

A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Thursday, Dec. 31, 2020

Thank you for serving our patients through the holidays

Dear Colleagues,

MU Health Care is a 24-hour operation that fulfills our mission to serve our patients and provide the best health care available every day of the year. Of course, that means that some of our doctors, nurses and staff have to work on Christmas Eve, Christmas Day, New Year's and other holidays when friends and family may be celebrating elsewhere.

This year, I appreciated the chance to round at several units at University Hospital on Christmas Eve and Christmas Day, including the PCU and MICU. Staff were treated to a performance by musicians set up in a conference room just outside the fifth floor MICU. It was a wonderful experience to hear the talents of the musical children of Dr. Steve Keithahn (our chief wellness officer and an internist/pediatrician at the Woodrail General Internal Medicine and Pediatrics Clinic) and his wife Mari Ann.



Click the image above to hear the Keithahn trio play "Rudolph the Red-Nosed Reindeer."

Staff were also serenaded by Dr. Christine Schneider, one of our hospitalists who also has a wonderful singing voice. She treated us to an a cappella

version of “Have Yourself a Merry Little Christmas” and accompanied the trio on “Silent Night.” This was not an easy feat to do while wearing a mask, but she pulled it off well.



Thank you to Dr. Christine Schneider for bringing holiday cheer with her wonderful voice.

When I rounded on Christmas Eve, I was able to meet not only some of our incredible nurses, but also some of our amazing doctors. It was a pleasure to hear from Dr. Amanbir Sohal, an attending physician on the MICU, and Dr. Tarang Patel, a pulmonary fellow. It was a busy night for them, but they were able to enjoy the music for a few of the songs.

I know that our teams stay incredibly busy saving and improving lives year-round. It can be difficult to take a moment for reflection — especially this year — but as we embark on the start of the New Year, please take a moment of respite. Thank you for all that you do to care for each other and our community. As the Keithahn trio wrote on the sign they placed behind them during the music, “Happy Holidays, Health Care Heroes!”

Sincerely,

Richard Barohn, MD
Executive Vice Chancellor for Health Affairs
University of Missouri
rbarohn@health.missouri.edu

P.S.: There were so many photos from the Christmas Eve and Christmas Day performances that I wanted to share even more with you. Please take a moment to enjoy these snapshots.



When making rounds, I was honored to meet our amazing providers, such as Dr. Korshie Dumor, attending physician on the MICU.



Even over the holidays, our providers, such as these nurses on the MICU, care for our patients.



CEO Jonathan Curtright and I were thrilled to attend a musical performance in the MICU conference room for employees.



Thank you to the Keithahn family for bringing holiday cheer through soothing music. I know our employees appreciated having you perform for us.



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A MESSAGE FROM THE **EXECUTIVE VICE CHANCELLOR FOR HEALTH AFFAIRS**



Friday, Dec. 18, 2020

Looking back on 2020

Dear Colleagues,

This past year was without a doubt one of the most challenging many of us have ever experienced – both professionally and personally. I know we are all looking forward to the New Year, but I'd like to take a moment to reflect on what we accomplished in 2020 in the midst of a once-in-a-generation pandemic.

Employees all across our health system showed a tremendous amount of tenacity, bravery and ingenuity this past year. 2020 felt like it was closer to 24 months than 12, so it's easy to forget just how much we accomplished together. From transforming medical education to standing up a fully licensed child care center for employees to caring for the most sick among us, our collective team stepped up in so many ways to expertly care for our community, employees and learners.

I'd like to point to just a few of the many ways we adapted to serve our communities. This is by no means a comprehensive list, so I would encourage you to visit our [MU Health Care](#) and [MU School of Medicine](#) sites to reflect on even more of the world-class work you performed in 2020.

- Between our drive-thru testing options and our facility-based tests, we administered COVID-19 tests to more than 100,000 people in our community.
- We partnered with 260 volunteers to make more than 90,000 masks for our patients, visitors and employees to overcome shortages.
- We became one of the first institutions in the world to enroll patients in an [international COVID-19 clinical trial](#).
- We ramped up our [adoption of virtual visits](#) to best serve our patients during a pandemic.
- MU faculty published more than 75 peer-reviewed research articles on SARS COV 2 and COVID-19 infection.
- Resident physicians organized the Eighth annual Child Health Food Drive, which donates funds and food to The Food Bank for Central & Northeast Missouri.

- We **celebrated the topping off** of the NextGen Precision Health building in June.
- The **UM Board of Curators gave us approval** to create a centralized, integrated clinical campus in Columbia and build a new hospital pavilion for women's and children's services on our central campus.
- We brought much-needed health services to northeast Columbia with the opening of the **Battle Avenue Medical Building**.

We're all eagerly anticipating that stroke of midnight on Dec. 31. Yes, the calendar will rollover, but we will continue to face many of the persistent challenges brought on in 2020. However, we will be doing so with a renewed sense of hope and optimism.

The scientific and pharmaceutical community dedicated tremendous attention and resources to create a highly effective and safe **COVID-19 vaccine**. Our vaccine committee is working with the State to procure more vaccine, and is offering it to employees, and eventually the community, in a thoughtful tiered approach. This is a great accomplishment and a true game changer!



MU Health Care pediatric infectious disease specialist Christelle Ilboudo, MD, was first to receive the vaccine from Chief Nursing Officer Mary Beck, DNP, RN.

We're honored that Columbia Mayor Brian Treece declared Dec. 16-22, 2020, as **Health Care Worker Appreciation Week** in recognition of all of the medical teams who have rallied to combat the spread of COVID-19 throughout our city, state and nation.

I am in awe of all you've done throughout this year. I hope you are able to take a well-deserved break as the holidays are upon us. If you are able to join us today at noon, please join our virtual town hall at **muhealth.org/town-halls** or take time to watch it on demand.

Sincerely,



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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, Dec. 4, 2020

Research day a highlight at academic health systems

Dear Colleagues,

The MU School of Medicine recently hosted its annual Health Sciences Research Day. It is a time when our students, residents and fellows can present the scientific work they have been involved in over the last year. At MU, Health Sciences Research Day is clearly focused on the next generation of health care scientists.

Our health system recently finalized our joint mission, vision and values statement. Our mission is: “To save and improves lives - through exemplary education, **research**, and patient care” (my emphasis here). In our newly approved strategic plan, we clearly state we want to make a distinct impact by cultivating interdisciplinary collaborations in the NextGen Precision Health initiative and other research across the system to increase the speed and effect of discovery. Health Sciences Research Day shows us all how we are committed to this mission and plan.

This year was particularly challenging as Health Sciences Research Day was conducted virtually. The team that put together the event — Dr. Dana Duren, chair of the School of Medicine Research Council; Dr. Erika Boerman, chair of the planning subcommittee; and Debbie Taylor, senior program and project support coordinator in the Office of Research with Dr. William Fay, senior associate dean for research — did an exceptional job creating an engaging virtual event.

Each presenter recorded a brief video to accompany his or her abstract and online poster. This let the students unleash their creativity, which gave the presentations a modern edge. Please take some time to [view the poster presentations online](#).

It was a privilege to hear from Dr. George Smith, our Nobel laureate, who provided the keynote address. Dr. Smith did not simply review his phage typing work that garnered him the Nobel Prize. Instead, he gave an amazing and timely talk on the technology to make vaccines against a virus like COVID-19.

Yet another highlight of Health Sciences Research Day is the awards. More than 200 student and trainee scientific presentations were available online. First, second and third place awards were given in both clinical and basic laboratory research. Please see the [list of winners](#), and take time to watch the addresses, research fair and award ceremony [online](#).

Congrats to all of the award recipients for their outstanding discovery work! I also want to congratulate each research presenter and their teams, and, of course, their faculty mentors. We truly have the next generation of researchers right here on our campus.

Sincerely,



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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Wednesday, Nov. 25, 2020

Thank you rounds

Dear Colleagues,

Nov. 18 was an exciting day, as President Choi, CEO Jonathan Curtright, Chief Nursing Officer Mary Beck and I were able to make “THANK YOU” rounds at MU Health Care. We wanted to express our gratitude across several of our units in the hospital, where our nurses are working very hard every day and night to care for the sickest of the sick patients — all during a raging pandemic.

Our first stop was the ER, where we were met by Misty Jones, RN, service line director for emergency services. Misty took us by the triage area, the “front door” of the ER, and we said hello to Courtney Felton, patient care technician, and Kassie Campbell, RN. We then moved through the ER to visit with a group of physicians — Dr. Jeanise Butterfield, Dr. Jonathan Heidt and Dr. George Ubinas — and a number of ER nurses on Misty’s team. We asked what we could do to make things better in the workplace, and we’re taking your feedback seriously.



Dr. Beck, Dr. Choi, Jonathan Curtright and I were able to round throughout University Hospital, including with our great team at the Missouri Psychiatric Center.

