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

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.

What is an academic medical center?

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
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.
$217.8M in external funding to the Carver College of Medicine in FY 2017

223 National Institutes of Health grants, including 128 research project (R01) 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 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.
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

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

- **70** primary and specialty clinics in Iowa, Illinois, and South Dakota

- **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 $7,595 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.

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

$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

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

290
STEM tour sites and interactive sessions

115+
hours of STEM programming

306
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

37,000+
Iowa K-12 students from across Iowa engaged in STEM programs through the UI
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 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 $214 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: $19,683,030
- 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

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care</td>
<td>$1,768,212,789</td>
<td>82.0%</td>
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<tr>
<td>Extramural Funding</td>
<td>$183,547,115</td>
<td>8.5%</td>
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<tr>
<td>Other Operating Revenue</td>
<td>$130,023,047</td>
<td>6.0%</td>
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<tr>
<td>General Education Funds</td>
<td>$72,419,158</td>
<td>3.4%</td>
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<tr>
<td>State Appropriations</td>
<td>$2,437,195</td>
<td>0.1%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,156,639,304</strong></td>
<td><strong>100.0%</strong></td>
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#### Fiscal Year 2017 Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$1,275,534,831</td>
<td>60.0%</td>
</tr>
<tr>
<td>Supplies</td>
<td>$396,613,482</td>
<td>18.7%</td>
</tr>
<tr>
<td>Licenses, Fees, and Other Operating Costs</td>
<td>$129,597,587</td>
<td>6.1%</td>
</tr>
<tr>
<td>Occupancy, billings, and overhead</td>
<td>$127,004,671</td>
<td>6.0%</td>
</tr>
<tr>
<td>Depreciation, amortization, and interest</td>
<td>$98,105,027</td>
<td>4.6%</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>$90,905,291</td>
<td>4.3%</td>
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<tr>
<td>Services (Insurance)</td>
<td>$5,700,233</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,123,461,122</strong></td>
<td><strong>100.0%</strong></td>
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</table>

#### Fiscal Year 2017 Personnel Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>$349,036,659</td>
<td>27.4%</td>
</tr>
<tr>
<td>Professional and scientific staff</td>
<td>$316,802,851</td>
<td>24.3%</td>
</tr>
<tr>
<td>SEIU</td>
<td>$303,707,826</td>
<td>23.8%</td>
</tr>
<tr>
<td>Merit staff</td>
<td>$190,052,915</td>
<td>14.9%</td>
</tr>
<tr>
<td>Residents, fellows, and postdoctoral scholars/fellows</td>
<td>$62,408,999</td>
<td>4.9%</td>
</tr>
<tr>
<td>Other</td>
<td>$53,525,581</td>
<td>4.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,275,534,831</strong></td>
<td><strong>100.0%</strong></td>
</tr>
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