

Recommendations; Mayor's Task force on Medical Destination Services

1. The Task Force, and subsequent implementation efforts, should be rebranded as an initiative to promote Columbia as a “medical destination,” rather than utilizing “medical tourism” nomenclature.

The Task Force believes that the focus of this initiative should be on identifying Columbia as an attractive, economical, and high quality destination for a wide variety of clinical services, supported by a network of hospitality and transportation providers – in short, a “medical destination.” This differs from other approaches which focus, for example, on luring international patients (the conventional medical tourism concept) or highlighting one provider (*e.g.*, The Mayo Clinic) or one clinical service line (*e.g.*, M.D. Anderson in Houston for cancer care). The Task Force received an excellent summary of several medical destination initiatives around the country, all of which highlighted a single provider or provider system (*e.g.*, KU Health, University of Kentucky, and Cleveland Clinic). We believe that our approach is unique in striving to focus on Columbia itself, rather than any one provider or particular service offering

2. The initiative should focus initially on the 25-county area surrounding Columbia as the most likely source of new patients.

There is a strong consensus on the Task Force that the initiative should “walk before running” – that is, focus on a relatively discrete geographic area in proximity to Columbia. There is good data indicating that substantial numbers of patients in this 25-county area currently “out-migrate” for care to St. Louis, Kansas City, and other metropolitan areas. It is reasonable to assume that, with enhanced and coordinated education and marketing, many of these patients would actually prefer coming to Columbia to receive care.

3. Education and marketing efforts by the city should stress the breadth and depth of clinical services available, as well as the full range of hospitality options available at differing price points. Examples include:

- **The full range of specialty and subspecialty care available in Columbia (essentially everything except certain pediatric subspecialties and certain transplant capabilities), as well as local providers' excellent scores on third-party quality metrics; see, for example, Appendix 1 regarding Boone Hospital Center's awards and certain publicly-available volume and cost data and Appendix 2 regarding the full range of services and related quality awards at MU Health;**
- **A comprehensive listing of hospitality providers in and around Columbia; see Appendix 3 for a current listing of area lodging options from the Convention and Visitors Bureau; it is anticipated that as a medical services web portal (see Recommendation 6, below) is developed, lodging options will be further stratified by price point, as well as identifying any special rate options for those needing lodging to access Columbia's medical services; in addition, there are some free or below cost options for individuals coming to Columbia for medical services that**

should be identified and highlighted as well (see, *e.g.*, **Appendix 4**, brochure for Columbia's Ronald McDonald House); and

- **The ease of accessibility to and within Columbia and favorable cost comparisons nationally and statewide;** the Task Force anticipates that the web portal to be developed will have a comprehensive listing and contact information for all transportation options to and within Columbia, as well as cost comparisons for lodging and transportation in Columbia, contrasted with those in competing metropolitan areas such as St. Louis and Kansas City; also see **Appendix 1** for certain comparative cost information from Boone Hospital Center for certain commonly performed Medicare-covered procedures.

In sum, the Task Force believes that educational outreach and marketing efforts should highlight the existence in Columbia of a major academic medical center (with an affiliated cancer hospital, women's and children's hospital, and joint venture rehabilitation hospital); a highly regarded, award-winning community nonprofit hospital; a federal VA hospital with certain existing destination services for veterans; and several large, full service single specialty medical groups with cutting-edge technology. Similarly, the campaign should feature the full range of hospitality providers in Columbia, with varying locations, levels of amenities, and corresponding price points.

4. In general, area health care and hospitality providers should be included in the campaign if they desire to be included and agree to contribute to the joint funding of the initiative on some as yet-determined equitable basis.

Task Force deliberations to date have focused on the "major" providers in Columbia – *i.e.*, the hospitals and major health care specialty practices, as well as some of the larger and more prominent hotel properties. There is a shared sentiment, though, that the medical destination campaign, in general, should not be exclusive but should include all desiring to participate so long as willing to aid in underwriting some portion of the costs. The Task Force has not considered whether any objective quality criteria should be applied to participating providers, whether health care, hospitality, or transportation.

5. The city should solicit competitive bids for professional marketing services to design and implement the medical destination campaign, which will initially be largely an image/branding campaign to raise awareness of full scope and quality of services available in Columbia.

