

 University of Missouri Health Care 2007 Annual Report



World-class care in your own backyard



Dear Friends,

It is with pleasure that I invite you to read the 2007 annual report for University of Missouri Health Care. The report chronicles the health system's recent accomplishments in patient care. Some of our patients will tell you, in their own words, about the kind of care they have received.

University of Missouri Health Care specialists treat patients from every county in the state. Because of our extensive network, that care may be delivered in one of our hospitals in Columbia or Mount Vernon, in one of numerous clinics throughout the state, during an outreach clinic at an affiliate hospital or via our Missouri Telehealth Network.

In the pages ahead, you will read more about how our health care team is improving the lives of tens of thousands of Missouri residents each year. With your support, we will continue to work toward our vision of a health system that will provide world-class health care for generations to come.

James H. Ross
Chief Executive Officer
University of Missouri Health Care

Our mission

University of Missouri Health Care's core mission is to advance the health of all people, especially Missourians. Through exceptional clinical service, University of Missouri Health Care supports the education and research missions of the University of Missouri.

Our vision

Through discovery and innovation, University of Missouri Health Care will be the health system that people choose for exceptional service and exemplary health care.

Our values

University of Missouri Health Care will pursue our vision within an environment that fosters integrity, respect, trust, openness, fairness, quality performance, accountability and dedication to quality care for patients and their families.

World-class care in your own backyard

Patients from every county in the state are served by University of Missouri Health Care's multiple hospitals and clinics. As one of the state's premier academic medical centers, we offer highly specialized, multi-disciplinary care for patients with the most severe illnesses and injuries.

Our clinical services include comprehensive care for patients with cancer, neurological, cardiovascular and gastrointestinal disease. Our 22 orthopaedic surgeons provide highly specialized care for patients with hip, knee, ankle, spine, hand and other kinds of bone and joint problems. The health system's team of surgeons trained in minimally invasive surgery is a national leader in techniques to reduce trauma and recovery time from surgical procedures. Women's health issues are a specialty of our physicians, and we also offer the most comprehensive neonatal and pediatric intensive care in the region, along with central Missouri's only Level I trauma care. For patients needing rehabilitation services, we are equipped to address those with the most complex needs.

We recorded 548,634 clinic visits, cared for 20,574 inpatients and delivered 1,713 babies in fiscal year 2007. Our system of hospitals, clinics, telehealth sites and academic partners includes more than 6,000 physicians, nurses, allied health professionals, scientists, educators and support staff.

The comprehensive health-care network began more than 50 years ago when University Hospital opened in Columbia in 1956. Today, University of Missouri Health Care consists of multiple hospital and clinics.

The system includes University Hospital and Clinics, Children's Hospital, Columbia Regional Hospital, Ellis Fischel Cancer Center and University Physicians, all based in Columbia. The health system also includes a long-term acute care facility, Missouri Rehabilitation Center, in Mount Vernon.

Academic affiliates of the health system include the University of Missouri's School of Health Professions, School of Medicine and Sinclair School of Nursing.

Other affiliates of the health system include Rusk Rehabilitation Center in Columbia, Capital Region Medical Center in Jefferson City and Cooper County Memorial Hospital in Boonville.

Kate's Story



"When I got the diagnosis of breast cancer, you could tell the staff at Ellis Fischel were concerned that this was a huge shock. They were taking me into account as a whole person."

Kate Kirchhoff, Jefferson City, Mo.

Kirchhoff's mother died of breast cancer, and that family history made her eligible to participate in a research study at Ellis Fischel Cancer Center. Through the study she received regular mammograms and breast exams. Her cancer was caught early, at

Stage 0, non-invasive cancer, in August 2007. Less than two weeks after diagnosis, she underwent lumpectomy surgery at University Hospital, followed by radiation therapy at Capital Region Medical Center close to her home in Jefferson City, Mo.

University Hospital

University Hospital, the flagship hospital of University of Missouri Health Care, specializes in treating patients with the most severe illnesses and injuries. The 282-bed hospital opened in 1956 to bring previously unavailable advanced medical care to patients.

To the rescue . . .

The Staff for Life Helicopter Service celebrated its 25th anniversary as mid-Missouri's first air ambulance provider of rapid immediate medical care and transportation to critically ill and injured patients. Since its first flight in November of 1982, more than 26,000 accident-free patient missions have been flown, saving the lives of thousands of Missourians. University Hospital offers the only helicopter service and Level I trauma center in central Missouri. Specialists at the Frank L. Mitchell Jr. Trauma Center helped treat more than 32,000 emergency room patient visits in 2007.

. . . when seconds count

University of Missouri Health Care ambulance staff now has the capability of transmitting an electrocardiogram, or EKG, to a physician in the emergency room via fax. Added to ambulances in 2007, the technology assists in the diagnosis of a patient suffering from chest pain before the patient even reaches the hospital. University Hospital is accredited as a chest pain center of excellence by the Society of Chest Pain Centers.

Celebrating 35 years of transplant excellence

University Hospital's kidney transplant specialists have completed nearly 900 transplants, extending the lives and improving the quality of life for many Missouri residents. Kidney transplant recipients and employees — including transplant surgeons, nephrologists, nurses and other medical support professionals — celebrated the program's 35th anniversary in March 2007.



More than 1,000 patients were transported by The Staff for Life Helicopter Service in fiscal year 2007.

