

Establishing community testing sites

Amassing needed supplies, such as ventilators and personal protective equipment

Activating more than 1,000 new ICU beds

Retraining staff

Reconfiguring operations

LESSONS LEARNED

Two biggest barriers to hospital care of COVID-19 patients:¹



Personal protective equipment supply



Rate at which guidance changed



PROTECTING THE COMMUNITY

Suspension of hospital elective procedures to prevent infection and save PPE

Projected Volume Reductions From Prior Year²

	Change in Inpatient Admissions			Change in Outpatient Visits		
	Quarter 2	Quarter 3	Quarter 4	Quarter 2	Quarter 3	Quarter 4
TOTAL	35%	20%	16%	56%	44%	26%

55

Missouri hospitals established alternate COVID-19 testing locations off-site.

Source: Missouri Hospital Association
EMResource Query -
March 1, 2020 - April 9, 2020

Off-site Testing Sites

Many Missouri hospitals set up off-site testing sites for their communities, providing a safe and efficient mechanism to monitor the incidence of infection.

Expanded Use of Telemedicine¹

90% of hospitals implementing federal or state regulatory waivers did so to expand telemedicine capacity.

INFORMING THE COMMUNITY

Missouri hospitals collaborated to create daily dashboards to track the virus, and community capacity and supply needs.

Later, hospitals shifted to more detailed regional dashboards. These dashboards provided the data needed to assess when and where the reopening process could occur.

Weekly Regional Dashboards

- > [Kansas City Region](#)
- > [St. Louis Region](#)
- > [Northeast Region](#)
- > [Northwest Region](#)
- > [Central Region](#)
- > [Southeast Region](#)
- > [Southwest Region](#)

¹ MHA member survey July 26, 2020
² MHA member survey May 1, 2020

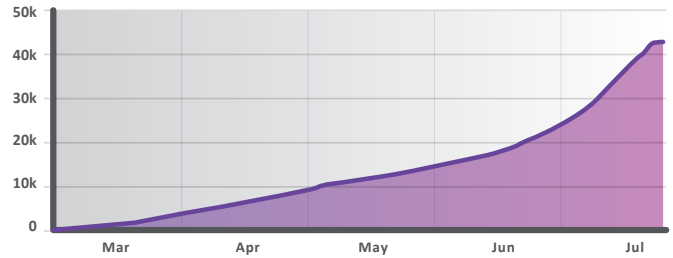
FULL PARTNERSHIP WITH GOVERNMENT

Several hundred waivers of federal and state regulatory standards were requested and authorized to streamline operations.

Intensive hospital collaboration with state and federal officials on PPE, testing, alternative care sites and alignment of needs and responses

STAYING THE COURSE - Key Issues

CUMULATIVE CONFIRMED CASES IN MISSOURI



STATEWIDE REPRODUCTIVE RATE (RE)

GOAL RATE: 1.0 CURRENT STATEWIDE RATE: 1.3

AS OF JULY 29, 2020

7-DAY POSITIVITY RATE FOR COVID-19 PCR TESTS:

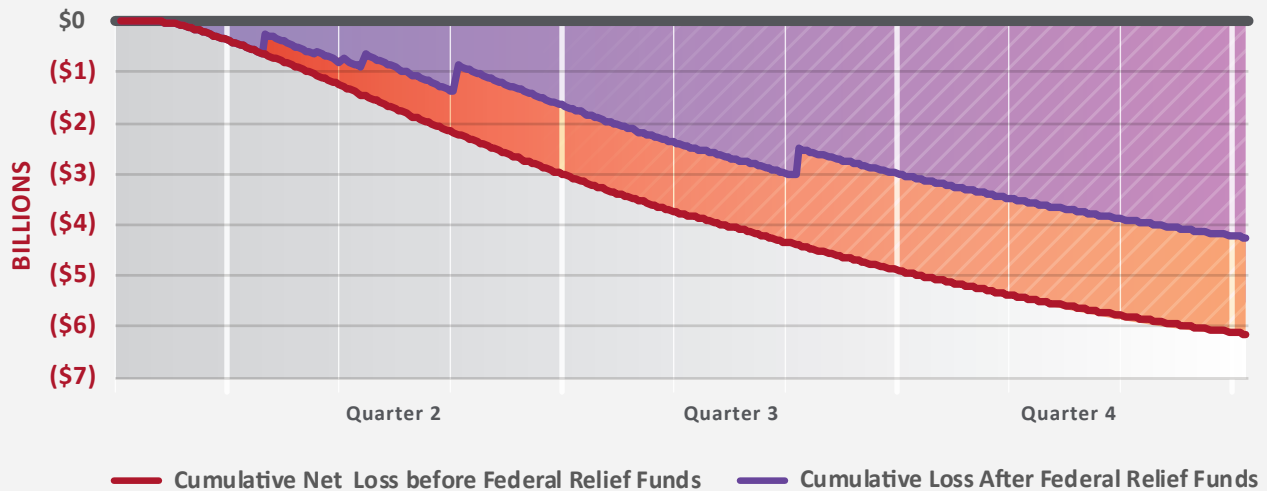
9.7%

AS OF JULY 31, 2020

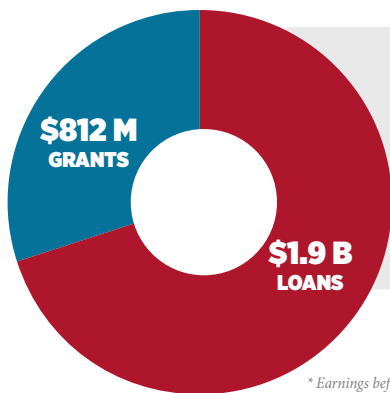
Hospital Financial Challenges

FEDERAL RELIEF HELPS BUT CANNOT KEEP UP WITH REVENUE LOSSES

The chart below illustrates the effect of projected revenue reductions of an average of **\$29.1M per day** during Quarter 2, **\$20.7M per day** during Quarter 3 and **\$13.2M per day** during Quarter 4, as well as projects the impact of the CARES Act funding relief.



CARES ACT LOANS VS. GRANTS



The CARES Act is bringing much needed funding to hospitals. In total, hospitals have received **\$2.7 billion** in relief funding. However, **70%, or \$1.9 billion, are considered loans** that hospitals are required to pay back.

EBIDA* w/o CARES Act Funding Relief
-\$3.97 B

EBIDA* w/ CARES Act Funding Relief
-\$2.07 B

* Earnings before interest, depreciation and amortization, and is based on annual licensing survey data, hospital survey results, and extrapolations performed by MHA. Grants vs. Loans Source: U.S. Department of Health and Human Services, hospital survey results, and extrapolations performed by MHA.