



# In Pursuit of Excellence

University of Mississippi  
Medical Center

Annual Report 2021-2022





If the last year could be summarized in one word, it would be resilience. The Medical Center weathered the worst of the COVID-19 pandemic in 2021 yet we prevailed in taking care of our fellow Mississippians when they needed us most. We maintained and, in some cases, increased the number of applicants and students in our professional schools despite a pandemic. We accomplished impactful health care studies and received millions in grants and awards to further research of the diseases that affect our state.

We marked new milestones in patient care. We completed a historic fundraising campaign, and we added to the body of knowledge about COVID-19's impact on children and adults.

All of this is the result of committed faculty and staff who meet challenges and exceed expectations. To do this level of groundbreaking work during the best of times is worthy of recognition, but to do this under the shadow of a pandemic is exceptional.

We recognize our responsibility to create a healthier Mississippi, and as the state's only academic medical center, we accept our mission as change makers. This duty is what drives our progress toward our goal. It is the three-part mission of education, health care and research that pushes us to adapt and to innovate so that we can build a stronger future for the Medical Center – and ultimately for the people who depend on us for their care.

In our pursuit of excellence, we aim to improve the health and wellness of Mississippians while contributing to the advancement of health care globally. It is my honor to lead this institution at such a time as this, and I look forward to continued progress in the years ahead.

*LouAnn Woodward, M.D.*

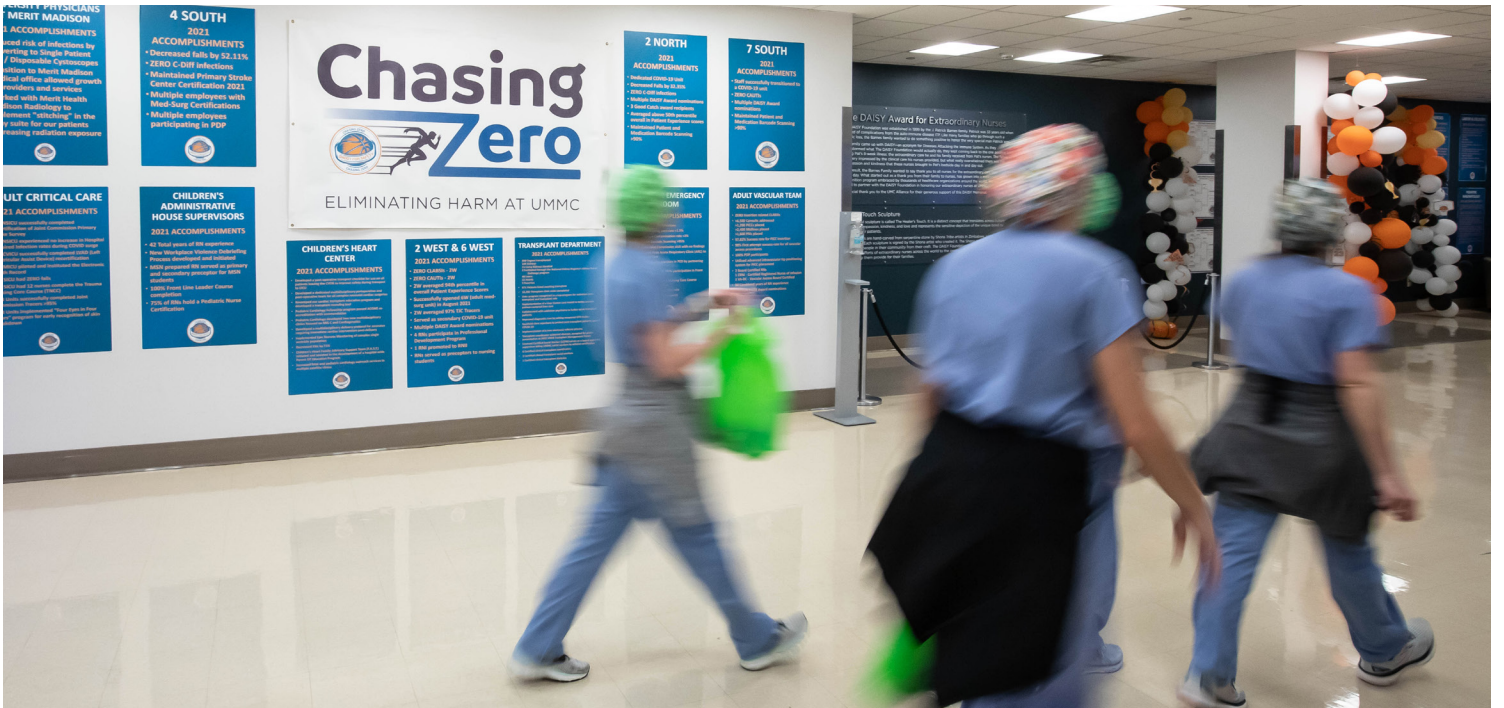
LouAnn Woodward, M.D.  
*Vice Chancellor for Health Affairs  
University of Mississippi Medical Center*



# Contents

Year 2 Strategic Goals . . . . .	6
Fast Facts . . . . .	8
Academic Enrollment . . . . .	11
Academic Achievements . . . . .	13
Patient Care Achievements . . . . .	17
Research Achievements . . . . .	25
Center Update . . . . .	27
Organizational Achievements . . . . .	30
Serving the Community . . . . .	32
Financials . . . . .	34
Leadership . . . . .	36





**4 NORTH**  
2021 ACCOMPLISHMENTS

- Increased number of patients by 15%
- Decreased falls by 12.1%
- Zero C-diff infections
- Maintained Primary Stroke Center Certification 2021
- Multiple employees with Multi-Sport Certifications
- Multiple employees participating in PDP

**Chasing Zero**  
ELIMINATING HARM AT UMMC

**CHILDREN'S HEART CENTER**  
2021 ACCOMPLISHMENTS

- 100% compliance with HCAHPS for patient experience
- 100% compliance with HCAHPS for patient safety
- 100% compliance with HCAHPS for patient access
- 100% compliance with HCAHPS for patient care
- 100% compliance with HCAHPS for patient communication

**2 NORTH**  
2021 ACCOMPLISHMENTS

- Reduced emergency department wait times by 15%
- Increased patient satisfaction scores by 10%
- Reduced patient falls by 10%
- Increased patient safety scores by 10%
- Reduced patient complaints by 10%

**7 SOUTH**  
2021 ACCOMPLISHMENTS

- Increased patient satisfaction scores by 10%
- Reduced patient falls by 10%
- Increased patient safety scores by 10%
- Reduced patient complaints by 10%
- Increased patient access scores by 10%

**ADULT VASCULAR TEAM**  
2021 ACCOMPLISHMENTS

- Increased patient satisfaction scores by 10%
- Reduced patient falls by 10%
- Increased patient safety scores by 10%
- Reduced patient complaints by 10%
- Increased patient access scores by 10%

**EMERGENCY ROOM**  
2021 ACCOMPLISHMENTS

- Reduced emergency department wait times by 15%
- Increased patient satisfaction scores by 10%
- Reduced patient falls by 10%
- Increased patient safety scores by 10%
- Reduced patient complaints by 10%

**TRANSPLANT DEPARTMENT**  
2021 ACCOMPLISHMENTS

- Increased patient satisfaction scores by 10%
- Reduced patient falls by 10%
- Increased patient safety scores by 10%
- Reduced patient complaints by 10%
- Increased patient access scores by 10%



# 2025

## UMMC STRATEGIC PLAN

UMMC 2025, the strategic plan for the University of Mississippi Medical Center, which provides a roadmap for future growth and development within our three mission areas of patient care, research and education in the health sciences, is now in the second year of a five-year plan. The plan has shifted from monitoring progress over a calendar year to a fiscal year that begins July 1.