Professional marketing services will be required to design and implement an appropriate campaign. Important factors will include substantive campaign content, type of media to be utilized, graphic design, and determination of both target individual and geographic markets to ensure that the campaign reaches those who are medical decision-makers.

6. Contemporaneous with and as an adjunct to the education/marketing campaign, the city should develop and host a web portal that will serve as the focal point for those who explore Columbia as a medical destination.

The Task Force believes that it will be absolutely critical to develop a centralized point of online access for the medical destination initiative. A website, developed with the professional marketing assistance described above, might be hosted and staffed by the Convention and Visitors Bureau, for example. In addition to simply listing and describing health care and hospitality providers, it is anticipated by the Task Force that it should be expanded in the future to (i) function as a health care provider referral service, (ii) coordinate lodging and transportation options for patients and families once in Columbia, and/or (iii) provide a more formally developed concierge service for those coming to Columbia for care. The Task Force is particularly interested in seeing the concept of a concierge service more fully developed, whether “virtual” through the city’s medical destination web portal or in person – for example, staffed at the Convention and Visitors Bureau, at Columbia Regional Airport, or both.

7. The medical destination campaign should be jointly funded by the city, state, federal government, and individual health and hospitality providers.

The Task Force’s consensus is that all sources of potential funding for the medical destination campaign should be explored. In particular, state and federal rural outreach programs should be considered as a possible funding source. As noted earlier, participating health care, hospitality, and transportation providers should be expected to contribute to the costs of the campaign on some equitable basis, to be determined.

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In addition to the issues identified above, other open issues at this point include the potential inclusion of various ancillary and alternative health care providers such as dental care, physical therapy, speech therapy, occupational therapy, chiropractic services, massage therapy, acupuncture, and veterinary care.

Appendix 1

Boone Hospital Center Recent Awards and Recognitions

- #1 Hospital in mid-Missouri, #3 Hospital in the State of Missouri – U.S. News and World Report (also, these rankings were given to BHC for the 2nd consecutive year).
- Rated as High Performing across all nine categories (one of only 64 such hospitals in the nation) – U.S. News and World Report. “The U.S. News Ratings for Procedures and Conditions methodology evaluates nearly every U.S. hospital on how well each performs on a set of common procedures and conditions: abdominal aortic aneurysm, aortic valve surgery, congestive heart failure, colon cancer surgery, chronic obstructive pulmonary disease, heart bypass surgery, hip replacement, knee replacement, and lung cancer surgery. Hospitals are rated as High Performing, Average or Below Average for each procedure or condition evaluated, and there is no overall assessment across the group. The analysis includes a mix of: risk-adjusted data on mortality; readmission and other outcomes; the occurrence of common types of health care-acquired infections; federally mandated patient satisfaction surveys; and selected hospital survey measures. Boone Hospital Center was rated High Performing in all nine categories.”
- Women’s Choice Award® - Obstetrics
- 3-star ranking (highest possible) for both AVR (aortic valve replacement) and CABG (coronary artery bypass grafting) (one of only 26 programs with a 3 star ranking, in the nation, for both) – Society of Thoracic Surgeons
- Stroke Gold Plus Quality Achievement Award – American Heart/Stroke Association, and Level 1 Stroke Center designation – Missouri Department of Health and Senior Services. “Boone Hospital Center has been labeled a top stroke center by the Missouri Department of Health and Senior Services. After an extensive assessment, the department labeled Boone a “Level 1” stroke center, the highest possible ranking. This makes Boone one of only two hospitals in the mid-Missouri area to receive such an honor. Boone also is one of three hospitals in Missouri certified as an [Advanced Stroke Life Support \(ASLS\)](#) training center.”

- Also see the following:

<https://www.boone.org/Our-Services/Boone-Family-Birthplace/Womens-Choice-Award>

<https://www.boone.org/About-Us/Trophy-Case/USnews>

<https://www.boone.org/Our-Services/Neurology/Stroke-Center>

Appendix 1 (cont'd)

Boone Hospital Center Comparative Volume and Cost Data for Certain Common Procedures

The following is taken from publicly available Medicare data from the federal Center for Medicare and Medicaid Services (<https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/Medicare-Provider-Charge-Data/Inpatient.html>) for federal fiscal year (FY) 2014 (October 1, 2013 to September 30, 2014):

(1) Overall Medicare Discharges

There were 3,152 hospitals in the data file, accounting for 7.3 million Medicare inpatients in FY 2014; Boone Hospital Center had 5,987 Medicare inpatients in FY 2014 (#289 nationally in total Medicare discharges); MU Health had 5,593 Medicare inpatient discharges (#335 nationally in total Medicare discharges).

