



AGENDA
Committee on Strategy and Innovation
September 26, 2024

- I. Approval of Minutes, April 11, 2024
Tom Furr
Committee Chair

- II. ECU Health Integration Update
Dr. Mike Waldrum
Dean, Brody School of
Medicine
CEO, ECU Health



AGENDA ITEM

- I. Approval of Minutes – April 11, 2024 Tom Furr
Committee Chair

Situation: Approval of the minutes from the Committee on Strategy and Innovation on April 11, 2024 is required.

Background:

Assessment:

Action: This item requires a vote by the committee.



Committee on Strategy & Innovation for April 11, 2024 MINUTES

The Committee on Strategy and Innovation met on April 11 and all members were in attendance. First, the committee voted to approve the minutes from the February 15, 2024 meeting. Then, Provost Robin Coger introduced Dave Eby, Chief Operating Officer of Project Kitty Hawk, and Allen Guidry, Associate Provost of Learner Operations, to provide an update to the committee on ECU's collaboration with Project Kitty Hawk.

In 2021, the NC General Assembly appropriated almost \$100M to launch Project Kitty Hawk, a nonprofit ed-tech startup designed to partner with UNC System institutions to better serve adult and non-traditional learners, with a special emphasis on workforce-aligned online degree programs delivered on the Project Kitty Hawk platform. In addition, Project Kitty Hawk helps attract, enroll, and support learners in those programs as they matriculate through their respective programs.

ECU is currently one of two universities in the system with active degree programs on the Project Kitty Hawk platform. By partnering with Project Kitty Hawk, ECU is further expanding its online learning portfolio to high demand programs that have the potential to scale. The committee heard first-hand about the experiences of faculty and student in the online ECU program. Joining us were faculty member Dr. Page Varnell, coordinator of the information cybersecurity program, and student Sarah Williams. Sarah shared with the committee how much the team of ECU representatives helping her from her first click on an ECU ad till today means to her and positively impacts her experience as an ECU student.

The committee had no other items for consideration.

The meeting was adjourned at 12:55 p.m.

AGENDA ITEM

II. ECU Health Integration Update.....Michael Waldrum, MD
Dean, ECU Brody School of
Medicine
CEO, ECU Health

Situation: The ECU Health Integration Update will include an overview of the progress being made by ECU Brody School of Medicine and ECU Health with oversight and support by members of The Joint Operating Committee.

Background: The Joint Operating Committee consisting of 9 members from both ECU Health and ECU and including a member from both the ECU BOT and ECU Health BOD, serves as a non-fiduciary advisory committee to the CEO/Dean regarding management and oversight of ECU Health. The Joint Operating Agreement identifies priorities for which the committee is responsible.

Assessment: The Committee on Strategy and Innovation will receive an update on the status of the integration efforts.

Action: This item is for information only.