Next stop was the Missouri Psychiatric Center, where Debra Deeken, DNP, RN, executive director of operations and nursing at MUPC, had her crew assembled for us to meet and thank the team. We were thrilled to meet a dozen nurses, social workers, mental health technicians and therapy staff, as well as Christie Ford and Cathy Karcher in Environmental Services.

Next, we went upstairs to the MICU and were met by Lainey Harrison, RN, who was our guide on all of the stops we had on the fifth floor. She introduced us to Sandy Harryman, the nurse manager of MICU5. This is our main COVID-19 intensive care unit, and it is very busy these days and is one of our frontlines in the pandemic. Then we went around the bend to the fifth floor Progressive Care Unit led by Sarah Hollenberg, RN. This is one of the primary COVID-19 non-ICU units.

When I asked about the hardest part of working in the COVID-19 area, I heard of the labor involved with frequent donning and doffing of outerwear required to enter a COVID-19 patient room. I took to heart the feedback that another nurse shared about the mental stress of working in a COVID-19 environment.



It was great to meet members of our team, such as Rikki Franks on the MICU.

Lastly, we rounded on the Medical Specialties Unit led by Megan Cram, RN. We made stops at both ends of this large unit, which treats most of the non-COVID-19 medical patients. We spoke with two nursing students from the Sinclair School of nursing, one of whom is from South Africa, who are undergoing training on the unit. I was also able to speak with Rikki Franks, a certified nurse assistant, and asked her about her training and role on the unit. I joked that we have the same name, sort of. My family in St. Louis still calls me "Ricky." I also chatted with Sherlyn Washburn in Environmental Services, who told me she had been working at MU Health Care for two years and enjoyed it here.



Our Environmental Services staff like Sherlyn Washburn are so vital to our health and safety.

Medical Specialties is a very busy unit at University Hospital. Many patients flow through this unit, up from the ER or from the MICU or Progressive Care. High volume, high and fast flow. We asked the nurses if working was more strenuous during a pandemic. Very understandably, the nurses said it is, but they feel that whenever the unit needs something extra that leadership provides it. We want to support our caregivers, and we were so pleased to hear their feedback.

It was a joy meeting these medical heroes who are on the frontlines every day and night taking care of our patients. They are emblematic of our mission: To save and improve lives through exemplary education, research and patient care. If you have comments that you would like to share, I would love to hear from you. Please reach out to me through our [online feedback form](#).

Please know that the leadership team at MU is so proud and thankful for all of our health care providers and staff. From the bottom of our hearts: THANK YOU!

Sincerely,

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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
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Friday, Nov. 20, 2020

Great news from the Board of Curators

Dear Colleagues,

Yesterday, the University of Missouri System Board of Curators made a huge decision to approve our proposal to move forward with construction of a new hospital pavilion focused on children's and women's health. This is an enormous step in the evolution and growth of MU Health Care. This is the next generation of health care delivery at MU Health.

This approval by the Board of Curators allows us to create infrastructure to meet the needs of our growing community and enable future growth. By creating a centralized clinical campus, we will enhance collaboration across our three pillars of excellence: teaching, research and clinical care. We believe it will drive collaboration across specialties, streamline the patient experience and enhance recruitment of subspecialties focused on the needs of children.

We are committed to becoming a regional and national leader in academic medicine for children's and women's health.

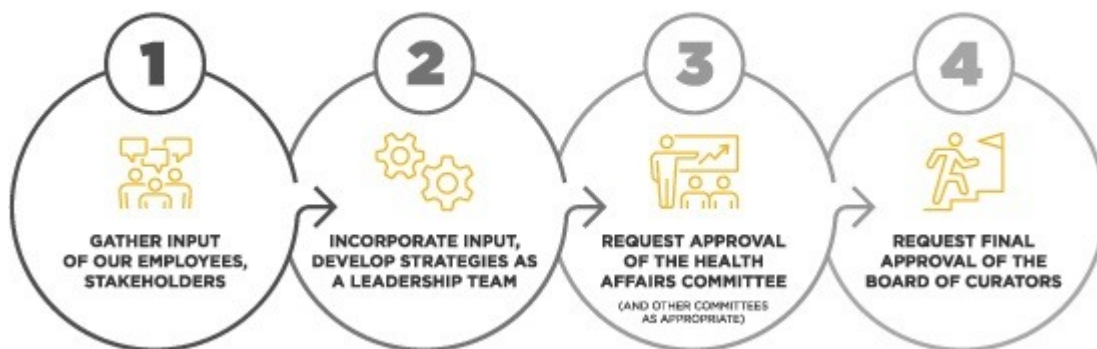


A draft rendering of the new pavilion for children's and women's health.

We are tremendously excited and we will share more with you as the plans move forward. In the meantime, I encourage you to visit the webpage we've set up to keep you informed about the project and the many areas involved in creating a centralized clinical campus: [MyMUHealth.org/clinical-integration](https://myMUHealth.org/clinical-integration). Take some time to browse this page to see renderings of the facility, project updates, leave your feedback and more. We will update this page regularly as new information and updates are available.

I want to share with you a bit how the approval process works at the UM System on decisions like this. We have a clear governance structure that takes into account multiple perspectives and thoughtful reviews.

How We Make Decisions as a Health System



The governor of Missouri appoints curators to the Board of Curators (BOC) for six-year terms. In general, a BOC is the primary governing body for state-controlled universities and institutes of higher education.

The board oversees a number of important committees related to various aspects of our university system. One such committee is the Health Affairs Committee (HAC), which is composed of both curators and community members.

It's important that we keep these committees updated on a variety of issues regarding our health system. For significant requests, such as proposals to expand, we share plans and data for their approval before moving forward.

Our request to the HAC and BOC for a new hospital pavilion is one we made after many months of thoughtful consideration. We have more than 40 multidisciplinary teams comprised of hundreds of individuals who are developing plans and strategies to make our vision a reality. We're excited that our governing bodies share our vision to do what is best for our patients and the people of Missouri!

Sincerely,

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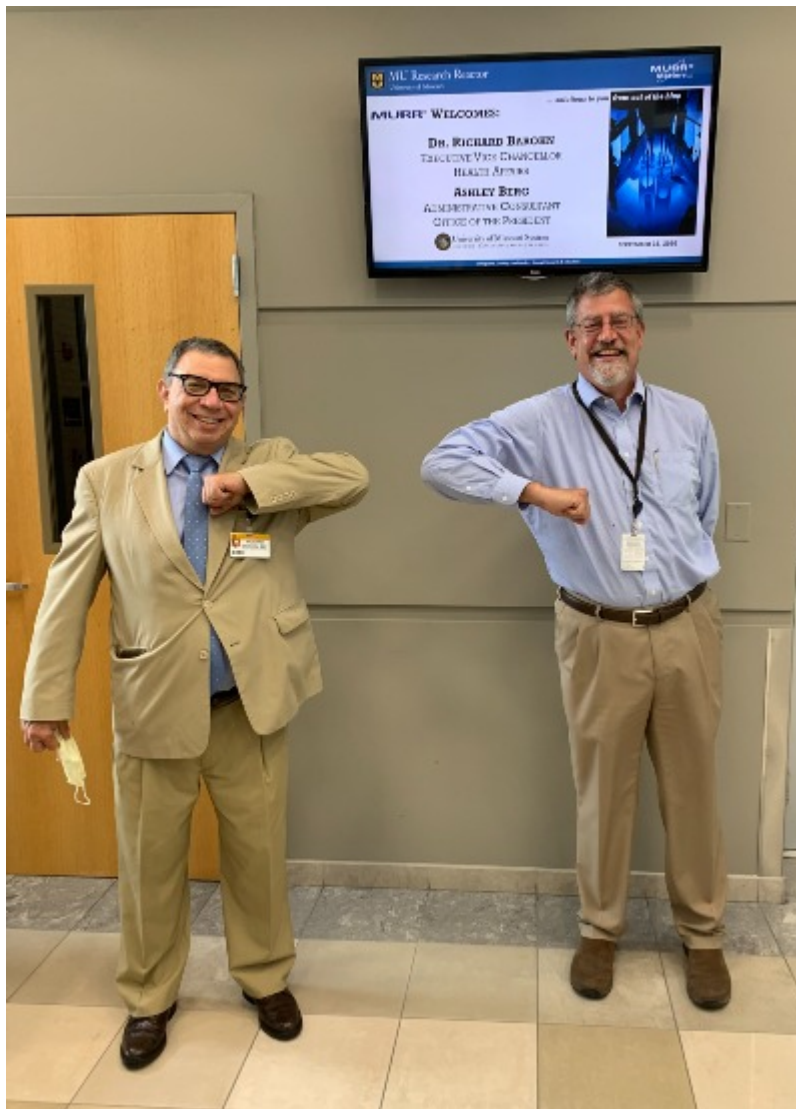
Friday, Nov. 6, 2020

My reactions to the MU Research Reactor

Dear Colleagues,

As I get to know our great university, I was able to visit the **MURR**, aka the University of Missouri Research Reactor. The MURR is a nuclear reactor that is harnessed for medical and research use right here on our campus. What an amazing facility and a truly unique tool that very few academic institutions can claim. It is the largest reactor of any university in the country.

