for Children's of Mississippi, a monumental effort to fund the construction of a new 355,000-square-foot pediatric tower. Larger gifts included \$1 million from the Gayle & Tom Benson Charitable Foundation of New Orleans, and a \$1.25 million donation from the Sanderson Farms Classic golf tournament through Century Club Charities and the Friends of Children's Hospital.



### Leadership Recruitment

- Dr. Julia Sanford, dean, School of Nursing
- Dr. Christopher Hughes, chair, pediatric dentistry
- Dr. Elizabeth Carr, chair, dental hygiene
- Dr. Chad Washington, chair, neurosurgery
- Dr. Alissa Willis, chair, neurology
- Dr. Demondes Haynes, associate dean for medical school admissions
- Ellen Hansen, chief nursing executive officer, Children's of Mississippi
- Nelson Weichold, chief financial officer
- William Smith III, general counsel



### Community Benefit

- Through Project SEARCH, began hosting a dozen young people with disabilities to help them get a leg up on a career.
- Facilitated the gift of a retired ambulance from American Medical Response to Lanier High School and its Academy of Health Services.
- Through a medical student's leadership, initiated a project to provide UMMC cafeteria leftovers to the homeless at Stewpot.
- Through the School of Dentistry, provided dental care to 1,444 adults and children during second Dental Mission Week in February.
- Received the Governor's Award for the School of Nursing's long-standing efforts to provide health services to public schools in the Mississippi Delta.



## Ryan's teaching, commitment to diversity garner accolades

It could be said that Dr. Michael Ryan had a banner year in FY19. Admitted to the Nelson Order recognizing faculty teaching excellence, he also came away with the coveted Regions TEACH Prize, given annually to UMMC's "best teacher." A professor of physiology and biophysics and associate dean of the School of Graduate Studies in the Health Sciences, Ryan also won UMMC, state and national honors for his work promoting diversity and inclusion. Said Ryan: "There's a lot of benefit in diversity at UMMC because the (way) people are brought up leads to different ways of thinking. The more diverse and inclusive a university is, the more creative your solutions can be."



## HEALTH SYSTEM OPERATING STATISTICS

<b>Health System (includes Grenada and Lexington)</b>	<b>2019</b>	<b>2018</b>
Admissions (excl. newborns)	31,852	31,873
Newborn Deliveries	1,752	1,714
Patient Days	221,716	207,318
Hospital Clinic Visits	195,310	174,048
Emergency Dept. Visits	137,499	142,703
Surgeries - Inpatient	12,279	11,779
Surgeries - Outpatient	15,397	15,578
Univ. Physicians Clinic Visits	535,640	497,495
New Patient Visits	61,860	59,968

<b>Jackson Campus and UP only</b>	<b>2019</b>	<b>2018</b>
Admissions (excl. newborns)	29,688	29,367
Newborn Deliveries	1,515	1,450
Patient Days	211,608	196,967
Hospital Clinic Visits	147,446	127,771
Emergency Dept. Visits	111,347	115,614
Surgeries - Inpatient	11,810	11,419
Surgeries - Outpatient	14,127	14,322
Univ. Physicians Clinic Visits	535,640	497,495
New Patient Visits	61,860	59,968

## UMMC FINANCIALS

UMMC ended Fiscal Year 2019 on June 30, 2019 with a small margin of just over \$1 million. Revenues grew approximately \$70 million over the previous year. State appropriations remained stable and net tuition increased \$1.5 million over the previous year due to a modest tuition increase. Patient care revenues increased approximately \$79 million, or about 7 percent, due to improved payer rates, volume growth, pediatric clinic expansion and improved revenue cycle efficiencies. There was excellent growth in grant revenue as well, with an increase of more than \$7.5 million. However, other revenues decreased about \$19 million due in part to the expiration of the Affordable Care Act Meaningful Use Program to incentivize adoption of electronic health records and a reduction in the current year of the draw of capital funds from the Department of Finance Bureau of Building Funds.

Expenses grew in total about \$72 million, driven primarily by health system costs in labor, contractual services and commodities. Labor costs increased due to continued investment in restoring physician strength following the 2017 cuts in federal Disproportionate Share funding and state appropriations, as

well as the tight labor market for other health care workers, especially nurses. Contractual growth reflected increases in organ costs for a higher volume in transplant services; continued costs of implementing our new Workday enterprise resource planning system and upgrading our EPIC electronic health record software; and the consulting costs supporting the implementation of a specialty pharmacy operation. Commodity increases resulted from increased spending on medical supplies due to increased pricing, volume and procedures, as well as the continued trend nationally of increasing drug costs.