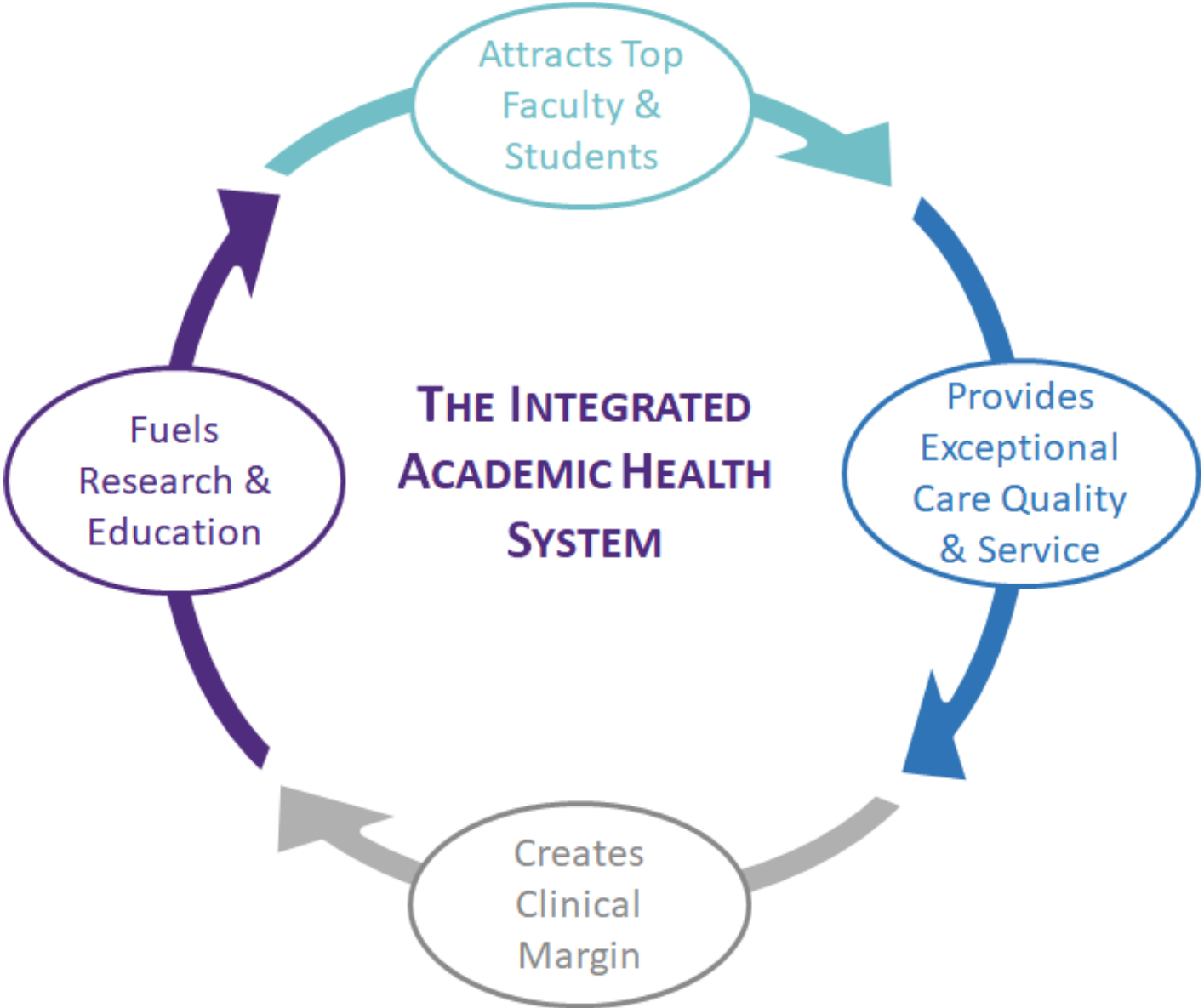


ECU Health Integration Update

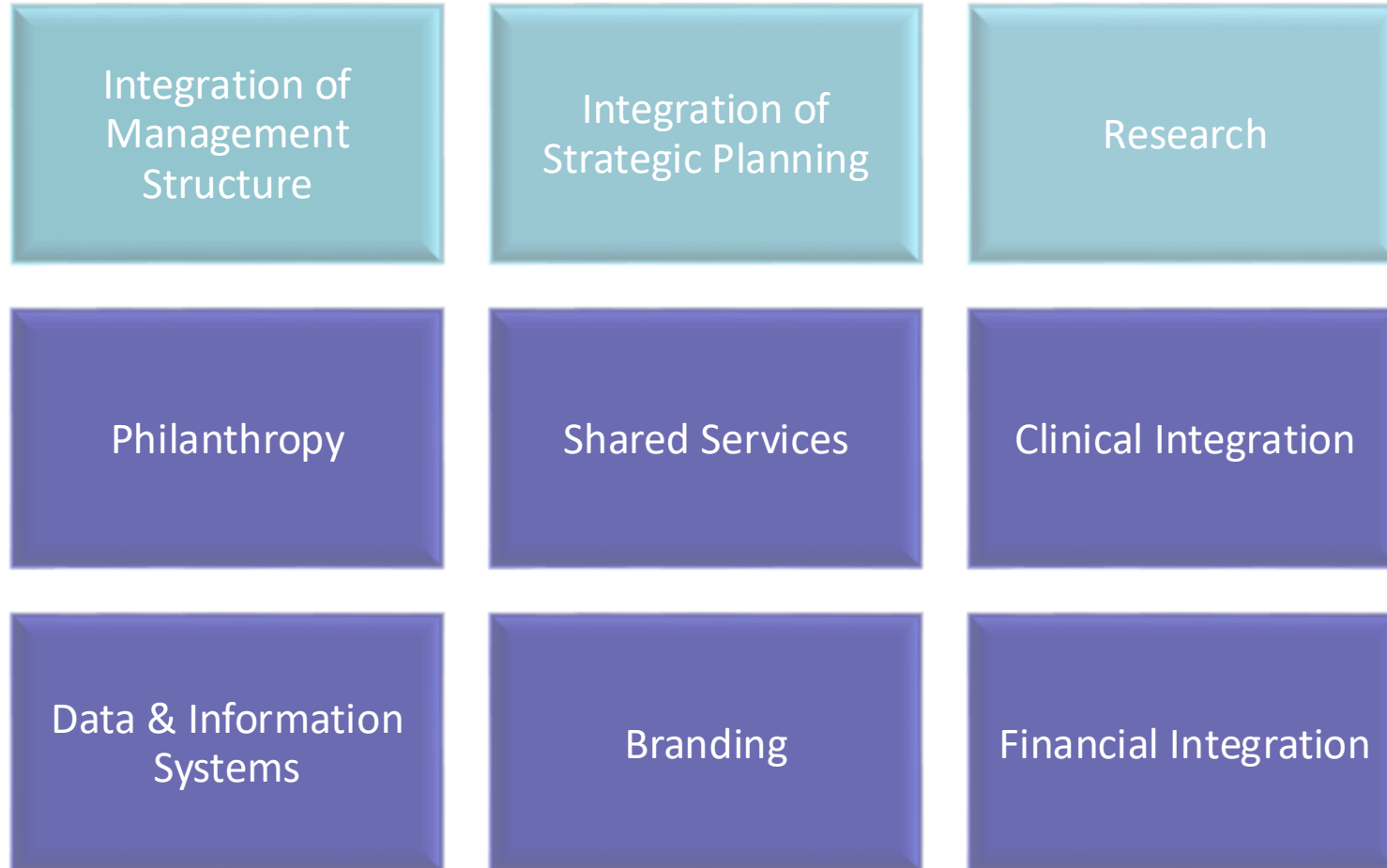
ECU Board of Trustees

September 26, 2024

Academic Healthcare Flywheel



Core Elements & Milestones of Integration



Governed by a Joint Operations Committee through defined specific elements of integration to execute upon the vision & goals of the Coordinated Operations.

Clinical Integration Objectives

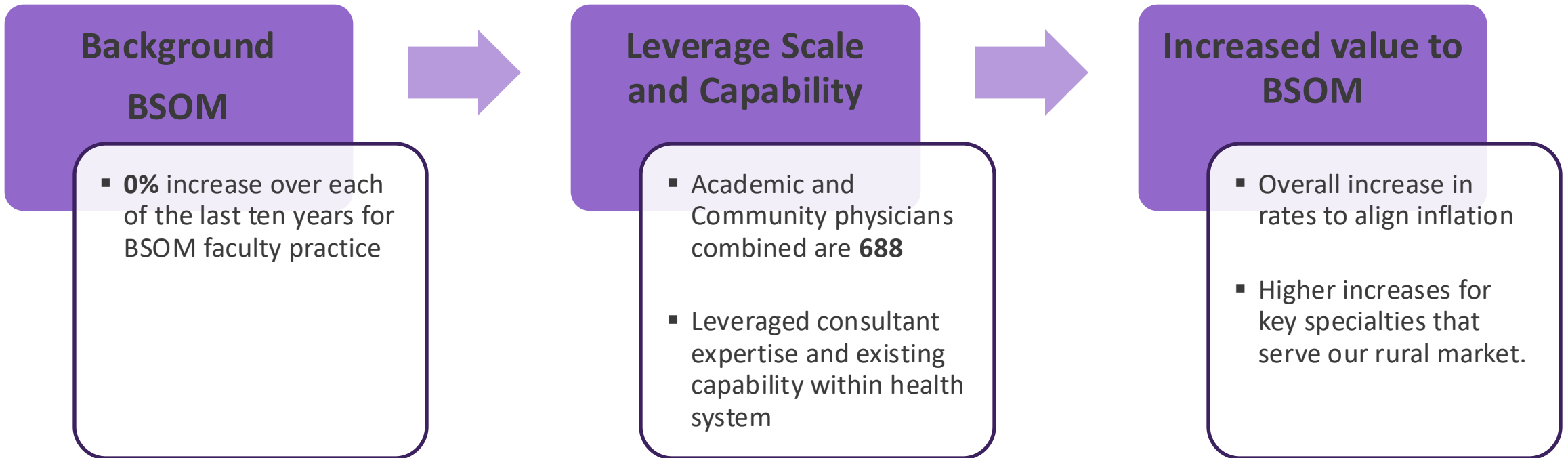
- Shared strategic and operational planning and decision making
- Programmatic investments to achieve long term sustainability
- Formal connection of ECUP to a complete system of care across Eastern N.C.
- Reduction in duplication of efforts
- Consolidation of professional liability and risk financing
- Aligned clinical and administrative processes
- Maximization of costly and scarce resources
- Exposure to industry expertise focused on healthcare
- Greater market flexibility and speed to execution
- Shared learning and collaboration amongst clinical leaders
- Improved access to rural healthcare

Clinical Integration – Realized Benefits

- **Development of system level programs to attract and retain physician talent**
 - Corrected \$14 M below median market pay for ECU physicians
 - New compensation plan designed to keep physicians at market over time
 - Added productivity and quality incentives that align with performance expectations
 - New foundation and health system funded scholarships and loan programs for physicians
 - Health system clinics expand medical student and resident training capacity
 - UPL funding increases
- **Physical integration of four Greenville based specialties that existed in duplicate locations**
 - **Integration of Neurology, Family Medicine, Infectious Disease, and Sleep Lab – Completed**
 - **Additional clinics to be integrated in 2025: Internal Medicine and Cardiology**
 - Reduction in duplicate space cost
 - Reduced operational cost through sharing of staff resources and processes
 - Scales of efficiency to reduce burdens such as frequency of call coverage
 - Two additional clinic integrations planned for Winter.
- **Development of provider scheduling template standards to reach benchmark access to care**
 - 700 additional patients per week being served in primary care
 - 21% increase in combined medical group primary care clinics visits and 12% increase in ECUP practices
 - Annualized net positive projected revenue impact \$608,498 for ECUP clinics with only 20% of the access project