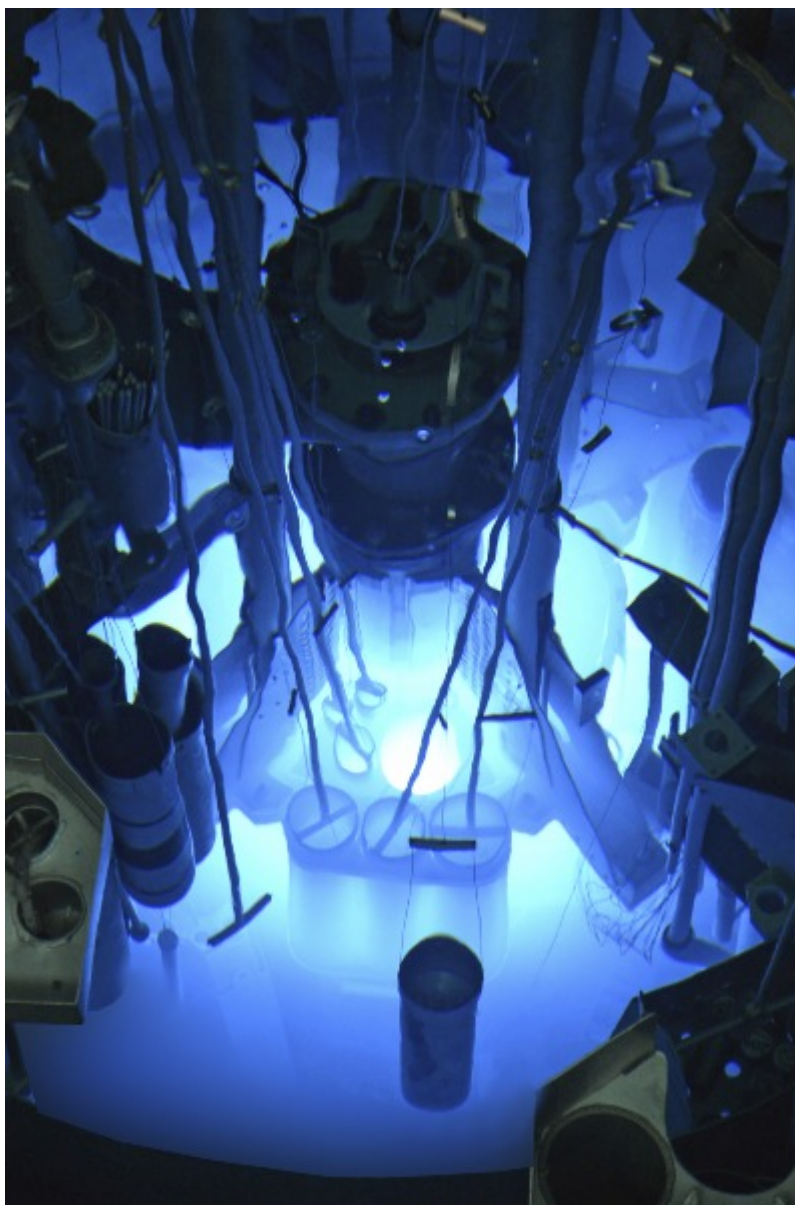
The story of the MURR is one we all should know about. My host for the tour was Dr. David Robertson, executive director of the MURR. David has been at the MURR since 2000 and has been the director since 2018. The reactor was built on its current site in 1966 and underwent a major expansion in 2009. Currently, the MURR offers nuclear products and services to a global community that includes research- and medical-grade isotopes and radio chemicals, as well as radiation analytic services for various purposes.



I was able to “greet” Dr. David Robertson on my recent visit to the MURR.

I had heard so much about the MURR before our visit and the tour did not disappoint. I was on the tour with Ashley Berg, who is a special assistant to President Choi and the project manager for the NextGen Precision Health initiative, which I currently lead. Ashley and I went through various areas of the MURR and had to have our radiation counts measured as we entered and exited each unit. I can say assuredly that we registered 0.00 units of radiation exposure during our tour.

The highlight was climbing three flights to the top of the tower to look down onto the reactor core surrounded by blue water. I learned the water is necessary to keep the radiation from spreading and, in fact, if there was no water around the reactor we could not have been standing there!



A view into the reactor core.

There are 185 faculty and staff in the MURR, including 20 PhD scientists. The MURR provides much of the radioactive material used in the country for patients who receive irradiated iodine for treatment of hyperactive thyroid conditions. The MURR also played a major role in the development of several FDA approved pharmaceuticals that include:

- Luthera[®], a treatment for advanced neuroendocrine tumors in the digestive tract and pancreas
- Quadramet[®], a drug that relieves the extreme pain of metastatic bone cancer
- TheraSphere[®], a treatment for patients with inoperable liver cancer who have very limited choices.

We leverage this amazing facility by also having MU scientists who have ideas to develop new therapies. MU recently hired Dr. Carolyn Anderson from the University of Pittsburgh. Dr. Anderson is a chemist and a wizard at developing new radiopharmaceuticals that have medical applications. Her first day at MU

was Aug. 1, and she is the director of the Molecular Imaging Theranostics Center (MITC, but pronounced “MITZI”).

I am sure we will see Dr. Anderson’s team, in partnership with others scientists on campus and the MURR, create astonishing new precision therapies for a number of health conditions. This entire program is truly one of the extraordinary MU pieces that make us unique in the universe of academic centers in the USA and indeed the world. So, keep your eye out for announcements of new and major advances coming from the MURR and MITC.

Sincerely,



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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, Oct. 23, 2020

**A tale of two centers: A visit to the Thompson Center and the MUHC
Child Care Center**

Dear Colleagues,

Recently, I had the opportunity to visit the Thompson Center for Autism and Neurodevelopmental Disorders. This is a gem of a clinical/research/educational unit at MU and is a major source of pride for our university.

The Thompson Center was established in 2005 through a generous gift by Bill and Nancy Thompson. Over the years, the Thompsons raised funds not only to employ the center's health care professionals and researchers, but also support facility expansions.

The center gets referrals for evaluation of autism and other neurodevelopmental disorders in children from throughout the Midwest. Staff and doctors at the center also train other health care professionals and perform innovative research. After I arrived at MU, Dr. Choi asked me if I would work with the Thompson Center in a variety of capacities. I now have monthly meetings with three individuals in charge of running the Thompson Center: Ben Black, MD, the medical director and assistant professor in the Department of Child Health; Connie Brooks, PhD, a psychologist in the Department of Health Psychology in the School of Health Professions; and Abby Powell, the administrative director.



Thompson Center leaders Abby Powell, Dr. Connie Brooks and Dr. Ben Black

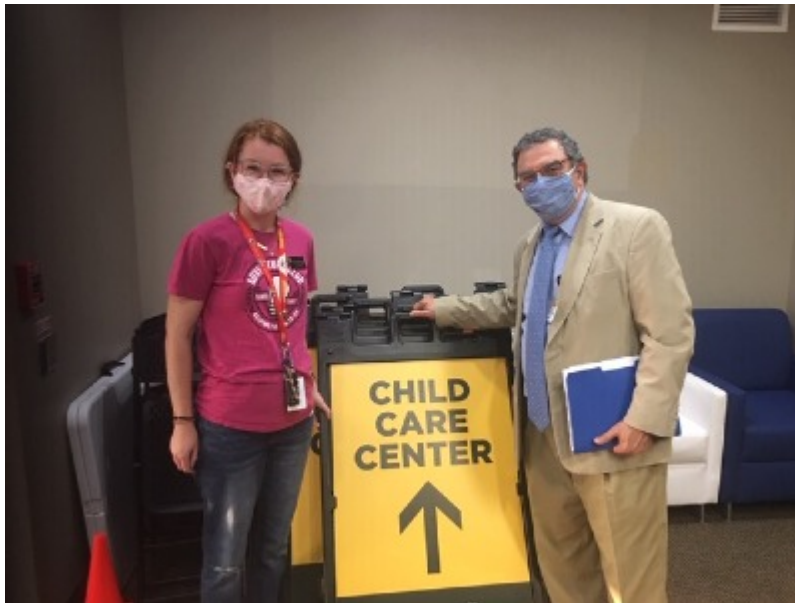
The Thompson Center is comprised of more than 100 faculty, staff and students. The center has recently become a part of MU Health Care and has been able to benefit from being part of the larger health care enterprise at MU. The Thompson Center spans multiple units and schools at MU and offers true team-oriented care, research and education.