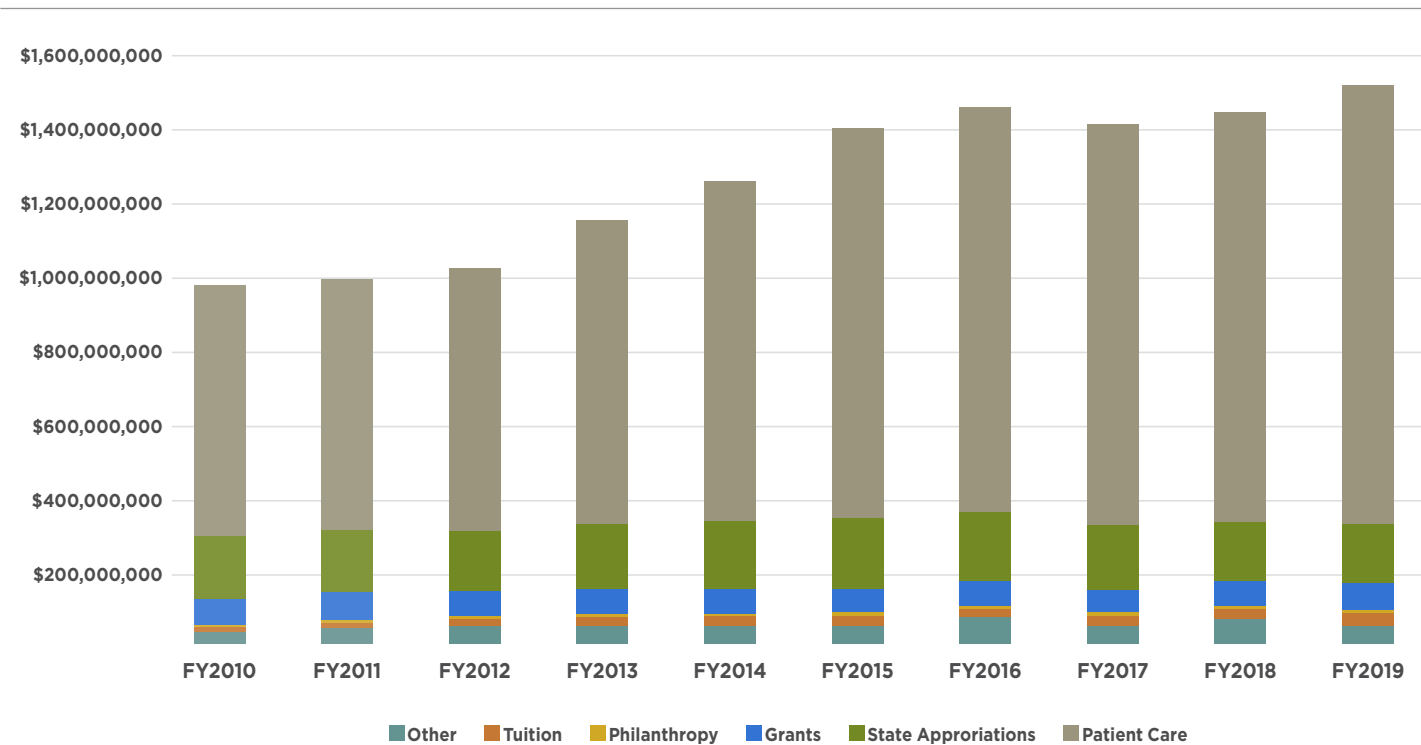
Future financial priorities for the Medical Center are continued investment in clinical quality and patient satisfaction, improving internal financial reporting to support strategic decisions, cost containment via greater efficiencies and volume pricing in our supply chain operation, continued expansion of our statewide pediatric footprint, improving revenue cycle efficiency, and optimizing patient length of stay. Other priorities will be increasing revenue through a specialty pharmacy and continuing to negotiate with our contract payers and government payers. Emphasis on enhanced long-range planning, strategic thinking and prioritization for capital needs and new program development will help us better manage institutional focus and operations.

## Statement of Revenue and Expenses

	<b>June 30, 2019</b>	<b>June 30, 2018</b>	<b>Variance</b>	<b>Variance %</b>
<b>Revenues:</b>				
State Appropriations	158,489,701	157,860,985	\$628,716	0%
Net Tuition and Fees	\$32,162,142	\$30,649,703	\$1,512,439	5%
Grants	71,956,495	64,296,852	7,659,643	12%
Patient Care Revenues	1,176,072,282	1,097,355,744	78,716,538	7%
Gifts	8,582,565	7,857,065	725,500	9%
Other Revenues	54,332,344	73,328,477	(18,996,133)	-26%
<b>Total Revenues</b>	<b>\$1,501,595,529</b>	<b>\$1,431,348,826</b>	<b>\$70,246,703</b>	<b>5%</b>
<b>Expenses:</b>				
Salaries, Wages and Fringe	\$950,709,060	\$905,664,819	\$(45,044,241)	-5%
Contractual Services	191,205,838	178,884,391	(12,321,447)	-7%
Commodities	276,390,823	259,247,479	(17,143,344)	-7%
Depreciation Expense	45,882,651	47,121,483	1,238,832	3%
Other Expenses	36,176,019	37,505,396	1,329,377	4%
<b>Total Expenses</b>	<b>\$1,500,364,391</b>	<b>\$1,428,423,568</b>	<b>\$(71,940,823)</b>	<b>-5%</b>
<b>Net Income</b>	<b>\$1,231,138</b>	<b>\$2,925,258</b>	<b>\$(1,694,120)</b>	<b>58%</b>