Overall progress will be measured on the accomplishment of specific annual goals, which are updated each year, and work steps. As a team, we will build upon UMMC's foundation of excellence in education, patient care and research. The five strategies ground our work, and the second-year goals reflect an ambitious but achievable plan to drive us closer to our goal of becoming a nationally recognized academic medical center.

### 1



#### Maximize value in quality of care

- Create the Office of Operational Excellence
- Enhance inpatient care coordination
- Improve clinical care documentation
- Reduce direct cost of care through efficiency and effectiveness

### 2



#### Drive strategic clinical growth

- Improve ambulatory scheduling process
- Improve ambulatory access
- Implement physician compensation plan
- Standardize advanced practice providers compensation plan

3



### Expand health care services statewide

- Establish infrastructure for Epic Community Connect
- Optimize strategic affiliations statewide
- Grow primary care networks statewide
- Increase physician outreach presence

4



### Position academic programs for the next generation of learners

- Establish an Academy for Excellence in Education
- Establish an Office for Student Success
- Establish an Office for Faculty Success
- Initiate a visual identity project

5



### Strengthen research programs

- Establish external funding goals for School of Medicine clinical research faculty
- Optimize translational research in focus areas
- Assess institutional and departmental core facilities
- Optimize clinical trial recruitment and revenue

# Fast Facts

## Education (AY22)



Number of Learners **3,469**

- School of Medicine **658**
- Graduate Medical Education (Residents & Fellows) **652**
- School of Nursing **817**
- School of Health Related Professions **460**
- School of Dentistry **197**
- School of Graduate Studies **277**
- School of Population Health **45**
- School of Pharmacy (counted in UM's enrollment) **413**

## Clinical Care (AY22)



- Hospital Admissions **29,115** (11% uninsured)
- ER Visits **107,940** (15% uninsured)
- Hospital Outpatient Visits **257,040**
- Clinic Visits **499,256**

## Research (AY22)



Sponsored Activities (all sources)

FY2022 - **\$107.3 million**

Top Five Research Grants (FY22)

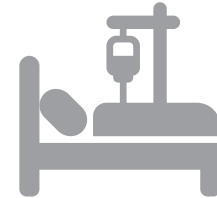
- Telehealth Services in Schools Grant **\$7 million**
- Value-Based Medical Student Education Training Program **\$5.2 million**
- Early Childhood Health Promotion System for High-Need Program **\$3.5 million**
- Telehealth Center of Excellence **\$3.3 million**
- Comprehensive Opioid, Stimulant and Substance Abuse Site-based Program (COSSAP) **\$2.9 million**



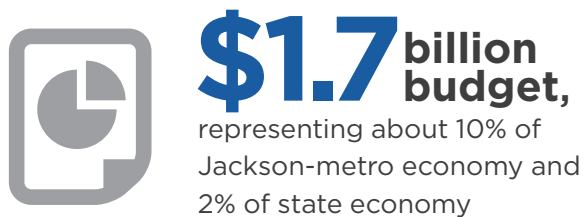
# UMMC Economic Impact



**864**  
licensed beds



**4** Jackson-campus  
hospitals and  
**2** community hospitals in  
Grenada and Holmes County



**22,369**  
total jobs  
generated

**\$107.3M**  
generated by research  
spending (FY22)



**\$167 million**  
in state appropriations  
(9.8% of total budget)



**\$2.9**  
billion state economic  
impact annually



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



**\$134M** generated in  
state/local taxes  
annually  
**\$145M** in federal taxes  
annually

\*Source: "The Economic Value of the University of Mississippi Medical Center," study produced by Emsi.



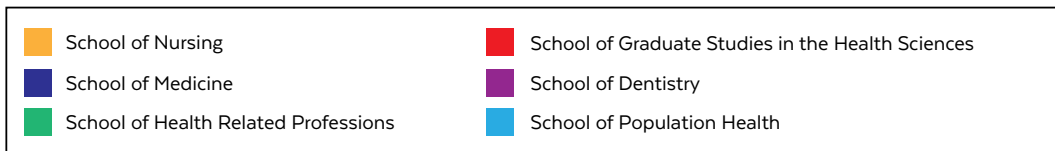
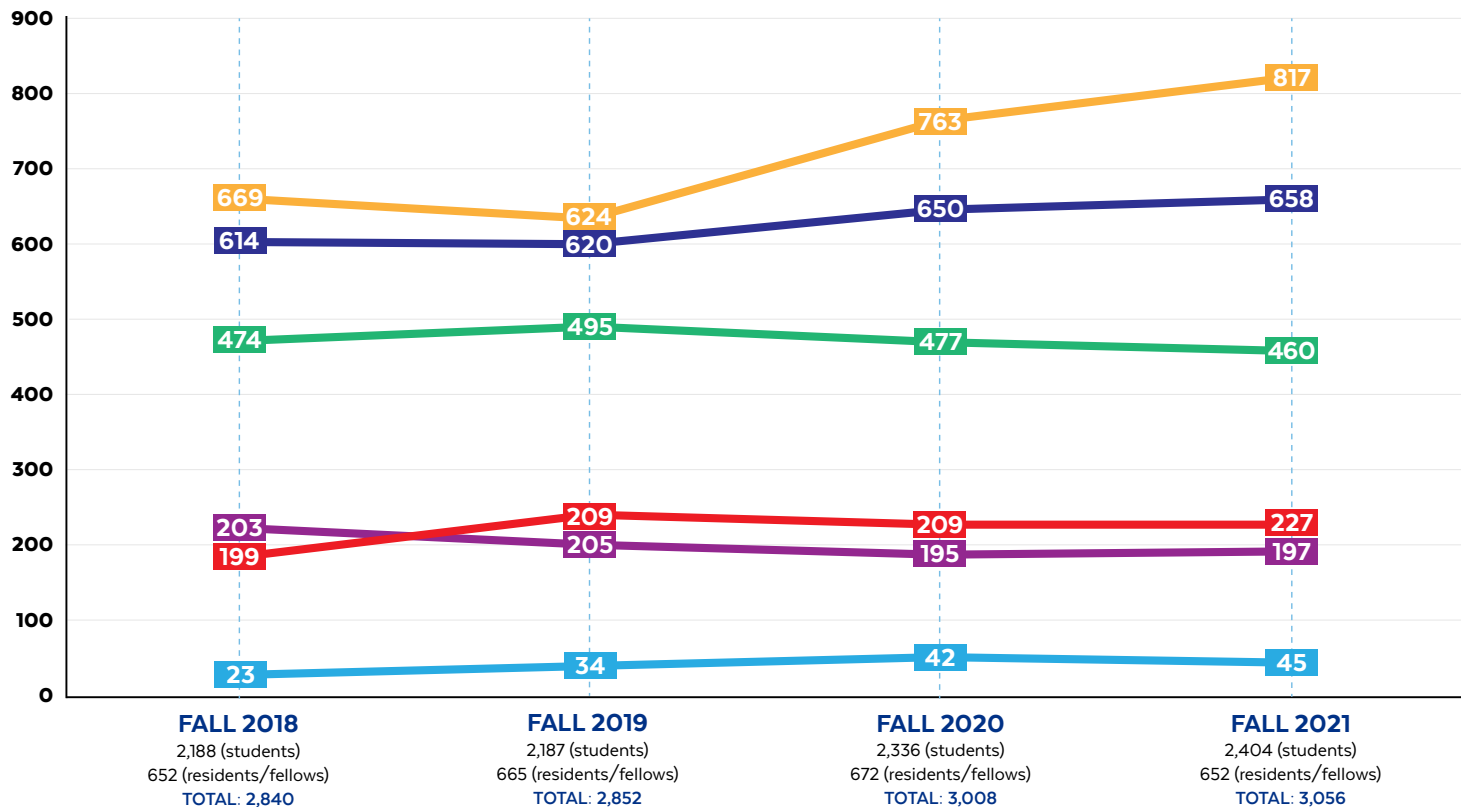
Teaching  
Mississippi's  
Health Care  
Professionals

# Academic Enrollment

Training Mississippi's future health professionals is our greatest responsibility. We strive to provide a robust, yet supportive, academic environment for our students as they gain the knowledge and skills

required to excel in their chosen health science career. We made great strides in our education mission over the last year.

