



2017
Annual Report

Changing Medicine. Changing Lives.®

University of Iowa Health Care is Iowa's comprehensive academic medical center, comprised of the UI Roy J. and Lucille A. Carver College of Medicine, UI Hospitals and Clinics, and UI Physicians, the state's largest multispecialty group practice.

Through its commitment to innovation, interdisciplinary collaboration, quality and safety, and service, UI Health Care:



Educates and trains future generations of physicians and health care providers

Maintains partnerships with doctors, hospitals, and health systems across Iowa and the region

Provides world-class medical care and expertise to patients, families, and communities

Seeks knowledge and discoveries that advance biomedical science, leading to improved treatments and therapies

What is an academic medical center?

For the medical student, resident, or fellow, **it's a place of opportunity**—to learn from and train with many of the brightest minds in medicine and to shape one's experience in becoming part of the next generation of health care providers.

For the research investigator, administrator, or technician, **it's a place of discovery**—to add to an ever-expanding body of knowledge about human health and disease and to test new therapies, medications, and devices that improve peoples' lives.

For the physician, nurse, pharmacist, and other members of a care team, **it's a place of healing**—to deliver treatments and cures for injury and disease and to maintain the highest levels of quality, safety, and service for those we serve.

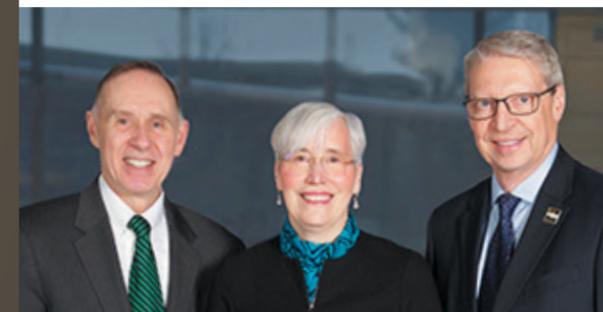
For our patients and their families, **it's a place of hope**—whether it's from a clinical trial of an experimental drug or words of support from a care provider or staff member.

The year 2017 was one of remarkable accomplishments—the opening of our new children's hospital, record-high numbers of inpatient admissions and clinic visits, publishing important work in basic and clinical research, and engaging in the reaccreditation process for our medical school, to name just a few examples.

It was also a time of transition, as we reflected on all that we achieved as an organization while focusing on the challenges and opportunities ahead.

In that spirit and on behalf of our entire health care enterprise, we wish to convey our deepest appreciation to Jean Robillard, MD, who stepped down as UI vice president for medical affairs and dean of the UI Carver College of Medicine in November 2017. Thanks to Dr. Robillard's leadership over the past decade, UI Health Care stands as a truly integrated academic medical center, one in which collaboration and innovation enhance our ability to fulfill the tripartite mission of education, research, and patient care and service.

Across UI Health Care, **that's the academic difference**—and it's our commitment to patients, families, students, colleagues, and partners today and into the future.



J. Brooks Jackson, MD, MBA, University of Iowa vice president for medical affairs and dean, UI Carver College of Medicine; Patricia Winokur, MD, executive dean, UI Carver College of Medicine; Kenneth P. Kates, MBA, associate vice president and chief executive officer, UI Hospitals and Clinics

On the cover: E. Dale Abel, MD, PhD, director of the Fraternal Order of Eagles Diabetes Research Center and chair of the Department of Internal Medicine
Opposite page, from left: Cameron Wagner, medical student; Varun Monga, MD, clinical assistant professor of internal medicine; Hillary Johnson, MD, PhD, clinical associate professor of dermatology; Yang Ling, PhD, assistant professor of anatomy and cell biology

A place of opportunity

Innovation, integration, and individualization are guiding principles at the University of Iowa Roy J. and Lucille A. Carver College of Medicine

Given the accelerating pace of medical knowledge, it's critical that tomorrow's physicians are able to continuously adapt to new technologies, new clinical applications, and new approaches to human health and the delivery of care.

