



# ***University of Iowa Health Care***

***Presentation to  
The Board of Regents, State of Iowa  
June 9, 2010***

# Agenda

- Opening Remarks – Robillard
- Iowa River Landing: Basic Concept Drawings – Robillard
- Operating and Financial Performance – Kates/Fisher
- Radiation Oncology – Buatti
- Strategic Plan Update – Robillard

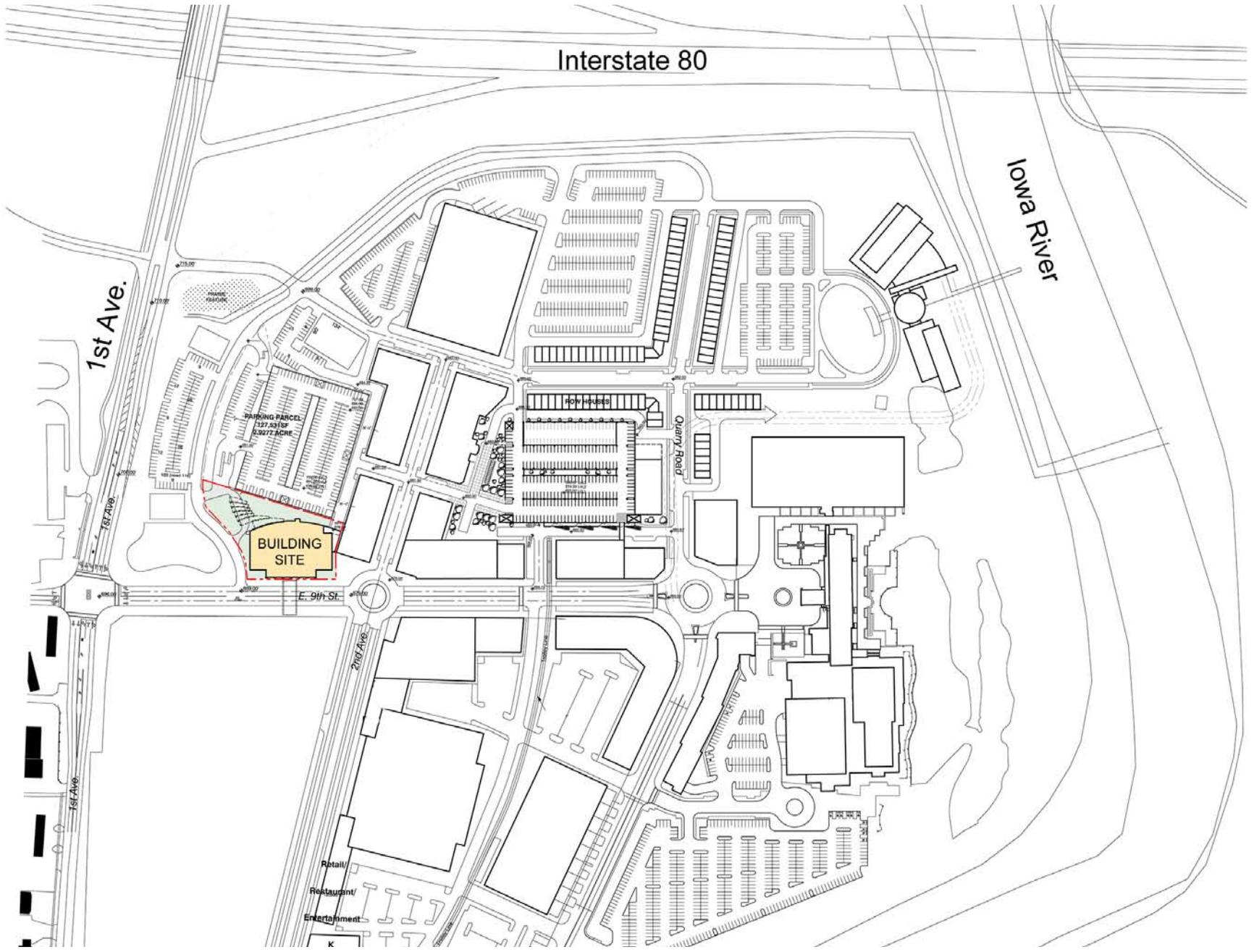


## ***Iowa River Landing: Basic Concept Drawings***

Jean Robillard, MD  
Vice President for Medical Affairs

# The University of Iowa Hospitals & Clinics

## Iowa River Landing: *Basic Concept Drawings*









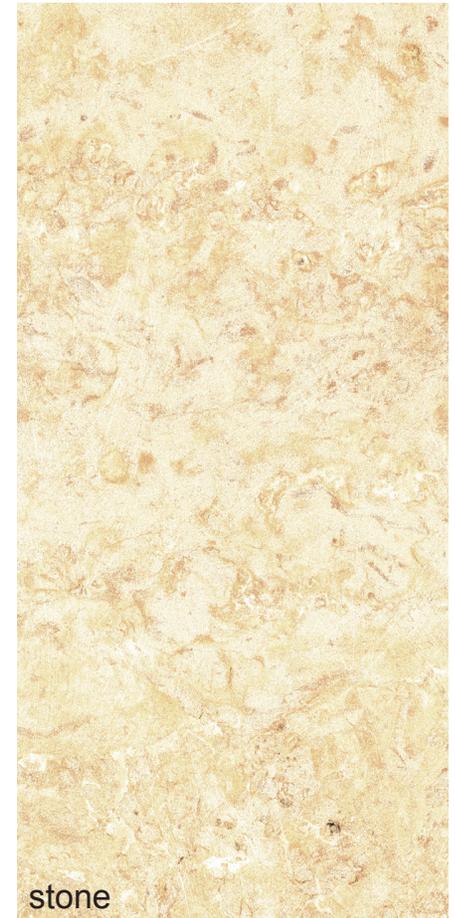
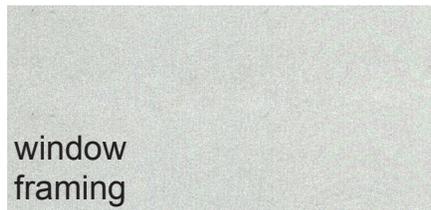
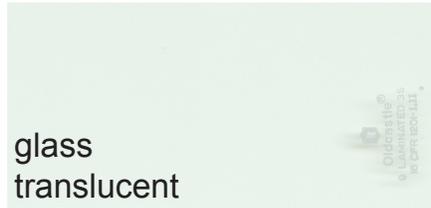




NEUMANN MONSON  
ARCHITECTS

SOUTH ELEVATION







## ***Operating and Financial Performance***

Ken Kates, Chief Executive Officer  
UI Hospitals & Clinics

Ken Fisher, Associate Vice President for Finance  
and Chief Financial Officer

# Volume Indicators

July 2009 through April 2010



| Operating Review (YTD)            | Actual  | Budget  | Prior Year | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|-----------------------------------|---------|---------|------------|--------------------|----------------------|------------------------|--------------------------|
| Discharges                        | 23,969  | 25,255  | 24,742     | (1,286)            | -5.1% ●              | (773)                  | -3.1% ●                  |
| Patient Days                      | 151,343 | 167,164 | 163,173    | (15,821)           | -9.5% ●              | (11,830)               | -7.2% ●                  |
| Length of Stay                    | 6.30    | 6.71    | 6.62       | (0.41)             | -6.1% ●              | (0.32)                 | -4.8% ●                  |
| Average Daily Census              | 497.84  | 549.88  | 536.75     | (52.04)            | -9.5% ●              | (38.91)                | -7.2% ●                  |
| Surgeries – Inpatient             | 9,058   | 9,844   | 9,031      | (786)              | -8.0% ●              | 27                     | 0.3% ○                   |
| Surgeries – Outpatient            | 11,827  | 10,038  | 10,812     | 1,789              | 17.8% ●              | 1,015                  | 9.4% ●                   |
| Emergency Treatment Center Visits | 42,520  | 41,817  | 40,518     | 703                | 1.7% ○               | 2,002                  | 4.9% ●                   |
| Outpatient Clinic Visits          | 626,583 | 633,567 | 620,879    | (6,984)            | -1.1% ○              | 5,704                  | 0.9% ○                   |
| Case Mix                          | 1.7810  | 1.8399  | 1.8232     | (0.0589)           | -3.2%                | (0.0422)               | -2.3%                    |
| Medicare Case Mix                 | 2.0270  | 2.0295  | 2.0527     | (0.0025)           | -1.0%                | (0.0257)               | -1.3%                    |

|                               |           |                                 |
|-------------------------------|-----------|---------------------------------|
| ● Greater than 2.5% Favorable | ○ Neutral | ● Greater than 2.5% Unfavorable |
|-------------------------------|-----------|---------------------------------|

# Discharges by Type

July 2009 through April 2010



| Operating Review (YTD)                   | Actual        | Budget        | Prior Year    | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|--|---------------|---------------|---------------|--------------------|----------------------|------------------------|--------------------------|
| Adult Medical                            | 8,055         | 8,312         | 7,780         | (257)              | -3.1% ●              | 275                    | 3.5% ●                   |
| Adult Surgical                           | 10,571        | 11,527        | 11,362        | (956)              | -8.3% ●              | (791)                  | -7.0% ●                  |
| Adult Psych                              | 1,468         | 1,578         | 1,888         | (110)              | -7.0% ●              | (420)                  | -22.3% ●                 |
| <i>Subtotal – Adult</i>                  | <i>20,094</i> | <i>21,417</i> | <i>21,030</i> | <i>(1,323)</i>     | <i>-6.2% ●</i>       | <i>(936)</i>           | <i>-4.5% ●</i>           |
| Pediatric Medical                        | 2,617         | 2,646         | 2,554         | (29)               | -1.1% ○              | 63                     | -2.5% ○                  |
| Pediatric Surgical                       | 134           | 139           | 138           | (5)                | -3.6% ●              | (4)                    | -2.9% ●                  |
| Pediatric Critical Care                  | 708           | 663           | 645           | 45                 | 6.8% ●               | 63                     | 9.8% ●                   |
| Pediatric Psych                          | 416           | 390           | 375           | 26                 | 6.7% ●               | 41                     | 10.9% ●                  |
| <i>Subtotal – Pediatrics w/o newborn</i> | <i>3,875</i>  | <i>3,838</i>  | <i>3,712</i>  | <i>37</i>          | <i>1.0% ○</i>        | <i>163</i>             | <i>4.4% ●</i>            |
| Newborn                                  | 1,096         | 1,106         | 1,103         | (10)               | -0.9% ○              | (7)                    | -0.6% ○                  |
| <b>TOTAL w/o Newborn</b>                 | <b>23,969</b> | <b>25,255</b> | <b>24,742</b> | <b>(1,286)</b>     | <b>-5.1% ●</b>       | <b>(773)</b>           | <b>-3.1% ●</b>           |

|                                |         |                                  |
|--------------------------------|---------|----------------------------------|
| ●                              | ○       | ●                                |
| Greater than<br>2.5% Favorable | Neutral | Greater than<br>2.5% Unfavorable |

# Discharge Days by Type

July 2009 through April 2010



| Operating Review (YTD)                   | Actual         | Budget         | Prior Year     | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|--|----------------|----------------|----------------|--------------------|----------------------|------------------------|--------------------------|
| Adult Medical                            | 46,642         | 49,935         | 45,150         | (3,293)            | -6.6% ●              | 1,492                  | 3.3% ●                   |
| Adult Surgical                           | 54,467         | 65,969         | 62,297         | (11,502)           | -17.4% ●             | (7,830)                | -12.6% ●                 |
| Adult Psych                              | 16,512         | 17,319         | 20,451         | (807)              | -4.7% ●              | (3,939)                | -19.3% ●                 |
| <i>Subtotal – Adult</i>                  | <i>117,621</i> | <i>133,223</i> | <i>127,898</i> | <i>(15,602)</i>    | <i>-11.7% ●</i>      | <i>(10,277)</i>        | <i>-8.0% ●</i>           |
| Pediatric Medical                        | 12,460         | 13,405         | 14,043         | (945)              | -7.1% ●              | (1,583)                | -11.3% ●                 |
| Pediatric Surgical                       | 1,057          | 1,275          | 1,373          | (218)              | -17.1% ●             | (316)                  | -23.0% ●                 |
| Pediatric Critical Care                  | 16,745         | 17,752         | 16,999         | (1,007)            | -5.7% ●              | (254)                  | -1.5% ○                  |
| Pediatric Psych                          | 3,093          | 3,734          | 3,356          | (641)              | -17.2% ●             | (263)                  | -7.8% ●                  |
| <i>Subtotal – Pediatrics w/o newborn</i> | <i>33,355</i>  | <i>36,166</i>  | <i>35,771</i>  | <i>(2,811)</i>     | <i>-7.8% ●</i>       | <i>(2,416)</i>         | <i>-6.8% ●</i>           |
| Newborn                                  | 2,451          | 2,488          | 2,600          | (37)               | -1.5% ○              | (149)                  | -5.7% ●                  |
| <b>TOTAL w/o Newborn</b>                 | <b>150,976</b> | <b>169,389</b> | <b>163,669</b> | <b>(18,413)</b>    | <b>-10.9% ●</b>      | <b>(12,693)</b>        | <b>-7.8% ●</b>           |

 Greater than 2.5% Favorable     
  Neutral     
  Greater than 2.5% Unfavorable

# Average Length of Stay by Type

July 2009 through April 2010



| Operating Review (YTD)            | Actual      | Budget      | Prior Year  | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|-----------------------------------|-------------|-------------|-------------|--------------------|----------------------|------------------------|--------------------------|
| Adult Medical                     | 5.79        | 6.01        | 5.80        | (0.22)             | -3.7% ●              | (0.01)                 | -0.2% ○                  |
| Adult Surgical                    | 5.15        | 5.72        | 5.48        | (0.57)             | -10.0% ●             | (0.33)                 | -6.0% ●                  |
| Adult Psych                       | 11.25       | 10.97       | 10.83       | 0.28               | 2.6% ●               | 0.42                   | 3.9% ●                   |
| Subtotal – Adult                  | 5.85        | 6.22        | 6.08        | (0.37)             | -6.0% ●              | (0.23)                 | -3.8% ●                  |
| Pediatric Medical                 | 4.76        | 5.07        | 5.50        | (0.31)             | -6.1% ●              | (0.74)                 | -13.5% ●                 |
| Pediatric Surgical                | 7.89        | 9.16        | 9.95        | (1.27)             | -13.9% ●             | (2.06)                 | -20.7% ●                 |
| Pediatric Critical Care           | 23.65       | 26.77       | 26.36       | (3.12)             | -11.7% ●             | (2.71)                 | -10.3% ●                 |
| Pediatric Psych                   | 7.44        | 9.58        | 8.95        | (2.14)             | -22.3% ●             | (1.51)                 | -16.9% ●                 |
| Subtotal – Pediatrics w/o newborn | 8.61        | 9.42        | 9.64        | (0.81)             | -8.6% ●              | (1.03)                 | -10.7% ●                 |
| Newborn                           | 2.24        | 2.25        | 2.36        | (0.01)             | -0.4% ○              | (0.12)                 | -5.1% ●                  |
| <b>TOTAL w/o Newborn</b>          | <b>6.30</b> | <b>6.71</b> | <b>6.62</b> | <b>(0.41)</b>      | <b>-6.1% ●</b>       | <b>(0.32)</b>          | <b>-4.8% ●</b>           |