(2) Orthopedics

(i) Volume

For Medicare diagnosis-related group (DRG) 470, Major Joint Replacement, Boone is #42 nationally in terms of volume in the US and #1 in the state of Missouri, with 794 discharges. Columbia Orthopaedic Group (COG) physicians staff Boone's orthopedic service line, so this also reflects COG's success.

(ii) Charges (average Medicare-covered charges)

For DRG 470, Boone Hospital Center's average covered charge to Medicare in FY 2014 was \$27,086, **less than 95% of hospitals in the US** (*i.e.*, Boone is ranked #2,572 out of the 2,702 hospitals reporting significant volumes of this DRG). Boone Hospital Center also had the 6th lowest charge in all of Missouri at \$27,086.

(3) Cardiology

Heart Failure (DRGs 291, 292, 293)

(i) Volume

For Medicare DRGs 291, 292, and 293, Heart Failure, nationally, there were 2,754 hospitals with at least 10 discharges in one or more of these DRGs in FY 2014. Boone was #359 in terms of volume in the US and #10 in Missouri. Missouri Heart Center physicians fully staff Boone's cardiology and cardiothoracic surgery service line, so this also reflects Missouri Heart's success.

(ii) Charges (average covered charges)

For DRGs 291, 292, and 293, Boone Hospital Center's average covered charge to Medicare in FY 2014 was \$27,086, **less than 95% of hospitals in the US** (i.e., Boone is ranked #2,572 out of the 2,702 hospitals). In Missouri, Boone Hospital Center had the 20th lowest charge with an average of \$17,918.

In sum, for both Orthopedics and Cardiology DRGs above, Boone is a high volume and low cost provider.

Appendix 2



Health Care

University of Missouri Health Care

Mayor's Task Force on Medical Destination Services

MU HEALTH CARE



UNIVERSITY HOSPITAL



MISSOURI ORTHOPAEDIC INSTITUTE



ELLIS FISCHEL CANCER CENTER



WOMEN'S AND CHILDREN'S HOSPITAL



MISSOURI PSYCHIATRIC CENTER



AMBULATORY SERVICES (50+ CLINICS)

www.MUHealth.org • [Facebook/MUHealthCare](https://www.facebook.com/MUHealthCare) • [Twitter.com/MUHealth](https://twitter.com/MUHealth) • [Instagram.com/MUHealth](https://www.instagram.com/MUHealth)

MU HEALTH CARE – EXCELLENCE IN QUALITY

- University HealthSystem Consortium Quality Leadership Award for high-quality, safe, efficient, patient-centered and equitable care
- American College of Cardiology's ACTION Registry's Get with the Guidelines Silver Performance Achievement Award
- Region's only American College of Surgeons-verified Level I trauma center
- Level II comprehensive stroke center
- Only health system in mid-Missouri recognized by American Society for Gastrointestinal Endoscopy (ASGE) for quality and safety of endoscopy care
- U.S. News & World Report "high performing" specialties
 - Orthopaedics, 2014-2016
 - Pulmonary, 2014
 - Urology, 2014, 2016
 - Diabetes and endocrinology, 2014
 - COPD, 2016
 - Ear, nose and throat, 2014
 - Heart Failure, 2016
 - Gastroenterology, 2014



1

MU HEALTH CARE – EXCELLENCE IN INNOVATION

- Six straight years as one of the nation's "Most Wired" health systems by the American Hospital Association
- 2016 Transformational Leadership Award from the College of Healthcare Information Management Executives and the American Hospital Association
- Recognized in October 2016 for advancements in health care by Becker's Hospital Review
- U.S. News & World Report's "Most Connected Hospitals"
- Global HIMSS Enterprise Nicholas E. Davies Award of Excellence for health care technology innovations to improve patient outcomes
- First academic health center to achieve Stage 2 "meaningful use" status by the Centers for Medicare & Medicaid Services