The college's New Horizons curriculum provides that framework. Students take advantage of clinical opportunities early in their medical education, which is integrated with basic science material to provide contextual learning. And students—such as fourth-year student Reem Khodor,

shown here analyzing ultrasound images with faculty member Monzer Abu-Yousef, MD, as part of a clinical clerkship in the Department of Radiology—are allowed more time to tailor their own educational experiences.

In fall 2017, the college welcomed a survey team from the Liaison Committee on Medical Education as part of the college's reaccreditation process. In early 2018, Carver College of Medicine leaders were notified that the college will receive full LCME accreditation.



1,209
faculty members



724
medical residents and fellows and dentists in training



337
graduate students



608
medical students



50
physician assistant students



119
physical therapy students



5,000+
undergraduate students



6
nationally ranked programs (*U.S. News & World Report* "2018 Best Graduate Schools"):

- Family medicine
- Physician assistant
- Physical therapy
- Primary care
- Research
- Rural medicine



6
Carver College of Medicine-affiliated medical education centers across Iowa:

- Cedar Rapids
- Davenport
- Des Moines
- Mason City
- Sioux City
- Waterloo



66,800+
encounters at continuing medical education programs, including more than **62,000** physician encounters and **4,800** non-physician encounters



50%
of Iowa physicians earned a medical degree or received residency or fellowship training at the UI

A place of discovery

University of Iowa Carver College of Medicine researchers are providing new insights into human health—and new therapies for injury and disease

As director of the Clinical Program in Noninvasive Brain Stimulation, Aaron Boes, MD, PhD, and colleagues pair advanced neuroimaging techniques with noninvasive brain stimulation.

Patients with medication-resistant depression who received transcranial magnetic stimulation (TMS) have shown improvement in their symptoms. Now the Boes team is working with fellow UI researchers and clinicians to see whether TMS can benefit patients with bipolar disorder or schizophrenia. Boes' work is just one example of life-changing science through the Iowa Neuroscience Institute, whose members represent 26 academic departments across five UI colleges.

The Iowa Neuroscience Institute was established with a transformational \$45 million grant from the Roy J. Carver Charitable Trust.

Other UI Carver College of Medicine investigators—in cancer, clinical and translational science, cardiovascular disease, diabetes, vision research, and more—are accelerating the pace of discovery as well, turning new knowledge into greater understanding and improved treatments.



\$217.8M

in external funding to the Carver College of Medicine in FY 2017



223

National Institutes of Health grants, including **128** research project (RO1) grants, to Carver College of Medicine researchers



2,531

pieces of published Carver College of Medicine research in FY 2017, including:

- **19** books
- **270** book chapters
- **2,177** journal articles
- **60** reviews
- **4** videos
- **1** software program



475

active patents and **36** newly issued patents



24

research institutes and centers



2

Howard Hughes Medical Institute investigators, **2** members of the National Academy of Sciences, and **12** members of the National Academy of Medicine

A place of healing

At University of Iowa Hospitals and Clinics, our commitment to patient-centered care and service is reflected in our most valuable asset: our employees

Sometimes a gentle hand on a shoulder or a few simple words of encouragement can make a world of difference.

Across our patient care enterprise, we never lose sight of the person who is our patient or our patient's loved one. We believe outstanding care is more than diagnosis and treatment. And we recognize that courteous, professional service occurs before, during, and after the clinic visit or hospital stay.

That's why we're again ranked among "America's Best Employers" by *Forbes* magazine—No. 5 in health care and No. 14 among all industries in 2017.

Our success is a testament to our employees—like Jenessa Franco, BSN, RN, a staff nurse on the inpatient oncology unit. Together, we strive to provide a welcoming and collaborative environment for our patients and each other.