 Greater than 2.5% Favorable     
  Neutral     
  Greater than 2.5% Unfavorable

# Outpatient Surgeries – by Clinical Department

July 2009 through April 2010



| Operating Review (YTD)     | Actual        | Budget        | Prior Year    | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|----------------------------|---------------|---------------|---------------|--------------------|----------------------|------------------------|--------------------------|
| Cardiothoracic             | 63            | 46            | 61            | 17                 | 37.0% ●              | 2                      | 3.3% ●                   |
| Dentistry                  | 510           | 376           | 476           | 134                | 35.6% ●              | 34                     | 7.1% ●                   |
| Dermatology                | 49            | 37            | 35            | 12                 | 32.4% ●              | 14                     | 40.0% ●                  |
| General Surgery            | 1,799         | 1,292         | 1,488         | 507                | 39.2% ●              | 311                    | 20.9% ●                  |
| Gynecology                 | 635           | 519           | 540           | 116                | 22.4% ●              | 95                     | 17.6% ●                  |
| Internal Medicine          | 6             | 5             | 3             | 1                  | 20.0% ●              | 3                      | 100.0% ●                 |
| Neurosurgery               | 398           | 213           | 276           | 185                | 86.8% ●              | 122                    | 44.2% ●                  |
| Ophthalmology              | 2,614         | 2,624         | 2,762         | (10)               | -0.4% ○              | (148)                  | -5.4% ●                  |
| Orthopedics                | 2,888         | 2,354         | 2,425         | 534                | 22.7% ●              | 463                    | 19.1% ●                  |
| Otolaryngology             | 1,801         | 1,481         | 1,636         | 320                | 21.6% ●              | 165                    | 10.1% ●                  |
| Pediatrics                 | 2             | 3             | 4             | (1)                | -33.3% ●             | (2)                    | -50.0% ●                 |
| Radiology – Interventional | 42            | 8             | 1             | 34                 | 425.0% ●             | 41                     | 4,100% ●                 |
| Urology w/ Procedure Ste.  | 1,020         | 1,080         | 1,105         | (60)               | -5.6% ●              | (85)                   | -7.7% ●                  |
| <b>Total</b>               | <b>11,827</b> | <b>10,038</b> | <b>10,812</b> | <b>1,789</b>       | <b>17.8% ●</b>       | <b>1,015</b>           | <b>9.4% ●</b>            |

|                                |         |                                  |
|--------------------------------|---------|----------------------------------|
| ●                              | ○       | ●                                |
| Greater than<br>2.5% Favorable | Neutral | Greater than<br>2.5% Unfavorable |

# Inpatient Surgeries – by Clinical Department

## July 2009 through April 2010



| Operating Review (YTD)     | Actual       | Budget       | Prior Year   | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|----------------------------|--------------|--------------|--------------|--------------------|----------------------|------------------------|--------------------------|
| Cardiothoracic             | 986          | 965          | 890          | 21                 | 2.2% ○               | 96                     | 10.8% ●                  |
| Dentistry                  | 93           | 141          | 129          | (48)               | -34.0% ●             | (36)                   | -27.9% ●                 |
| General Surgery            | 2,268        | 2,448        | 2,277        | (180)              | -7.3% ●              | (9)                    | -0.4% ○                  |
| Gynecology                 | 678          | 759          | 673          | (81)               | -10.7% ●             | 5                      | 0.7% ○                   |
| Neurosurgery               | 1,372        | 1,466        | 1,391        | (94)               | -6.4% ●              | (19)                   | -1.4% ○                  |
| Ophthalmology              | 92           | 156          | 124          | (64)               | -41.0% ●             | (32)                   | -25.8% ●                 |
| Orthopedics                | 2,226        | 2,488        | 2,250        | (262)              | -10.5% ●             | (24)                   | -1.1% ○                  |
| Otolaryngology             | 558          | 703          | 655          | (145)              | -20.6% ●             | (97)                   | -14.8% ●                 |
| Pediatrics                 | 0            | 1            | 1            | (1)                | -100.0% ●            | (1)                    | -100.0% ●                |
| Radiology – Interventional | 193          | 60           | 6            | 133                | 221.7% ●             | 187                    | 3,117% ●                 |
| Urology w/ Procedure Ste.  | 592          | 657          | 635          | (65)               | -9.9% ●              | (43)                   | -6.8% ●                  |
| <b>Total</b>               | <b>9,058</b> | <b>9,844</b> | <b>9,031</b> | <b>(786)</b>       | <b>-8.0% ●</b>       | <b>27</b>              | <b>0.3% ○</b>            |

|                                |         |                                  |
|--------------------------------|---------|----------------------------------|
| ●                              | ○       | ●                                |
| Greater than<br>2.5% Favorable | Neutral | Greater than<br>2.5% Unfavorable |

# Emergency Treatment Center

July 2009 through April 2010



| Operating Review (YTD)    | Actual | Budget | Prior Year | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|---------------------------|--------|--------|------------|--------------------|----------------------|------------------------|--------------------------|
| ETC Visits                | 42,520 | 41,817 | 40,518     | 703                | 1.7% ○               | 2,002                  | 4.9% ●                   |
| ETC Admits                | 10,958 | 11,309 | 10,770     | (351)              | -3.1% ●              | 188                    | 1.7% ○                   |
| Conversion Factor         | 25.8%  | 27.0%  | 26.6%      |                    | -4.7% ●              |                        | -3.0% ●                  |
| ETC Admits / Total Admits | 45.8%  | 44.9%  | 43.7%      |                    | 2.2% ○               |                        | 4.9% ●                   |

|                                |         |                                  |
|--------------------------------|---------|----------------------------------|
| ●                              | ○       | ●                                |
| Greater than<br>2.5% Favorable | Neutral | Greater than<br>2.5% Unfavorable |

# Clinic Visits by Clinical Department

## July 2009 through April 2010



| Operating Review (YTD)    | Actual         | Budget         | Prior Year     | Variance to Budget | % Variance to Budget | Variance to Prior Year | % Variance to Prior Year |
|---------------------------|----------------|----------------|----------------|--------------------|----------------------|------------------------|--------------------------|
| Anesthesia                | 13,450         | 12,783         | 12,073         | 667                | 5.2% ●               | 1,377                  | 11.4% ●                  |
| CDD                       | 6,078          | 6,139          | 6,255          | (61)               | -1.0% ○              | (177)                  | -2.8% ●                  |
| Clinical Research         | 9,533          | 7,255          | 6,993          | 2,278              | 31.4% ●              | 2,540                  | 36.3% ●                  |
| Dermatology               | 21,007         | 20,817         | 20,744         | 190                | 0.9% ○               | 263                    | 1.3% ○                   |
| ETC                       | 42,520         | 41,817         | 40,518         | 703                | 1.7% ○               | 2,002                  | 4.9% ●                   |
| Employee Health Clinic    | 11,835         | 14,230         | 13,879         | (2,395)            | -16.8% ●             | (2,044)                | -14.7% ●                 |
| Family Care Center        | 80,050         | 83,264         | 82,397         | (3,214)            | -3.9% ●              | (2,347)                | -2.9% ●                  |
| General Surgery           | 24,079         | 23,141         | 22,074         | 938                | 4.1% ●               | 2,005                  | 9.1% ●                   |
| Hospital Dentistry        | 9,934          | 8,050          | 19,623         | 1,884              | 23.4% ●              | (9,689)                | -49.4% ●                 |
| Internal Medicine         | 100,147        | 99,390         | 95,229         | 757                | 0.8% ○               | 4,918                  | 5.2% ●                   |
| Neurology                 | 14,954         | 14,634         | 13,897         | 320                | 2.2% ○               | 1,057                  | 7.6% ●                   |
| Neurosurgery              | 7,719          | 7,936          | 7,684          | (217)              | -2.7% ●              | 35                     | 0.5% ○                   |
| Obstetrics/Gynecology     | 62,906         | 62,410         | 59,173         | 496                | 0.8% ○               | 3,733                  | 6.3% ●                   |
| Ophthalmology             | 53,198         | 60,652         | 56,814         | (7,454)            | -12.3% ●             | (3,616)                | -6.4% ●                  |
| Orthopedics               | 46,718         | 46,916         | 44,265         | (198)              | -0.4% ○              | 2,453                  | 5.5% ●                   |
| Otolaryngology            | 22,901         | 24,424         | 23,594         | (1,523)            | -6.2% ●              | (693)                  | -2.9% ●                  |
| Pediatrics                | 33,248         | 33,796         | 32,484         | (548)              | -1.6% ○              | 764                    | 2.4% ○                   |
| Primary Care Clinic North | 14,910         | 13,480         | 12,631         | 1,430              | 10.6% ●              | 2,279                  | 18.0% ●                  |
| Psychiatry                | 35,161         | 36,289         | 34,511         | (1,128)            | -3.1% ●              | 650                    | 1.9% ○                   |
| Thoracic – Cardio Surgery | 2,345          | 2,338          | 2,223          | 7                  | 0.3% ○               | 122                    | 5.5% ●                   |
| Urology                   | 13,374         | 13,303         | 13,404         | 71                 | 0.5% ○               | (30)                   | -0.2% ○                  |
| Other                     | 516            | 503            | 414            | 13                 | 2.6% ●               | 102                    | 24.6% ●                  |
| <b>Total</b>              | <b>626,583</b> | <b>633,567</b> | <b>620,879</b> | <b>(6,984)</b>     | <b>-1.1% ○</b>       | <b>5,704</b>           | <b>0.9% ○</b>            |



Greater than 2.5% Favorable

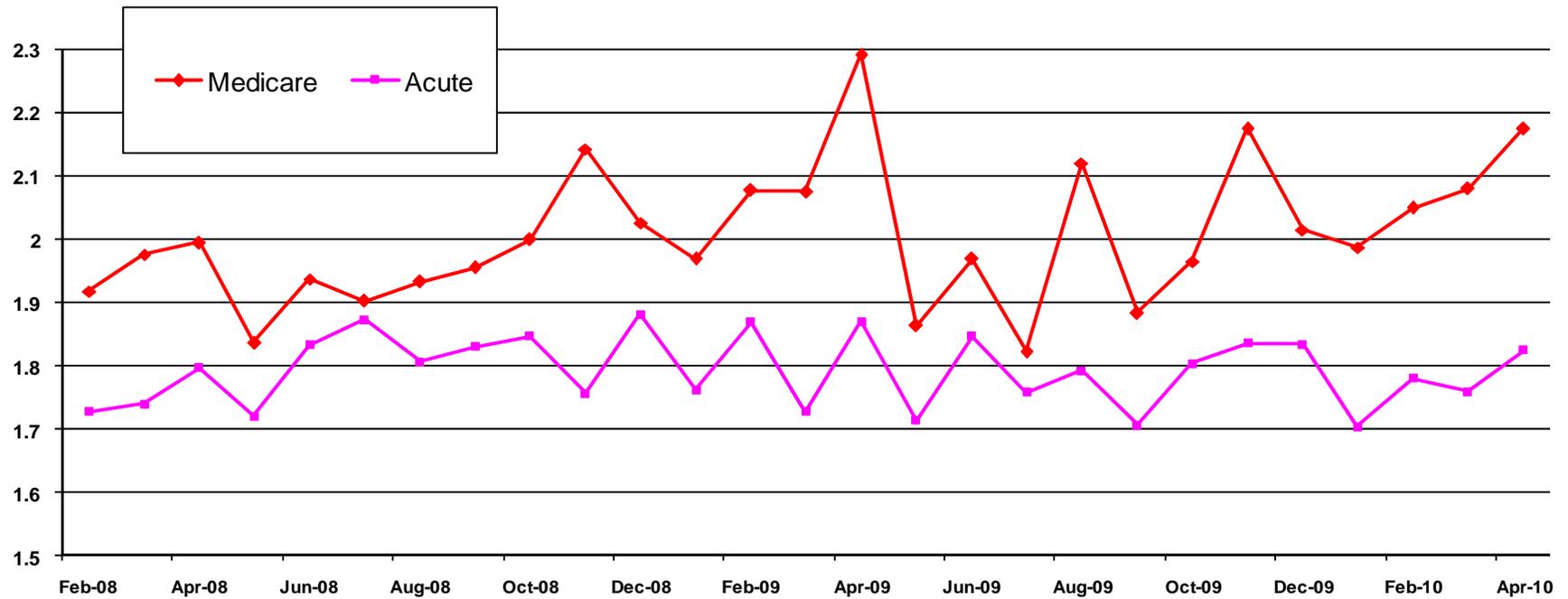


Neutral



Greater than 2.5% Unfavorable

# Case Mix Index



# UIHC Comparative Financial Results

Fiscal Year to Date April 2010



| <b>NET REVENUES:</b>    | <b>Actual</b>    | <b>Budget</b>    | <b>Prior Year</b> | <b>Variance to Budget</b> | <b>% Variance to Budget</b> | <b>Variance to Prior Year</b> | <b>% Variance to Prior Year</b> |
|-------------------------|------------------|------------------|-------------------|---------------------------|-----------------------------|-------------------------------|---------------------------------|
| Patient Revenue         | \$741,482        | \$756,550        | \$735,771         | (\$15,068)                | -2.0%                       | \$5,711                       | 0.8%                            |
| Appropriations          | -                | -                | 5,754             | -                         | 0.0%                        | (5,754)                       | -100.0%                         |
| Other Operating Revenue | 38,614           | 40,632           | 38,547            | (2,018)                   | -5.0%                       | 67                            | 0.2%                            |
| <b>Total Revenue</b>    | <b>\$780,096</b> | <b>\$797,182</b> | <b>\$780,072</b>  | <b>(\$17,086)</b>         | <b>-2.1%</b>                | <b>\$24</b>                   | <b>0.0%</b>                     |

## EXPENSES:

|  |                 |                 |                 |                 |              |                 |              |
|--|-----------------|-----------------|-----------------|-----------------|--------------|-----------------|--------------|
| Salaries and Wages                     | \$388,490       | \$404,226       | \$422,014       | (\$15,736)      | -3.9%        | (\$33,524)      | -7.9%        |
| General Expenses                       | 308,305         | 320,593         | 303,552         | (12,288)        | -3.8%        | 4,753           | 1.6%         |
| Operating Expense before Capital       | \$696,795       | \$724,819       | \$725,566       | (\$28,024)      | -3.9%        | (\$28,771)      | -4.0%        |
| <b>Cash Flow Operating Margin</b>      | <b>\$83,301</b> | <b>\$72,363</b> | <b>\$54,506</b> | <b>\$10,938</b> | <b>15.1%</b> | <b>\$28,795</b> | <b>52.8%</b> |
| Capital- Depreciation and Amortization | 62,053          | 63,639          | 59,456          | (1,586)         | -2.5%        | 2,597           | 4.4%         |
| Total Operating Expense                | \$758,848       | \$788,458       | \$785,021       | (\$29,610)      | -3.8%        | (\$26,174)      | -3.3%        |

|                            |                 |                 |                   |                 |               |                 |               |
|----------------------------|-----------------|-----------------|-------------------|-----------------|---------------|-----------------|---------------|
| <b>Operating Income</b>    | <b>\$21,248</b> | <b>\$8,724</b>  | <b>(\$4,950)</b>  | <b>\$12,524</b> | <b>143.6%</b> | <b>\$26,198</b> | <b>439.2%</b> |
| <b>Operating Margin %</b>  | <b>2.7%</b>     | <b>1.1%</b>     | <b>-0.6%</b>      |                 | <b>1.6%</b>   |                 | <b>3.3%</b>   |
| Gain (Loss) on Investments | 32,932          | 8,659           | (11,408)          | 24,273          | 280.3%        | 44,340          | 388.7%        |
| Other Non-Operating        | (4,124)         | (4,258)         | (4,302)           | 134             | 3.2%          | 178             | 4.1%          |
| <b>Net Income</b>          | <b>\$50,056</b> | <b>\$13,125</b> | <b>(\$20,660)</b> | <b>\$36,931</b> | <b>281.4%</b> | <b>\$70,716</b> | <b>342.3%</b> |
| <b>Net Margin %</b>        | <b>6.2%</b>     | <b>1.6%</b>     | <b>-2.7%</b>      |                 | <b>4.6%</b>   |                 | <b>8.9%</b>   |

# UIHC Comparative Financial Results

April 2010



| <b>NET REVENUES:</b>    | <b>Actual</b>   | <b>Budget</b>   | <b>Prior Year</b> | <b>Variance to Budget</b> | <b>% Variance to Budget</b> | <b>Variance to Prior Year</b> | <b>% Variance to Prior Year</b> |
|-------------------------|-----------------|-----------------|-------------------|---------------------------|-----------------------------|-------------------------------|---------------------------------|
| Patient Revenue         | \$77,246        | \$78,175        | \$75,001          | (\$929)                   | -1.2%                       | \$2,245                       | 3.0%                            |
| Appropriations          | -               | -               | 543               | -                         | 0.0%                        | (543)                         | -100.0%                         |
| Other Operating Revenue | 3,901           | 4,100           | 3,957             | (199)                     | -4.9%                       | (56)                          | -1.4%                           |
| <b>Total Revenue</b>    | <b>\$81,147</b> | <b>\$82,275</b> | <b>\$79,501</b>   | <b>(\$1,128)</b>          | <b>-1.4%</b>                | <b>\$1,646</b>                | <b>2.1%</b>                     |