Best care for burn victims

In 1977, University Hospital opened the George David Peak Memorial Care Center, the first dedicated burn intensive care unit in mid-Missouri. Thirty years later, University Hospital is still leading the way in burn care by opening a new expanded burn intensive care unit, the largest such facility in Missouri. The new George David Peak Memorial Burn and Wound Center opened in August 2007.

Columbia Regional Hospital

Columbia Regional Hospital provides professional care with a personal touch to patients in a private setting. Home to the Family Birth Center, more than 1,700 babies were delivered at Columbia Regional Hospital in fiscal year 2007. The hospital's Neonatal Intensive Care Unit provides the highest level of newborn care available.

Three new surgical suites opened at Columbia Regional Hospital in August 2007. The hospital also offers a rehabilitation unit, an emergency center, an intensive care unit, a sleep diagnostic center; a stroke response team and a drive-through retail pharmacy.

Top orthopaedic care

Columbia Regional Hospital is known for its excellence in orthopaedic care. In 2007, the hospital opened its newly renovated orthopaedic floor. A total of 28 private patient rooms are currently available. When renovations are complete in July 2008,

43 private rooms will be devoted to orthopaedic surgery patients.

Our tiniest patients

A record number of babies were delivered at the hospital's Family Birth Center in December 2007. A total of 176 babies were delivered in the month, breaking a record of 162, which was set in August 2007 and met in October 2007.

New clinics open

A ribbon-cutting ceremony was held in August 2007 for the Missouri Occupational Injury Center and Missouri Spine Center. Both centers are located at Columbia Regional Hospital. The Missouri Occupational Injury Center offers comprehensive workers' compensation care for musculoskeletal and orthopaedic injuries. The Missouri Spine Center offers a multidisciplinary approach to back and neck



Critically ill infants receive the highest level of newborn care available at Columbia Regional Hospital's Neonatal Intensive Care Unit (NICU).

care, providing comprehensive surgical and non-surgical care.

On the path to wellness

Columbia Regional Hospital opened a walking trail for employees in April 2007. The one-mile trail provides a safe, convenient place to walk near the hospital area. The sidewalk route winds through quiet neighborhoods and parks. It is sponsored by the Thomas Atkins UM Wellness Program.

Carol's Story



"I am very impressed with the nursing staff. When I stayed overnight in the hospital, the staff worked with me from the time I arrived at the desk until even after I was discharged. They are caring people, people with smiles. They were willing to do whatever they could to make my experience better."

Carol Norton, Jefferson City, Mo.

Norton was not surprised when she was diagnosed with multiple sclerosis in 2005 — but she was surprised when her University of Missouri Health Care team recommended treatments to ease her symptoms. About 11 years before, she received the diagnosis of MS from a physician elsewhere and was told that nothing further could be

done for her. At University Hospital, however, her hope was renewed. Following an infusion, Norton was educated about her condition by Jennifer Richards, R.N., nurse clinician. Norton was taught how to administer her weekly shots at home, attends follow-up appointments and calls the neurology staff whenever she has questions.

Kalissa's Story



"Our experience with the hospital has been excellent. The staff made us feel almost like family while we were here."

Kalissa Powell, Hannibal, Mo.

When Kalissa Powell was 15 weeks into her pregnancy, her twin daughters were diagnosed with twin-to-twin transfusion syndrome. The disorder is caused when twins share the same blood vessels from the placenta, depriving one twin of needed fluids and nutrients while providing the other with too much. Powell was treated by Hung Winn, M.D., an expert in treating high-risk and complicated pregnancies. Winn serves as chair of the Department

of Obstetrics, Gynecology and Women's Health as well as the David G. Hall Professor of Obstetrics and Gynecology.

Powell's daughters, Natalie and Noelle Powell, were born Jan. 4, approximately 10 weeks early. They have been treated in the neonatal intensive care unit at Columbia Regional Hospital and have done amazingly well since being born, Powell said.

Children's Hospital

Children's Hospital is dedicated to meeting the needs of all children, from infants to adolescents. As central Missouri's most comprehensive and largest pediatric health care facility, we offer approximately 100 beds for all levels of care. Critically ill and injured children may receive care in the hospital's Pediatric Intensive Care Unit, a part of the only facility in central Missouri with a Level I Trauma Center designation.

Children's Hospital physicians provide more than 30 pediatric medical and surgical specialties. The primary inpatient and outpatient units for Children's Hospital are part of University Hospital, University Physicians Medical Building, Columbia Regional Hospital and University Physicians-Green Meadows Clinic.

Seeing benefits

New technology at Children's Hospital is taking the guesswork out of locating a vein. The VeinViewer is helping nurses and health care professionals visualize children's blood vessels and make IV insertion and blood draws easier. The VeinViewer uses infrared light, a digital video camera and an image-processing unit to show a view of a patient's veins in real time. Pascale's Pals Inc., a nonprofit organization, donated more than \$25,000 to Children's Hospital for the purchase of the VeinViewer in 2007.

Child's play

The hospital's staff of child life specialists is trained to meet the emotional needs of pediatric patients to relieve their fears and create a positive healing environment. Child life specialists stress the importance of play during hospitalization.



John Anderson, M.D., pediatric orthopaedic surgeon, examines scoliosis patient Alexandra Craig, 10, of Moberly, Mo. Photo by Jeff Hoelscher

"Play is the work of a child. Through play a child learns about the world around them – it is the same for a child in the hospital," said Merideth Lehman, C.C.L.S., coordinator of child life services. "Play for the hospitalized child and their siblings allow them to learn about this strange environment in an interactive and positive atmosphere."