924

staff physicians



2,341

nurses



36,019

acute admissions



1M+

clinic visits



59,896

Emergency
Department visits



1,123

patients transported by air and mobile critical care services



5

nationally ranked specialties (*U.S. News & World Report* "2017-18 Best Hospitals"):

- Cancer
- Ear, nose, and throat
- Ophthalmology
- Orthopedics
- Urology



5

high-performing specialties (*U.S. News & World Report* "2017-18 Best Hospitals"):

- Gastroenterology and GI surgery
- Geriatrics
- Nephrology
- Neurology and neurosurgery
- Pulmonology

A place of hope

University of Iowa Stead Family Children's Hospital patients and families feel a wave of emotions from Kinnick Stadium—and the entire nation

It started as the newest Iowa Hawkeye gameday tradition—an organic effort led by fans of Iowa athletics.

It became a national phenomenon.

During every 2017 home football game at Kinnick Stadium, fans, coaches, and players would pause, turn, and wave to the pediatric patients watching from the upper levels of University of Iowa Stead Family Children's Hospital, located just across the street.

It was a simple gesture with a powerful message: *We're pulling for you.*

For the kids and their families, it was a brief respite from the realities of illness, injury, treatment, and recovery.

The wave quickly became "The Wave," one of the most celebrated moments in sports—and a tribute to the patients, families, and their care teams at Iowa's only nationally ranked children's hospital.



6

nationally ranked specialties (*U.S. News & World Report* "2017-18 Best Children's Hospitals"):

- Cancer
- Cardiology/heart surgery
- Neonatology
- Nephrology
- Pulmonology
- Urology



190

pediatric beds



870+

pediatric health care professionals including physicians, surgeons, and nurses



93,985

unique patients from all **99** counties in Iowa, every state in the U.S., and numerous other countries



Level 4

neonatal intensive care unit—the only such NICU in Iowa—with significantly higher survival rates than other U.S. hospitals for babies born at **23, 24,** and **25** weeks



Level 1

trauma center for pediatrics, the first and only hospital in Iowa designated as such



A place near you

University of Iowa Health Care serves patients and communities across Iowa through innovative digital health services, off-site clinics, and collaborative partnerships

For providers at Van Buren County Hospital (VBCH) in Keosauqua, Iowa, a UI Health Care physician is as close as a tablet.

The UI Virtual Hospitalist Service gives VBCH a digital partner in real-time clinical decision-making. The service uses secure videoconferencing and shared electronic medical records so that a UI Health Care hospitalist—a physician who focuses on inpatient care—can provide virtual consults. VBCH providers continue to care for patients they previously may have transferred to another facility, thereby enhancing continuity of care.

It's just one of several UI Health Care digital health services available to providers and patients. Combined with new and renovated offsite facilities, plus primary and specialty care available through outreach partnerships with health systems across Iowa, access to UI Health Care expertise is now greater than ever.



3

Iowa hospitals using the Virtual Hospitalist Service:

- Iowa Specialty Hospital - Belmond
- Iowa Specialty Hospital - Clarion
- Van Buren County Hospital - Keosauqua



1,658

telemedicine visits in FY 2017 with patients and their families at **13** Child Health Specialty Clinic sites across Iowa



70

primary and specialty clinics in Iowa, Illinois, and South Dakota



5

new outpatient facilities in Iowa City, Johnston, Cedar Rapids, Cedar Falls/Waterloo



52,000+

patient appointments scheduled per month through the UI Patient Appointment Center



135,000+

calls handled per month by the UI Patient Appointment Center



4,922

additional UI QuickCare visits, from **57,595** in FY 2016 to **62,517** in FY 2017

A place for Iowa

Providing trusted health information, services, and resources that benefit Iowans and their communities is our responsibility—and our commitment

UI Health Care excels in each area of its tripartite mission of medical education, biomedical research, and patient care and service. Fulfilling this mission means making a real, tangible difference in the lives of people throughout Iowa—helping them feel better, be healthier, live longer, and strengthen their own communities.

From free medical care for uninsured and underserved patients to preventive health screenings to health professions education to population-based research, we embrace our obligation to the families and communities we serve. This also includes inspiring Iowa's young people to get interested in science, technology, engineering, and math (STEM) through hands-on learning and programs that spur kids' interest in STEM careers while taking a more active role in their own health.