## EXPENSES:

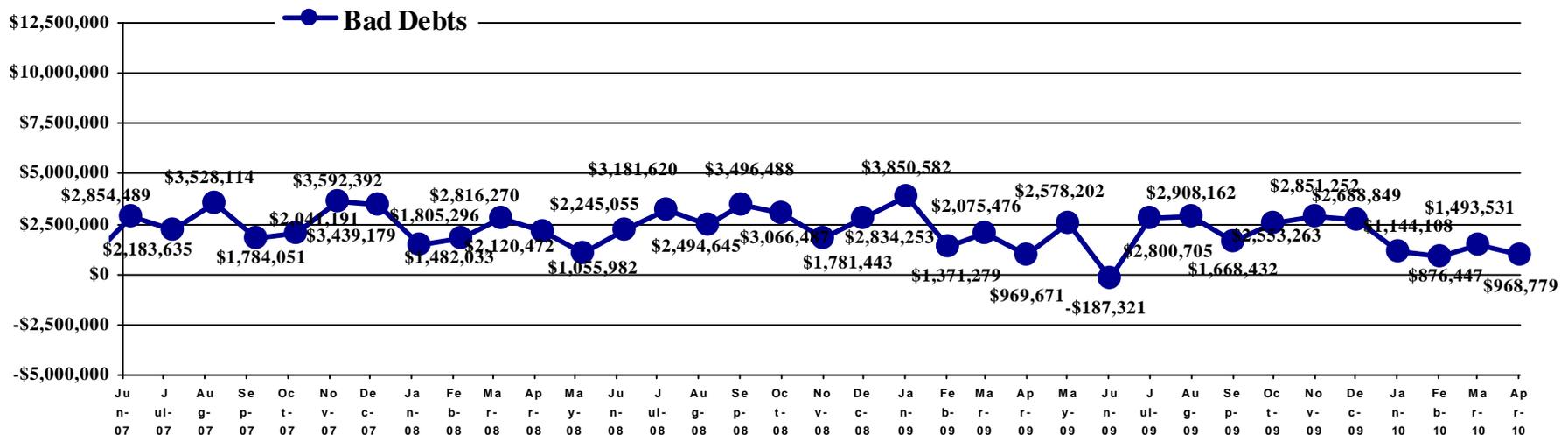
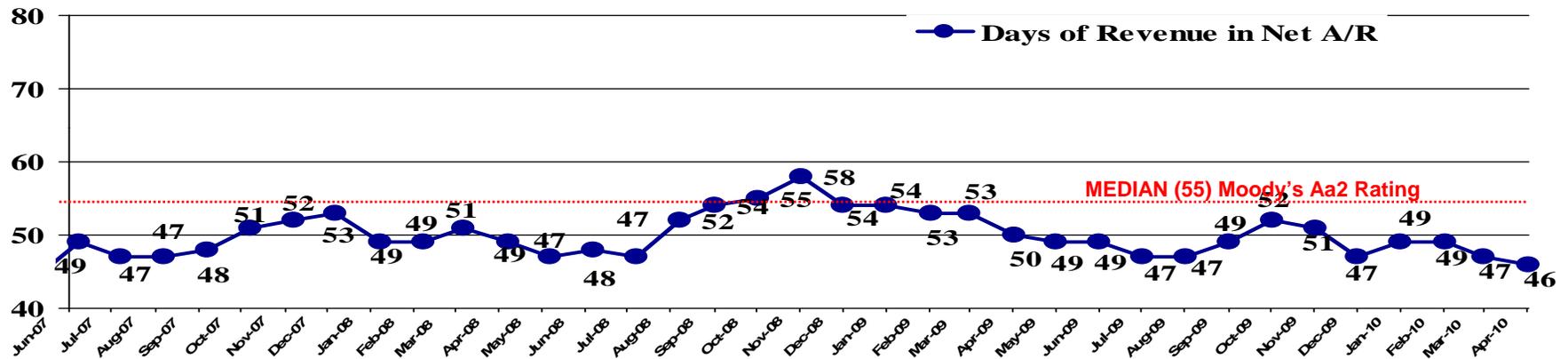
|  |                |                |                |              |             |                |              |
|--|----------------|----------------|----------------|--------------|-------------|----------------|--------------|
| Salaries and Wages                     | \$39,432       | \$41,216       | \$41,474       | (\$1,784)    | -4.3%       | (\$2,042)      | -4.9%        |
| General Expenses                       | 32,169         | 32,204         | 31,348         | (35)         | -0.1%       | 821            | 2.6%         |
| Operating Expense before Capital       | \$71,601       | \$73,420       | \$72,822       | (\$1,819)    | -2.5%       | (\$1,221)      | -1.7%        |
| <b>Cash Flow Operating Margin</b>      | <b>\$9,546</b> | <b>\$8,855</b> | <b>\$6,679</b> | <b>\$691</b> | <b>7.8%</b> | <b>\$2,867</b> | <b>42.9%</b> |
| Capital- Depreciation and Amortization | 6,042          | 6,364          | 6,395          | (322)        | -5.1%       | (353)          | -5.5%        |
| Total Operating Expense                | \$77,644       | \$79,784       | \$79,217       | (\$2,141)    | -2.7%       | (\$1,574)      | -2.0%        |

|                            |                |                |                |                |               |                |                 |
|----------------------------|----------------|----------------|----------------|----------------|---------------|----------------|-----------------|
| <b>Operating Income</b>    | <b>\$3,504</b> | <b>\$2,491</b> | <b>\$284</b>   | <b>\$1,013</b> | <b>40.7%</b>  | <b>\$3,220</b> | <b>1,133.8%</b> |
| <b>Operating Margin %</b>  | <b>4.3%</b>    | <b>3.0%</b>    | <b>0.4%</b>    |                | <b>1.3%</b>   |                | <b>3.9%</b>     |
| Gain (Loss) on Investments | 4,725          | 866            | 6,670          | 3,859          | 445.6%        | (1,945)        | 29.2%           |
| Other Non-Operating        | (193)          | (426)          | (815)          | 233            | 54.7%         | 622            | 76.3%           |
| <b>Net Income</b>          | <b>\$8,036</b> | <b>\$2,931</b> | <b>\$6,139</b> | <b>\$5,105</b> | <b>174.2%</b> | <b>\$1,897</b> | <b>30.9%</b>    |
| <b>Net Margin %</b>        | <b>9.4%</b>    | <b>3.5%</b>    | <b>7.2%</b>    |                | <b>5.9%</b>   |                | <b>2.2%</b>     |

# Comparative Accounts Receivable at April 30, 2010

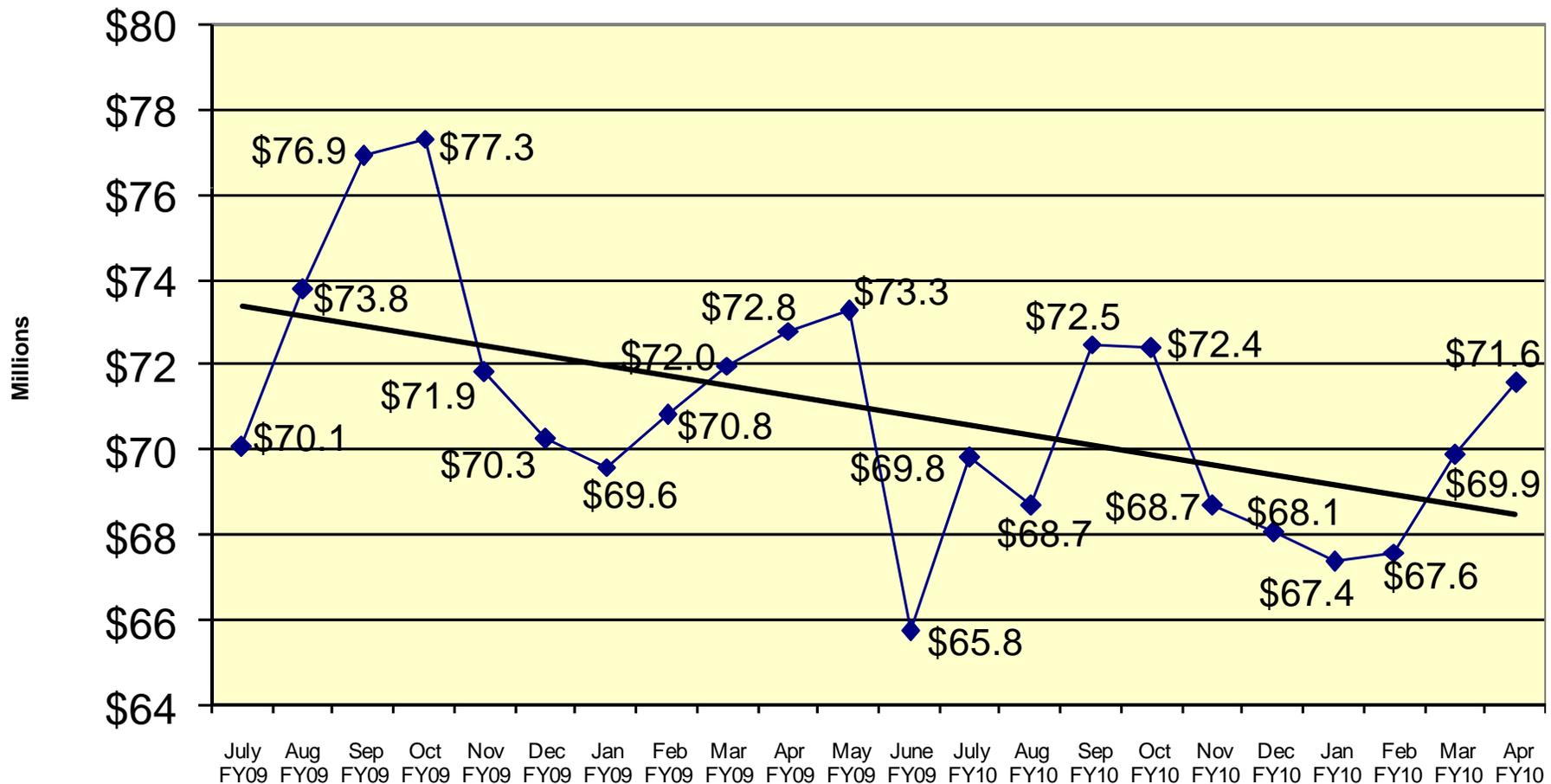


|                         | June 30, 2008 | June 30, 2009 | April 30, 2010 |
|-------------------------|---------------|---------------|----------------|
| Net Accounts Receivable | \$111,208,325 | \$121,515,935 | \$113,117,327  |
| Net Days in AR          | 48            | 49            | 46             |



# Total Operating Expenses

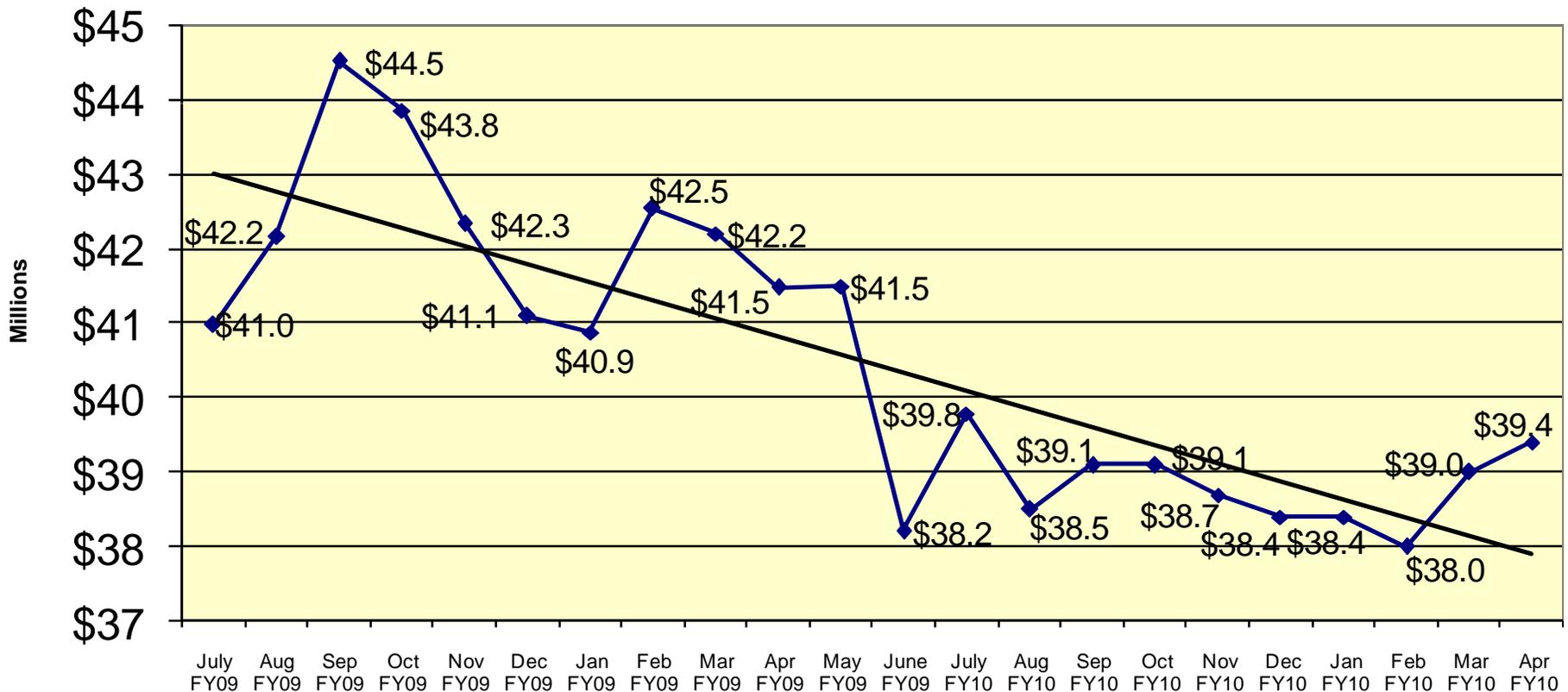
Operating expenses continue to trend downward. Fiscal year-to-date they have decreased from the prior year by 4%, or roughly \$2.9 million per month.



# Salary and Benefit Expenses

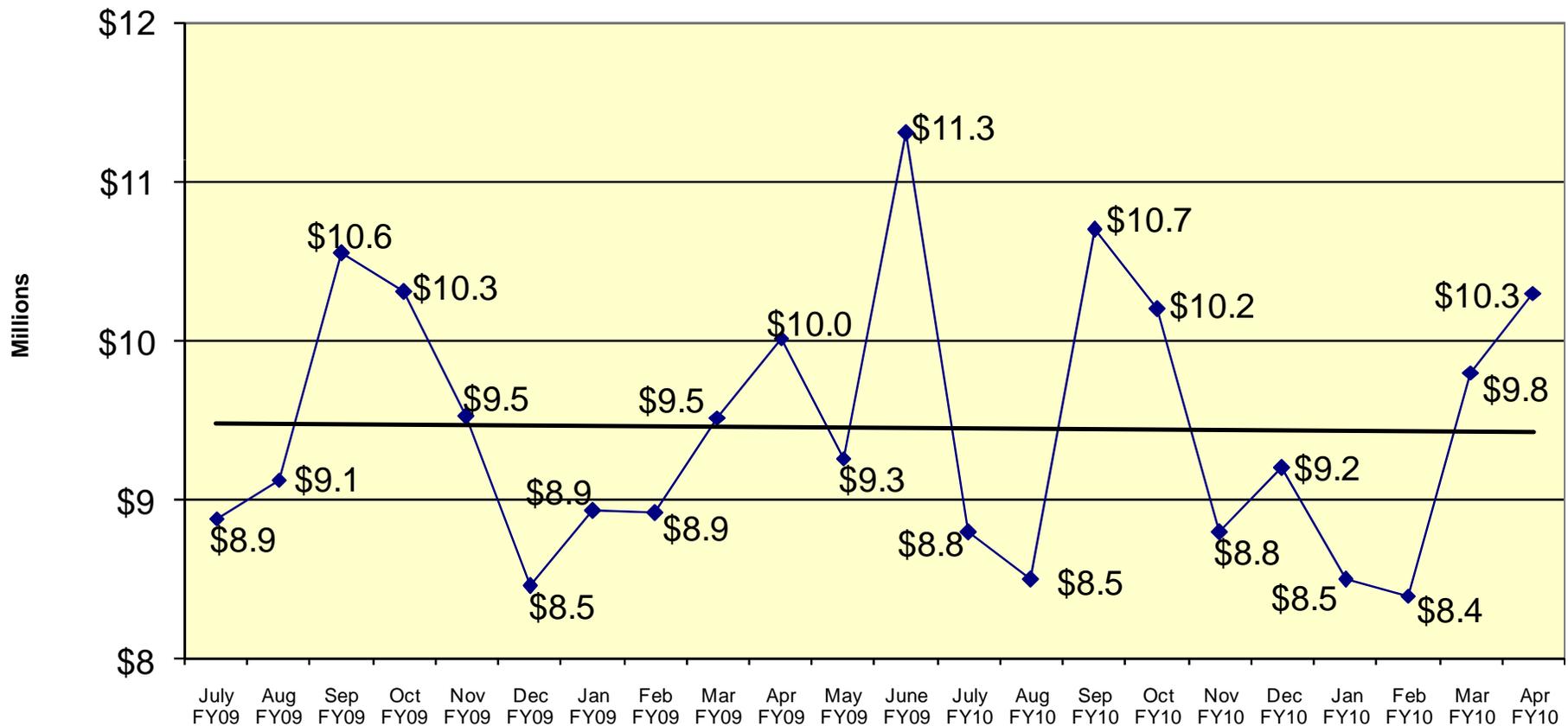


Salary and benefit expenses continue to decline as we focus on improving staff productivity. Salary and benefit expenses averaged \$42.2 million per month during the first ten months of last fiscal year, compared to \$40.4 million this fiscal year, an 8% reduction.