Ellis Fischel Cancer Center

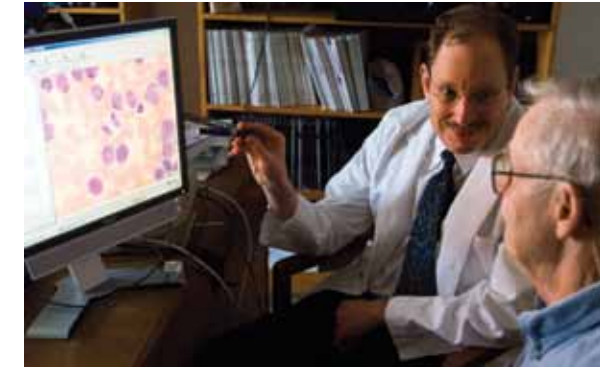
More than 50,000 patient visits to Ellis Fischel were recorded in fiscal year 2007 and 1,120 new cancer cases were diagnosed in 2006. Most patients receive outpatient care at the center, while patients requiring inpatient care and surgery are treated at University Hospital. Children diagnosed with cancer find a comforting environment at the Children's Blood Disorders and Cancer Unit at Children's Hospital. Outreach services, including the center's screening van, bring patient education and mammography screening services to residents throughout the state. More than 3,000 mammograms were performed in the van in 2007.

Patients who must travel long distances to receive care at Ellis Fischel are welcomed at the Ernest and Eugenia Wyatt Guest House, located next to the cancer center on Business Loop 70. As part of an academic medical center, physicians and researchers

have unique opportunities to conduct groundbreaking, multidisciplinary research and clinical trials in a collaborative environment.

Compassion and convenience for breast cancer patients

Breast cancer remains a prevalent cancer among women and the second leading cause of female cancer deaths in the United States. In 2006, 174 breast cancer cases were diagnosed at Ellis Fischel, making it the most common type of cancer diagnosed at the center. The multidisciplinary staff at the Margaret Proctor Mulligan Breast Health and Research Program at Ellis Fischel provides patients with the medical treatments, emotional support and knowledge they need to make informed decisions. The center's Lymphedema Therapy Program provides treatment for patients with lymphedema, a common side effect for breast cancer survivors.



Hematologist and oncologist Carl Freter, M.D., Ph.D., discusses leukemia with patient Kenneth Hollingsworth while reviewing a slide of his blood. Freter serves as director of the Division of Hematology and Oncology and Nellie B. Smith Chair of Oncology.

Targeting tumors

In 2008, Ellis Fischel will install a new Trilogy linear accelerator to better target and treat tumors. The linear accelerator will be able to rotate around a patient to deliver radiation from almost any angle, match the shape of a tumor and provide real-time imaging. Ellis Fischel will be the first center in mid-Missouri to use the Trilogy system to treat patients who were not previously able to benefit from image-guided radiation therapy and radiosurgery.

Thomas's Story



"The nurses, doctors and staff all treat us like royalty. They love our son. They always cater to our needs. We've had nothing but positive experiences for 18 years."

Thomas Carter III, Columbia, Mo.

Columbia residents Thomas Carter IV and Lavonda Carter are grateful for having Children's Hospital nearby. Their son, Thomas Carter IV, was diagnosed with sickle cell disease at the age of six months. Throughout his life, he has endured severe headaches, joint aches and jaundice. In 2004, he had a stroke while on vacation with his family in Colorado. He recovered well, following three months

of rehabilitative therapy. He continues to undergo blood exchange procedures every five weeks at Children's Hospital.

"The blood exchanges have really helped him a lot," his father said. "Thomas is more alert and feels better. Children's Hospital has been a blessing for us."

Sarah's Story



"Dr. Michael Perry and the rest of the staff offer a holistic mode of care. They take care of my physical and emotional health. The people at Ellis are my family."

Sarah Breier-Mackie, Columbia, Mo.

When Sarah Breier-Mackie and her husband, Gavin Mackie, M.D., moved their family to Columbia, Mo., in 2004, they were reassured to know that oncologist Michael Perry, M.D., was nearby. Sarah had completed her last round of radiation therapy in 2003 after being diagnosed with non-Hodgkin's lymphoma, and requires surveillance care. She returns to Ellis Fischel Cancer Center every

three months for blood tests and every six months for CT scans. Sarah proves that being a cancer survivor doesn't have to limit one's life. She enjoys her roles as a wife, mother, nursing professor and a triathlete. "I take one day at a time and accept my limitations," she said. "Cancer will never rule my life."

Missouri Rehabilitation Center

Missouri Rehabilitation Center houses a comprehensive array of experts and programs for patients recovering from serious injury. The 115-bed long-term acute care hospital is located in Mount Vernon, Mo. Treatments help patients recover their ability to talk, walk, return to work and live as independently as possible. The center has one of the highest ventilator-weaning success rates in the country.

Celebrating 100 years

More than 800 people attended the center's centennial celebration in September 2007. When the center opened in 1907 as the Missouri State Sanatorium, its mission was to minimize the spread of tuberculosis. By 1971, tuberculosis was declining but other lung diseases were on the rise. The hospital's mission was expanded to include all types of cardiac and pulmonary problems, and it was renamed the Missouri State Chest

Hospital. Its current name, Missouri Rehabilitation Center, was given to the hospital when programs for physical rehabilitation and traumatic brain injury were introduced.