## UMMC SCHOOLS' FALL ENROLLMENT, FOUR-YEAR COMPARISON



# UMMC School Enrollment Climbs



Enrollment for the University of Mississippi Medical Center’s schools is at an all-time high, posting record-setting figures that reflect a commitment to meet the state’s needs for health care workforce.

With a total enrollment of 3,056 for the 2021-2022 academic year, the schools as a whole show a 1.6 percent increase over the year before and 5.7 percent since 2017.

Released in November 2021 by the Mississippi Institutions of Higher Learning, the numbers capture six Medical Center schools – all but pharmacy, whose share is part of the official count for the University of Mississippi in Oxford.

“It’s encouraging to see so many future medical professionals and scientists, who have witnessed the recent health care crisis and resulting stress on caregivers, stand up and say, ‘I want to do that,’” said Dr. LouAnn Woodward, UMMC vice chancellor for health affairs and dean of the School of Medicine.

“Mississippi’s health care future is in good hands with the students enrolled in our schools,” Woodward said. “These students want to commit to a life of service, and we will all benefit from their steadfast dedication to that pursuit.”



## New programs added in AY22:

Graduate Certificate in  
Biostatistics and Data Science

Graduate Certificate in  
Population Health Science

Degree Type	2020-2021	2021-2022
Degree	842	959
Certificate	9	27
<b>Total</b>	<b>851</b>	<b>986</b>

# Academic Achievements

- The University of Mississippi Medical Center received a stellar review by the Southern Association of Colleges and Schools Commission on Colleges. A committee of peers reviewed the campus and issued a report of “no recommendations,” demonstrating UMMC’s commitment to excellence in educational programs. Once every 10 years, peer reviewers on behalf of the organization visit UMMC to evaluate its adherence to important educational standards.
- UMMC became one of the first academic medical centers to fully implement the Workday module for Students, which brings together student recruiting and admissions, student records, curriculum management, academic advising, student finance and financial aid into one system.
- The Lanier (High School) Teen Wellness Clinic operated by the UMMC School of Nursing received the 2021 Governor’s Award through the Mississippi Association of Partners in Education, honoring the care provided at Lanier since the clinic’s 2015 opening.
- Dr. Rob Rockhold, professor emeritus of pharmacology and toxicology, was the 2022 SEC Faculty Achievement Award winner for the University of Mississippi.
- A \$1 million gift established the Patricia Dyre Kimble Endowed Chair in Nursing and will supplement the nursing professor who will be chosen to hold the chair. It is the second endowed chair in the School of Nursing.



- The School of Nursing increased its number of publications by 108 percent from the previous year and saw a 58 percent increase in funding for nursing research and scholarship.
- The School of Medicine was acknowledged by U.S. News and World Report as one of the leading U.S. medical schools for producing graduates who serve areas where physicians are needed the most.
- Partnerships for school-based clinics in Jackson and Rolling Fork earned the School of Nursing an Exemplary Academic-Practice Partnership Award from the American Association of Colleges of Nursing. UMMC SON CHAMP, an acronym for Underserved Mississippi Communities: School of Nursing Coordinated Healthcare through an Authentic Model of Partnership, received the honor at the AACN's Academic Nursing Leadership Conference.
- The School of Medicine was one of 11 institutions nationally selected by the American Society of Clinical Oncology as a host site for the 2022 Oncology Summer Internship.
- The Department of Neurobiology and Anatomical Sciences united to enhance student education and faculty development in the School of Medicine under the newly-named Department of Advanced Biomedical Education.
- The School of Medicine arranged the state's first health care careers recruitment event for Native Americans.
- The School of Medicine implemented three summer enrichment programs targeting diverse students - Promoting Recruitment Opportunities in Medicine with Individual Study Experiences or PROMISE, Insight Summer Enrichment Program and Black Men in Healthcare Empowerment Summit.
- Dr. Norma Ojeda, chair of the Department of Advanced Biomedical Education, was honored by the Mississippi Institutions of Higher Learning as UMMC's nominee for the Excellence in Diversity and Inclusion Award.
- The School of Nursing received \$55 million from the Mississippi Legislature for a new school building.
- AY22 saw increased enrollment in the Accelerated BSN program: 126 total
  - 66 Jackson/60 Oxford
- The John D. Bower School of Population Health hooded six PhD graduates from two departments - population health science and data science - demonstrating the growth of the school since its creation in 2016.





## Leading in Education

- Dr. LouAnn Woodward, vice chancellor for health affairs and dean of the School of Medicine, was named chair of the Board of Directors of the Association of American Medical Colleges.
- Dr. Julie Sanford, dean of the School of Nursing and professor of nursing, was selected to serve as secretary of the American Association of Colleges of Nursing Board of Directors.
- New academic leadership was announced:
  - Dr. Joey Granger, dean of the School of Graduate Studies in the Health Sciences, also named associate vice chancellor for research;
  - Dr. Scott Rodgers, named associate vice chancellor for academic affairs;
  - Dr. Natalie Gaughf, named assistant vice chancellor for academic affairs;
  - Dr. Thomas Dobbs, former state health officer, named dean of the John D. Bower School of Population Health;
  - Dr. Angela Burrell named interim dean of the School of Health Related Professions;
  - Dr. Norma Ojeda named chair of the Department of Advanced Biomedical Education;
  - Dr. Babbette LaMarca named chair of the Department of Pharmacology and Toxicology.