I've been fortunate to meet with Bill and Don Thompson a number of times since joining MU, and they remain completely committed to maintaining the center as a premier destination for autism and related disorders in the USA. We currently are in the process of searching for a new executive director of the Thompson Center. I know we will find an outstanding leader to guide the center into the future.

I mentioned that the Thompson Foundation has supported facility expansions, which includes a second building that opened in 2017. The second building has been the site of research projects on the ground floor, as well as other tenants on the top floor. Due to the pandemic, there has been a critical need for space for child care.

MU Health Care recognized this need, and on Sept. 14, opened a licensed child care center at 200 N. Keene St., next to the Thompson Center's main building. The child care center is staffed by the MU Adventure Club, and includes a combination of Adventure Club administrators, full-time degreed site facilitators and part-time staff. It will remain open until the end of the school year.

All full- and part-time MU Health Care and School of Medicine employees are eligible to enroll their children in grades K-5 in MU Health Care's licensed child care center. Just recently, all MU and UM System employees also became eligible to apply for child care.



I was recently able to meet Courtney Dougherty, site facilitator for the Adventure Club.

During my visit to the child care center, I met Courtney Dougherty, a site facilitator for the Adventure Club. The Adventure Club staff were all so friendly and highly motivated to make this a good experience for the children. They are a great resource, and I am proud that we are able to offer employees options to help care for their children. For more information about enrollment and eligibility, please consult these [Child Care Center FAQs](#). For more resources to support our employees and their families, including our partnership with Care.com, please refer to the Child Care section of our [COVID-19 page](#).

Sincerely,

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University of Missouri

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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, Oct. 9, 2020

Rotary Club visit

Dear Colleagues,

I have been telling you about some of my fun and informative visits around MU Health Care as I get to know everyone in my new role as the Executive Vice Chancellor for Health Affairs. I am proud of the work you do every day to save and improve lives.

I recently had the opportunity to share more about your work with a local service club. Bill Costello, who serves as the president of our Children's Hospital Advisory Board, invited me to share updates on our mission with the IMPACT Rotary Club of Columbia. They are part of a larger volunteer organization with a mission, like ours, to improve the health of our community.

During the breakfast meeting — socially distanced, of course — I was proud to share about the work being done at MU Health Care and the School of Medicine. Joined by MU's new Vice Chancellor for Advancement, Jackie Lewis, we updated the group on construction of the NextGen Precision Health building and how the facility will enhance the research happening now on campus.



I was presented with a first-of-its-kind IMPACT Rotary of Columbia tumbler. I am joined in this photo by IMPACT Rotary members Kim Humphrey, vice provost for enrollment management and strategic development, and Brenda Selman, assistant vice provost for enrollment services and university registrar.

Visits like these help us connect with our community and equip others to be ambassadors for our work in the future. Getting the word out is important for us to accomplish our mission of improving the health of Missourians and beyond through outstanding education, health care delivery and research. I am proud to be your EVC for Health Affairs so that I can get out there and tell our story! It's a great one!

Sincerely,

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Friday, Sept. 25, 2020

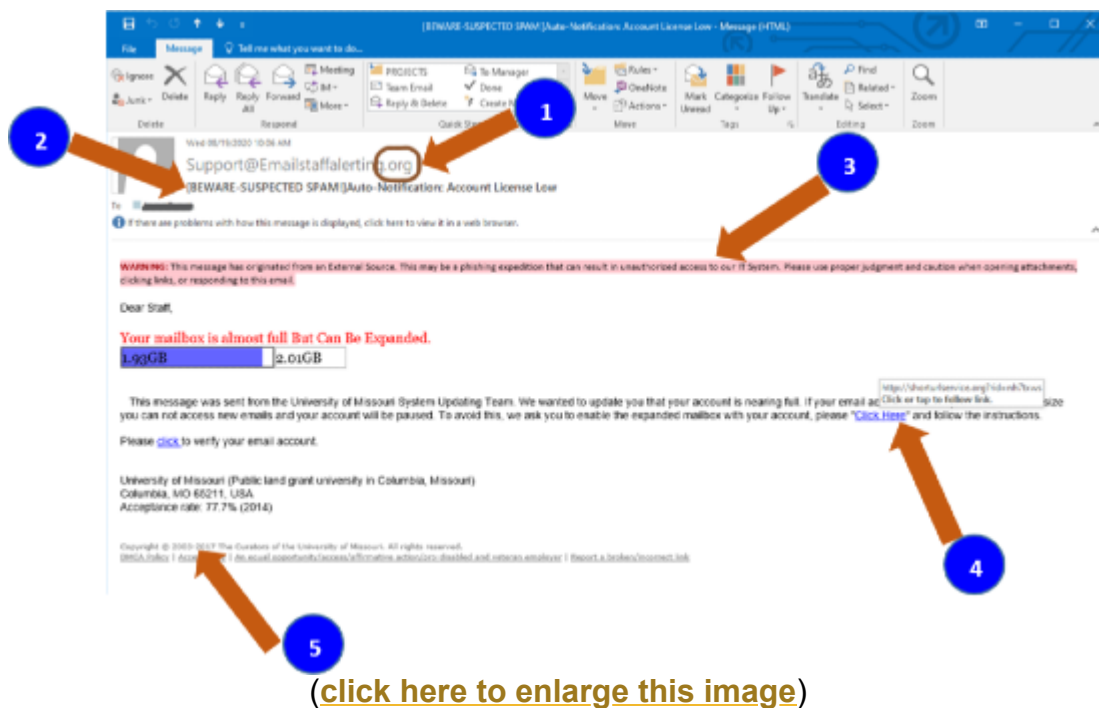
Dear Colleagues,

I am writing about an issue so important that it requires a second email to alert you to the consequences you as an employee of MU Health Care, the MU School of Health Professions, the MU School of Medicine, the MU Sinclair School of Nursing or the Thompson Center could face if you do not give your full attention to data security measures to ensure the privacy of our patients.

Last week, I reported to you a data security incident that resulted from a few of our employees falling for an email phishing scam. It only takes one person responding to such a scam to potentially expose our patients' information. That is why we must remain vigilant. We must all do our part to keep patient information confidential. Not only is it our ethical duty, but also it is a regulatory requirement for our health system. **A breach of patient health information by any means could result in disciplinary action up to and including termination of your employment.**

A few prior phishing attempts directed at faculty, students and staff, including health care providers, had the potential to expose sensitive, confidential and proprietary information. We must not let our guards down and allow phishing schemes or any other unauthorized individuals to access patient information. We must be alert to ongoing phishing attempts to access the University's email accounts.

We must step up as a united front against these malicious attacks. That is why we are holding employees personally responsible for identifying suspicious emails. I am sharing five reminders below to help you identify suspicious emails.



1. Source of Email: This email was sent from *support@emailstaffalerting.org*. MU Health email notifications will not come from an email address ending in “.org” but rather from the domains *umsystem.edu* or *missouri.edu*.

2. Spam Warning: There is a “Beware-Suspected Spam” warning appended to the subject of this email, indicating that users should exercise caution.

3. Warning Banner: The banner in red warns users that this message originated from an external source and caution should be used when clicking links or opening attachments.

4. Links: Hovering over a hyperlink within the email with a mouse (without clicking the link) displays the address of the page behind the link. In this example, the link directs users to an illegitimate site, *shorturlservice.org*. Do not click any links in a suspicious email.

5. Outdated information: The copyright notice at the bottom of this page indicates that the page was last modified in 2017. A legitimate email would have a more recent date.

Do not open this type of email, and never share your University username and/or password in response to an email from an external sender. **Attach the suspect email to a new email** and immediately send to **abuse@missouri.edu**. This is a phishing attempt hackers may be using to gain access to confidential information (personal health records, social security numbers) held within your email account, on your computer, as well as those on the University’s network. Falling for the phishing attempt by clicking on a link or downloading an attachment from the suspicious email can place institutional and personal records at risk.

We all must remain alert to these attacks, as phishing is becoming more and more sophisticated. **Employees who fail to follow Information Security policies or who fail to act in accordance with the training each of us has been provided regarding email best practices will result in disciplinary**

action. If you need additional training on how to detect phishing and spoofing emails, please contact compliance@health.missouri.edu.

Thank you for your time and attention to this matter. It truly is of utmost importance, as data security requires all of us acting responsibly to keep our patients' information secure.

Sincerely,



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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
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Friday, Sept. 18, 2020

An Important Message on Cybersecurity

Dear Colleagues,

I'm sending this letter to discuss a serious issue impacting our entire MU Health community. MU Health Care disclosed today a cybersecurity breach (You can find the notice [here](#)). In addition to the potential exposure of our patients' health information, other consequences include costly impacts to MU Health and the University of Missouri. We are taking steps to protect our patients and provide support relating to this particular incident, but your attention and involvement to prevent future breaches is critical.

First and foremost, **data security is everyone's responsibility**. Mine, yours and all of our colleagues within MU Health. As a university, we have taken some steps to help you in this effort, such as multi-factor authentication on our email accounts. That same level of security has also recently been added to PeopleSoft HR.