State leader in brain injury treatment

The Brain Injury Association of Missouri awarded MRC a Corporate Commitment Award in 2007 for its excellence in helping patients recovering from traumatic brain injuries.

Serving the community

The entire community of Mount Vernon lost power for several days in January 2007 during an ice storm. Using back-up generators for 37 hours, Missouri Rehabilitation Center continued its operations



Amy Krtek, senior L.P.N., interacts with a patient at Missouri Rehabilitation Center.

and opened its doors as a warming station for the community. Free coffee and discounts on purchases in the cafeteria helped the hundreds without power. In addition, the hospital provided \$500 worth of food to the city of Mount Vernon to feed the crews working to restore power.

Jeremy's Story



"I'm a new person because I've been given a second life. I can't believe how much I've changed since I was admitted to this hospital for traumatic brain injury rehabilitation. This is a great hospital. Everyone that works here really cares."

Jeremy Carney, Stella, Mo.

Carney was injured when a truck pulled out in front of him as he was driving his motorcycle to work in October 2007. After 10 weeks of inpatient rehabilitation, Carney is now able to go

home with his wife and their two young children. He plans to return to work as a heavy-equipment salesperson after completing outpatient rehabilitation.

University Physicians

University Physicians is the clinical group practice of University of Missouri School of Medicine.

It is the largest medical group practice in mid-Missouri. During fiscal year 2007, University Physicians included more than 400 doctors trained in 44 specialties. Our physicians provide expert inpatient and outpatient care at sites throughout Columbia and Missouri, including University Hospital and Clinics, Children's Hospital, Ellis Fischel Cancer Center, Columbia Regional Hospital, Missouri Rehabilitation Center and a number of other hospitals and clinics. Approximately 548,000 visits were made to University Physicians clinics in fiscal year 2007.

A total of 47 clinics are operated by University Physicians: 33 specialty clinics, nine primary care clinics, three specialty outpatient services and two community practice group clinics. During fiscal year 2007, the health system opened Missouri Spine Center and Woodrail Family Medicine.

New Fairview site opens

A new facility was opened for the Missouri Digestive Health Center at Fairview Road in Columbia in August 2007. The location has nine patient preparation and recovery rooms, each with private bathrooms, three procedure rooms and five clinical-exam rooms with the latest technology to diagnose, evaluate and treat digestive diseases.

Missouri Bariatric Services deemed Center of Excellence

Missouri Bariatric Services earned designation as a Center of Excellence by the American Society for Metabolic and Bariatric Surgery in November 2007. The designation is awarded to comprehensive bariatric-surgery programs with excellent standards of patient care, high surgery success rates, good short-term and long-term results, and extensive experience.



Bruce Ramshaw, M.D., the John A. Growdon Distinguished Professor of Surgery at University of Missouri's School of Medicine and chief of the Division of General Surgery at University Hospital, leads a team performing a minimally invasive surgical procedure.

Saturday clinics offered

Missouri Sports Medicine began a fall sports season clinic on Saturday mornings. Orthopaedic surgeons specializing in athletic injuries are available to see walk-in patients during the season.

Kelsy's Story



"I broke my ankle. Dr. Richard White and his team at University of Missouri Orthopaedics calmed me down and told me I'd compete in gymnastics again. I came back better than ever and we won the state championship."

Kelsy Landreth, Mexico, Mo.

Landreth underwent orthopaedic surgery at Audrain Medical Center in Mexico. White sees sports medicine patients weekly

at Audrain Medical Center as part of the health system's service to rural communities

A Groundbreaking Approach to Patient Care

“The expansion projects at our facilities all share one goal: to provide our patients with world-class care in a convenient and comfortable environment.”

— Jim Ross, chief executive officer, University of Missouri Health Care

In 2007, the first tangible signs of University of Missouri Health Care’s facilities expansion became evident as workers operating earth-moving equipment began to prepare the future site of the orthopaedics institute and new parking garage at Hospital and Monk Drives.

Also in 2007, the MU campus began construction on Hospital Drive in front of University Physicians Medical Building and University Hospital to make improvements to water, sewer, steam and power lines. These expansions of the infrastructure are needed to support the health system’s implementation of phase I of the master facility plan as well as other building projects on the MU campus.

The expansion projects at University of Missouri Health Care are based on strategic financial and facilities plans developed in 2005 by health system leadership and approved by the University of Missouri Board of Curators in 2006. The integrated strategic, financial and facility plans are designed to guide the operations and expansion of the system through 2020.

The first phase of the master facility plan calls for addition of a patient care tower on the north side of University Hospital, construction of a freestanding orthopaedics institute on Monk Drive and renovating Children’s Hospital on the sixth and seventh floors of University Hospital. In addition, Ellis Fischel inpatient and outpatient services will be consolidated at University Hospital in the new patient care tower, and a new pediatrics intensive care unit will be included in the new patient care tower. To accommodate the parking needs of patients, visitors and staff, the MU

campus is constructing a new parking garage at the corner of Monk and Hospital Drives during phase I of the construction.

“The expansion projects at our facilities all share one goal: to provide our patients with world-class care in a convenient and comfortable environment,” said Jim Ross, chief executive officer of University of Missouri Health Care.