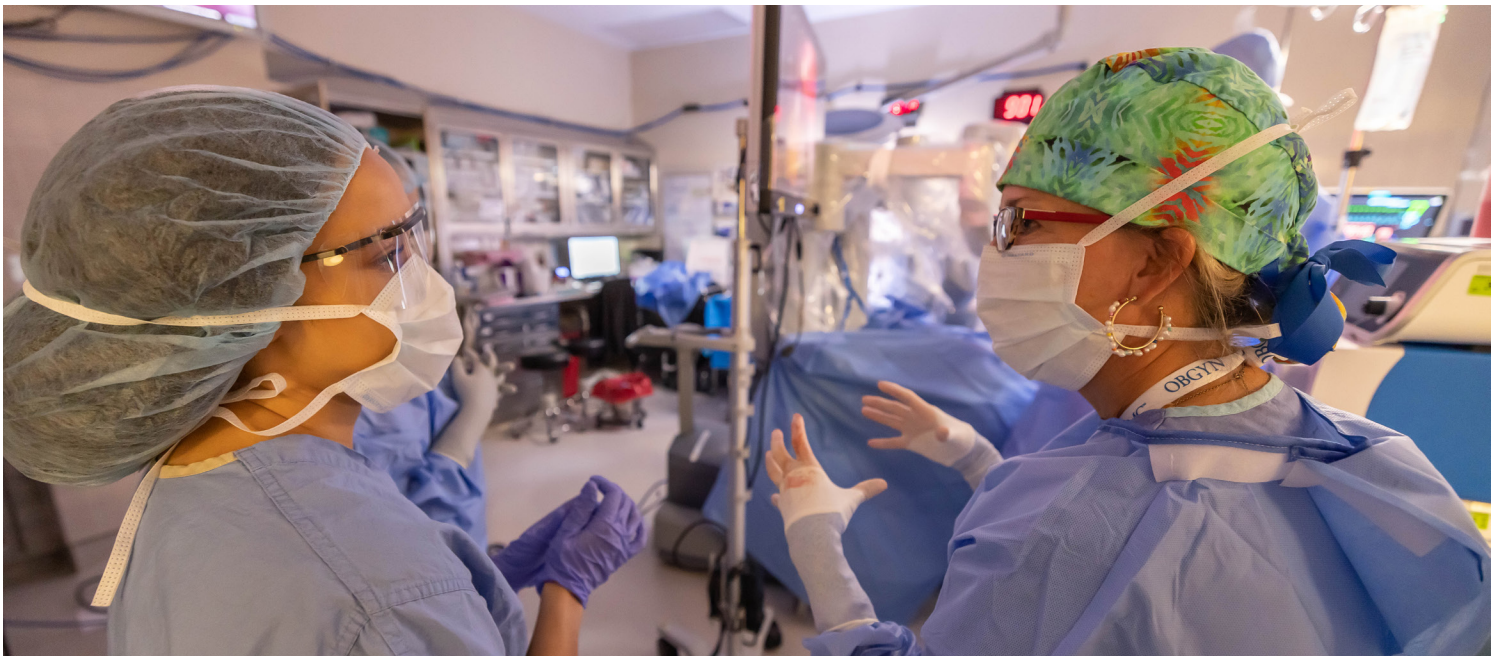


Restoring  
Health to  
Mississippians



# Patient Care Achievements

From setting historic milestones to expanding our services to Mississippians who need our care, the University of Mississippi Medical Center fully embraces our goal of a healthier state. The progress toward that goal relies on the skill and expertise of our caregivers and the improvements we make to our clinics and hospitals. Excellence is the target for every patient, every day.



# UMMC's landmark 3,000th transplant: Only child gives mom a kidney

When her kidney failure got to the point that Tawanna Davis was attached to a dialysis machine three times a week, she knew the next step was a transplant.

On June 28, her 25-year-old son and only child, Quinten Hogan, made that possible when his left kidney was nestled into his mom's abdomen. Not only did 45-year-old Davis get a second chance at life, she and her son made history at the University of Mississippi Medical Center.

Davis received the 3,000th organ transplanted at the state's sole academic medical center and transplant program. The first came in June 1963, when Dr. James Hardy performed the world's first human lung transplant.

"Any day that you do a live donor surgery, it's a great day," said Dr. Christopher Anderson, the James D. Hardy professor and chair of UMMC's Department of Surgery. "Living donation is such a wonderful gift. It changes many lives – not just the recipient and the donor, but the whole family."

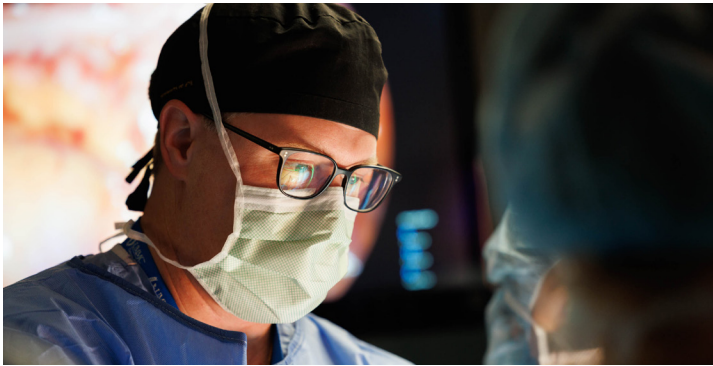
Anderson removed Hogan's kidney; Dr. Felicitas Koller, associate professor of transplant surgery, implanted it next to Davis' two diseased organs.

"To do a live donor transplant on this occasion was extra special," Anderson said. "This is a landmark number, and it's telling that the majority of those have been done in the last decade. It speaks to the institutional commitment for transplant in the state of Mississippi."



From left, Quinten Hogan; Hogan's mom, Tawanna Davis; and Hogan's girlfriend, Taylor Brown, share a moment following Davis' transplant surgery. Hogan donated his left kidney to his mom.

# Transplant Program Accolades



**The liver transplant program** was listed in the top three in the country by a federally contracted organization that compares transplant centers nationally. The Scientific Registry of Transplant Recipients listed the Medical Center above some significantly larger programs such as the Mayo Clinic hospitals in Jacksonville, Fla., and Phoenix, Barnes-Jewish Hospital in St. Louis and the Ochsner Foundation Hospital in New Orleans.

**Two transplant programs** - liver and kidney, and bone marrow - at the University of Mississippi Medical Center achieved Center of Excellence level from Optum, a transplant insurance network. It's the highest level given by the Optum Transplant Network, a leading information and technology-enabled health services business. The Optum Transplant Network helps hospitals address the high variable costs and clinical complexity of transplant cases.

- UMMC physicians and practitioners began providing care in North Mississippi Medical Center's 34-bed neonatal intensive care unit, which offers care to babies born at NMMC Women's Hospital as well as those transferred from other north Mississippi hospitals. The only Level III NICU in north Mississippi, the unit offers around-the-clock care to babies in semiprivate rooms where parents can stay with their babies if they choose.
- A new laboratory procedure at the University of Mississippi Medical Center allowed physicians to assess DNA samples from some cancer patients faster and more cost-efficiently than before, all in-house. The Department of Pathology opened its clinical next-generation sequencing machine, a first-in-the-state resource.
- A new larger and more technologically advanced catheterization laboratory opened at Children's of Mississippi, allowing the children's hospital's smallest patients to get the cardiac diagnostic care and treatment they need.
- Jenna McWilliams Sills, registered respiratory therapist supervisor, and Dariane Dardar, registered respiratory therapist, are Children's of Mississippi's recipients of the FACES Foundation's PHIL Award.

The PHIL Award, the FACES Foundation's signature program, is the only nationally recognized hospital-based recognition program honoring outstanding respiratory therapists who provide exemplary care and treatment.

- UMMC's first transplant infectious diseases physicians joined the Medical Center to lay the groundwork for offering transplants to patients with HIV or AIDS.
- The Center for Telehealth offered remote monitoring of diabetes patients through a partnership between the University of Mississippi Medical Center and North Mississippi Primary Health Care, a Federally Qualified Health Center that serves multiple cities in that region.
- The UMMC Stroke Center was honored with the American Heart Association/American Stroke Association's Get With the Guidelines-Gold Plus Achievement Award.
- Palliative and complex care for patients in Mississippi's only children's hospital won a bronze award in the Tipping Point Challenge, a national competition sponsored by the Center to Advance Palliative Care and the John A. Hartford Foundation. Children's of Mississippi's entry, "From



Service to Center: Leading Palliative Innovations for Complex Populations,” was one of more than 100 initiatives submitted from hospitals, health systems and clinics around the country.

