

# STRATEGY FORWARD

## University of Iowa Health Care Integrated Strategic Plan 2017-2020

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*Approved Strategies for FY18*

# What will success look like?

University of Iowa Health Care Strategic Plan 2017-2020: Approved Strategies for FY18

By 2020, University of Iowa Health Care will be:

*A fully integrated organization across all three missions,  
each equally valued and supported, collectively stronger and distinguished,  
demonstrating team-based care, research, and education,  
able to react nimbly and collaboratively within an ever-changing environment,  
partnering effectively with communities, providers, and industry.*

# How will we know?

University of Iowa Health Care Strategic Plan 2017-2020

The integrated organization will be:



financially secure  
and sustainable.



able to recruit and retain top  
leaders in their field.



recognized by Iowans and  
others nationally as the  
leading health care  
organization for patient care,  
research, and education.

# How will we get there?

University of Iowa Health Care Strategic Plan 2017-2020: Approved Strategies for FY18

1



The Best People

2



Collaborative  
Learning and  
Care Models

3



Nimble  
Structure and  
Accountable Culture

4



Diversified  
Financial Resources

5



Strong Partnerships

# Strategy Forward

University of Iowa Health Care Strategic Plan 2017-2020



## *The Best People*

*Foster an environment in which the most talented want to learn, work, and lead here at Iowa.*

- Enhance recruitment and retention of high-performing individuals with an eye toward achieving greater diversity
- Increase individualized learning opportunities through the continuum of medical, scientific, and professional development education



## *Collaborative Learning, Research, and Care Models*

*Deliver excellent outcomes through team-based collaborations that drive patient-directed care models, education, and research.*

- Further develop value-based care, research and educational models
- Transform interprofessional models to support research, team-based care, education, and practice



## *Nimble Structure and Accountable Culture*

*Provide clear and supportive organizational structures that allow our people to do their best work supporting our tripartite mission*

- Leverage informatics for analysis and data-driven decision making
- Establish clear criteria and decision-making processes that support focused prioritization and investment
- Strengthen integrated marketing and communications to support growth and build UI Health Care brand



## *Diversified Financial Resources*

*Ensure sustainability of our tripartite mission through a broad base of financial resources*

- Enhance internal operations and alignment to increase revenues and decrease costs
- Increase philanthropic support for UI Health Care
- Build relationships to develop innovative research initiatives
- Identify high revenue initiatives and potential partners



## *Strong Partnerships*

*Ensure sustainability of our tripartite mission through a broad base of financial resources*

- Establish partnerships that will drive growth and increase scale
- Improve access to UI Health Care's complex care services
- Expand geographic reach/physical presence
- Enhance UI Health Care's position in primary care
- Enhance global reach for research activities and relationships



# Goal 1: The Best People

Foster an environment in which the most talented want to learn, work, and lead here at Iowa.

## FY18 Strategies

### 1 Enhance recruitment and retention of high-performing individuals, with an eye toward achieving greater diversity

- Complete UI Health Care HR restructuring
- Design improvements in work/life balance
- Study the gap needs of diversity initiatives

### 2 Increase individualized learning opportunities through the continuum of medical, scientific, and professional development education

- Finalize planning for Simulation Center
- Develop intra-professional multi-level education teams

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## Q1 Progress

- Identified Phase 1 departments and began work to transition staff into HCHR
- Populating cross-discipline committees which will to focus on improving retention and diversity
- Held stakeholder open forums to finalize design of the Simulation Center

## Goal 2: Collaborative Learning and Care Models

Deliver excellent outcomes through team-based collaborations that drive patient-directed care models, education, and research.

### FY18 Strategies

#### 1 Further develop value-based care, research, and educational models across the continuum

- Work with community providers to enhance the continuum of care
- Improve clinical quality metrics, including patient satisfaction
- Improve risk coding and care management
- Improve quality and cost of cardiac bundles

#### 2 Transform interprofessional models to support research, team-based care, and education

- Catalog current learning modules across the enterprise
- Pilot new trainee opportunities
- Communicate about the value of our tripartite mission

### Q1 Progress

- Conducting inventory of trainee opportunities across the continuum of care
- Implementing telemedicine in rural sites across Iowa,
- Expanding CCC patient experience program
- TriNetX open for clinical trial enrollment
- 1 Team pilots established for education and translational research
- Clinical trials website improvements underway



## Goal 3: Nimble Structure and Accountable Culture

Provide clear and supportive organizational structures that allow our people to do their best work.