## UMMC Sources of Revenue



Of our more than \$1.5 billion budget, just over 10 percent comes from the State of Mississippi and that figure has been declining over the past several years. So while we continue to value that support, we must find other sources of money to fund the critical life-saving services here at UMMC. Tuition and student fees cover just 2 percent, while research grants contribute not quite 5 percent. The remaining funds come from our patient care services provided by our hospital and physicians and equal approximately 75 percent, nearly \$1.2 billion.

Even after those sources of revenue, we are still short by more than \$8 million. And those funds are made up from philanthropy, for which we are very grateful. These private gifts provide discretionary funds to fill the gaps across all of our missions and are typically a mix of gifts from private individuals and foundation grants. Over the last four years, \$75 million has been raised toward our \$100 million goal as part of the capital campaign for the Children's Hospital expansion that is planned to open in the fall of 2020. This is an incredible showing of support that will make a difference in the lives of the children in Mississippi.

## FAST FACTS

### UMMC Economic Impact (FY 2019)

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

State Appropriation: **\$158 million** (10% of total budget)

Number of Employees: **10,114**

Economic Impact: **\$2.5 billion** annually

**20,000** total jobs generated

**\$285 million** in total tax revenues annually

**\$100 million** generated by research spending annually

**\$140 million** generated by student and visitor spending annually

### Impact of UMMC Trained Health Professionals Practicing in MS

**\$9 billion** annually

**84,000** total jobs generated

**\$1.1 billion** in total tax revenues annually

### Education

Number of Students/Trainees Enrolled: **2,812**

- School of Medicine ..... **614**
- Resident Physicians ..... **644**
- School of Dentistry ..... **203**
- School of Nursing ..... **667**
- School of Graduate Studies ..... **186**
- School of Health ..... **474**  
Related Professions
- School of Population Health ..... **23**

### Research

Sponsored Activities (all sources)  
FY2019 - **\$74.8 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

Hospital Admissions: **31,852** 12% uninsured

ER Visits: **137,499** 23% uninsured

Hospital Outpatient Visits: **195,310**

Clinic Visits: **535,640**

Medicaid/Uninsured Inpatient Utilization: **52%**

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



## EXECUTIVE LEADERSHIP



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



**Ralph H. Didlake, MD**  
Associate Vice Chancellor  
for Academic Affairs



**Charles S. O'Mara, MD**  
Associate Vice Chancellor  
for Clinical Affairs



**Richard L. Summers, MD**  
Associate Vice Chancellor  
for Research



**Kevin Cook, MSBA**  
Health System  
Chief Executive Officer



**Thomas H. Fortner, MBA**  
Chief Institutional  
Advancement Officer



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



**Brian Rutledge, PhD**  
Chief of Staff, Office of the  
Vice Chancellor



**Juanyce Taylor, PhD**  
Chief Diversity and Inclusion Officer



**William Smith III, JD**  
General Counsel



**Nelson Weichold, MHA**  
Chief Financial Officer



**Jonathan Wilson, PhD**  
Chief Administrative Officer

## ACADEMIC DEANS



**Jessica Bailey, PhD**  
Dean, School of Health Related  
Professions



**Bettina M. Beech, DrPH**  
Dean, School of Population Health



**David Felton, DMD**  
Dean, School of Dentistry



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



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



**Julie Sanford, DNS**  
Dean, School of Nursing

## NOTABLE DEATHS



**Blair Batson, MD**, 98, died Nov. 26, 2018. He was the first chair of pediatrics at the Medical Center and considered by many to be the father of organized pediatrics in Mississippi.



**Richard Miller, MD**, the first pediatric surgeon in the state of Mississippi and one of the "founding fathers" of the Children's Hospital, died Aug. 7, 2018. He was 88.



**Julius Cruse, MD, PhD**, died Aug. 20, 2018, at the age of 81. He retired from UMMC after a professional tenure of almost 50 years, and was one of the world's most eminent immunologists.



**BeBe Richardson, RN, MHS**, a registered nurse who worked in various clinical and administrative capacities for more than 50 years and served as chief nursing officer at UMMC, died Aug. 7. She was 86.









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

2500 North State Street | Jackson, Mississippi 39216

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