- UMMC launched a new initiative that brings together research, education and health care to find ways to offer life-changing treatments for patients struggling with addictions. The new Center for Innovation and Discovery in Addictions, or CIDA, takes a comprehensive approach to addictive disorders – an approach that isn’t limited to clinical services, or to training or research. The vision is for CIDA to focus on the entire span, from basic research to clinical services to patients and families.
- The 21st annual Mississippi Miracles Radiothon raised \$441,544 for the state’s only children’s hospital.
- UMMC was named a Breast Imaging Center of Excellence by the American College of Radiology. The designation goes to breast imaging centers that are fully accredited in all ACR breast-imaging accreditation programs and modules including the ACR mammography accreditation program, stereotactic breast biopsy, breast ultrasound, ultrasound-guided breast biopsy and breast MRI.

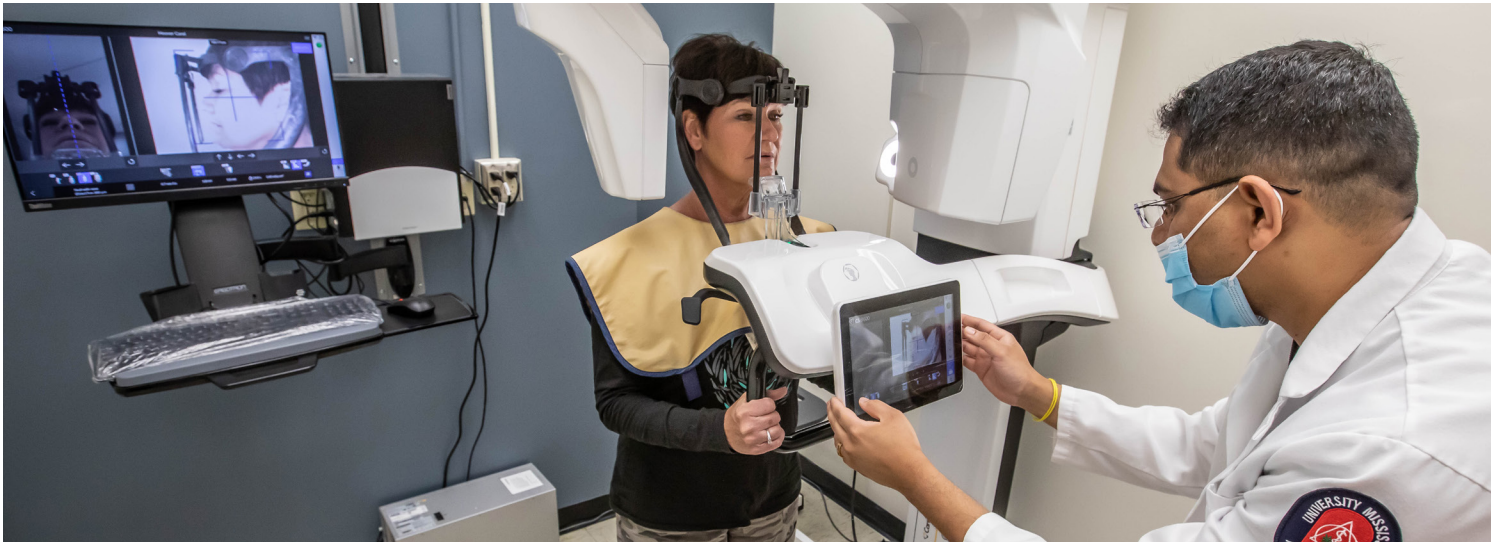


- UMMC’s Lifestyle Medicine program was invited to become a founding member of the American College of Lifestyle Medicine’s Health Systems Council. The Council is a collaborative learning community of health systems that integrate lifestyle medicine programs into their organizations and have made a commitment to enhance their efforts by embracing strategies that are most effective in promoting health.
- The Office of Well-being received a \$3 million federal award from the U.S. Department of Health and Human Services’ Health Resources and Services Administration and is part of an overall \$103 million in awards. Ten institutions, including UMMC, were funded through the grant category “Promoting Resilience and Mental Health Among Health Professionals Workforce Program.”

## Leading in Health Care

- Dodie McElmurray, CEO of UMMC Grenada and UMMC Holmes County, was one of four national health care leaders elected to serve on the board of Governors of the American College of Healthcare Executives.





- Dr. Felicitas Koller, associate professor of transplant surgery, won the Dr. Sally Abston Distinguished Member Award bestowed by the Association of Women Surgeons Foundation.
- Dr. April Carson, an epidemiologist with an established history of diabetes and cardiovascular disease research, was named the new director of the Jackson Heart Study. The JHS is the largest and longest-running longitudinal study of cardiovascular health in African Americans. Funded by the NHLBI and the National Institute on Minority Health and Health Disparities, JHS is a collaboration between the University of Mississippi Medical Center, Jackson State University, Tougaloo College, the Mississippi State Department of Health and 5,300 Jackson-area participants.
- Dr. Sara Gleason, professor and interim chair of the Department of Psychiatry and Human Behavior, was named to the Mississippi State Board of Mental Health.
- Dr. Zeb Henson was named chief of medical staff
- New clinical chairs:
  - Dr. Rich Duszak, chair of the Department of Radiology
  - Dr. Bob Brodell, chair of the Department of Pathology
  - Dr. Jeremy Jackson, interim chair of the Department of Dermatology
  - Dr. Michael Hall, chair of the Department of Medicine
  - Dr. Sara Gleason, interim chair of the Department of Psychiatry
  - Dr. Anand Prem, interim chair of the Department of Anesthesiology
- Clinical Affiliations:
  - Active Clinical Affiliations during 2021-2022
    - Anderson Regional Medical Center; Gulfport Memorial Hospital; Affinity Medical Group/ Vantage Health; North Mississippi Medical Center; Oktibbeha County Hospital; Methodist Rehabilitation Center; OCH Regional Medical Center in Starkville.

# UMMC's Response to the COVID-19 Delta Variant Surge

In mid-August 2021, the Delta variant of COVID-19 triggered an unrelenting increase in patient cases at the University of Mississippi Medical Center, causing a logjam in the Adult Emergency Department.

"If you think about the entire state as being one huge health system trying to function in unison, when your input is more than your capacity, you're in a disaster situation. That's what we are experiencing now," said Dr. Kendall McKenzie, professor and chair of the Department of Emergency Medicine.

UMMC opened a 20-bed field hospital in a parking garage on August 13, 2021. The mobile hospital tent was staffed by a medical team including doctors, nurses, pharmacists, respiratory therapists and other medical professionals from the National Disaster Medical System, sent to Mississippi through the U.S. Department of Health and Human Services. Around the same time, UMMC opened a monoclonal antibody

(MAB) infusion clinic to mitigate serious illness for COVID-19 patients.

Samaritan's Purse, a Christian organization that provides medical aid to people and areas in need, set up a field hospital to offer supplemental hospital care for adult patients in the parking garage near Children's of Mississippi's Sanderson Tower.

In the early cases of COVID-19, most children infected did not show symptoms that developed into serious health conditions. That changed in late summer 2021, as nationally and in Mississippi, the Delta variant of COVID-19 drove up the number of children hospitalized at Children's of Mississippi.

With hundreds of adult and pediatric patients circulating through the hospitals, UMMC caregivers rallied to save lives and to provide the best care for those hospitalized.