# Supply Expenses

Supply expenses continue to improve with ongoing supply chain initiatives. Year-to-date, average supply expenses per month have decreased from the prior year by approximately 1%.



## ***UI Health Care – River Crossing***

- Opened March 15, 2010
- 7,600 square-foot, primary care facility
- Designed to serve patients from more communities by improving access and adding new services
  - On-site lab equipment
  - On-site radiology equipment
  - Pharmacy
  - Optical shop



## ***UI Health Care - Muscatine***

- Opened May 17, 2010
- Developed to provide an improved patient care setting for patients in the community
  - Dialysis services are offered Mondays, Wednesdays and Fridays
  - Additional specialty outreach services for heart and lung care will be offered beginning in June
  - UI QuickCare available later this summer



# Benchmarking our Performance



The screenshot shows the UHC website dashboard. At the top, there is a search bar and a navigation menu with links for Home, About UHC, News Center, Contact Us, Help, and Log Out. Below the navigation is a horizontal menu with categories: Access THE MEMBER CENTER, Measure PERFORMANCE, Improve PERFORMANCE, Optimize THE SUPPLY CHAIN, Increase REVENUE, Apply UHC STRATEGIC RESEARCH, and Access EDUCATIONAL RESOURCES. The main content area is divided into several sections. On the left, there is a 'My UHC' section with a dropdown menu for 'View all my tools' and links for 'Update my profile', 'Change my password', and 'My Member Specialist is Simone Hunt'. The central part of the dashboard features a large banner with the text 'Boost Performance, Improve Quality and Take Action!' and a list of five bullet points: 'Explore New Benchmarking & Improvement Services Imperatives for Quality', 'Participate in Councils and Member Groups', 'Learn About Member Participation in UHC', 'Connect to Listserv Discussions', and 'Register for an Event'. Below the banner, there are three columns of content. The first column, 'What's New', lists three news items: 'UHC Works to Eliminate Medical Errors, Preventable Infections With New Program', 'UHC Active in 2010 National Patient Safety Foundation Congress', and 'Imperatives for Quality Member Activity Grows'. The second column, 'MEASURE Performance', lists various data and reporting tools. The third column, 'IMPROVE Performance', lists benchmarking and improvement services. The fourth column, 'OPTIMIZE The Supply Chain', lists supply chain management programs. The fifth column, 'INCREASE Revenue', lists revenue growth strategies. The sixth column, 'APPLY UHC Strategic Research', lists strategic research studies. The seventh column, 'ACCESS Educational Resources', lists educational programs and events. At the bottom of the dashboard, there is a footer with links for HIPAA Compliance, Privacy Statement, Legal Disclaimer, Site Map, and Send Feedback.

# Department Specific Benchmarking



## Department Specific-ODB

|  |                        |
|--|------------------------|
| <b>Surgical Services Total Expense (WI Adj)/Case</b>   | <b>(\$/case)</b>       |
| IT Total Expense (Wi Adj)/Adj Disch  | (\$/disch)             |
| <b>Laboratory Services (Clinical Operation) Total Expense (WI Adj)/CMI-Weighted Lab Adjusted Disch</b> | <b>(\$/disch)</b>      |
| Facilities Operations Total Expense (WI Adj)/1000 Gross Sq Ft Maintained                               | (\$/1000 sq ft)        |
| <b>Fiscal Services Total Expense (WI Adj)/Adj Disch</b>  | <b>(\$/disch)</b>      |
| Materials Management Total Expense (WI Adj)/Adj Disch  | (\$/disch)             |
| <b>IP Nursing Total Expense (WI Adj)/CMI-Adj Equiv Pat Day</b>   | <b>(\$/equiv day)</b>  |
| IP Adjusted Total Pharmacy Expense (WI Adj)/Pharmacy Intensity-Weighted Disch                          | (\$/disch)             |
| <b>Food and Nutritional Services Total Expense (WI Adj)/ART Meal Equivalent</b>                        | <b>(\$/meal equiv)</b> |
| Imaging Total Expense (WI Adj)/Amb Pay Class   | (\$/APC)               |
| <b>Cardiology Total Expense (WI Adj)/Amb Pay Class</b>   | <b>(\$/APC)</b>        |
| ED Total Expense (WI Adj)/Visit  | (\$/visit)             |

# University of Iowa Hospitals and Clinics

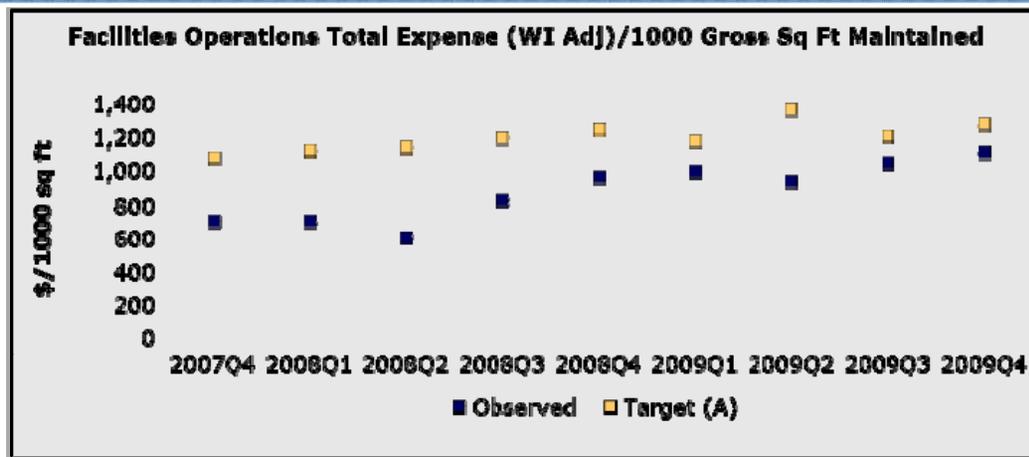
Oct – Dec 2009 (Q4) – Facilities Operations Total Expense (WI Adj) / 1000 Gross Sq Ft Maintained



Efficiency Management Report

Print Date:  
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Friday, April 9, 2010



| Current Quarter UHC Top 10 in This Metric | Facilities Tot Exp/1000 Sq Ft | Facilities Labor Exp/1000 Sq Ft | Facilities Other Exp/1000 Sq Ft | Gr Sq Ft Maint/Licensed Bed |
|---|-------------------------------|---------------------------------|---------------------------------|-----------------------------|
| UNIVHOSP-UMDNJ                            | 594.34                        |                                 | ⊕                               | 3,606.39                    |
| MISSISSIPPI                               | 652.76                        | ⊕⊕                              | ⊕⊕                              | 5,062.58                    |
| EMORY MIDTOWN                             | 716.24                        | ⊕                               | ⊕⊕                              | 3,063.25                    |
| NCAROLINA                                 | 914.73                        | ⊕                               | ⊕                               | 5,089.41                    |
| PARKLAND                                  | 953.96                        |                                 | ⊕⊕                              | 4,491.85                    |
| KANSAS                                    | 960.48                        |                                 | ⊕⊕                              | 2,584.49                    |
| SHANDS UF                                 | 966.61                        |                                 | ⊕⊕                              | 3,791.37                    |
| UTAH                                      | 1,101.59                      | ⊕                               | ⊕                               |                             |
| <b>IOWA</b>                               | <b>1,104.56</b>               | ⊕                               | ⊕                               | <b>4,154.19</b>             |
| GRADY                                     | 1,175.77                      |                                 | ⊕                               | 2,935.07                    |

Facilities Operations Total Expense (WI Adj) / 1000 Gross Sq Ft Maintained Legend:

- Substantially Worse than Target Range
- ⊖ Worse than Target Range
- ⊕ Within Target Range
- ⊕⊕ Substantially Better than Target Range
- ⊖ No Data From Your Institution
- ⊗ Outlier
- ⊕ Performance > UHC 90th percentile
- ⊕ Performance > UHC 50th percentile
- ⊕ Performance <= UHC 50th percentile
- ⊕ Performance < UHC 10th percentile
- Excluded from comparative data

# University of Iowa Hospitals and Clinics

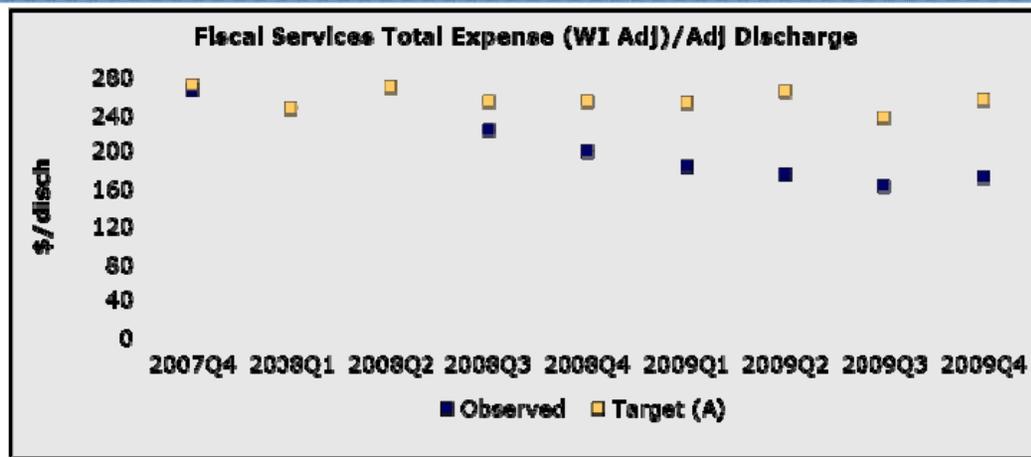
Oct – Dec 2009 (Q4) – Fiscal Services Total Expense (WI Adj) / Adj Dischar



Efficiency Management Report

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| Current Quarter UHC Top 10 in This Metric | Fiscal Svcs Tot Exp/Adj Disch | Fiscal Svcs Labor Exp/Adj Disch | Fiscal Svcs Other Exp/Adj Disch | Accts Billed/AdjDischg |
|---|-------------------------------|---------------------------------|---------------------------------|------------------------|
| HUP                                       | 51.14                         | ⊕⊕                              | ⊕⊕                              |                        |
| BEAUMONT                                  | 57.15                         | ⊕⊕                              | ⊕⊕                              |                        |
| VANDERBILT                                | 58.59                         | ⊕⊕                              | ⊕⊕                              |                        |
| GEORGETOWN                                | 74.03                         | ⊕⊕                              | ⊕⊕                              |                        |
| MASSGEN                                   | 97.08                         | ⊕                               | ⊕⊕                              |                        |
| SHANDS UF                                 | 141.64                        | ⊕                               | ⊕                               |                        |
| IOWA                                      | 171.73                        | ⊕                               | ⊕                               |                        |
| BRIGHAM                                   | 177.61                        | ⊕                               | ⊕                               |                        |
| METHTX                                    | 178.03                        | ⊕                               | ⊕                               |                        |
| NMEXICO                                   | 219.03                        | ⊕                               | ⊕                               | 22.33                  |

**Fiscal Services Total Expense (WI Adj) / Adj Dischar Legend:**

- Substantially Worse than Target Range
- Worse than Target Range
- ⊕ Within Target Range
- ⊕⊕ Substantially Better than Target Range
- ⊖ No Data From Your Institution
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- Performance > UHC 90th percentile
- Performance > UHC 50th percentile
- Performance <= UHC 50th percentile
- Performance < UHC 10th percentile
- Excluded from comparative data

# University of Iowa Hospitals and Clinics

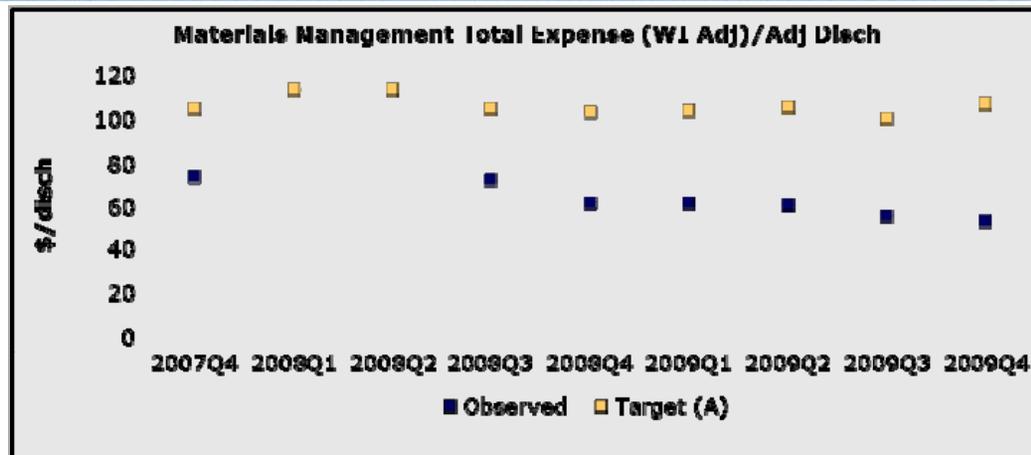
Oct – Dec 2009 (Q4) – Materials Management Total Expense (WI Adj) / Adj Disch



Efficiency Management Report

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| Current Quarter UHC Top 10 in This Metric | Mat Mgmt Tot Exp/Adj Disch | Mat Mgmt Labor Exp/Adj Disch | Mat Mgmt Other Exp/Adj Disch | Sup Exp less Drugs % Net Oper Rev | Sup Exp less Drugs/CMI Adj Disch |
|---|----------------------------|------------------------------|------------------------------|-----------------------------------|----------------------------------|
| IOWA                                      | 52.71                      | ⊕                            | ⊕⊕                           | ⊕⊕                                | ⊕                                |
| EMORY                                     | 57.43                      | ⊕⊕                           | ⊕                            |                                   |                                  |
| DENHEALTH                                 | 69.73                      | ⊕                            | ⊕                            | ⊕⊕                                | ⊕⊕                               |
| BEAUMONT                                  | 72.40                      | ⊕⊕                           | ⊕                            | ⊕⊕                                | ⊕                                |
| WISCONSIN                                 | 73.39                      | ⊕                            | ⊕                            | ⊕⊕                                | ⊕                                |
| RWJOHNSON                                 | 76.83                      | ⊕                            | ⊕                            |                                   |                                  |
| ARIZONA                                   | 85.61                      | ⊕                            | ⊕                            | ⊕⊕                                | ⊕                                |
| NYU                                       | 88.10                      |                              | ⊕⊕                           | ⊕⊕                                |                                  |
| NCAROLINA                                 | 89.55                      | ⊕                            | ⊕                            | ⊕⊕                                | ⊕                                |
| PARKLAND                                  | 93.82                      | ⊕                            | ⊕                            | ⊕⊕                                | ⊕⊕                               |

Materials Management Total Expense (WI Adj) / Adj Disch Legend:

- Substantially Worse than Target Range
- ⊖ Worse than Target Range
- ⊕ Within Target Range
- ⊕⊕ Substantially Better than Target Range
- ⊖ No Data From Your Institution
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- ⊖ Performance > UHC 50th percentile
- ⊕ Performance ≤ UHC 50th percentile
- ⊕⊕ Performance < UHC 10th percentile
- ⊖ Excluded from comparative data
- ⊗ Excluded from comparative data

# University of Iowa Hospitals and Clinics

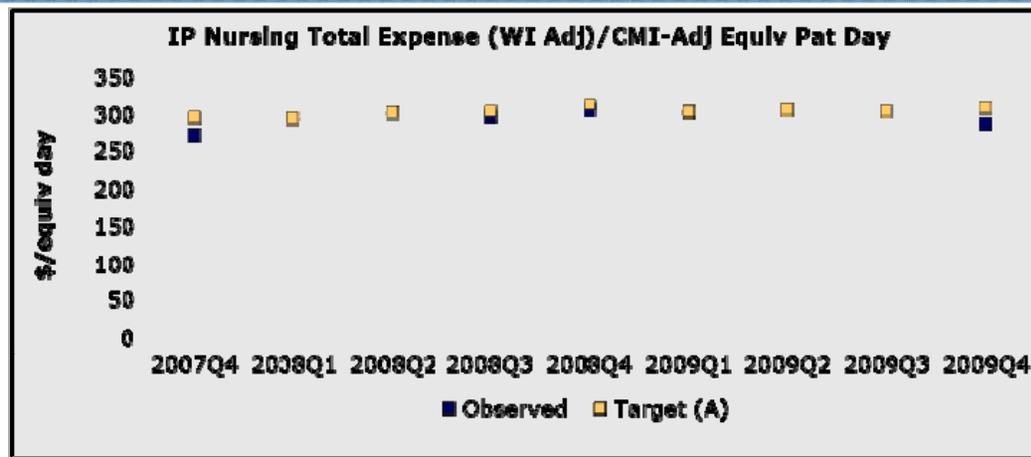
Oct – Dec 2009 (Q4) – IP Nursing Total Expense (WI Adj) / CMI-Adj Equiv Pat Day



Efficiency Management Report

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| Current Quarter UHC Top 10 in This Metric | IP Nurse Tot Exp/CMI-Adj Equiv Pat Day | IP Nurse Labor Exp/Equiv Pat Day | IP Nurse Med Sup Exp/Equiv Pat Day | Press Ganey Patient Satisfaction | LOS O/E Ratio |
|---|--|----------------------------------|------------------------------------|----------------------------------|---------------|
| WAKEBAPTIST                               | <b>253.54</b>                          | ⊕⊕                               | ⊕⊕                                 | ⊕                                | ⊕             |
| EMORY                                     | 258.63                                 | ⊕⊕                               |                                    | ⊕⊕                               | ⊕             |
| TOI FDO                                   | <b>274.45</b>                          | ⊕⊕                               | ⊕                                  |                                  | ⊕             |
| <b>IOWA</b>                               | <b>285.60</b>                          | ⊕⊕                               |                                    |                                  | ⊕             |
| MCG                                       | <b>286.88</b>                          | ⊕                                |                                    |                                  |               |
| UKCHANDLER                                | 288.92                                 | ⊕⊕                               |                                    |                                  | ⊕             |
| BEAUMONI                                  | <b>297.03</b>                          | ⊕                                | ⊕                                  | ⊕                                |               |
| ALABAMA                                   | 298.80                                 | ⊕                                |                                    | ⊕                                |               |
| JEFFERSON                                 | <b>302.63</b>                          | ⊕                                |                                    | ⊕                                |               |
| GREENVILLE                                | 306.58                                 | ⊕                                | ⊕                                  |                                  |               |

IP Nursing Total Expense (WI Adj) / CMI-Adj Equiv Pat Day Legend:

- Substantially Worse than Target Range
- ⊖ Worse than Target Range
- ⊕ Within Target Range
- ⊕⊕ Substantially Better than Target Range
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- ⊕ Excluded from comparative data

# University of Iowa Hospitals and Clinics

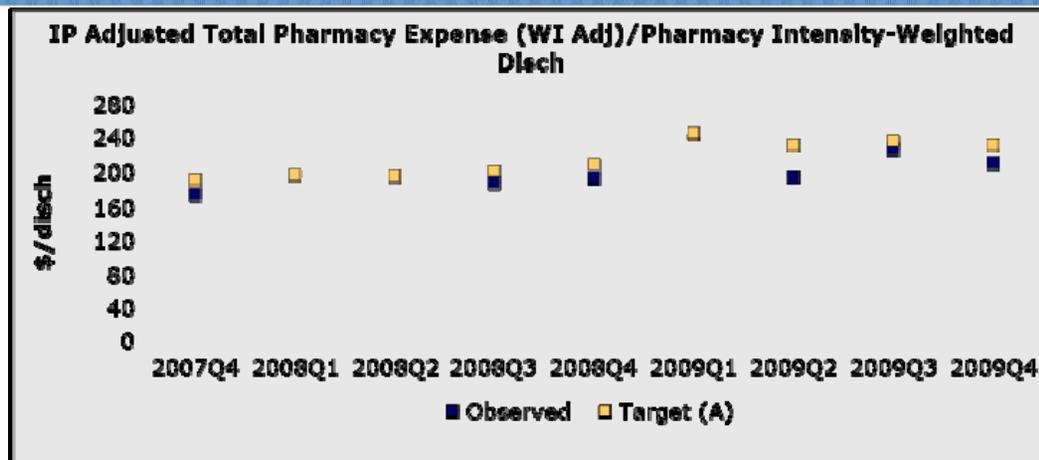
Oct – Dec 2009 (Q4) – IP Adjusted Total Pharmacy Expense (WI Adj) / Pharmacy Intensity-Weighted Discharge



Efficiency Management Report

Print Date:  
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| Current Quarter UHC Top 10 in This Metric | IP Tot Exp/Wgt Disch | IP Pharmacy Labor Exp/Wgt Disch | IP Pharmacy Med Sup Exp/Wgt Disch | Participate in 340b Program |
|---|----------------------|---------------------------------|-----------------------------------|-----------------------------|
| JEFFERSON                                 | 151.32               |                                 |                                   |                             |
| TRUMANHOSPITALHILL                        | 154.16               | ⊙                               | ⊙                                 | Y                           |
| SYRACUSE                                  | 163.72               | ⊙                               | ⊙                                 | Y                           |
| WASHDCHOSP                                | 176.36               | ⊙                               | ⊙                                 | Y                           |
| RWJOHNSON                                 | 183.12               | ⊙                               | ⊙                                 |                             |
| VANDERBILT                                | 197.92               |                                 |                                   | Y                           |
| MICHIGAN                                  | 201.26               |                                 |                                   | Y                           |
| IOWA                                      | 210.21               |                                 |                                   | Y                           |
| BRIGHAM                                   | 211.96               |                                 |                                   |                             |
| WISCONSIN                                 | 221.14               |                                 |                                   |                             |

IP Adjusted Total Pharmacy Expense (WI Adj) / Pharmacy Intensity-Weighted Discharge Legend:

- Substantially Worse than Target Range
- Worse than Target Range
- ⊙ Within Target Range
- ⊙⊙ Substantially Better than Target Range
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# University of Iowa Hospitals and Clinics

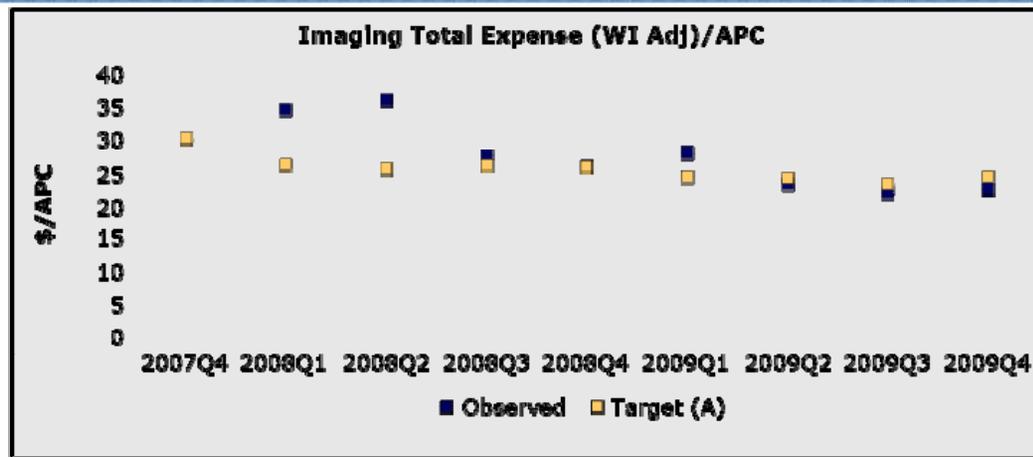
Oct – Dec 2009 (Q4) – Imaging Total Expense (WI Adj) / APC



Efficiency Management Report

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| Current Quarter UHC Top 10 in This Metric | Imaging Tot Exp/APC | Imaging Labor Exp/APC | Imaging Med Sup Exp/APC | Tot Exp/Adj Disch | IP Proc/Disch |
|---|---------------------|-----------------------|-------------------------|-------------------|---------------|
| DENHEALTH                                 | 17.69               | ⊕                     | ⊕                       | ⊕⊕                | 2.57          |
| UKCHANDLER                                | 20.29               | ⊕⊕                    | ⊕                       | ⊕⊕                | 5.49          |
| PARKLAND                                  | 20.89               | ⊕                     | ⊕                       | ⊕⊕                | 2.72          |
| ARKANSAS                                  | 21.44               | ⊕⊕                    |                         | ⊕⊕                | 4.69          |
| IOWA                                      | 22.44               | ⊕                     | ⊕                       | ⊕⊕                | 3.69          |
| BEAUMONT                                  | 22.48               | ⊕                     | ⊕                       | ⊕⊕                | 3.12          |
| ARIZONA                                   | 23.69               | ⊕                     | ⊕                       | ⊕                 | 3.93          |
| HENNEPIN                                  | 23.83               | ⊕⊕                    |                         | ⊕                 | 3.31          |
| STONYBROOK                                | 24.07               | ⊕                     |                         | ⊕                 | 3.55          |
| VANDERBILT                                | 24.24               | ⊕                     | ⊕                       | ⊕                 | 4.21          |

Imaging Total Expense (WI Adj) / APC Legend:

- Substantially Worse than Target Range
- ⊖ Worse than Target Range
- ⊕ Within Target Range
- ⊕⊕ Substantially Better than Target Range
- ⊖ No Data From Your Institution
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# University of Iowa Hospitals and Clinics

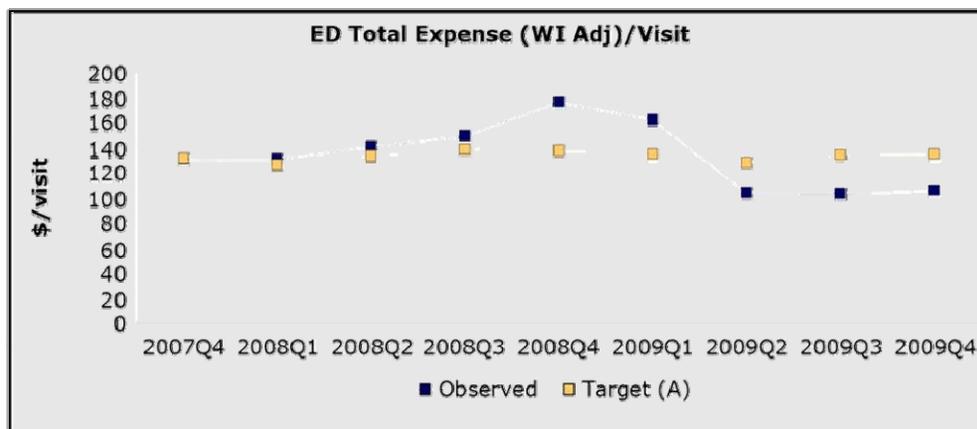
Oct – Dec 2009 (Q4) – ED Total Expense (WI Adj) / Visit



Efficiency Management Report

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| Current Quarter UHC Top 10 in This Metric | ED Tot Exp/Visit | ED Labor Exp/Visit | ED Sup Exp/Visit | ED LOS | Walkout Rate |
|---|------------------|--------------------|------------------|--------|--------------|
| HENNEPIN                                  | 91.04            | ⊙⊙                 | ⊙                |        |              |
| WISHARD                                   | 97.57            | ⊙⊙                 | ⊙                |        |              |
| IOWA                                      | 106.26           | ⊙⊙                 | ⊙                | ⊙      |              |
| TOLEDO                                    | 106.32           |                    | ⊙                | ⊙⊙     | ⊙⊙           |
| WESTVIRGINIA                              | 110.06           | ⊙⊙                 | ⊙                | ⊙      |              |
| GREENVILLE                                | 112.37           | ⊙⊙                 | ⊙                |        |              |
| GEORGETOWN                                | 118.57           | ⊙                  | ⊙⊙               |        |              |
| BEAUMONT                                  | 121.43           | ⊙⊙                 |                  |        | ⊙            |
| MCG                                       | 122.35           | ⊙                  | ⊙                |        |              |
| EMORY MIDTOWN                             | 126.50           | ⊙                  | ⊙                |        |              |

**ED Total Expense (WI Adj)/Visit Legend:**

- Substantially Worse than Target Range
  - Worse than Target Range
  - ⊙ Within Target Range
  - ⊙⊙ Substantially Better than Target Range
  - ⊖ No Data From Your Institution
  - ⊗ Outlier
- Performance > UHC 90th percentile
  - Performance > UHC 50th percentile
  - Performance ≤ UHC 50th percentile
  - Performance < UHC 10th percentile
  - Excluded from comparative data



## ***Radiation Oncology***

John Buatti, MD  
Director, Center of Excellence in Radiation Oncology

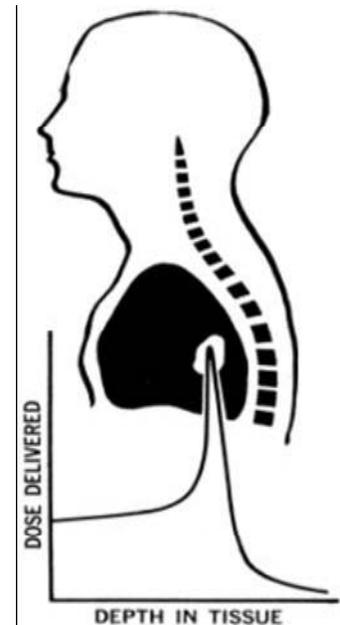
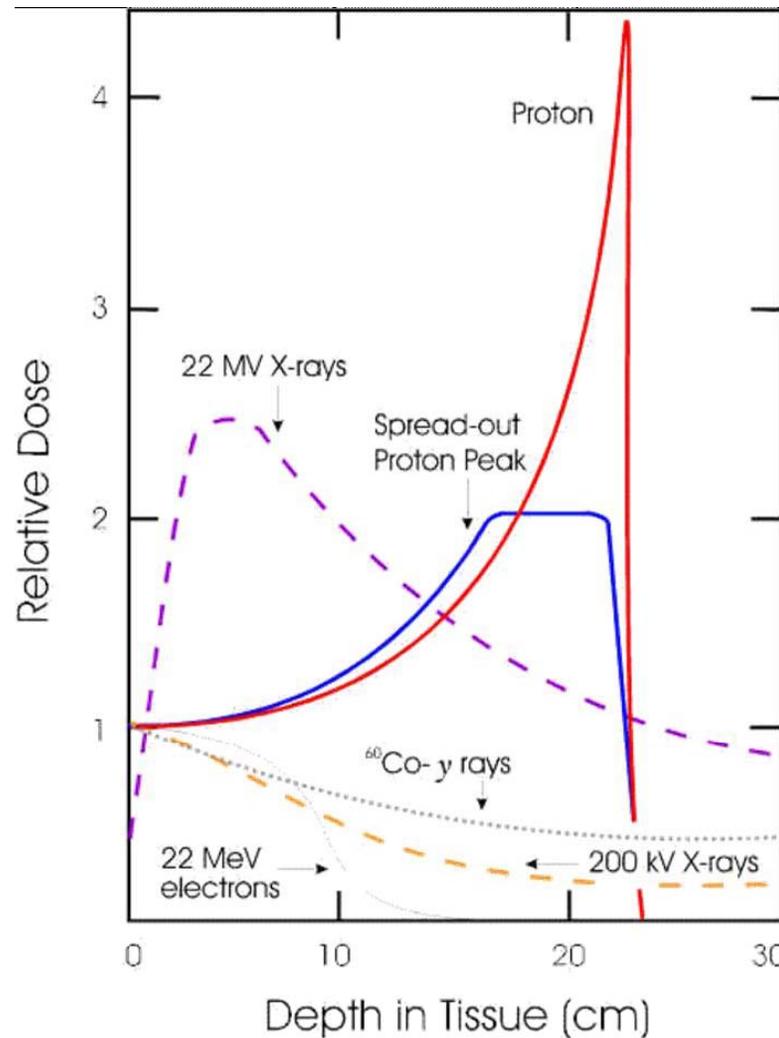
# ***Why Protons in Iowa Now?***