“These projects will not only help us fulfill our clinical mission to advance the health care of Missourians, but they will also support the education and research mission of the University of Missouri,” he said.

Anticipating that the various construction projects would make parking more difficult for patients and visitors, University of Missouri Health Care began offering free valet parking services at University Hospital and University Physicians Medical Building (as well as at Columbia Regional Hospital). Since the service began in 2006, valets have parked more than 27,000 vehicles. To accommodate staff who park in lots surrounding the construction area, the health system added bus shelters and began offering a shuttle service from the parking lots to University Physicians Medical Building and University Hospital. Regular updates about parking and access to University Hospital and Clinics and University Physicians Medical Building are available at www.muhealth.org.

Phase I of the master facilities plan will be completed in 2011 at a projected cost of \$220 million.



Infrastructure

Groundbreaking: July 2007

Scheduled completion: November 2009 in southeast gateway area of MU campus

University Hospital and Clinics is located at the southeast entrance to the MU campus, known as the southeast gateway area. To accommodate the expansion of our health-care facilities, as well as other planned MU campus facilities, MU will be making significant improvements to roads and utilities. Utility improvements will include upgrades of storm sewers, water lines, sanitary sewer, electrical substation and steam infrastructure.



Parking Garage

Groundbreaking: September 2007

Scheduled completion: April 2009

A new parking garage will be built to accommodate patient and employee parking needs. The new patient parking garage will be located at the southeast corner of Monk and Hospital Drives. A project of the University of Missouri-Columbia campus, the garage will provide approximately 2,000 parking spaces. Approximately 1,000 of these spaces will be allocated for UMHC patient and visitor parking, and another 1,000 spaces will be available for faculty, staff and students.



Orthopaedic Institute

Groundbreaking: July 2008

Scheduled completion: January 2010

A new orthopaedic institute will be built next to the new parking garage on Monk Drive. The facility will include five operating rooms, orthopaedic clinics, an MRI, two radiology rooms, 18 inpatient beds and a pharmacy.

A Groundbreaking

Approach to Patient Care



Patient Care Tower
Groundbreaking: February 2009
Scheduled completion: July 2011

A new patient care tower will increase University Hospital's surgical capacities by adding 12 inpatient operating rooms. The tower will add 26 private adult care beds and 16 adult intensive care unit and step-down unit beds, as well as two interventional radiology rooms. Imaging equipment will include an MRI, two flat film cameras and two ultrasound cameras. The patient care tower will also include a replacement Pediatric Intensive Care Unit. Inpatient and outpatient services for Ellis Fischel Cancer Center will be built in the new patient care tower as well.



Children's Hospital
Renovations to UH Floors 6 and 7 begin: April 2008
Groundbreaking for CH PICU in new patient care tower: February 2009
Scheduled completion: October 2011

Children's Hospital, which is located on portions of floors 6 and 7 at University Hospital, will be renovated. Improvements to CH will include addition of an identifiable entrance for Children's Hospital on the first floor, with dedicated arrival spaces and elevators and conversion of all Children's Hospital patient rooms to 100 percent private rooms. The new patient care tower will include a new Pediatric Intensive Care Unit.



Ellis Fischel Cancer Center
Groundbreaking: February 2009
Completion: July 2011

Ellis Fischel Cancer Center currently offers outpatient services at its building on Business Loop 70 and inpatient services at University Hospital. Relocating the cancer center to one centralized location will enable us to deliver comprehensive cancer care in one central location while expanding our outpatient cancer services to accommodate more patients. The new patient care tower, which will be built on the north side of University Hospital, will house Ellis Fischel's inpatient and outpatient services. Included in the new facility will be space for radiation oncology, expanded radiology and imaging capabilities, chemotherapy treatment, examination rooms, the Margaret Proctor Mulligan Breast Center, Cancer Screening Services, mid-Missouri's only lymphedema center and a variety of cancer survivor and quality-of-life services, such as family support services.

Quality Improvement

Focusing on quality

University of Missouri Health Care encourages our employees to strive for new ways to improve care and serve patients.

Staff in the Office of Clinical Effectiveness lead quality improvements throughout the system and continually work on more ways to improve care. In December 2006, the Targeted Interventional Group Emergency Response (TIGER) Team was organized at University Hospital to catch impending cardiac arrest or other medical emergencies before hospital patients experienced deterioration. Since then, cardiac and respiratory arrest rates have dropped by about 33 percent.

Through another quality initiative, University Hospital staff has worked to improve the care of older patients with hip fractures. The traditional model for hip fracture care involves admission to an orthopaedic service with medical consultation for management of other medical problems. Geriatrician David Mehr, M.D., M.S., leads a team that has redesigned care for hip fracture, admitting these patients to teams of medicine physicians with co-management by orthopaedists using a protocol developed among five medical services. By reducing variability in care at each stage of the hospitalization, this team has decreased the length of stay by more than 30 percent and reduced the cost of care by about 40 percent while also reducing mortality during the hospital stay. By combining the skills of five physician services (orthopaedics, medicine, geriatrics, anesthesia and emergency medicine) with the expertise of nursing, case management and physical therapy, this team has proven that superior outcomes can be achieved by building innovative care models around the needs of the patient.

The TIGER Team and hip fracture program are examples of how quality initiatives can make a difference in saving lives and improving patient care.