Beyond technical controls, we expect you to adhere to the following behaviors as well:

- Under no circumstances should you maintain any protected health information in your email account. If you receive protected health information from someone via email, move it to a more secure spot (see below for more information about alternatives) and immediately discard the email containing that information.
- As soon as possible, review your email inbox and personal folders for any protected health information and either move or delete that information. Again, see below for more information about alternative storage solutions for electronic data.
- University policy requires the use of a unique log-in password for MU Health and University of Missouri systems. If you have used your University password on other websites, you must immediately change those passwords.
- Protect your log-in credentials. Keep them safe by not writing them down where others can see them and don't give them out to anyone, even IT professionals. Protecting your password is also required by policy.

- Be skeptical when you receive an email from someone outside MU Health. Pay attention to the sender's email address – not just the name that appears in the "From" line.
- Keep an eye out for the banners or warnings in the subject line or body of your emails. I know that the warning banner is starting to become easy to ignore, but it's a visual reminder that the email you received may be risky.
- Be suspicious if the email asks you to click a link to log in to a site. It is always best to browse to that site directly to log in instead of using any links provided in an email.
- If you are suspicious about an email, **REPORT IT**. Simply open a new email, address it to: abuse@missouri.edu, and drag the suspicious email into this new email to make it an attachment. The experts will take it from there!
- Remember to use [secure] for emails containing sensitive information that you are sending to recipients outside MU Health.
- Remember that your email account is not intended to be a file storage location. Once you receive an email and are done with it, unless it is considered a "record," delete it from your Inbox – particularly when those emails contain sensitive information such as patient data. Electronic files shared via email that need to be used for business purposes should be kept in an appropriate electronic storage system – such as a secure Box folder or a departmental shared drive accessible only to approved individuals.

In the near future, you will receive further information on additional security enhancements. One of those will be a mandatory training module for everyone at MU Health. Additionally, enhanced policies and procedures are being developed and will include information about disciplinary standards for those who violate our policies, bypass security controls or mishandle protected health information. Please know that serious consequences will be applied.

I know that changing our habits can be hard and that email is an easy communication tool. However, it's important to remember that we are all responsible for protecting the data that we have access to in our jobs. Please provide your thoughts on how best to securely communicate and share information across MU Health. Please feel free to reach out to us at compliance@health.missouri.edu.

Thanks for everything you do for MU Health!

Sincerely,



Richard Barohn, MD
Executive Vice Chancellor for Health Affairs
University of Missouri
rbarohn@health.missouri.edu

A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, Sept. 11, 2020

WCH time for Dr. Barohn

Dear Colleagues,

I had a great Friday morning last week at Women's and Children's Hospital.

First, I was invited by the Chief of Nursing at WCH, Christina Vollrath, RN, to join a huddle. Christina read my EVC message about the neuro huddle on the seventh floor of University Hospital and she invited me to visit WCH and join any number of huddles there. I was happy to take her up on the offer. This coincided with my plans to see patients in the pediatric Muscular Dystrophy clinic at WCH, which takes place on the first Friday of the month. Christina sent me the list of various WCH huddles and I picked the Neonatal ICU huddle that takes place at 8:10 a.m. each day. As I entered WCH at 8 a.m., Christina was waiting for me at the screening area, and after making sure I was asymptomatic and did not have a fever, she escorted me up to the NICU.



I was introduced to John Pardalos, MD, the medical director of the NICU. I was told the unit has 58 beds and they usually have an average daily census in the 40s — and have certainly have been at 58 babies and beyond — but today

they had 28 babies. I was able to stop by the beds of a few of the babies and talk to the nurses and said 'hi' to one mom. As we circled around the unit back to the front desk, the team began assembling for the huddle.

I was introduced to Cindy Franke, RNC, who is the clinical manager. Dr. Sarah Younger, one of the neonatologists, led the huddle and followed a checklist of the daily questions: how many patients are being discharged, who are the most critical patients, any name alerts, any planned interventions or procedures, etc.



At the end, Dr. Younger made a joke and told me she tells parents she that she is Dr. "Younger" and Dr. Pardalos is Dr. "Older" — ouch! Then we discussed the newly implemented policy at MU Health Care requiring providers to wear a plastic face shield, goggles or plastic extensions for their eyeglasses that cover the space between the glass and their face. Dr. Younger had an extra set of the eyeglass extensions and kindly gave me a pair. Thank you, Dr. Younger.

Dr. Pardalos then showed me the wall with pictures of many of the kids who were babies in the NICU and who are now all grown up!



Christina then walked me to the pediatric clinic, which was my first visit there and I headed back to the swamp where the MDA health care team gathers. I

am a neuromuscular neurologist and as such, I see adults and kids with rare neuromuscular diseases. In pediatric patients, these are usually muscular dystrophies like Duchenne muscular dystrophy (DMD), which only affects boys, or other muscular dystrophies that can affect both sexes equally. My new neuromuscular partner is Dr. Raghav Govindarajan, who is an expert in the field. I am so glad to be able to join him at MU. Dr. G. (as he is affectionately known) and I have known each other for a number of years and I have been working with him on many academic projects while I was still in Kansas City. Now we are partners in the clinic. The other neuromuscular neurologist is Dr. Karim Salame.

MDA clinics are amazing multidisciplinary teams of a variety of health care professionals who care for patients with these complicated disorders. At MU Health Care's pediatric MDA clinic, we are very fortunate to have such a well-rounded team. In addition to Dr. G., who serves as the clinic director, there is Dr. Jane Emerson, MD, in the Department of Physical Medicine and Rehabilitation; Dr. Zarah Ner, MD, pediatric pulmonary physician; and Dr. Summer Lane, PhD, a neuropsychologist in the Department of Child Health. Along with the doctors, there is Caleb Heid, a genetic counselor, and Melissa Rentfrow, a physical therapist. Melissa had to leave in the middle of clinic, so Dr. Kelsey Okruch, DPT, head of Children's Therapy Services, filled in. Trainees were present, too. We had residents from PMR and Child Health. Lastly, we had a vendor from NuMotion who helps the kids with wheelchairs and other equipment. I felt very comfortable with this amazing team of experts, as I have been working in MDA clinics since 1986 when I was a neuromuscular fellow at Ohio State University, and I have worked in similar clinics in Texas and Kansas.

I then got to work and began seeing patients. The really amazing thing that has happened in this field in my career is the development of genetic testing and more recently genetic therapy for these once fatal neuromuscular disorders. I never thought I would see this happen in my lifetime, but it has.

In the clinic, we had a teenage boy with DMD who began getting the breakthrough drug Exondys six years ago and he is still walking. This would have been unheard of prior to the development of this drug that partially corrects the genetic defect on the X chromosome. We saw a young girl with spinal muscular atrophy, which is another devastating neuromuscular disorder that previously always ended in death. This young girl began getting another breakthrough drug Spinraza in her first year of life and she is doing amazingly well. I never thought I would see these types of therapies in my lifetime.

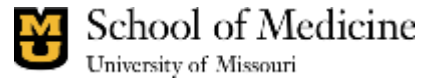
When we talk about precision medicine, this is a prime example of what that means. If you can precisely identify where a genetic mutation is, then scientists can come up with various approaches to correct the genetic mutation with drugs that basically trick the DNA transcription process into making healthier DNA. Wow! There are other examples of what falls under precision health. There are a spectrum of precision health initiatives underway at MU, and I will talk to you more about them over time.

This was a wonderful day full of kids, health care professionals and astonishing medical breakthrough therapies — all here right at MU Health Care. I love this place!

Sincerely,



Richard Barohn, MD
Executive Vice Chancellor for Health Affairs
University of Missouri
rbarohn@health.missouri.edu



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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, Aug. 28, 2020

Neuro Huddle

Dear Colleagues,

Last month, I told you I met Katie Merrill, RN, and her team when CEO Jonathan Curtright took me by 7 West on our “rounds.”

Since then, Bridgett Robbins, RN, has provided me with a list of daily huddles that take place throughout the hospital. If I have a spare hour, which usually happens when a meeting is cancelled, I try to take advantage of the open hour and see if there is a huddle taking place I can join. On Aug. 12, I had such a meeting cancellation so I looked at my list and I saw the Neurosciences huddle was taking place at 9:30. I did give the team led by Erin Stapleton, RN, some warning before I showed up so they were prepared when I went to the nurses station at 9:25 (I was told by Bridgett not to be late!) and introduced myself with a “Hi, I’m Rick Barohn,” and Jessica at the desk said, “Oh, you are here for the huddle.” Word traveled very fast that I was there and Erin appeared to introduce herself and walk me to the inner workings of the nurses station where the team was assembling.