4

MU HEALTH CARE – AN ACADEMIC MEDICAL CENTER

As the state's premiere academic health center, MU Health Care's physicians provide patient care that is at the forefront of medical research and technology. Current clinical care research projects include:

- Stefan Sarafianos, Ph.D., Chancellor's Chair of Excellence in molecular virology, is developing new hepatitis B treatments.
- MU School of Medicine is piloting a new project that will help meet demand for primary care physicians, and provide patients expertise and knowledge from a team of health care providers, all in one visit.
- Jeffrey Litt, D.O., an assistant professor of surgery, studied and now offers a new skin-graft system that provides a less-invasive and more successful way to heal burns and chronic wounds.
- Richelle Koopman, M.D., associate professor of family and community medicine, is developing an easy-to-read graph of a patient's blood pressure numbers.



3

MU HEALTH CARE – A DESTINATION FOR PATIENT CARE

- **Regenerative orthopaedics:** Since July 2015, our orthopaedic surgeons have seen patients from 14 states and two countries. These patients have all been drawn to Columbia because of their interest in regenerative joint replacements available only at the Missouri Orthopaedic Institute.
- **Ellis Fischel Cancer Center:** The first academic certified member of MD Anderson Cancer Network®, a program of The University of Texas MD Anderson Cancer Center
- **MU Women's and Children's Hospital:** The only dedicated women's and children's hospital within 120 miles. Offers pediatric care in more than 30 subspecialties including a pediatric emergency department. Earned "Baby-Friendly" designation from the World Health Organization (WHO) and the United Nations International Children's Emergency Fund (UNICEF)
- **Cardiovascular:** First team in mid-Missouri to offer Transcatheter Aortic Valve Replacement (TAVR), a heart valve-replacement procedure for high-risk surgical patients



MU HEALTH CARE – A DESTINATION FOR PATIENT CARE

- **Family medicine:** Provided by more than 50 physicians in MU's nationally recognized family medicine department, which has been selected as one of the top 10 departments in the nation by U.S. News and World Report for the past 23 years
- **Neurosciences:** Home to several nationally recognized programs, making MU Health Care a leader in the areas of sleep disorder, stroke and epilepsy
- **Surgical services:** Our highly skilled and experienced surgeons offer surgical services in 11 sub-specialties, including general, bariatric, vascular and urologic surgery.
- **Emergency and trauma:** We offer critical care at the region's only American College of Surgeons-verified Level I trauma center. Our ambulance service and Staff for Life helicopter service provide rapid response and advanced pre-hospital care.
- **Ophthalmology:** A range of sub-specialties, including LASIK and bladeless laser cataract surgery, as well as mid-Missouri's only neuro-ophthalmologist, retina and glaucoma specialists



MU HEALTH CARE – PATIENT AMENITIES

Patients traveling to Columbia for health care have free or low-cost lodging options. Additionally, our Guest Relations team provides information on local motels, including discounted rates for patients' families.

- **Wyatt Guest House:** Offers families a private room and bath with hotel-style amenities. Features include common areas, a kitchen, TV rooms, library, living room, internet and laundry facilities. The cost for families is on a sliding scale.
- **Mennonite Guest House:** Offers families a private room and bath, breakfast each morning, laundry facilities and complementary shuttle service. It's run by volunteers, and the cost for families is by donation only.
- **Ronald McDonald House:** A free home away from home for families from outside of Boone County whose children are receiving treatment. Features include a private bedroom and bath, kitchen, pantry items and meals, laundry, internet, outdoor playground and recreation facilities.



MU HEALTH CARE – PATIENT AMENITIES

- **Concierge services:** Provides hotel-style service to guests, helping them with any request that makes their stay more comfortable.
- **Free valet parking:** MU Health Care offers free valet parking to patients and visitors at the Missouri Orthopaedic Institute, University Hospital and the University Physicians Medical Building.
- **Free on-site parking:** available at all MU Health Care hospitals and clinics.
- **Room service dining:** MU Health Care offers hotel-style room service at all our hospitals. Patients select items from a menu, call the room service attendant and the meal is delivered within minutes.
- **Restaurants:** Visitors have access to multiple restaurants and cafes featuring daily specials. Additionally, visitors at University Hospital may purchase goods at a seasonal farmers market.