Advancing  
Health  
Science  
Discovery



# Research Achievements



**Funding awarded**

**\$107.3 million**

(83% federal; 12% industry; 3% private organizations; 2% state and foreign sources)

**409 awards**

- highest number in UMMC history



**374**

**funding submissions**



**75**

**clinical trials activated**



**UMMC researchers authored**

**1,097 peer-reviewed papers**

(210% increase over 10 years; 31% increase over five years)

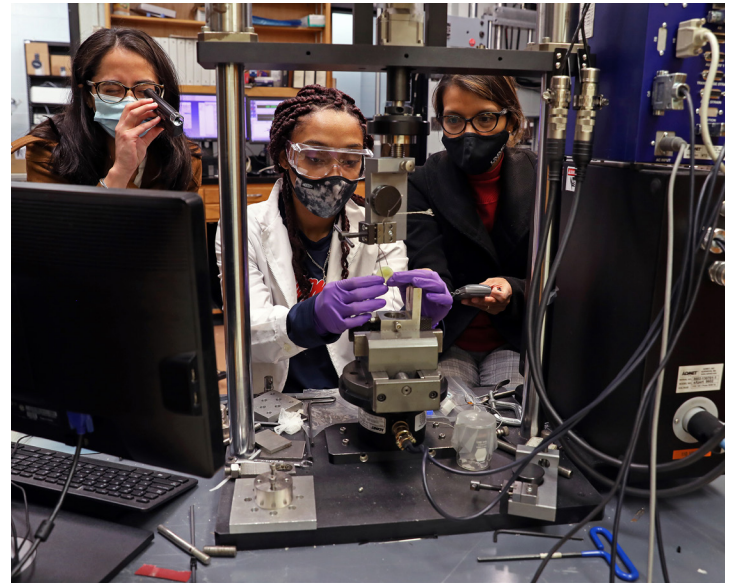
**Intellectual Property**



**11** invention disclosures



**4** patent applications filed



- UMMC received a five-year, \$20 million competitive renewal of the Mississippi Center for Clinical and Translational Research. The Center’s mission is to develop a powerful and sustainable research enterprise that has an important public health impact by reducing obesity and cardiometabolic-related diseases in Mississippi. Dr. Joey Granger, associate vice chancellor for research, is the principal investigator.
- Dr. Jane Reckelhoff, UMMC professor and chair of the Department of Cell and Molecular Biology, received the 2021 Excellence Award for Hypertension Research from the American Heart Association’s Council on Hypertension. The award recognizes researchers who have had a major impact in the field of hypertension and whose work has contributed to improved treatment and greater understanding of high blood pressure.
- Dr. Saurabh Chandra received a \$17.6M grant from the Mississippi Department of Education to create a telehealth delivery system within K-12 schools in the state to provide remote health care and health care provider access to students.

- Charlotte Hobbs, professor of pediatrics, participated in the Centers for Disease Control and Prevention-funded, multi-site study that found infants whose mothers were vaccinated against COVID-19 had a 61% decreased risk of hospitalization from the virus. The findings were cited by Meet the Press, Fox News, and the director of the CDC (*“Factors Associated with Positive SARS-CoV-2 Test Results in Outpatient Health Facilities and Emergency Departments Among Children and Adolescents Aged <18 Years — Mississippi, September–November 2020 and Effectiveness of Maternal Vaccination with mRNA COVID-19 Vaccine During Pregnancy Against COVID-19–Associated Hospitalization in Infants Aged <6 Months — 17 States, July 2021–January 2022”*).
- Dr. Leslie Musshafen, executive director of research at UMMC, led a study that found American Indian and Alaska Native COVID-19 patients were two to four times more likely to die in the hospital than patients of all other races despite having a lower average risk of death associated with comorbidities. The Chief Medical Officer of the Indian Health Service wrote a commentary on the

study. Findings were cited by US News & World Report, United Press International, and the New York Times.

- UMMC joined RECOVER, short for Researching COVID to Enhance Recovery, a \$470 million national study on who is most likely to develop long COVID, and how to treat and prevent it. Dr. Gailen Marshall, R. Faser Triplett Chair of Allergy and Immunology, is the lead investigator for UMMC's study site.

- UMMC became one of 10 U.S. trauma centers to participate in a Department of Defense-funded study, Type O Whole Blood and Assessment of Age during Prehospital Resuscitation Trial. Dr. Matthew Kutcher, associate professor of surgery, is the principal investigator.

## Center for Cancer and Blood Disorders Renovation

The Junior League of Jackson donated \$500,000 toward renovation of the Children's of Mississippi Center for Cancer and Blood Disorders at UMMC. The updates will offer patients and families more privacy and comfort as well as space for additional examination rooms and pharmacy upgrades.



# Campaign for Children's of Mississippi surpasses \$100M goal with Gertrude C. Ford Foundation gift



The philanthropic drive to help pay for a multi-story expansion of the state's only children's hospital not only met but surpassed its \$100 million goal. The celebration of the end of the historic philanthropic drive doesn't signal an end to improvements at Children's of Mississippi.

"Making sure our patients and their families have the best care involves updates to other areas of Children's of Mississippi," said Children's of

Mississippi CEO, Dr. Guy Giesecke. "We're celebrating the completion of the Campaign for Children's of Mississippi but continuing to identify areas for improvement."

Future opportunities include renovations for the Blair E. Batson Tower and the Children's of Mississippi Center for Cancer and Blood Disorders, an adolescent psychiatric suite, and funds for physician recruitment, endowed chairs and endowed professorships.



On June 7, 2022, a \$2.5 million gift from the Gertrude C. Ford Foundation to the campaign was announced, bringing its total to \$101.5 million.

The Gertrude C. Ford Foundation has long been a supporter of the University of Mississippi, where the Gertrude C. Ford Foundation Center for the Arts and Gertrude C. Ford Student Union are beloved spots on the Oxford campus. At the Medical Center, the Gertrude C. Ford Foundation has been a steadfast supporter of numerous programs and projects including the MIND Center research clinic that bears its name.

The Campaign for Children's of Mississippi was launched in 2016 by Sanderson Farms board chairman and CEO Joe Sanderson and his wife, Kathy, with a \$10 million personal donation, and has set a record for capital campaign fundraising at the University of Mississippi Medical Center. The funds raised allowed for the construction of a state-of-the-art facility that doubled the square footage devoted to pediatric care at the Medical Center.

"This has been the dream of so many people for so long," said Dr. LouAnn Woodward, vice chancellor



for health affairs at the University of Mississippi Medical Center and dean of the School of Medicine. "The Campaign for Children's of Mississippi had an audacious goal - \$100 million - but when Kathy and Joe Sanderson took the lead, I had no doubt the goal would be reached. We are in this incredible new children's hospital tower because of the love for children and families that the Sandersons share with Mississippians from all walks of life."

The Kathy and Joe Sanderson Tower is a complement to the Blair E. Batson Tower, named after the first pediatrics chair at UMMC. The Sanderson Tower includes two neonatal intensive care floors, a floor dedicated to pediatric intensive care, and a pediatric imaging center. The Children's Heart Center also calls the Sanderson Tower home.

Inside the Sanderson Tower, a dozen surgical suites accommodate procedures from rare to routine. Two floors of outpatient clinics make follow-up care more convenient, and the Sanderson Tower has a dedicated parking garage and covered walkway next door. This walkway and pavilion are named for the Gertrude C. Ford Foundation in recognition of its generosity.