- Potential Advantages of Protons
- Some Challenges
- Why Protons Now?
- Impact on Cancer Services
- 10 year proforma
- Request to proceed and CON
- Questions

# Bragg Peak

Point of release of beam energy

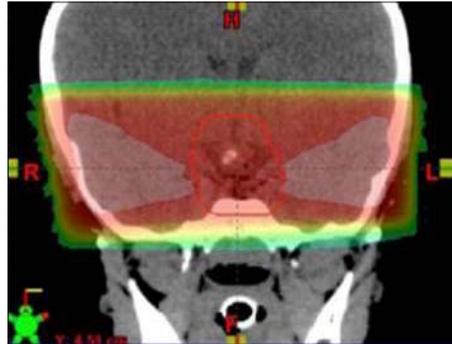
- Penetration depth is controlled by the energy
- Proton beams thus deposit all of their energy on the target



# Dose Distributions

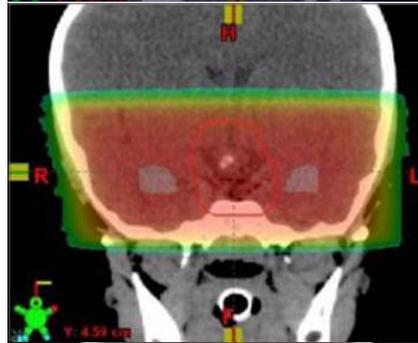
Opp 6X

~1980



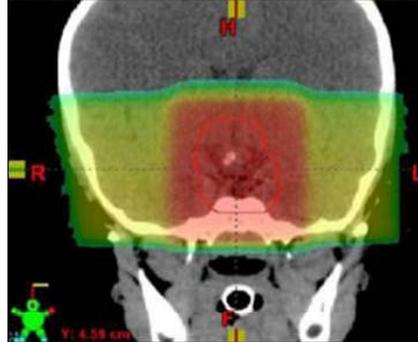
Opp 15X

~1985



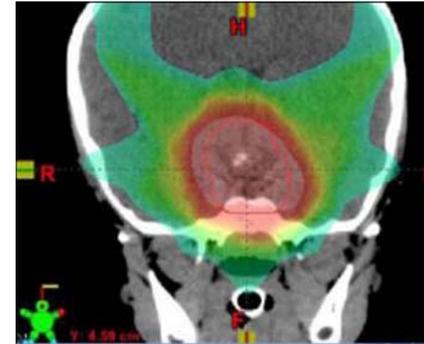
3 Field  
Vertex

~1990



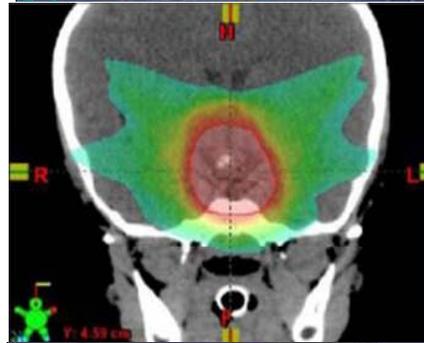
3D  
Conformal

~1995



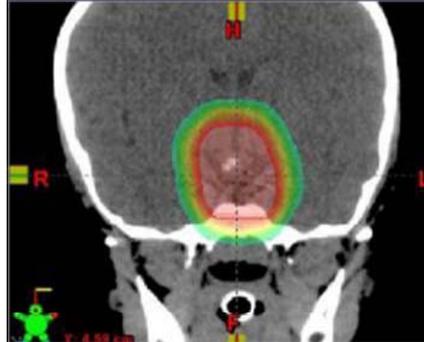
IMRT

~2005



Proton

~2009



~105% to  
~20%  
Red=100%  
Aqua=20%

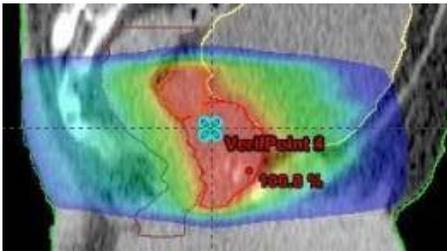
*Courtesy:  
D Louis,  
D Yeung,  
Z Li, C Li*

# The Proton Therapy Clinical Advantage

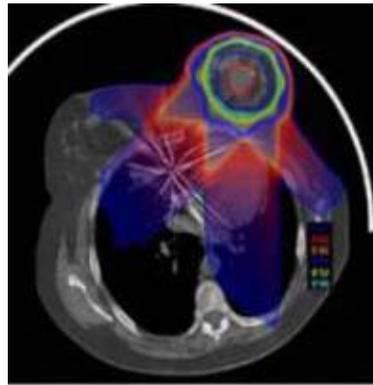
Integral Dose is ~3x Lower than in IMRT

X-Ray/IMRT

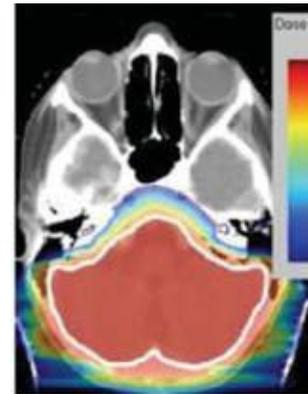
Prostate



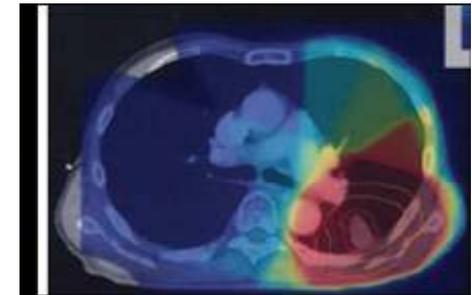
Breast



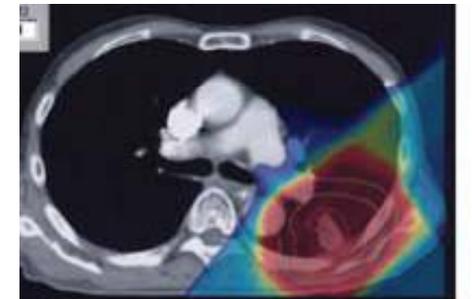
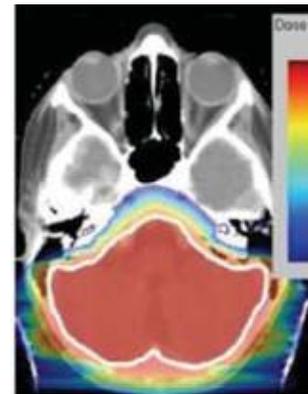
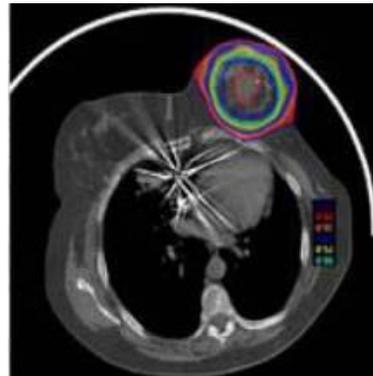
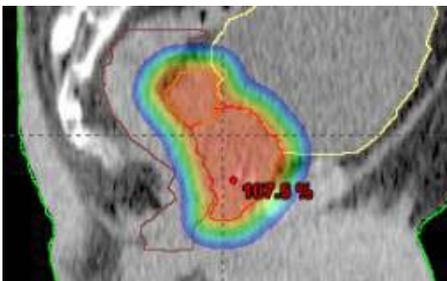
Pediatric



Lung



PROTON



## Proton Therapy: Medulloblastoma

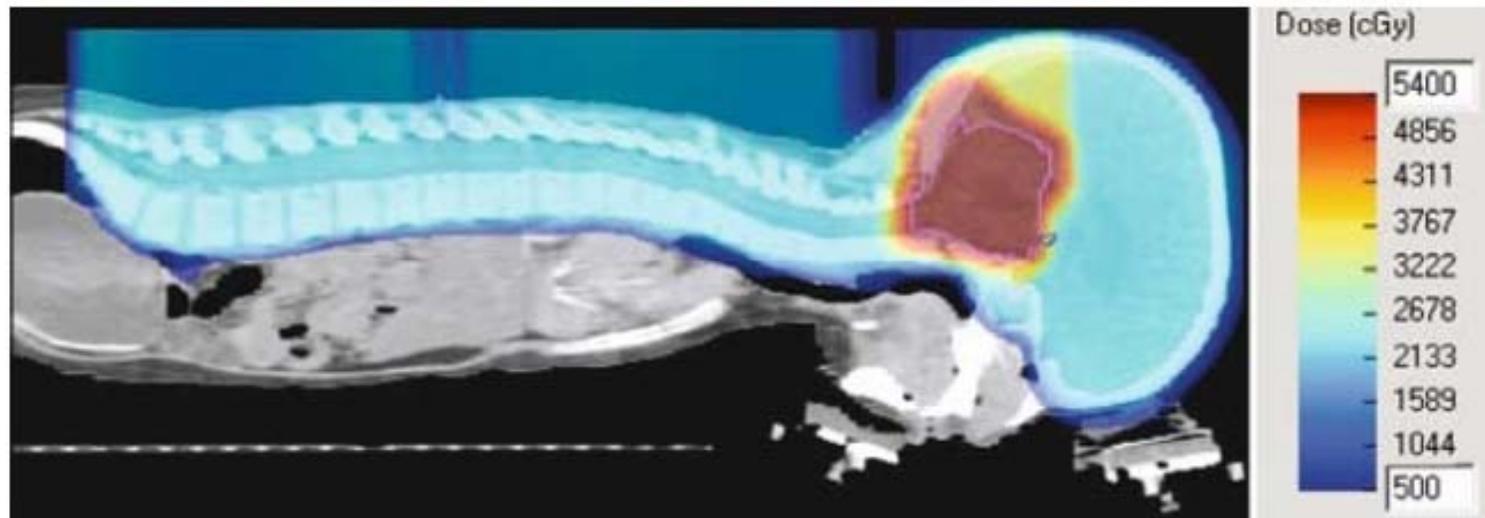


Fig. 27.3 Sagittal color-wash dose display for the treatment of medulloblastoma including the CSI to 23.4 as well as the posterior fossa boost to 54 CGE. (From Bussiere and Adams 2003)

## Proton Therapy Retrospective Study

Presented at the 2008 ASTRO Annual Meeting\*:

**Use of proton radiation therapy is associated with a significantly lower risk of a second malignancy**

### Rate of **secondary cancer**:

- 6.4% of patients who received proton radiation
- 12.8% of patients who received standard photon radiation

- o Proton patients:
  - o 503 patients treated (Harvard/MGH)
  - o Median age: 56 years
- o Photon patients:
  - o 1,591 patients (SEER cancer registry)
  - o Median age: 59 years

*\*Chung et al. Comparative Analysis of Second Malignancy Risk in Patients Treated with Proton Therapy versus Conventional Photon Therapy. Int. J. Rad. Onc. Bio. Phys. Volume 72, Number 1, Supplement, 2008*

## ***The Rationale for judging the clinical superiority of protons vis-à-vis X-rays***

- For the same dose to the target volume, protons deliver a lower physical dose to the uninvolved normal tissues than do high-energy X-rays.
- There is very little difference in tissue response per unit dose between protons of therapeutic energies as compared with high-energy X-rays, so that the only relevant differences are physical.
- There is no medical reason to irradiate any tissue judged not to contain malignant cells.
- Radiation damages normal tissue and the severity of that damage increases with increasing dose.

**Each of these 4 statements is established experimentally beyond reasonable doubt**

# Summary of Physics Uncertainty Issues

- Proton beams are more sensitive to:
  - Organ motion
  - Anatomy changes in the beam path
  - CT number accuracy
  - Treatment devices in the beam path (for example, the couch immobilization devices)

- IGRT and motion management may help
- Proton plans are difficult to evaluate
- Many challenges remain due to practical reasons
  - Compromises may have to be made for routine practice
    - Use common sense!

Table 27.1 Worldwide proton therapy experience as of July 2004. (From SISTERTON 2004)

| Institution       | Location           | First treatment | Last treatment | No. of patients | Date of total |
|-------------------|--------------------|-----------------|----------------|-----------------|---------------|
| Berkeley          | California, USA    | 1954            | 1957           | 30              |               |
| Uppsala           | Sweden             | 1957            | 1976           | 73              |               |
| Harvard           | Massachusetts, USA | 1961            | 2002           | 9116            |               |
| Dubna             | Russia             | 1967            | 1996           | 124             |               |
| ITEP, Moscow      | Russia             | 1969            |                | 3748            | June 2004     |
| St. Petersburg    | Russia             | 1975            |                | 1145            | April 2004    |
| Chiba             | Japan              | 1979            |                | 145             | April 2002    |
| PMRC(1), Tsukuba  | Japan              | 1983            | 2000           | 700             |               |
| PSI (72 MeV)      | Switzerland        | 1984            |                | 4066            | June 2004     |
| Dubna             | Russia             | 1999            |                | 191             | Nov. 2003     |
| Uppsala           | Sweden             | 1989            |                | 418             | Jan. 2004     |
| Clatterbridge     | UK                 | 1989            |                | 1287            | Dec. 2003     |
| Loma Linda        | California, USA    | 1990            |                | 9282            | July 2004     |
| Louvain-la-Neuve  | Belgium            | 1991            | 1993           | 21              |               |
| Nice              | France             | 1991            |                | 2555            | April 2004    |
| Orsay             | France             | 1991            |                | 2805            | Dec. 2003     |
| iThemba LABS      | South Africa       | 1993            |                | 446             | Dec. 2003     |
| MPRI(1)           | Indiana, USA       | 1993            | 1999           | 34              |               |
| UCSF – CNL        | California, USA    | 1994            |                | 632             | June 2004     |
| TRIUMF            | Canada             | 1995            |                | 89              | Dec. 2003     |
| PSI (200 MeV)     | Switzerland        | 1996            |                | 166             | Dec. 2003     |
| H.M.I, Berlin     | Germany            | 1998            |                | 437             | Dec. 2003     |
| NCC, Kashiwa      | Japan              | 1998            |                | 270             | June 2004     |
| HIBMC, Hyogo      | Japan              | 2001            |                | 359             | June 2004     |
| PMRC(2), Tsukuba  | Japan              | 2001            |                | 492             | July 2004     |
| NPTC, MGH         | Massachusetts, USA | 2001            |                | 800             | July 2004     |
| INFN-LNS, Catania | Italy              | 2002            |                | 77              | June 2004     |
| WERC              | Japan              | 2002            |                | 14              | Dec. 2003     |
| Shizuoka          | Japan              | 2003            |                | 69              | July 2004     |
| MPRI(2)           | Indiana, USA       | 2004            |                | 21              | July 2004     |
| Total             |                    |                 |                | 39,612          |               |

# ***Why at Iowa Now?***

# Rapid US expansion of proton centers

in 70% of Announced Centers:

MONARCH<sup>250</sup>

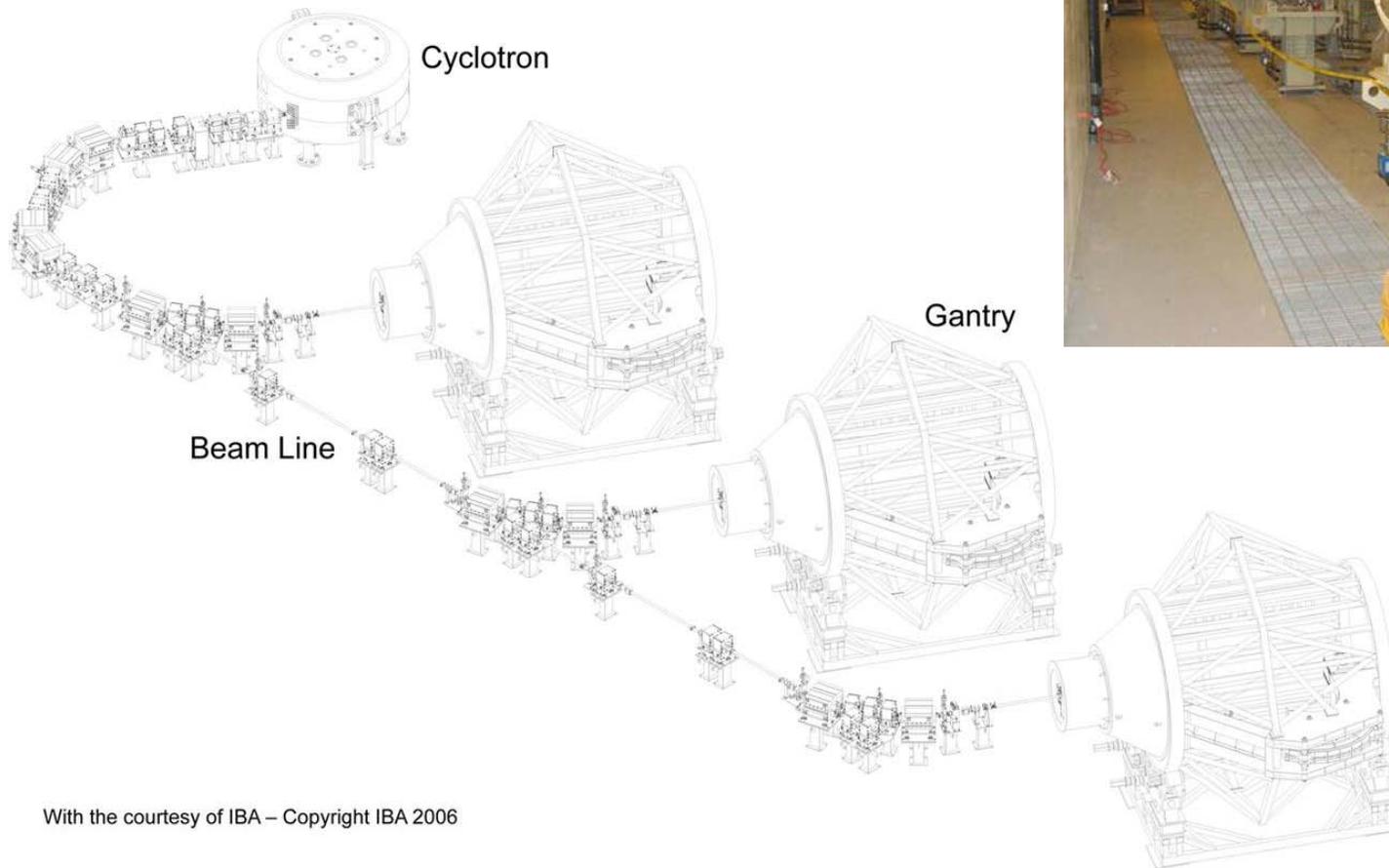


*This device has not been cleared by the US Food and Drug Administration for clinical use*

# ***Current Proton Therapy Technologies***

- Cyclotron (MGH, UF, U Penn)
- Synchrotron (MDACC, Midwest, Loma Linda)
- 120-200 million dollars

# Cyclotron Facility



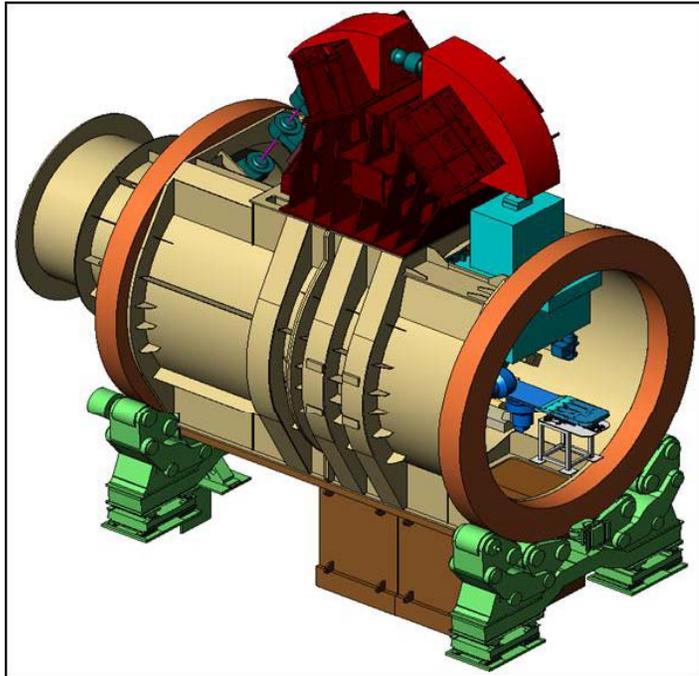
With the courtesy of IBA – Copyright IBA 2006

# Gantry

13 m diameter

190 tons

SAD  $\geq 2.6$  m



# Eight Months to Complete



June 2003



July



August



September

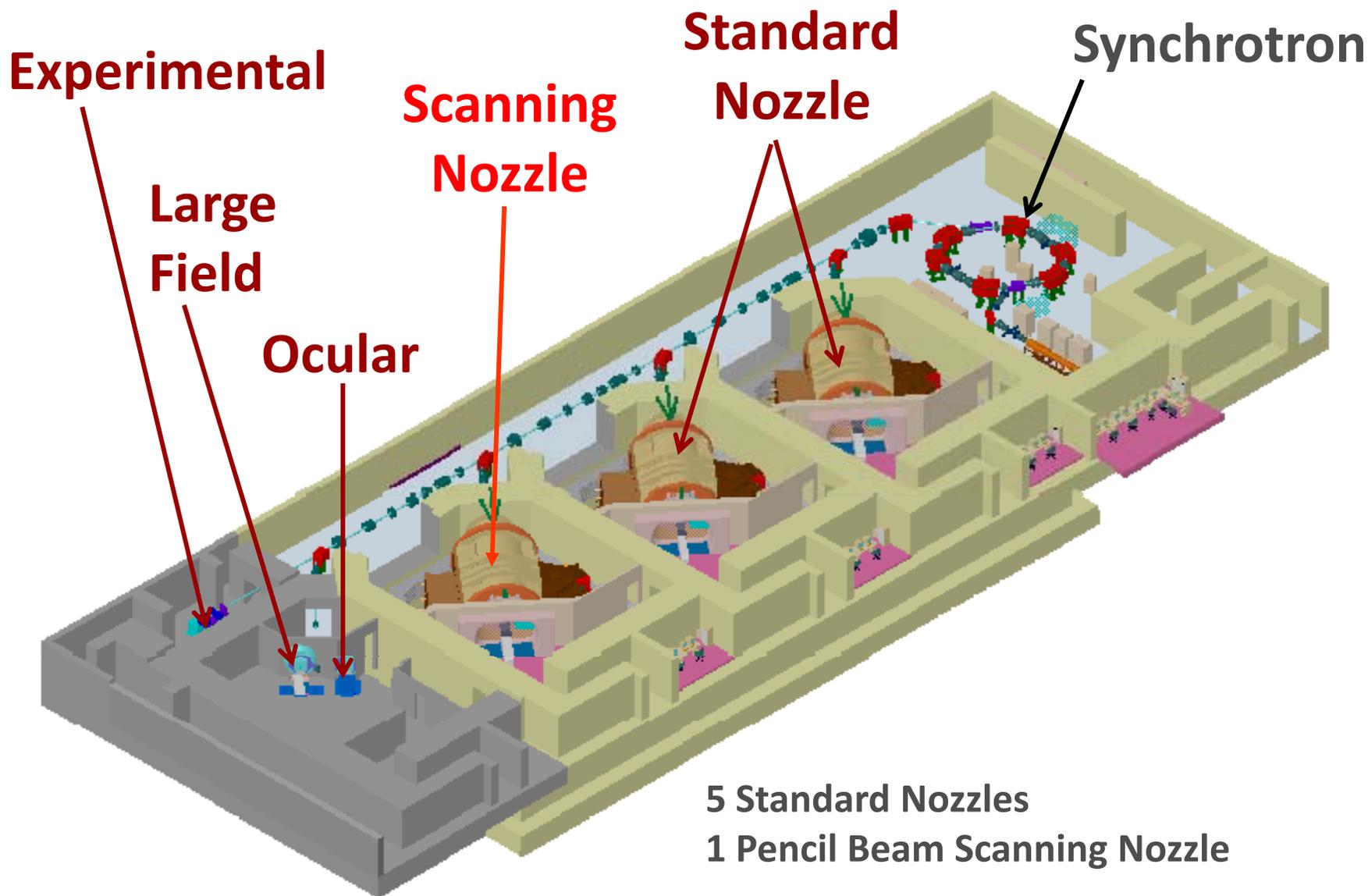


October



January, 2004

# Proton Therapy Treatment Level



# *M. D. Anderson Proton Therapy Center*

*December 2004*

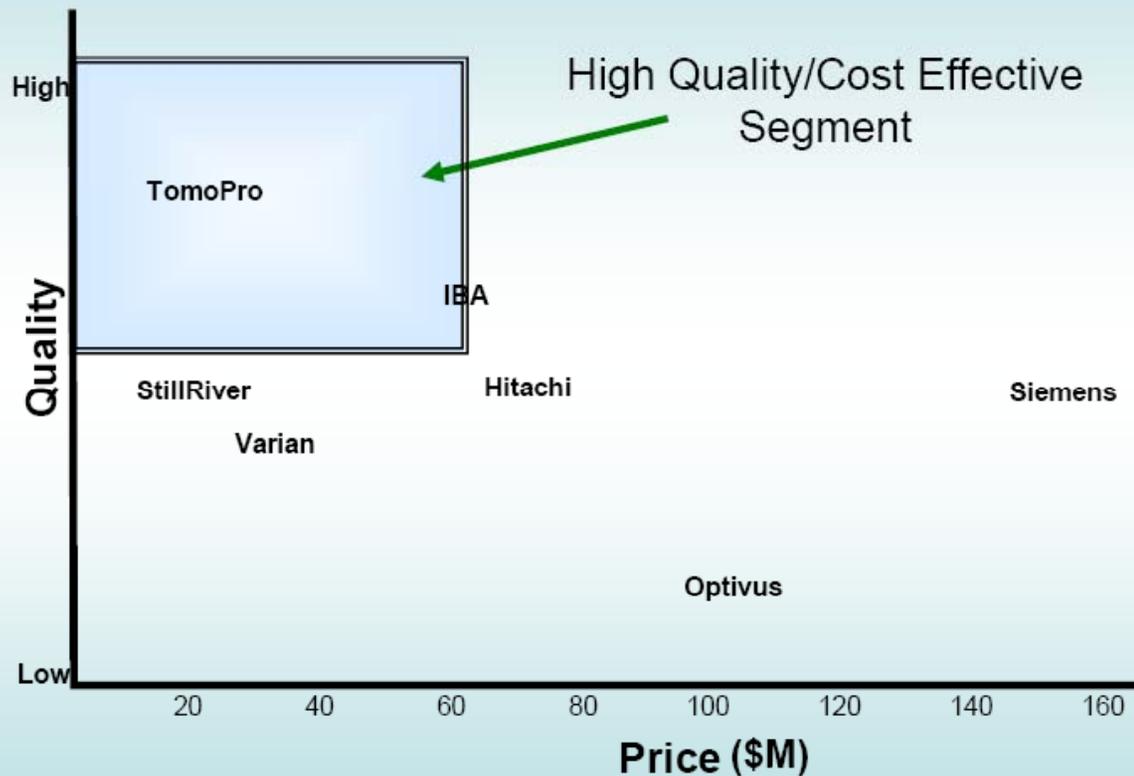


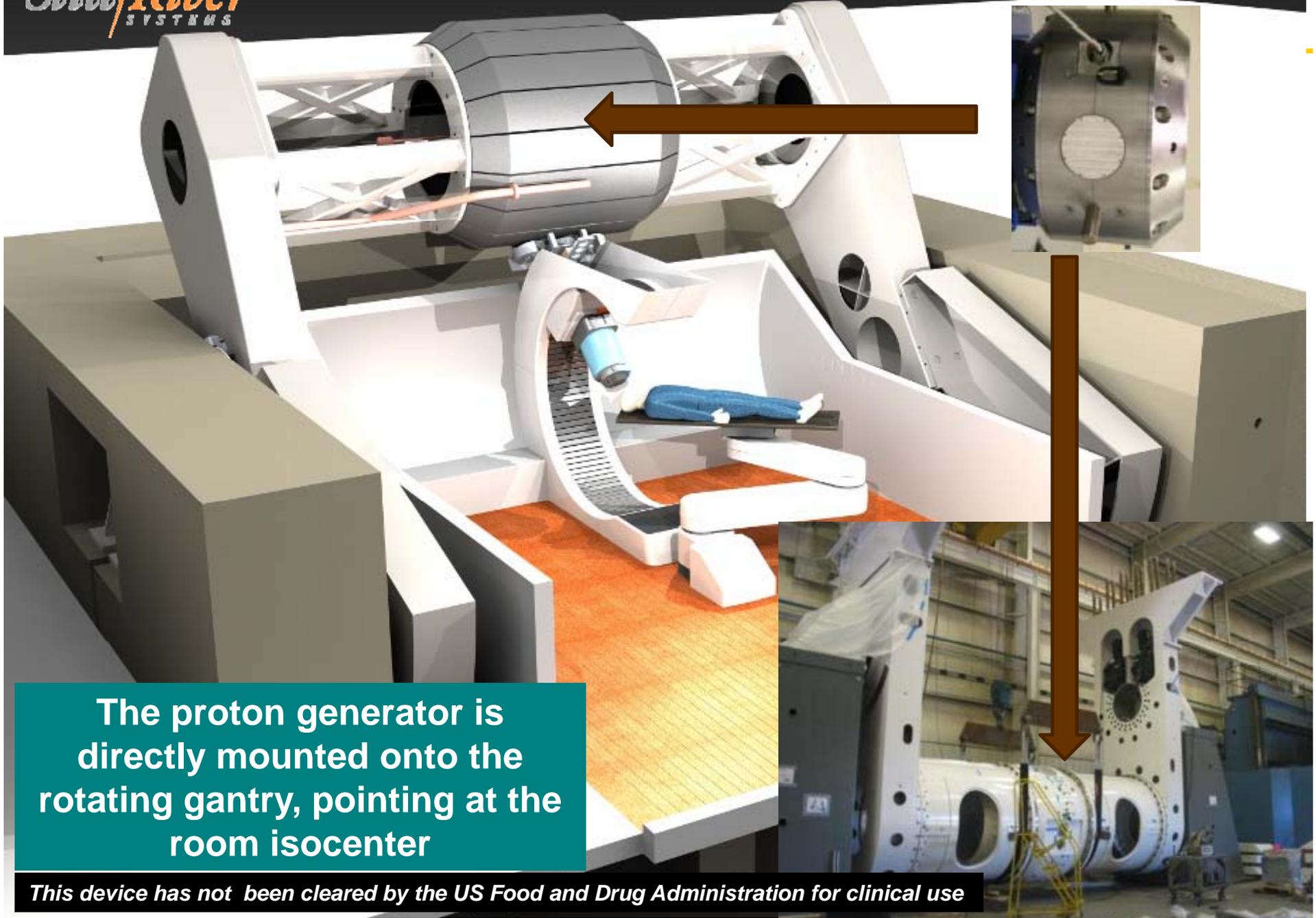
- **Still River Systems**
- Lasers (FCCC, Germany)
- CPAC
- PROTOM
- MLC (U-Penn/IBA/Varian)

# Advantages

- Single room
- Fits within current facility – with modification
- \$20-25 million
- Will take 2.5-3 years realistically

## Competition (7 players)





The proton generator is directly mounted onto the rotating gantry, pointing at the room isocenter

*This device has not been cleared by the US Food and Drug Administration for clinical use*

# Site Construction and Installation

## Delivery of Components Started

- Three sites under construction:
  - Washington University, St. Louis
    - Gantry embeds under installation
    - System installation scheduled for Nov., 2009
  - Robert Wood Johnson University, New Jersey
    - Gantry embeds installed
    - System installation scheduled for Q1, 2010
  - Oklahoma University
    - Gantry embeds under installation
    - System installation 2010
- Two sites with final construction documents
- Four sites under architectural planning