\$269M+

University of Iowa Health Care provided **\$269,035,216** in community benefits to Iowans in FY 2017



660,000+

Iowans received UI Health Care community benefit services and programs in FY 2017

Community benefits are programs or activities that provide treatment or promote health and healing as a response to identified community needs and meet at least one of these objectives:

- Improve access to health care services
- Enhance population health
- Advance general knowledge
- Relieve or reduce the burden of government to improve health



290

UI faculty, staff, and students volunteered to deliver STEM (science, technology, engineering, and math) programs to K-12 students from across Iowa



115+

STEM tour sites and interactive sessions



306

hours of STEM programming



37,000+

Iowa K-12 students engaged in STEM programs through the UI



160

schools and community organizations from **76** different Iowa counties participated in UI Health Care Stem programs

A place of inspiration

Individuals, families, and organizations believe in the University of Iowa Health Care mission and support our work through philanthropy

University of Iowa Dance Marathon is unlike any other celebration on campus—24 hours of nonstop energy, movement, inspiration, and love. For the 2017 event, more than 2,600 UI students danced around the clock, with no sleep or caffeine, to honor pediatric patients. The student-run philanthropy also announced the its success in raising over \$2.5 million to support pediatric cancer research at Iowa and other programs that benefit patients and families at UI Stead Family Children’s Hospital. Over the past 23 years, UI Dance Marathon has raised more than \$21.4 million “for the kids.”

It’s just one example of generous support through the UI Center for Advancement to help ensure that UI Health Care continues to develop the best programs, the best facilities, and the best people.

Sources of Gifts

Foundations	\$60,442,373
Alumni	\$21,683,335
Non-Alumni	\$19,683,090
Corporations	\$10,964,648
Organizations	\$10,233,034



\$123M+

in philanthropic support to UI Health Care in FY 2017 through the UI Center for Advancement



33,798

gifts to UI Health Care



28,788

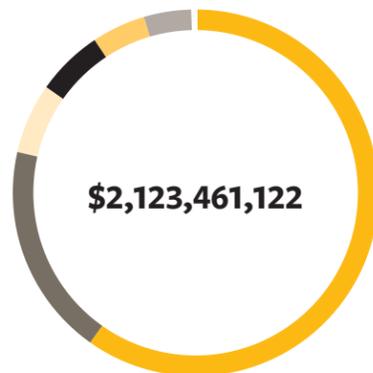
individual contributors to UI Health Care

Consolidated financial information



Fiscal Year 2017 Revenue

■ Patient Care	\$1,768,212,789	82.0%
■ Extramural Funding	\$183,547,115	8.5%
■ Other Operating Revenue	\$130,023,047	6.0%
■ General Education Funds	\$72,419,158	3.4%
□ State Appropriations	\$2,437,195	0.1%
Total	\$2,156,639,304	100.0%



Fiscal Year 2017 Expenses

■ Personnel	\$1,275,534,831	60.0%
■ Supplies	\$396,613,482	18.7%
■ Licenses, Fees, and Other Operating Expenses	\$129,597,587	6.1%
■ Occupancy, billings, and overhead	\$127,004,671	6.0%
■ Depreciation, amortization, and interest	\$98,105,027	4.6%
■ Repairs and maintenance	\$90,905,291	4.3%
□ Services (insurance)	\$5,700,233	0.3%
Total	\$2,123,461,122	100.0%



Fiscal Year 2017 Personnel Expenses

■ Faculty	\$349,036,659	27.4%
■ Professional and scientific staff	\$316,802,851	24.8%
■ SEIU	\$303,707,826	23.8%
■ Merit staff	\$190,052,915	14.9%
■ Residents, fellows, and postdoctoral scholars/fellows	\$62,408,999	4.9%
■ Other	\$53,525,581	4.2%
Total	\$1,275,534,831	100.0%

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Visit us online at uihealthcare.org.

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