# Organizational Achievements

## Diversity, Equity and Inclusion

We believe that our students, employees and leadership should reflect the communities that we serve. That's why the University of Mississippi Medical Center has made diversity, equity and inclusion an important aspect of our three-part mission of education, research and health care. We are proud of the work we have done to offer all the opportunity to succeed and to enjoy a healthy life:

- UMMC received the 2021 Health Professions Higher Education Excellence in Diversity (HEED) Award by Insight into Diversity.
- UMMC was recognized as a “Top Performer” for inclusive care for LGBTQ populations by the Human Rights Campaign’s 2021 Healthcare Equality Index, for the fourth year.
- UMMC received the inaugural 2021 Diversity, Equity & Inclusion Award from the Mississippi Chapter of the American College of Healthcare Executives
- At 9.2% of enrollment, our School of Medicine ranks above the national average of 5% in percent of African American students.
- UMMC successfully implemented 16 health career pathway and scholarship programs for underrepresented and rural student populations.



- In 2021, the Myrlie Evers-Williams Institute for the Elimination of Health Disparities distributed 116,031 pounds of food to 11,481 individuals through EversCare Food Pantry.
- The Medical Center graduated the fourth cohort of Project SEARCH interns, in partnership with Rankin County School District and the Mississippi Department of Rehabilitation Services.
- Eighty-one percent (81%) of faculty favorably scored Faculty Diversity, Equity and Inclusion benchmarks on the 2021 AAMC StandPoint™ Faculty Engagement Survey.
- UMMC had an increase of 33% of people of color in hospital administration.
- Twenty-three percent (23%) of people of color hold deanships (all levels) compared to 16% in 2017.



Members of the Office of Integrity and Compliance are from left, Connie Watson, research compliance director, Tiffany Bates, director of health system compliance, Hallie Donaldson, compliance specialist, Stacy Baldwin, chief integrity officer, Amanda Gentry, director of Policy Office, Benson Hill, privacy and information security officer and Rachel Gressett, executive director of Contracts Administration

## Baldwin takes helm of new UMMC office

Stacy Baldwin became the new Chief Integrity Officer, leading UMMC's offices of Integrity and Compliance, Contracts Administration, Information Security and Policy.

Having been with the Medical Center for over 25 years, Baldwin has served as the Medical Center's executive director of the Office of Integrity and Compliance since June 2018. In that role, she has worked diligently to enhance the institution's compliance program by updating the UMMC Compliance Plan, restructuring the compliance committees and reorganizing the Office of

Integrity and Compliance, which included building a compliance team that focuses on working collaboratively with our workforce. She also served as founding director of the UMMC Office of Contracts Administration, where she managed all contracts-related staff, facilitated the development of an electronic contract submission process and developed and implemented contract policies.

Baldwin's new position opens the opportunity for her to use her combined years of experience in service to the Medical Center.



## Serving the Community

Community service runs throughout the fabric of Mississippi, including the University of Mississippi Medical Center. To improve the health and well-being of our citizens, it takes commitment of dedicated individuals to go beyond our walls into the communities across our state, and our students, faculty and employees do just that.

- The Jackson Free Clinic celebrated its 20th anniversary of standing in the health care gap for patients in need of treatment. The clinic has given hundreds of students a chance to get up every Saturday morning and help the underserved in Jackson. Students, with support of UMMC faculty, volunteer to provide medical and dental services.
- Mississippi's 70x2020 Colorectal Cancer Screening Initiative had a lofty goal: to see 70 percent of eligible Mississippians screened for colorectal cancer by the end of 2020. Through six years of hard work and constant vigilance, the grassroots initiative – which timed out in 2020 and was replaced by the Mississippi Colorectal Cancer Roundtable – can proclaim success. The Centers for Disease Control and Prevention has released data for the year 2020, reporting a rate of 70.9 percent of Mississippians who are up to date with colorectal cancer screening.
- UMMC's Ear, Nose and Throat, in partnership with the Jackson-Hinds Comprehensive Health Center, and with assistance from surgeons, radiation oncologists, residents, students and other staff provided cancer screenings, seeing 93 patients in one day.
- During Dental Mission Week, 500 Mississippians, many of them veterans, received care ranging from routine cleaning to more complex work requiring return trips. Additionally, 477 students at Jackson's Pecan Park Elementary received oral hygiene products, including electric toothbrushes, when first-year dental students traveled to the school's campus. An annual staple since 2017, Dental Mission Week is a joint effort involving volunteers from the schools of Dentistry, Nursing, Pharmacy, Health Related Professions and Medicine, along with dental students and residents, dental hygiene students, and volunteer dentists and staff from local practices.
- UMMC's Center for Integrative Health sponsored a Spring into Wellness family event, offering activities for the mind, body and spirit.
- The Mississippi Core of the RURAL Study, located at the University of Mississippi Medical Center, and the study's Oktibbeha County Community Advisory Board, in partnership with the Mississippi State Medical Association, hosted the Oktibbeha County Community Health Fair.





# FINANCIAL RESULTS

## HEALTH SYSTEM OPERATING STATISTICS

<b>Health System (includes Grenada and Lexington)</b>	<b>June 30, 2022</b>	<b>June 30, 2021</b>	<b>June 30, 2020</b>
Admissions (exc. Newborns)	29,115	30,032	30,450
Newborn Deliveries	1,647	1,664	1,662
Patient Days	223,270	223,662	217,985
Hospital Clinic Visits	211,994	197,375	193,462
Emergency Dept. Visits	107,940	99,865	121,692
Surgeries - Inpatient	11,306	12,077	11,915
Surgeries - Outpatient	16,922	15,749	14,360
Univ. Physicians Clinic Visits	499,256	554,824	544,364
New Patient Visits	73,587	69,395	61,030
<b>Jackson Campus and UP only</b>	<b>June 30, 2022</b>	<b>June 30, 2021</b>	<b>June 30, 2020</b>
Admissions (exc. Newborns)	27,189	28,032	28,471
Newborn Deliveries	1,413	1,409	1,411
Patient Days	212,787	212,246	207,716
Hospital Clinic Visits	153,350	138,979	144,140
Emergency Dept. Visits	85,655	79,477	97,440
Surgeries - Inpatient	10,950	11,671	11,410
Surgeries - Outpatient	15,594	14,383	12,847
Univ. Physicians Clinic Visits	499,256	554,824	544,364
New Patient Visits	73,587	69,395	61,030

In fiscal year 2022, UMMC posted a \$10 million positive margin. While this was below the budgeted \$33 million goal, it is important to recognize that it was accomplished in yet another consecutive year in which hospitals nationwide continued to battle the impact of the COVID-19 pandemic. FY2022 challenges centered around rising nurse wages, supply prices and drug prices - and largely stagnant reimbursements from

insurers. Hospital staffing shortages constrained the number of available beds and the number of surgeries that could be performed on the main campus.

Over the past three fiscal years that have been impacted by the pandemic, UMMC has posted a cumulative \$35 million margin against a planned \$103 million margin budget. It is essential for the

organization to achieve budget to support the many investments in facilities and our people that are required to support all missions. So, despite the years of federal and state COVID funding support and of internal spending controls, the Medical Center's balance sheet assets are \$68 million below our originally planned expectations. We are well positioned to recover with continued focus on revenue growth.

In FY2022 endowment values also suffered from a declining equity market which further reduced financial results. Favorably, UMMC realized strong

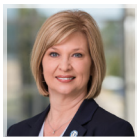
growth in grant and tuition revenue. Grant revenue of \$93 million was well ahead of the \$73 million budget due to an increasing number of grant awards and a higher percent utilization of existing awards. Tuition revenue exceeded budget due to growing student counts.

Going into the next fiscal year, UMMC is budgeting for another difficult year that will require the design of new and creative staffing models in patient care settings, improved supply utilization, and increased reimbursements from insurance partners to address continued inflationary pressures.