ECUH Managed Care Contracting

Leveraged scale and capability to maximize payments for our physicians from BCBS of North Carolina



ECUH Revenue Cycle Integration

Started the integration journey on May 1, 2024

Create a single revenue cycle and financial experience

Common infrastructure
Enable consistency across practices
Improve patient experience
Enhance performance and Enterprise Value

Accomplishments to date

Single Patient Statement
One MyChart Account
Consolidated Operations
New Policies and Functionality
Increased Cash Collections

Lessons learned

Training
Competing Priorities
Communication

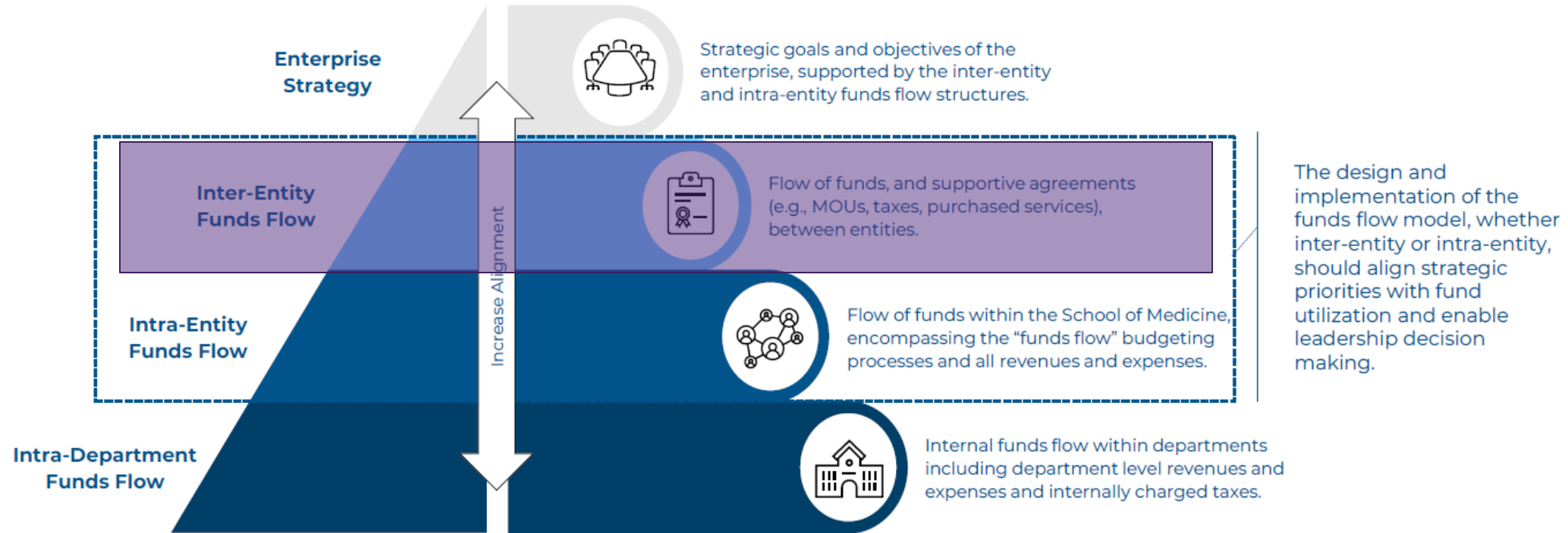
ECUH Funds Flow

Create enterprise value by moving away from negotiating against each other towards working as one integrated company



Strategic Funds Flow Alignment

The structure and operationalization of funding and management of resources can facilitate alignment of the enterprise-wide strategy with department-level activities.



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Investing in Our Future Endowment



GOAL

To create an Endowment of **\$20 million** – the earnings of which will be used in perpetuity to support ECU’s Schools and Colleges of the Health Sciences and ECU Health clinician recruitment and retention.

ORIGIN

The Endowment originated with a gift of \$10 million from ECU Health as designated by the ECU Health Board of Directors with the stipulation that once any matching funds are donated, an equal amount of the founding corpus is released for use as an endowment.

STATUS

Year-to-date, \$2.7 million has been raised, making the earnings from \$5.4 million available. Once an additional \$7.3 million is raised, earnings from the entire \$20 million Endowment will be available.