I really did not get a chance to introduce myself to the team as they just jumped right in to the work at hand and got reports on anticipated discharges. The nurse leading the huddle that day at the white board was Jaime Fritz, RN, and she then went through some reminders regarding the sharp boxes. Before I knew it, the huddle was almost done. But, then James O’Neal, RN, the service line clinical supervisor, reminded the team that next week they were expecting a DNV accreditation visit and he proceeded to run through some quiz questions for the group.

The first was what does RACE stand for, the acronym for what to do if there is a fire. I learned it stands for “Rescue, Alarm, Contain and Extinguish.” He then asked one of the nurses what are the 3Rs for identifying suspected patient abuse or neglect. I learned they are: Recognize, Remove and Report. Then James asked, “What type of yoga exercise to you want to do today?” and the team all chose one where arms are raised in the air, deep breaths are taken and the neck is moved slowly from side to side. I participated in the exercise, of course. They ended the huddle with the neuroscience morning cheer in

which we all extended our arms toward someone near us (no touching please!) and the group shouted “Gooooo Neuro!” What fun!



Dr. Barohn strikes a yoga pose with the neurosciences team.

The exercise reminded me of something I have been reading in a book by Dr. Stephen Porges called “The Pocket Guide to the Polyvagal Theory.” In this book, Dr. Porges wrote, “Neural exercises ... provide ... a personal resource to down regulate the defensive strategies to promote state regulation through the social engagement system. Recruitment of the social engagement system through face-to-face interactions functions as a neural exercise recruiting myelinated vagal pathways to dampen sympathetic activity. Play literally becomes the functional therapeutic model that exercises the neural regulation of autonomic state through reciprocal social interactions.” Dr. Porges would call the face-to-face bonding activity that occurred in the neuro huddle an example of activating a portion of the polyvagal pathway in a positive way.” (1. Porges, Stephen W. The pocket guide to the Polyvagal theory. The transformative power of feeling safe. W.W. Norton , NY. 2017, p83)

Erin and I then chatted a bit in the hallway. She is the clinical manager of the neurosciences service line, which consists of a mix of neurosurgery and neurology patients. On the neurosciences unit, there are 22 combined neurology and neurosurgery beds and another 14 beds on the neurosciences ICU. They had a separate huddle at 8:30 and I plan to go back for that one in the future. The neurosciences unit houses the epilepsy monitoring unit. We went down to the monitoring room where two of the epilepsy technicians were watching the monitors of four patients (the unit can hold up to 6 and they have additional portable EEG monitors).

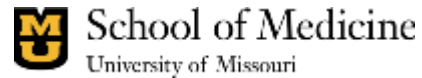
Of course, this all felt very comfortable to me as a neurologist. I enjoyed talking to the team, which was very energetic and I could tell they really enjoyed working on this unit, enjoyed taking care of ill patients, and enjoyed being part of the MU Health Care team. I am glad to be part of this team. I hope to join huddles throughout University Hospital and Women’s and Children’s Hospital and the Missouri Orthopaedic Institute as the year progresses. But don’t worry I will be sure to give the team warning! I look forward to meeting many more of members of the MU Health Care team.

Sincerely,



Richard Barohn, MD
Executive Vice Chancellor for Health Affairs
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rbarohn@health.missouri.edu

PS - The DNV accreditation team did visit MU Health Care from Aug. 18-21. I attended some of the end-of-the-day sessions the DNV team had with our leaders after their meetings with many of you during the day. I am pleased to say the DNV experts were extremely complimentary of our health system and we had a very positive review. While I was confident this would be the outcome, I know how much work is done by every one of you every day to prepare us for these visits. THANK YOU!



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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, Aug. 14, 2020

Dear Colleagues,

The big push to harness the power of the electronic medical record (EMR) began around 20 years ago. As EMRs came online at health care systems around the world, it became apparent there was an opportunity to look at a large amount of health-related data on large populations of patients. With access to these data sets, we could harness the EMR to ask questions about health and diseases in a novel way. However, that is not as easy as it sounds. Doing this requires (1) specialists in the field of informatics and (2) specialists in the field of medical research.

At the University of Missouri, we have an amazing relationship with Cerner, which resulted in the creation of the Tiger Institute for Health Innovation in 2009. Cerner is our major partner in providing both their EMR and many informatics specialists who stood up our EMR, maintain it and educate our health care providers in how to use it. They are all indeed informatics specialists and we are very, very fortunate to have the Tiger Institute on this campus.

Last week, we announced that [Dr. Russ Waitman](#) will join MU. Dr. Waitman will have a number of impressive titles. He will be the associate dean for informatics, vice chair for informatics and a professor in the Departments of Health Management and Informatics and Family and Community Medicine. He will also serve as the director of medical informatics in the NextGen Precision Health Institute.

What do all of these titles really mean? The bottom line is that he will be the leader of a team made up of specialists in informatics and medical research. With the arrival of Dr. Waitman, we will be in position to begin asking questions about health and disease that require a large scale analysis of data — often from thousands and thousands of patients — with the goal of coming up with some important answers to help improve the health of Missourians and beyond. I know Dr. Waitman is the right person for this job and can deliver on this goal.

How am I so confident about this? I have known Russ for more than 10 years and was part of the group that recruited him to the University of Kansas

Medical Center in 2010 to help us get our medical informatics research program off the ground. He delivered on this very quickly and in a big way.

At the time, he was in the large medical informatics group at the Vanderbilt University School of Medicine and health system. Upon arriving to Kansas, he developed a computer program that was on the “back” of the EMR so that health care providers can query it with specific questions. He made sure all the data sharing agreements were in place between the health care system and the university so that faculty had access to this data. He designed a committee structure that vetted requests from faculty to access the data. Lastly, he developed an educational program to teach faculty how to query the EMR effectively and called these Fishing Clinics.

Russ became nationally known for his prowess as a research medical informatics specialist. He worked with a number of clinical researchers in various specialty areas to apply for National Institutes of Health and Patient-Centered Outcomes Research Institute (PCORI) grants to utilize large data sets from the EMR, and many of them were funded. Using a PCORI network grant, he created the Greater Plains Collaborative, which is a network of a dozen academic institutions in the Midwest and Texas — including MU — that all could share their EMR data for investigators. Dr. Waitman was a key personnel on the KU NIH Clinical and Translational Science Award, of which I was the principal investigator.

So now, Dr. Waitman is moving to Missouri, where I know he will work his medical informatics research magic here as he did in Kansas. He will be on the leadership team of the Tiger Institute and will work closely with the Cerner research and development team. He will work closely with our health care informatics specialists, which keep our EMR alive and well. In addition, he will work with health care providers and research teams from the entire MU campus to help them get access to information in our EMR so they can do innovative NextGen research.

Dr. Waitman’s hire is also unique in that he is the first truly bi-campus recruit, as he will be a faculty member on both the MU-Columbia campus and on the UMKC campus. Twenty percent of his time will be based in the UMKC School of Medicine in the Department of Biomedical and Health Informatics, where he will be the director of the Center for Health Insights. In this role, he will be assisting the clinicians and investigators on the Kansas City campus in the same way he will on the Columbia campus. I am calling Dr. Waitman a new species: a TigaRoo — tiger and kangaroo!

Dean Steven Zweig from our medical school and Dean Mary Ann Jackson at the UMKC medical school worked closely on this unique recruitment to MU. The arrival of Dr. Waitman will elevate the research on both campuses with the ultimate goal of answering important health questions to improve the health of Missourians and others. Dr. Waitman will officially join MU on Oct. 1. Please welcome him with me to our team.

Sincerely,

A handwritten signature in blue ink, appearing to read "Russ", is located at the bottom left of the page.

Richard Barohn, MD
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A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
FOR HEALTH AFFAIRS**



Friday, July 31, 2020

Dear Colleagues,

This week is a momentous one in the lives of our 128 first-year medical students who are now on our campus ready to embark on their journey toward becoming physicians. I am proud of this class. They were selected from more than 3,000 applicants. They are also a diverse group. Thirty-nine percent of students self-identified as an ethnic minority and 17% self-identified as underrepresented minorities. I am proud also of our role in training physicians for Missouri. Eighty-five percent of our incoming students are from the state, and 21% are from rural areas.

On Wednesday, I was able to meet some of these students and participate in a ceremony in which our students received their first stethoscopes. During the ceremony, I shared with students the significance of the stethoscope and what it represents: the technical expertise they will develop throughout their education and into their careers as physicians. I took out my stethoscope, now rarely used by me, from my suitcoat pocket. I took out my neurologist's reflex hammer and my 128Hz tuning fork (used for vibration testing), which I use **all** the time in evaluating patients. I jokingly said, "I am **really** good using these neurologist's tools and even wrote a textbook on them." I then told the students that each one of them will find and develop their area of expertise over their careers. Their tool might be a surgeon's scalpel, or a radiologist's imaging machine or a pathologist's microscope. As they progress through their careers, they will become more and more proficient until they are indeed "experts."



Dr. Barohn and his favorite reflex hammer.