Appendix 3

EXTENDED STAY LODGING

Columbia Convention & Visitors Bureau

300 S Providence Rd * Columbia MO 65201

573-875-1231* 800-652-0987 * FAX 573-443-3986

C-Convention Properties P-Pets Allowed S-Suites Available M-Limited Meeting Facilities

I-70 and 63 Interchange

- 1 **Suburban Extended Stay** *P-S*
3105 Wingate Court I-70 Exit 128A
80 rooms-extended stay - restaurants nearby
573-817-0525

- 2 **Residence Inn** *M-P-S*
1100 Woodland Springs Court
80 rooms-indoor pool-complimentary breakfast
restaurant nearby
573-442-5601

- 3 **Staybridge Suites** *P-M-S*
805 Keene Street - I-70 Exit 128A
82 rooms -indoor pool-complimentary breakfast
restaurants nearby
573-442-8600

- 4 **Candlewood Suites** *P-M-S*
1400 Creekwood Parkway
96 rooms
Restaurants nearby
573-256-0200

Near Columbia Mall/Stadium Shoppes (West)

- 3 **Extended Stay America** *P*
2000 Bus. Loop 70 W
95 rooms-restaurant nearby
573-445-6800

South Providence Road

- 4 **Stoney Creek Hotel** *C-P-S*
2601 S. Providence Rd. (I-70 Exit 126)
181 rooms-indoor/outdoor pool-
complimentary breakfast- restaurant nearby
573-442-6400

Appendix 3 (cont'd)

LODGING AT A GLANCE – By Location

Columbia Convention & Visitors Bureau
300 S Providence Rd * Columbia MO 65201
573-875-1231 * 800-652-0987 * FAX 573-443-3986
B-Complimentary Breakfast P-Pets Allowed M-Limited Meeting Facilities S-Suites Available

Near the University of Missouri

Hampton Inn & Suites **B S**
1225 Fellows Place
573-214-2222
134 rooms | indoor pool | restaurant on site

Stoney Creek Hotel **B P M S**
2601 S. Providence Rd.
573-442-6400
181 rooms | indoor/outdoor pools

The Broadway – Doubletree **M S**
1111 E. Broadway
573-875-7000
114 rooms | roof top lounge | restaurant on site

The Tiger Hotel **M S**
23 South 8th St.
573-875-8888
62 rooms

South on Highway 63

Courtyard by Marriott **M S**
3301 LeMone Industrial Blvd.
573-443-8112
133 rooms | indoor pool | restaurant on site

Holiday Inn Express & Suites **B M S**
1402 Cinnamon Hill
573-442-8034
121 rooms | Indoor pool | restaurant on site

North on Highway 63

Hilton Garden Inn **M S**
3300 Vandiver Dr.

573-814-5464
151 rooms | indoor pool | restaurant on site

I-70 and Hwy 63 Interchange

Quality Inn **B P M S**
(formerly Baymont Inn)
801 N. Keene St.
573-449-4422
63 rooms | outdoor pool | hot breakfast

Best Western Plus **B**
2904 Clark Lane
573-397-6471
78 rooms | hot breakfast

Candlewood Suites **P M S**
1400 Creekwood Parkway
573-256-0200
96 rooms

Suburban Extended Stay **P S**
3100 Wingate Ct.
573-817-0525
79 rooms

Country Inn & Suites **B S M**
817 N. Keene St.
573-445-8585
85 rooms | indoor pool

Fairfield Inn & Suites **B P S**
1115 Woodland Springs Ct.
573-886-8888
91 rooms | indoor pool

Hampton Inn **B S**
3410 Clark Lane
573-886-9392
120 rooms | indoor pool

Motel 6 **P S**
3402 I-70 Dr. SW
573-815-0123
61 rooms | indoor pool

Ramada Inn & Suites **B P M S**
901 Conley Rd.
573-443-4141
89 rooms | outdoor pool

Residence Inn **B P M S**
1100 Woodland Springs Ct.
573-442-5601
80 rooms | indoor pool

Staybridge Suites **B P M S**
805 N. Keene St.
573-442-8600
82 rooms | indoor pool