Site visit granted to health system

The Excellence in Missouri Foundation granted University of Missouri Health Care a Missouri Quality Award site visit upon the health system's first application in 2007. Site visits are granted to the highest-scoring applicants for the award.

Hospital recognized for heart-attack treatment

In September, University Hospital received the Anthem Blue Cross and Blue Shield 2007 Successful Practice Award in recognition of consistent, excellent care in the treatment of heart-attack patients.

Promoting employee wellness

Approximately 1,200 employees attended University of Missouri Health Care's 2007 employee wellness fair, "Walk to Wellness." The T.E. Atkins University of Missouri System Wellness Program held the event at University Hospital in October with the help of approximately 200 volunteers and provided approximately 1,000 flu shots and 1,400 health screenings, including cholesterol, blood pressure and body mass index.



"One of the most important parts of employee satisfaction is giving them the tools to improve quality. Helping to create better systems of care is very empowering to health care workers. Improving care builds enthusiasm and helps to promote retention."

— Les Hall, M.D.
Director of UMHC's Office of Clinical Effectiveness
Associate Chief of Staff

Quality professional honored

Les Hall, M.D., received the 2007 Distinguished Quality Professional Award in November 2007. The award, given by the Missouri Association of Healthcare Quality each year, recognizes an outstanding leader for achievements in quality improvement.

Leaders of quality improvement for our health system pictured above include Linda Johnson, M.S.N., R.N., C.I.C., manager of infection control; Karen Cox, Ph.D., R.N., manager of quality improvement and patient safety; Hall; Myra McCoig, coordinator of risk management; and Judith Massey, R.N., coordinator of quality improvement at Columbia Regional Hospital. Not pictured is Sue Scott, R.N., M.S.N., patient safety coordinator.

Affiliates and Outreach

Working together, reaching out

Patients and families are able to benefit from University of Missouri Health Care services close to home through outreach clinics and programs.

Fighting the flu

A drive-through public flu-shot clinic sponsored by University of Missouri Health Care was held outside University Hospital in November 2007. Volunteers from the health system and University vaccinated about 160 people at the clinic, which was held to offer the public a convenient way to stay healthy during flu season.

The Missouri Telehealth Network

Launched by the University in 1995, the Missouri Telehealth Network increases access to health care for underserved Missourians. Telehealth sites feature video monitors, specialized cameras, microphones and diagnostic equipment that allow live, real-time interaction between clinicians and patients. In fiscal year 2007, the technology was used in 44 counties. Physicians have provided more than 2,900 consultations to patients in rural Missouri who lacked access to specialty care. In addition to clinical care, other services saved more than 700 hours of travel time. The network provides medical education through grand rounds, administrative meetings and care conferences.

University of Missouri Health Care affiliates

Capital Regional Medical Center in Jefferson City and University of Missouri Health Care celebrated the 10th anniversary of our affiliation in 2007. The partnership benefits patients by providing quality health care throughout mid-Missouri and benefits the organizations and employees by allowing them to work together and learn from each

Family and community medicine physician Sarah Swofford, M.D., examines patient O'Lissa Lilly at University Physicians-Green Meadows in Columbia.



Yvonne Murtha, M.D., above, regularly holds orthopaedic surgery clinics at Capital Region Medical Center in Jefferson City, Mo.

other. Capital Region provides a continuum of care, including prenatal and maternity services, skilled nursing and home health services and emergency services.

Cooper County Memorial Hospital in Boonville offers a wide range of services, including primary, acute, out-patient, home health and skilled nursing care. Members of University Physicians see patients at the hospital's Rural Health Clinic.

Rusk Rehabilitation Center in Columbia provides specialized treatment for brain injury, stroke, arthritis, spinal cord injury, chronic pain and industrial injury. Operated through an agreement between University of Missouri Health Care and HealthSouth Corp., the center also offers specialized programs in conjunction with Children's Hospital, including programs for spina bifida and cerebral palsy. Employees, current and former patients, and their families celebrated the 45th anniversary of the School of Medicine's Department of Physical Medicine and Rehabilitation and the 10th anniversary of Rusk Rehabilitation Center at a commemoration event in May 2007.

Academic partners

Our academic partners are critical to the success of the health system. The leadership team of University of Missouri Health Care works in collaboration with the University of Missouri academic deans to advance the mission of our academic health system.

MU School of Health Professions



Richard Oliver, Ph.D.
Dean

Students at MU's School of Health Professions benefit through hands-on training in allied health fields. In 2007, nearly 800 undergraduate students and more than 150 graduate students were enrolled at the school. Professional programs include communication science and disorders, diagnostic medical ultrasound, health psychology, clinical laboratory science, nuclear medicine, occupational therapy, physical therapy, radiography and respiratory therapy. Of the school's approximate 7,000 alumni, more than 4,000 reside in Missouri.

In 2007:

- The school became the first unit to reach its For All We Call Mizzou fundraising goal.
- The school graduated its largest class in history with 154 students receiving degrees in May 2007. It also recorded its largest freshman class ever in 2007.
- The School of Health Professions is considered the fastest growing unit at MU, with a 56 percent increase in students since 2002.
- One hundred percent of students seeking employment in their field find it within six months of graduation.
- Eighty-six percent of SHP graduates practice in Missouri. Approximately half serve in rural, underserved areas and half serve in urban areas.