Being technically proficient in a health care area is one part of becoming a physician. But it is not the only part. Another part is developing the ability to show empathy with patients and their families. To me, the white coat represents the humanity of the medical profession. Not only is the white coat the outward “covering” of a physician, but it is also a representation of the responsibility and commitment physicians have to patients to do the best they can and to do no harm.

This afternoon, our first-year medical students will receive their first white coats during a ceremony at 2:30 p.m. In order to keep our students and staff safe, this ceremony will be a virtual event. I invite you to [join us at this link](#) to watch a livestream of the event.

I would like to express my thanks to the alumni and supporters who have made the white coat and stethoscope program possible. The lessons that our students will be learning in the coming weeks and over the next four years will lay the foundations for careers that will touch countless lives.

My medical school experience was a bit different, as I was one of the early students admitted to the six-year combined BA/MD program at the University of Missouri-Kansas City. Even as a freshman learning the basic sciences, I had clinical exposure with physicians in the local hospital Baptist Memorial Hospital (which no longer exists) when I was 18. My preceptor was a wise senior general surgeon, and I recall wearing my white coat with pride as I followed him on his daily rounds. Donning the white coat for the first time is truly an emotional and meaningful experience.

I've mentioned previously the need for physicians and all care providers to connect with patients and show empathy. At a time when so much is uncertain, it's important that our patients know they will be receiving the best care possible from physicians and team members who truly care.

Over the last two months, I have been fortunate to meet many of our caregivers across the health system. Recently, I had the opportunity to make rounds with CEO Jonathan Curtright. He took me up to the seventh floor medical-surgical unit at University Hospital, where I had the opportunity to meet with clinical manager Katie Merrill, RN, and her tremendous team. It is clear that MU Health Care providers do indeed **care**. I am proud to be one of the newest members of this team. Over the next few months, I hope to make it back up to the seventh floor to observe the daily huddles and meet more of my new team.

Sincerely,



Richard Barohn, MD
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A MESSAGE FROM THE EXECUTIVE VICE CHANCELLOR OF HEALTH AFFAIRS

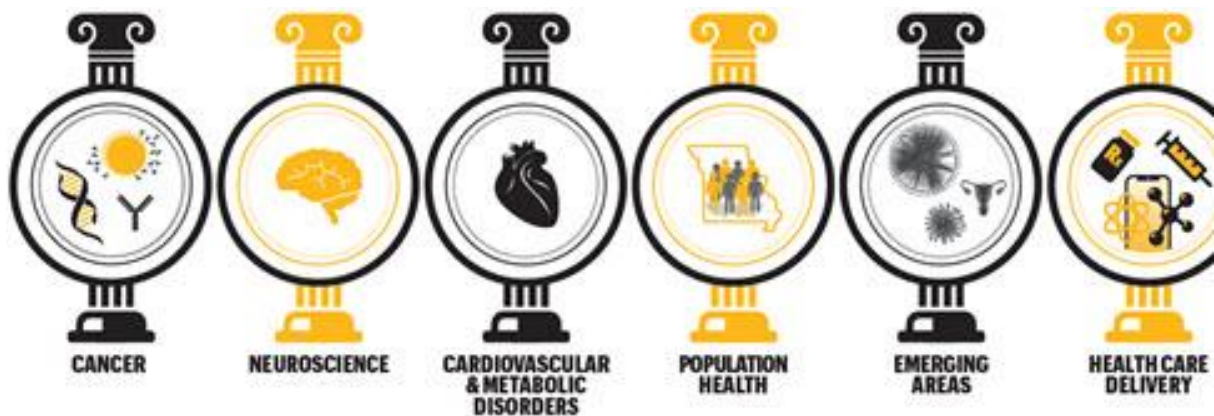


Friday, July 17, 2020

Dear Colleagues,

Shortly after I was hired as Executive Vice Chancellor for Health Affairs, I was asked to serve as the Executive Director of the NextGen Precision Health Institute. It was a tremendous honor to be asked to lead the initiative and one to which I immediately agreed. The Institute will bring together an amazing array of not only scientific talent, but also scientific tools. It's going to catapult researchers at the University of Missouri to the forefront of discovery.

Six pillars of discovery drive the groundbreaking work that will take place in the Institute.



Cancer: We know that cancer prevention and care can – and must – be improved. How? By better prevention strategies to reduce cancer burden in the state. With earlier and less invasive detection and tracking. With more effective and targeted pharmaceuticals. By utilizing the human body's own strengths to fight cancer. By providing compassionate care. **Dr. Jeffrey Bryan** will serve as the Cancer Faculty

Research Lead. Dr. Bryan is a professor of oncology in the MU College of Veterinary Medicine and an associate director of comparative oncology at the Ellis Fischel Cancer Center at MU Health Care.

Neuroscience: Our campus is home to some of the best neuroscientists in the world. Soon, they'll call the NextGen Precision Health Institute home, coming together with researchers and clinicians under one roof to change the face of health care in Missouri and around the globe. **Dr. David Schulz** will serve as the Neurological Faculty Research Lead. Dr. Schulz is a professor of biological sciences in the MU College of Arts and Science.

Cardiovascular & Metabolic Disorders: Nothing killed more Americans in 2019 than heart disease. Here in the heartland, we want to keep hearts ticking stronger for longer. We also want to keep muscles strong and metabolism performing at its peak. A collaborative effort is critical for better solutions to heart and metabolic diseases. **Dr. Kerry McDonald** will serve as the Cardiovascular and Metabolic Disorders Faculty Research Lead. Dr. McDonald is the Margaret Proctor Mulligan Professor of Medical Pharmacology & Physiology at the MU School of Medicine.

Population Health: A one-size-fits-all health care approach won't work for Missouri. Different communities suffer from different afflictions, have different needs, and are affected by different societal, lifestyle, and environmental factors. **Dr. Julie Kapp** will serve as the Population Health Research Lead. Dr. Kapp is an associate professor of health management and informatics in the MU School of Medicine.

Basic and Emerging Ideas: Basic and emerging science provide the critical building blocks that set us on the path to uncovering groundbreaking results. **Dr. Tom Spencer** will serve as the Basic and Emerging Research Lead. Examples of areas that we are exploring include influenza and emerging infectious diseases as well as development of swine models for preclinical translational research into human disease. Dr. Spencer is a Curators' professor of animal sciences in the MU College of Agriculture, Food and Natural Resources, and a professor of obstetrics, gynecology and women's health in the MU School of Medicine as well as an Associate Vice Chancellor for Research.

Health Care Delivery: The NextGen Precision Health Institute is carefully integrating novel science with health care delivery to more rapidly give patients all across Missouri and beyond the highest possible quality of care. **Dr. John Spertus** will serve as the Health Care Delivery Research Lead. Dr. Spertus is an Endowed Chair and tenured Professor at the UMKC School of Medicine and clinical director of outcomes research at Saint Luke's Mid America Heart Institute.

Dr. Barohn on a tour of the NextGen Precision Health Institute and signing the ceremonial final beam of the building.



The Institute is about half-way through its construction. I have been on so many hard hat tours of the site that I now have my own personalized hard hat with my name on it. I would like to say a tremendous **THANK YOU** to the leaders and their teams for your outstanding work on this huge project:

- Justin Zeh, our lead with the construction company Whiting-Turner
- Rich McKown, our lead with the architecture firm Burns & McDonnell
- John Hequembourg, construction manager and our project liaison
- Jude Wawrzyniak, our MU project manager

Each day as I drive by the construction site, I can see more and more of the potential this unique space offers to improve the lives of Missourians. We will be able to tailor health care therapies and management of our state's most devastating conditions.

And we will do it together.

Starting this fall, we will be launching a new discovery series that will bring together researchers, clinicians and educators from across our campus to discuss the NextGen Precision Health Institute. We will be sharing more information on these discovery meetings when details are finalized. In the meantime, I am excited to get to know the excellent team members we have in place here at MU.

Please feel free to reach out to me with any thoughts or ideas on how we can leverage the unique skills of our campus community to best serve our state.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rick', is positioned below the 'Sincerely,' text.

Rick Barohn, MD
Executive Vice Chancellor of Health Affairs
University of Missouri
barohn@health.missouri.edu



A MESSAGE FROM THE EXECUTIVE VICE CHANCELLOR OF HEALTH AFFAIRS



July 2, 2020

Dear Colleagues,

I was asked to participate in an interesting virtual roundtable on June 22 called “COVID-19 Epicenters: Lessons learned, impact and next steps,” sponsored by the Association of Academic Health Centers (AAHC). The AAHC is a Washington, D.C.-based organization that links academic health centers around the world to promote education, patient care and research.

Steven Kanter, MD, CEO of the AAHC, is the former dean at the University of Missouri-Kansas City School of Medicine. I was honored to be asked to represent MU Health Care and the MU School of Medicine on an international level. While normally an in-person roundtable, due to the pandemic, this session was hosted virtually. I was joined by [leaders from other major academic health centers](#), not just from the U.S., but from Austria, France, Kazakhstan, Germany, the Netherlands and Slovenia.