### FY18 Strategies

#### 1 Leverage informatics for analysis and data-driven decision making

- Create a data warehouse for clinical informatics
- Hold biomedical informatics summit

#### 3 Strengthen integrated marketing and communications to support growth and build the UI Health Care brand

- Streamline employee communication
- Conduct consumer research
- Create national reputation plan for signature programs
- Integrate our web presence across the enterprise

#### 2 Establish clear criteria and decision-making processes that support focused prioritization and investment

- Identify and remove redundant policies and processes
- Streamline compliance requirements

### Q1 Progress

- Data governance, process and structure work underway.
- Identifying key stakeholders to plan spring biomedical informatics summit.
- Evaluating existing internal compliance requirements.
- Consumer perception survey in market in Oct/Nov
- Brand image campaign in market Sept/Oct/Nov
- CCOM marketing and web staff integrated into health care MarCom

# Goal 4: Diversified Financial Resources

Ensure sustainability of our tripartite mission through a broad base of financial resources.

## FY18 Strategies

### 1 Enhance internal operations and alignment to increase revenue and decrease cost

- Strategic growth in key service lines (oncology, pediatrics, ortho)
- Optimize transitions of care and post-acute care
- Improve clinical documentation
- Standardize revenue cycle input and timing
- Optimize ambulatory clinical throughput

### 2 Increase philanthropic support for UI Health Care

- Improve collaborations with UI Foundation

### 3 Build relationships for innovative research initiatives

- Expedite process of launching clinical trials

### 4 Identify high revenue initiatives and potential partners

- Increase UI Choice member use of pharmacy services
- Implement specialty pharmacy partnerships

## Q1 Progress

- Goals established to reduce LOS, improve clinical documentation & care coordination
- Opening DME stores
- Coordinating with Center for Advancement
- Internal taskforce formed to expedite clinical trials
- Specialty pharmacy contracts underway
- Informational packages in development for UI Choice members



# Goal 5: Strong Partnerships

Grow in Iowa and beyond, working with partners who share our values.

## FY18 Strategies

### 1 Establish partnerships that will drive growth and improve scale

- Develop cross organizational team to lead partnerships
- Develop business models for services to be partnered

### 2 Improve access to UI Health Care's complex care services

- Leverage telehealth capabilities
- Improve referral pathways

### 3 Expand geographic reach/ physical presence

- Build/partner for ambulatory facilities in bigger cities

### 4 Enhance UI Health Care's position in primary care

- Leverage connectivity to build clinically integrated network with partners
- Continue development of primary system of care

### 5 Enhance global reach for research activities and relationships

- Integrate global reach for research activities into the clinical hubs

## Q1 Progress

- Business planning for potential partnerships and services
- UIHA expansion of value-based insurance products
- Cross-organizational team evaluating collaborations with acute and post-acute providers.
- Conducting capacity analysis to open up access.
- Value proposition for clinically integrated network.
- Opened offsite clinics in Cedar Falls, Johnston, Bettendorf.
- Expanded services at North Dodge and Scott Blvd.

# Accountable Triads

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Questions? Like to contribute?



**GOAL 1:**  
The Best People

**ALAN REED, MD, MBA**  
alan-reed@uiowa.edu

**CHRIS COOPER, MD**  
christopher-cooper@uiowa.edu

**RICH SHIELDS, PT, PhD**  
richard-shields@uiowa.edu



**GOAL 2:**  
Collaborative Learning  
and Care Models

**CHRISTINE MILLER, MBA**  
christine-a-miller@uiowa.edu

**JOHN ENGELHARDT, PhD**  
john-engelhardt@uiowa.edu

**DAVID ASPREY, PhD, PA-C**  
david-asprey@uiowa.edu



**GOAL 3:**  
Nimble Structure and  
Accountable Culture

**KATHY DEAN, MA**  
kathy-dean@uiowa.edu

**CURT SIGMUND, PhD**  
curt-sigmund@uiowa.edu

**PAT WINOKUR, MD**  
patricia-winokur@uiowa.edu



**GOAL 4:**  
Diversified  
Financial Resources

**SABI SINGH, MS, MA**  
sabi-singh@uiowa.edu

**SCOTT VOGELGESANG, MD**  
scott-vogelgesang@uiowa.edu

**RICHARD SMITH, MD**  
richard-smith@uiowa.edu



**GOAL 5:**  
Strong Partnerships

**JENNIFER VERMEER, MPA, MHCDS**  
jennifer-vermeer@uiowa.edu

**JIM CHOI, MD**  
james-choi@uiowa.edu

**ELI PERENCEVICH, MD, MS**  
eli-perencevich@uiowa.edu

# Thank you!

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