MU School of Medicine



William Crist, M.D.
Hugh E. and Sarah D. Stephenson Dean

The University of Missouri School of Medicine has been training physicians for more than 160 years. In 2007, more than 950 learners — including 387 medical students, 375 physicians completing residencies and 214 students completing master's and doctoral degrees — received training at MU's School of Medicine. Of the school's 7,300 physician alumni, 2,500 physician alumni reside in Missouri. Many of them practice in rural and underserved areas.

In 2007:

- The University of Missouri School of Medicine celebrated the 50th anniversary of its medical degree program.
- The school raised more than \$100 million in gifts and pledges as part of MU's campus-wide fundraising campaign.
- Construction began on an International Institute of Nano and Molecular Medicine, a biochemistry complex and a clinical support and education building, which will house the Russell D. and Mary B. Shelden Clinical Simulation Center and faculty offices.
- Construction was completed for the Center for Cellular and Molecular Immunology's laboratories.

MU Sinclair School of Nursing



Rosemary Porter,
Ph.D., R.N. Dean

The MU Sinclair School of Nursing provides training programs for traditional students, college graduates seeking a career change and graduate programs for nurses seeking master's or doctoral

degrees. In 2007, the school enrolled nearly 800 undergraduate students and 230 graduate students. Of the school's approximate 6,400 alumni, more than 3,800 reside in Missouri.

In 2007:

- The school ranked third in the nation in the *Chronicle of Higher Education's Top Research Universities Faculty Scholarly Productivity Index* of universities that offer Ph.D. degrees.
- MU's Sinclair School of Nursing is ranked at 279 percent of the national average with grants per regular faculty at \$197,020, compared to the national median of \$70,613. (Source: Delaware study)
- The school's master's program ranked 47th in the nation out of 285 schools that were ranked and out of 448 master's of nursing programs in the country.

Financial Review

During fiscal year 2007, University of Missouri Health Care continued to focus on patient services and revenue growth. From the fiscal year 2006 level of \$33.2 million, the health system's changes in net assets increased to \$39.5 million in fiscal year 2007. The operating results for fiscal year 2007 included a \$28.9 million growth in operating revenues — from \$610.1 million in fiscal year 2006 to \$639 million in fiscal year 2007. At year-end, cash and investments totaled \$221.2 million.

During fiscal year 2007, the health system's

- Unrestricted net assets and physical plant grew \$39.2 million from \$258.3 million to \$297.5 million.
- New medical equipment and capital investments in facilities totaled \$32.9 million.
- Admissions increased from 20,411 to 20,574.

During fiscal year 2007, University of Missouri Health Care received approval from the University's Board of Curators for the construction of a new Orthopedic Institute. This facility will continue the health system's commitment to quality and service for the mid-Missouri community and the state. For fiscal year 2007, this commitment included \$48.3 million in charity care and unreimbursed or under-reimbursed care for Medicaid recipients.

The financial results for fiscal year 2007 and the health system's plans for the future demonstrate our continued commitment to improving our community's health and strengthening University of Missouri Health Care's finances.

Statements of Revenues, Expenses and Changes in Net Assets

For the fiscal years ended June 30, 2007 and 2006 (dollars in millions)

	2007	2006
Operating Revenues		
Net Patient Revenues	\$620.2	\$593.8
Other Operating Revenues	18.8	16.3
Total Operating Revenues	\$639.0	\$610.1
Operating Expenses		
Salaries and Benefits	\$266.7	\$251.0
Supplies and Other	342.4	310.5
Depreciation	32.7	29.5
Total Operating Expenses	\$641.8	\$591.0
Operating Income (Loss)	\$(2.8)	\$19.1
Non Operating Revenues, Net	25.6	19.2
Transfers (to)/from the University	16.7	(5.2)
Changes in Net Assets	\$39.5	\$33.1

Economic Impact (dollars in millions)

	Salaries/Wages/Benefits		Capital Fund Reinvested	
Hospitals	2007	2006**	2007	2006
University Hospitals*	\$196.3	\$182.0	\$22.9	\$24.9
Columbia Regional Hospital	46.8	43.8	7.2	12.5
Missouri Rehabilitation Center	23.6	25.2	3.3	3.5
Total	\$266.7	\$251.0	\$33.4	\$40.9

Education Support

	2007	2006
For Schools of Medicine, Nursing and Health Professions	\$28.5	\$24.2

Charity and Uncompensated Care

	2007	2006
	\$48.3	\$47.1

Patient Services Statistics

Hospitals	2007 Admissions	2007 Surgeries	2007 Births	2007 ER Visits
University Hospitals*	14,319	12,784	n/a	32,240
Columbia Regional Hospital	5,792	5,908	1,713	9,003
Missouri Rehabilitation Center	463	n/a	n/a	n/a
Total	20,574	18,692	1,713	41,243

Clinic Visits

	2007	2006
	548,634	580,308

Patient Days

	2007	2006
	120,370	127,913

*University Hospitals includes University Hospital, Children's Hospital, Ellis Fischel Cancer Center and other services

University of Missouri Health Care Quick Facts

About Us

University of Missouri Health Care's major facilities are located in Columbia, Mo., a college town with a population of approximately 90,000. The system includes:

- University Hospital and Clinics
- Children's Hospital
- Columbia Regional Hospital
- Ellis Fischel Cancer Center
- University Physicians
- Missouri Rehabilitation Center in Mount Vernon
- Telehealth sites throughout Missouri
- We are committed to advancing the health of all people, especially Missourians.
- Most of our patients are from Missouri, including every county in the state, but we also serve patients from other states and countries.
- Some of the world's leading health care experts are part of University of Missouri Health Care.
- Our dedicated team combines the expertise of more than 5,000 clinicians, scientists, educators and other health professionals.