I focused on our MU experience. While we are not an epicenter of the COVID-19 pandemic, this worldwide infection has significantly affected how we do almost everything in our health care system and medical school. [Please see these slides I presented](#), which highlight the many ways that you — our excellent caregivers, researchers, educators, students, and administrative and support staff — responded to an unprecedented set of challenges.

The full roundtable can be watched [at this link](#), and I would like to share with you my three main takeaways from the conversation:

1. Those sites that were most prepared for a disaster and that acted early were able to handle the situation better without a total collapse of the health care system. In Germany, for example, they had a massive build-up of their total ICU capability in recent years, which

helped to an extraordinary degree. In California, they began acting Jan. 1 to form a University of California Health organization-wide response to the crisis.

2. No matter if the region involved was an epicenter with many COVID-19 cases — or one like ours with relatively few cases compared to others — the financial and social impact was still huge. Education and research came to a standstill and had to be adapted to the new situation. Revenue streams from patient care dropped drastically and each institution is working to find ways to make up for this.
3. The COVID-19 crisis has propelled us into a new health care environment and forced us all to make changes in how we do things every day. Many of these changes are for the long-term benefit of our health care systems, such as telehealth. The hope is we do not revert back to our old ways of doing things when the COVID-19 pandemic ends. The health care systems, governments and countries that will do well in the future are those that adopt the new reality for the long term.

This was a tremendous opportunity to hear how health systems from around the world responded to the COVID-19 pandemic. I was very glad to be asked to participate in this discussion and was proud that we could show the world that MU Health Care and the MU School of Medicine responded quickly and in an organized manner and have a plan for the future. It was a privilege to represent Mizzou and to explain to the leaders in Europe, Central Asia and California just where we are on the USA map and how we, along with the rest of the world's health centers, reacted boldly to the challenge.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rick'.

Richard Barohn, MD
Executive Vice Chancellor of Health Affairs
University of Missouri
rbarohn@health.missouri.edu

AAHC roundtable attendees:

Richard Barohn, MD

Executive Vice Chancellor of Health Affairs
University of Missouri-Columbia
USA - Presenter

Carrie Byington, MD

Executive Vice President of UC Health
University of California Health System
USA - Presenter

Heyo Kroemer, PhD

Chief Executive Officer
Charité – Universitätsmedizin Berlin
Germany – Presenter

Albert Scherpbier, MD, PhD

Former Dean, Faculty of Health, Medicine and Life Sciences
Maastricht University
Netherlands - Presenter

Jadranka Buturović Ponikvar, MD, PhD

Nephrologist, Professor of Medicine, Medical Director
University Medical Center Ljubljana
Slovenia

Nicolas André, MD, PhD

Vice President for Health
Aix-Marseille University
France - Prospective Member

Richard Greil, PhD

Expert in Academic COVID19 Management
Medical Lead in University Hospital
Paracelsus Medical University Salzburg
Austria

Olga Levkovich

Executive Director, School of Medicine

Nazarbayev University
Kazakhstan

Massimo Pignatelli, MD, PhD
Dean, School of Medicine
Nazarbayev University
Kazakhstan



A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
OF HEALTH AFFAIRS**



June 19, 2020

Dear Colleagues,

Just yesterday, we were able to celebrate an historic event on our campus and our NextGen Precision Health Institute. I hope that you were able to join us in watching the topping off ceremony as the final steel beam was hoisted atop the building, bringing us one step closer to having a world-class facility to accelerate our work taking on the greatest health challenges. If you were not able to tune in, you can [watch a recording](#) of the ceremony.

I would also like to share with you a portion of the remarks I recently gave to the MU School of Medicine Class of 2020 during last month's virtual commencement ceremony. My message was – above all – a call for empathy. While I know this message was geared toward graduating students, I want to give you an idea how I approach being a physician in an academic health system, especially when we are challenged by issues such as caused by a global pandemic such as being distanced from those we care about. Please feel free to [watch this video](#) or take a few moments to read the following.

To the SOM Graduating Class of 2020 – May 16, 2020

What a pleasure it is for me to address your class on this big day. I am the incoming Executive Vice Chancellor for Health Affairs, and in this role, I will be working closely with Dean Zweig and Jonathan Curtright, the CEO of MU Health Care, to move our enterprise into the next decade. While I am arriving at the same time that you are graduating from the medical school, what we both have in common is that we are entering a new phase of our medical careers. Of course, you are just entering the most dynamic and gratifying part of your careers as you become a physician and can make an enormous impact on individual patients and

society. I am beginning a new path where I hope I can have an impact on health care delivery and research and education. But I envy you as you are taking the first steps as physicians. There are so many, many challenges and opportunities that are literally just around the corner for all of you. In the next few years, you will have an exponential growth curve as a physician in both your knowledge base and in your skills as you embark on the journey to become a mature physician.

I know the training which you have received at this great medical school will serve you well in this journey. The main advice I would like to give you as you begin the path as a physician is to always regard every patient you encounter with empathy and make an attempt to connect with them as a fellow human being and not just as a patient.

In this very odd COVID era, many of us have been seeing our patients on Zoom. I have been doing a Zoom telemedicine clinic for three years for ALS patients that live in rural Kansas. It is amazing to me how much we can do as physicians remotely through this technology. I am repeatedly struck by how grateful the patients are for the connection that can still be obtained via telemedicine.

It occurred to me during my last telemedicine clinic in Kansas City that it works because the patients can feel that I am truly concerned about them no matter if I am holding their hand in person or looking at them directly through a monitor. After all of the knowledge and skills you learn in medical school and residency and fellowship, I really believe that what is most important is the empathy you show your patients in every encounter. Having empathy will not only make you a better physician, but will make your journey a labor of love.

Thank you for allowing me to share this message with you. It is my hope that I will become your partner and a key resource to help you meet the challenges and opportunities ahead of us. I want to hear from you and learn how I can help and support you. My office is located in University Hospital, room CE100. Stop by - I would love to hear from you or put a face to a name.

Also, my executive assistant is Amanda Sebok at asebok@umsystem.edu, 573-882-3693. Amanda was my executive assistant in Kansas and I am very glad and excited she relocated to MU with me!

Sincerely,

Richard Barohn, MD
Executive Vice Chancellor of Health Affairs
University of Missouri
rbarohn@health.missouri.edu



A MESSAGE FROM THE
**EXECUTIVE VICE CHANCELLOR
OF HEALTH AFFAIRS**



Friday, June 12, 2020

Dear Colleagues,

As the new Executive Vice Chancellor of Health Affairs, I want to provide you with frequent communication and updates on the state of our academic health system. We all play an important role in the success of MU Health Care and the MU School of Medicine, and I want you to be aware of the successes and challenges we are facing together.

To say this has been an eventful time in our community, nation and indeed the world is an understatement. As we were rallying to deal with the COVID-19 pandemic, and by all accounts were being successful, we witnessed once again ongoing racism and unwarranted police attacks on African Americans.

Though I have only been at MU a month, it has been heartwarming to see so many at MU Health Care and the School of Medicine rally against racism that pervades our society.

Along with Dean Steven Zweig and MU Health Care CEO Jonathan Curtright, I was humbled to join many of you last [Thursday](#) and [Friday](#) afternoon to “take a knee” in memory of George Floyd and take a stand against racism of any kind. We are committed to making meaningful changes and having in-depth conversations with our faculty and staff to ensure that our institution and campus is constantly moving to stamp out racial injustice in any form. It is a process that we know requires daily attention. As we are committed to success in patient care and education and research, we are also committed to stamping out racial injustice wherever we see it.

The African Heritage Employee Resource Group at MU Health Care recently recommended watching the movie “Just Mercy.” I watched this movie — which currently is available to watch for free on several streaming services — and was moved by how institutional racism is so pervasive in our society. I would echo the Employee Resource Group’s suggestion and recommend that we take time to watch this movie. It is heartbreaking to see the struggles that so many people in our country face on a daily basis, but I believe it can help spur meaningful conversations.

Earlier this week, Dr. Laura Henderson Kelley, associate dean for diversity and inclusion at the School of Medicine, hosted a Diversity Dialogue. More than 250 participants from our health system joined together for a virtual discussion to discuss racial injustices here in our community and our health system. I am honored to be able to listen to and join in these discussions, which will play a vital role in our ability to not only identify racism, but take active steps to end prejudice.

I am heartened to know that Mizzou is evaluating finalists for vice chancellor for inclusion, diversity and equity. Though I have only been at MU for a few weeks, I have already heard recommendations and ways we can improve. Please know that I am listening and that I hear you. If you have suggestions on how we can address discrimination, please email me at barohn@health.missouri.edu. I would love to hear from you.

Sincerely,

Richard Barohn, MD
Executive Vice Chancellor of Health Affairs
University of Missouri
barohn@health.missouri.edu