## STATEMENT OF REVENUE AND EXPENSES

<b>Revenues:</b>	<b>June 30, 2022</b>	<b>June 30, 2021</b>	<b>June 30, 2020</b>
State Appropriations	\$170,192,799	\$167,469,574	\$172,614,750
Net Tuition and Fees	\$38,662,744	\$37,126,132	\$35,101,701
Grants	\$93,385,696	\$82,239,537	\$79,049,825
Patient Care Revenues	\$1,251,077,963	\$1,176,245,589	\$1,197,526,479
Federal Stimulus Funds		\$54,591,171	\$22,519,509
Gifts	\$47,165,352	\$14,140,085	\$8,885,310
Other Revenues	\$106,752,948	\$112,606,223	\$61,468,561
<b>Total Revenues</b>	<b>\$1,707,237,502</b>	<b>\$1,644,418,311</b>	<b>\$1,577,166,135</b>
<b>Expenses:</b>	<b>June 30, 2022</b>	<b>June 30, 2021</b>	<b>June 30, 2020</b>
Salaries, Wages and Fringe	\$993,060,357	\$968,760,695	\$1,012,849,568
Contractual Services	\$252,627,342	\$192,855,362	\$194,082,168
Commodities	\$360,073,247	\$342,906,222	\$318,822,831
Depreciation Expense	\$52,231,450	\$50,355,965	\$46,591,645
Other Expenses	\$38,832,032	\$38,257,225	\$32,401,199
<b>Total Expenses</b>	<b>\$1,696,824,428</b>	<b>\$1,593,135,469</b>	<b>\$1,604,747,411</b>
<b>Net Income (Loss)</b>	<b>\$10,413,074</b>	<b>\$51,282,842</b>	<b>\$(27,581,276)</b>

# EXECUTIVE LEADERSHIP



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



**Stacy Baldwin**  
*Chief Integrity Officer*



**Molly Brasfield**  
*Chief Human Resources Officer*



**Kristina Cherry**  
*Chief Nursing Executive*



**Britt Crewse**  
*Chief Executive Officer,  
Adult Hospitals*



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



**Joey Granger**  
*Associate Vice Chancellor  
for Research*



**Alan Jones**  
*Associate Vice Chancellor  
for Clinical Affairs*



**Scott Rodgers**  
*Associate Vice Chancellor  
for Academic Affairs*



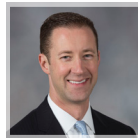
**Loretta Jackson-Williams**  
*Vice Dean for Medical Education,  
School of Medicine*



**Dodie McElmurray**  
*Chief Executive Officer,  
Community Hospitals*



**Marc Rolph**  
*Executive Director of  
Communications and Marketing*



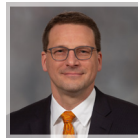
**Brian Rutledge**  
*Chief of Staff, Office of the  
Vice Chancellor*



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



**William Smith**  
*General Counsel*



**Nelson Weichold**  
*Chief Financial Officer*



**Jonathan Wilson**  
*Chief Administrative Officer*

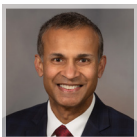
# ACADEMIC DEANS



**Angela Burrell**  
*Interim Dean of the School of Health  
Related Professions*



**Thomas Dobbs**  
*Dean of the School  
of Population Health*



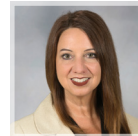
**Sreenivas Koka**  
*Dean of the School of Dentistry*



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



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



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

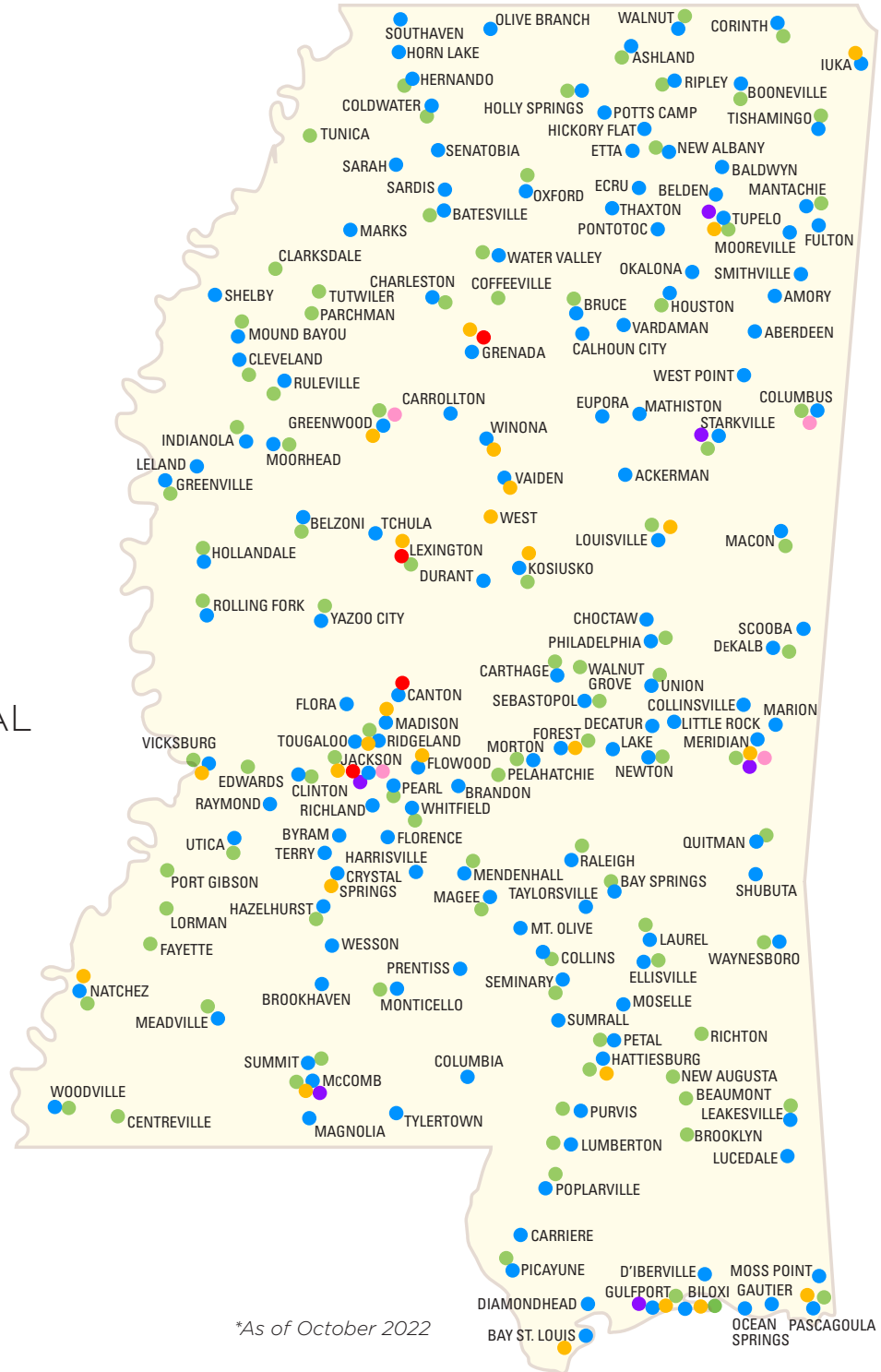


**Julie Sanford**  
*Dean of the School of Nursing*



# UMMC PRESENCE ACROSS THE STATE

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



*\*As of October 2022*





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