Affiliates

- Rusk Rehabilitation Center
- Capital Region Medical Center in Jefferson City
- Cooper County Memorial Hospital in Boonville

Academic Affiliates

- MU's School of Medicine
- MU's Sinclair School of Nursing
- MU's School of Health Professions

World-class Health Care

- Missouri Rehabilitation Center, in Mount Vernon, Mo., was established in 1907. Today MRC is a respected leader in pulmonary rehabilitation, with one of the highest ventilator-weaning success rates in the country.
- Ellis Fischel Cancer Center opened in 1940 as the first state cancer center west of the Mississippi River. In 2004, it was designated as Missouri's official state cancer center.
- The first open-heart surgery in mid-Missouri was performed in 1958 at University Hospital.
- A giant coronary artery aneurysm was successfully resected for the first time in the world at University Hospital in 1962.
- In 1972, Gilbert Ross, M.D., led the first kidney transplant procedure in central Missouri at University Hospital.
- University Hospital provides the area's only nationally accredited air ambulance service. The Staff for Life Helicopter Service has flown more than 26,000 accident-free patient missions since its first flight in November of 1982.
- In 1982, pediatric cardiologist Zuhdi Lababidi, M.D., performed the world's first aortic valvuloplasty, an angioplasty procedure, on an infant. In 1996, he performed the procedure on a patient weighing 13 ounces, the smallest patient known to have undergone the procedure.
- The Mason Eye Institute opened in 1982 at University Hospital as one of only 15 centers nationally to provide comprehensive eye care treatment and surgery.
- In 1995, MU helped launch one of the nation's first and largest telehealth networks. The Missouri Telehealth Network received the American Telemedicine Association President's Award for the Advancement of Telehealth in 2004.
- University Hospital is mid-Missouri's only Level I trauma center, providing medical coverage for major traumas around the clock.
- Columbia Regional Hospital provides the region's most comprehensive services for women and newborns at the Family Birth Center, which opened in 2003.
- Missouri's first fetal alcohol syndrome clinic was created in 2004 with funding from the Centers for Disease Control and Prevention.
- Ellis Fischel Cancer Center is a key investigational center for the study of the effectiveness of a variety of cancer treatments, including such breakthrough drugs as Tamoxifen.
- The Cosmopolitan International Diabetes Center's Diabetes Diagnostic Laboratory is recognized worldwide for its excellence in diabetes-related laboratory testing.
- Columbia Regional Hospital has been named one of the nation's top orthopaedic hospitals.
- University of Missouri Health Care operates the region's only Children's Hospital. The hospital provides the most comprehensive neonatal intensive care unit in mid-Missouri and the region's only pediatric transport service.
- University of Missouri Health Care's cardiac team is among Missouri's best for meeting heart attack treatment standards. In 2006, University Hospital was named a Chest Pain Center for Excellence by the Society of Chest Pain Centers.

- University Hospital houses the George David Peak Memorial Burn Care Center, mid-Missouri's only burn intensive care unit.
- The University's employee health and wellness program, launched as a pilot program in 2004, was renamed the T.E. Atkins University of Missouri Wellness Program in honor of Tom Atkins, curator emeritus, in 2007.
- HealthConnect 24 is a medical advice service staffed by registered nurses to provide assistance with health-related questions and telephone triage of health concerns. Call (573) 884-2401 for a personal consultation and answers to health-care questions.

Leadership

- James H. Ross, chief executive officer
- Anita Larsen, interim chief operating officer and chief nurse executive
- George Carr, chief information officer
- Jeri Doty, chief planning officer
- Clarissa Easton, chief facilities officer
- Sue Kopfle, chief human resources officer
- Kevin Necas, chief financial officer
- Dennis Stambaugh, chief quality officer

Convenient Access

- Our Web site, www.muhealth.org, provides in-depth information about our patient and visitor services.
- For a map, directions and updates about parking and access to University Hospital and Clinics during the construction process, please visit www.health.org/construction.
- Parking is free for our patients and visitors and is available immediately adjacent to most of our facilities. A four-level parking garage serves patients and visitors at University Hospital. Same-day surgery patients are provided reserved spaces in the parking garage.
- Free valet parking is provided to our patients and visitors. Valet parking is conveniently located at Columbia Regional Hospital, University Physicians Medical Building and University Hospital.

Service Record

Fiscal Year 2007

Staffed beds

University Hospitals.....	282
Columbia Regional Hospital.....	176
Missouri Rehabilitation Center	115

Total beds	573
Intensive care (all facilities)	147
Acute care (all facilities).....	426

Human resources

Active medical staff	537
Other health system staff.....	5,251
Volunteers.....	578
Volunteer hours	63,446

Patient services

Patient admissions	20,574
Patient days of care	120,370
Clinic visits (total all sites).....	548,634
Emergency and Trauma Center visits .	41,243
Major surgical operations	18,692
Cardiac catheterization procedures	9,886
Radiologic exams and treatments	272,113
Laboratory tests	1,480,460
Pharmacy orders.....	5,887,087
Patients transported by helicopter.....	1,194
Births	1,713

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University of Missouri
HEALTH CARE