Super 8 – Clark Lane **B P S**
3216 Clark Lane
573-474-8488
73 rooms

Wingate by Wyndham **B P M S**
3101 Wingate Ct.
573-817-0500
81 rooms | indoor pool

Near the Columbia Mall

Drury Inn **B P M S**
1000 Knipp St.
573-445-1800
122 rooms | indoor pool

Extended Stay America **B P S**
2000 W. Business Loop 70
573-445-6800
95 rooms

Holiday Inn Executive Center **P M S**
2200 I-70 Dr. SW
573-445-8531
310 rooms | indoor/outdoor pools | restaurant on site

La Quinta Inn & Suites **B P S**
2500 I-70 Dr. SW
573-445-1899

100 rooms | ARC usage

Royal Inn **P**
1800 I-70 Dr. SW
573-445-8433
87 rooms

West of Hwy 63 on I-70

Budget Host Inn **B P S**
900 Vandiver Dr.
573-449-1065
156 rooms | outdoor pool

East of Hwy 63 on I-70

Holiday Inn East **M S**
915 Port Way
573-474-4444
126 rooms | indoor pool | restaurant on site

Super 8 East **B P S**
5700 Freedom Dr.
573-474-8307
56 rooms | indoor pool

West of Providence on Business Loop

Comfort Suites **B M S**
1010 W. Business Loop 70
573-443-0055
86 rooms | indoor pool

Days Inn **B P M S**
900 I-70 Dr. SW
573-442-1191
88 rooms | indoor pool

East of Providence on Business Loop

Eastwood Motel **P M S**
2518 Business Loop 70 E
573-443-8793
36 rooms

Super 7 **P**
1306 Rangeline
573-442-3191
30 rooms

North on Providence

Welcome Inn **B P M S**
(formerly Quality Inn)
1612 N. Providence Rd.
573-449-2491
142 rooms | indoor pool

Red Roof Inn **P**
201 E. Texas Ave
573-442-0145
108 rooms

Rodeway Inn & Suites
1718 N. Providence Rd.
573-397-6898

Updated 2017 by Convention and Visitors Bureau



“Because of the staff and volunteers, I had little to worry about beyond my baby. 100% of me could care for him...”

Lydia
 Guest staying at the Ronald McDonald House® in Columbia, MO



3501 Lansing Ave
 Columbia, MO 65201
 (573) 443-7666

www.rmhcmidmo.org



Ronald McDonald House® of Mid-Missouri



Staying with us



It is our pleasure to provide you with a home away from home while you are staying in Columbia. We are not a hotel - rather, we offer a safe, comfortable, communal environment.

The House is set up as a community living arrangement where families can sleep, eat, take a shower, do their laundry, watch TV and most importantly, spend time with other families in similar situations.

To stay at the Ronald McDonald House:

- Talk to a social worker or other medical professional at the Columbia medical facility where your child is receiving treatment
- Have a child of 21 years of age or younger receiving medical treatment in Columbia
- Live outside of Boone County

The Ronald McDonald House welcomes families regardless of income, race, religion, nationality, gender or abilities.



Here's what you can expect while staying at the Ronald McDonald House:

- One private bedroom per family (accommodates up to four individuals)
- Private bath and shower facilities
- Kitchen, laundry and recreation facilities
- TV lounge, family room, playground, outdoor porch and grill
- Internet access
- Pantry items, fresh foods and dinner prepared by local community groups, organizations and volunteer families.
- Ample parking
- Friendly and supportive environment with other families experiencing similar stresses and concerns

FAMILIES CAN JUST FOCUS ON THE HEALTH OF THEIR CHILD

Day Pass

Not every situation requires an overnight stay at the Ronald McDonald House.

Families who need a change of scenery from the hospital or clinic can utilize the same amenities as our overnight guests with the exception of a private bedroom.

- Lunch/Snacks
- Private Bath/Shower Facilities
- Laundry
- TV and Family Room
- Playground

Unlike our overnight guests, Day Pass guests may live within Boone County. A referral is required for use of this program.

Suggested Donations

Our Ronald McDonald House is funded through the generosity of individual donors, businesses and private foundations, as well as guest donations. We ask guest families to make a donation towards their stay (and for use of the Day Pass program), but no one is turned away due to an inability to contribute.

For more information please call (573) 443-7666 or visit our website at www.rmhcmidmo.org