*This device has not been cleared by the US  
Food and Drug Administration for clinical use*

Wash U – Sept. 2009



RWJ – Sept. 2009



Oklahoma – Aug. 2009



## Ten Year Proforma

- **Seven percent return on investment = \$37,119,400**
- **Net present value at 5% = \$2,576,430**
- This includes:
  - \$25 million equipment and facility investment
  - Additional staff requirements
  - Equipment service contract
  - Additional patient expenses
  - Patient treatments incrementally increased over five years to a maximum of twenty five per day

## ***Conclusion***

- Proton technology has come a long way in 10 years. Dosimetrically it is superior and it will likely have an increasing role for years to come. Recent advances make nearly certain approval of single room solutions at a cost of about \$25-40 million. This makes investment realistic.
- Proformas are significantly positive
- Impact beyond radiation oncology for cancer in the state and beyond is large



## ***UI Health Care Strategic Plan Update***

Jean Robillard, MD  
Vice President for Medical Affairs

# UI Health Care Strategic Plan



## UI Health Care Strategic Plan - FY 2010-2012



| Mission   |   | Vision  |   | Values  |   |
|---|---|---|---|---|---|
| Changing Medicine. Changing Lives.  |   | World Class People. World Class Medicine. For Iowa and the World.   |   | I CARE. Innovation, Collaboration, Accountability, Respect, Excellence.   |   |
| Clinical Quality & Service Goal   | Research Goal   | Education Goal  | People Goal   | Diversity Goal  | Growth and Finance Goal   |
| Provide world class healthcare and service to optimize health for everyone.   | Advance world class discovery through excellence and innovation in biomedical and health services research.   | Develop world class health professionals and scientists through excellent, innovative and humanistic educational curricula for learners at every stage.   | Foster a culture of excellence that values, engages and enables our workforce.  | Creates an environment of inclusion where individual differences are respected and all feel welcome.  | Optimize a performance-driven business model that assures financial success.  |
| Accountable Leaders   | Accountable Leaders   | Accountable Leaders   | Accountable Leaders   | Accountable Leaders   | Accountable Leaders   |
| Ken Kates & Craig Syrop   | Paul Rothman<br>Michael Apicella, Pat Winokur, Gary Rosenthal   | Paul Rothman<br>Peter Densen, Mark Wilson, Christopher Cooper, LouAnn Montgomery  | Jana Wessels<br>Linda Bergquist, Ann Williamson   | Benita Wolff<br>All Other Accountable Leaders   | Ken Fleher, Ken Kates, Paul Rothman<br>Kevin Collins  |
| Strategies  | Strategies  | Strategies  | Strategies  | Strategies  | Strategies  |
| <ul style="list-style-type: none"> <li>Lead efforts to improve health, access, quality and reduce fragmentation in the health care/delivery system in collaboration with other health sciences colleges and community partners.</li> <li>Ensure that clinical services are provided with a seamless, integrated and patient-centered focus.</li> <li>Maximize current operational efficiency and expand clinical capacity to address immediate and long-term needs.</li> <li>Implement business plans for programmatic priorities:                             <ul style="list-style-type: none"> <li>Cancer</li> <li>Children's Services</li> <li>Heart and Vascular</li> <li>Neurosciences</li> <li>Transplant</li> <li>Women's Health</li> <li>Other emerging areas of clinical focus, including aging and age-related diseases.</li> </ul> </li> <li>Oversee processes to effectively implement evidence-based quality and safety initiatives.</li> <li>Lead efforts to ensure that all UI Health Care clinicians receive appropriate professional development on culturally competent care.</li> </ul> | <ul style="list-style-type: none"> <li>Identify areas of excellence in basic research in which to prioritize future growth and development.</li> <li>Integrate genomics with clinical care.</li> <li>Expand existing research that disseminates and implements evidence-based practices into routine clinical practice settings.</li> <li>Improve and grow scientific infrastructure.</li> <li>Expand existing "bench to bedside to community" research (C2SA).</li> <li>Promote development of new clinical and translational research programs that are strategically aligned with clinical programmatic priorities.</li> <li>Nurture the development of high quality, high reward interdisciplinary scientific programs</li> <li>Recruit, develop, and retain a diverse cadre of world class investigators and support their academic development.</li> <li>Collaborate with other UI Colleges and C2SA Consortium.</li> </ul> | <ul style="list-style-type: none"> <li>Recruit, develop and retain diverse world class faculty and students.</li> <li>Continue the evolution of an innovative curriculum through competency and evidence-based learning across a continuum of undergraduates, graduate and continuing medical education.</li> <li>Limit medical student debt.</li> <li>Recognize and reward excellence in teaching.</li> <li>Cultivate critical thinking, an environment of curiosity and lifelong learning, a spirit of inquiry, a passion for excellence.</li> <li>Implement cultural competency and related diversity educational initiatives into the curriculum for all learners.</li> <li>Develop world class international medical educational programs in targeted areas.</li> <li>Utilize interdisciplinary education in collaboration with other health sciences colleges to train health professionals and instill a team approach to patient care.</li> <li>Continue to play a key role in training allied health professionals for Iowa.</li> <li>Facilitate learning through the innovative application of information technologies.</li> </ul>   | <ul style="list-style-type: none"> <li>Seek, hire and retain outstanding people including individuals from groups traditionally under-represented in academic medicine.</li> <li>Ensure that all UI Health Care employees receive appropriate training regarding all UI Health Care diversity goals and values.</li> <li>Engage staff and encourage strong personal responsibility, accountability and empowerment directed toward achieving organizational goals.</li> <li>Define performance expectations for all.</li> <li>Develop and promote programs that recognize and reward excellence.</li> <li>Foster an environment of continual learning, innovation and collaboration.</li> </ul>                             | <ul style="list-style-type: none"> <li>Provide a range of diversity education, cultural enrichment and assimilation programs for members of the UI Health Care community.</li> <li>Develop and implement innovative, effective recruiting and pipeline initiatives geared towards under-represented groups.</li> <li>Nurture a culture of respect and equal opportunity.</li> <li>Each Accountable Leader will advance diversity in each strategy.</li> </ul>   | <ul style="list-style-type: none"> <li>Ensure a sound financial position of clinical programs.</li> <li>Grow in scope, depth and volume in clinical programmatic priority areas.</li> <li>Assure a sound financial position of non-clinical programs.</li> <li>Allocate appropriate resources, facilities and equipment to assure the success of clinical, education and research strategies.</li> <li>Develop a culture of philanthropy.</li> </ul>  |
| Tactics   | Tactics   | Tactics   | Tactics   | Tactics   | Tactics   |
| <ul style="list-style-type: none"> <li>Develop effective, collaborative relationships with local communities using outreach, neuroscience and other tactics.</li> <li>Develop and implement UI Service and Operational Excellence.</li> <li>Continue the implementation of the Quality and Safety work plans already in process.</li> <li>Decrease length of stay.</li> <li>Implement OR Efficiency task force.</li> <li>Develop and implement the Transfer Center.</li> <li>Improve efficiency and access using Keiwan events in Ambulatory Care Clinics.</li> <li>Explore the development of performance based, medical home model of primary care for targeted populations.</li> </ul>   | <ul style="list-style-type: none"> <li>Form build the Pipeline Educational Institute.</li> <li>Reevaluate lab space in Medical Laboratories.</li> <li>Utilize existing open space at Gerding for incubator.</li> <li>Focus DED records and resources on Strategic Priorities: Cancer, Heart, Neuroscience and Health Service Outcomes.</li> <li>Develop and implement FUTURE Program.</li> <li>Improve Bioinformatics and IT infrastructure.</li> <li>Implement sleep and DMW board and time/expense management system.</li> <li>Initiate Neurosciences Institute.</li> <li>Facilitate collaboration between basic scientists and clinicians for submission of FPGC transitional grants.</li> <li>Improve infrastructure for human subjects research.</li> </ul>  | <ul style="list-style-type: none"> <li>Increase scholars fees.</li> <li>Improve integration of UICME, OICSEI, GME and CME.</li> <li>Continue development of residents as teachers.</li> <li>Implement annual review meetings with departments.</li> <li>Prepare to and respond to LME accreditation process.</li> <li>Consider strategic alliances with international medical education programs.</li> <li>Develop and implement FUTURE Program.</li> <li>Continue development of the Beach Campus.</li> <li>Evaluate the potential to increase medical school sites size and allied health programs.</li> <li>Marken chemistry in each entering class, with particular focus on those groups under-represented in medicine.</li> </ul>   | <ul style="list-style-type: none"> <li>Develop a unified rewards recognition program.</li> <li>Develop key performance metrics to monitor human capital effectiveness.</li> <li>Improve data integrity through enhanced employee information system tools.</li> <li>Develop state of the art recruiting and on-boarding processes.</li> <li>Identify and improve key human resources workflow processes.</li> <li>Continue bringing funding program for research faculty retention.</li> </ul>  | <ul style="list-style-type: none"> <li>Phase I of this approach is the implementation of the strategies articulated in the Diversity Plan for CCIM 2009-2012.</li> <li>Perform baseline assessment for UI Hospitals and Clinics and IUP, benchmarking against other AHCs.</li> <li>Phase II Years 2011-2012: Develop plan for UHC and IUP focusing on opportunities identified in the baseline assessment.</li> </ul>   | <ul style="list-style-type: none"> <li>Implement Cost Reduction plan.</li> <li>Implement tactical business plans for clinical programmatic priority areas.</li> <li>Plan/build/upgrade ambulatory care facilities.</li> <li>Plan/build UI Children's Hospital.</li> <li>Plan/build/upgrade main campus facilities resulting in all private rooms.</li> <li>Develop and maintain CARES model.</li> <li>Reorganize administrative structures in CCIM.</li> <li>Focus finances on strategic priorities.</li> <li>Develop unified clinical incentive plan.</li> <li>Expand the philanthropic base.</li> </ul>   |
| Resources and Processes   | Resources and Processes   | Resources and Processes   | Resources and Processes   | Resources and Processes   | Resources and Processes   |
| <ul style="list-style-type: none"> <li>Develop the full capabilities of Epla to facilitate quality/safety and enhance professional and consumer relationships, including UI CareLink and MyChart.</li> <li>Training and Development</li> <li>Marketing and Communications to enhance reputation scores</li> <li>Policy and Procedure changes</li> </ul>   | <ul style="list-style-type: none"> <li>Develop the full capabilities of Epla to facilitate expansion in research.</li> <li>Provide training and support for faculty and staff to incorporate translational research into clinical practice.</li> </ul>  | <ul style="list-style-type: none"> <li>Develop the full capabilities of Epla to facilitate education.</li> <li>Provide training and support for learners to understand and implement patient-centered care and service.</li> </ul>  | <ul style="list-style-type: none"> <li>Training and Development</li> <li>Communications</li> <li>Policy and Procedure change.</li> </ul>  | <ul style="list-style-type: none"> <li>Support for Diversity programs, services and activities</li> </ul>   | <ul style="list-style-type: none"> <li>Data-driven decision-making</li> <li>Risk/financial and performance-reporting systems</li> </ul>   |
| Metrics   | Metrics   | Metrics   | Metrics   | Metrics   | Metrics   |
| <ul style="list-style-type: none"> <li>Patient and Referring Physician Satisfaction</li> <li>Inpatient and Outpatient Throughput                             <ul style="list-style-type: none"> <li>Length of stay, discharge times, time from admission request to bed placement and next day available outpatient appointments</li> </ul> </li> <li>Operating Room Efficiencies                             <ul style="list-style-type: none"> <li>Reduction in main OR lists starts; significant improvement in number of OR cases per room</li> </ul> </li> <li>Evidence-based quality metrics</li> <li>JCAHO/CMS Core measures</li> <li>Ventilator Associated Pneumonia &amp; Central Line Blood Stream Infection rates</li> <li>Utilization rates that cause harm</li> <li>Satisfaction of Clinical Access, Hospital and Outreach partners</li> <li>Ability to deliver culturally competent and sensitive patient care</li> <li>Performance measures for patient-centered care for targeted populations</li> </ul>  | <ul style="list-style-type: none"> <li>Number and dollar amount of externally funded projects</li> <li>Number and dollar amount of clinical trials</li> <li>Number and dollar amount of program project and other collaborative grants</li> <li>Press, honor and awards for research and innovation and election/membership in prestigious organizations</li> <li>Recruitment and retention of a diverse faculty as measured by annual demographic data on the composition of UI Health Care faculty</li> <li>Increase in "optimal" rankings for the diversity recruitment and retention plan on NIH grant reviews</li> <li>Number of patents, royalties, licensing agreements</li> <li>Research revenue per net square foot</li> <li>Percent of faculty salaries offset by grant support</li> </ul>  | <ul style="list-style-type: none"> <li># of hours/activity devoted to education efforts as logged in participation database</li> <li>Applications, admissions and yield including increased GPA and MCAT scores and diversity of applicants and admitted students</li> <li>USMLE scores</li> <li>Match results</li> <li>Student evaluations of curriculum and instruction</li> <li>% increase in annual student debt compared to national benchmarks and prior year</li> <li># of publications focused on curriculum/education</li> <li># of faculty participating in development programs related to education</li> <li># of departmental or college level winners for teaching excellence</li> <li># of students participating in research</li> <li># of curricular initiatives providing opportunities for students to interact with other health professionals</li> <li>Placement of graduates, short term and long term</li> <li>Reviews/rankings by external agencies</li> <li>National rankings of graduate programs and professional schools</li> <li>Success in student diversity retention initiatives</li> <li>Increase in positive data from OSAC-commissioned minority focus groups</li> </ul> | <ul style="list-style-type: none"> <li>Faculty and staff engagement, satisfaction and loyalty</li> <li>Faculty and staff attrition in first 6 months for "controllable" factors</li> <li>Voluntary turnover management (retention rate)</li> <li>Workforce development objectives and measurement (i.e., professional development opportunities, promotion or advancement, succession planning)</li> <li>Unscheduled time off (Six hours/Paid hours)</li> <li>Success in retention initiatives measured by demographic data on the composition of our new hire faculty, staff, administrators by department, with measures of turnover by gender, age, race/ethnicity, educational achievement and other factors</li> </ul> | <ul style="list-style-type: none"> <li>Recruitment and retention of a diverse staff as measured by annual demographic data on the composition of UI Health Care students, residents, faculty, staff and post-doctoral scholars</li> <li>Success in retention initiatives measured by demographic data on the composition of our new hire faculty, staff, administrators by department, along with measures of turnover by gender and race/ethnicity</li> <li>Clinical and diversity as measured by UI Health Care climate survey compared to other AHCs</li> <li>Providers' ability to deliver culturally competent and sensitive patient care as measured by patient satisfaction surveys</li> </ul> | <ul style="list-style-type: none"> <li>Volume for inpatient and outpatient services (total admissions, outpatient visits and ETC visits)</li> <li>Volume for critical programmatic priority areas</li> <li>Performance against fixed operating budget</li> <li>Cash flow operating margin</li> <li>Contribution margin, net revenue and cost per case of all clinical programs</li> <li>Faculty projects on budget, on schedule</li> <li>CARES model productivity factor</li> <li>Annual fundraising productivity</li> <li>Philanthropic goal of \$500M by the end of fiscal year 2013</li> <li>Comprehensive community benefit reporting</li> <li>Head rating</li> </ul> |

# UI Health Care Scorecard



| UI Health Care Strategic Plan Scorecard  | FY09 Actual/Budget                                     | Target  | FY10 Actual YTD  | vs. FY09 | vs. Target |
|--|--|---|--|----------|------------|
| <b>Overall</b>   |  |   |  |          |            |
| Recent Fall for Best Hospitals by US News and World Report   | Currently ranked 9 hospitals                           | Best 10   | Not yet available                                      | NA       | 🟡          |
| Children's Hospitals by US News and World Report   | Currently ranked in Top 10                             | Top 25  | Not yet available                                      | NA       | 🟡          |
| Public Medical Schools by US News and World Report   | 10th (2010)  | Top 10  | 9th (2010)   | ↑        | 🟢          |
| Special Medical School Ranking in Research by US News and World Report   | 31st (2010)  | Improve   | 27th (2011)  | ↑        | 🟢          |
| NIH Funding among Public Medical Schools   | 5th  | Top 10  | Not yet available                                      | NA       | 🟡          |
| Moody's Bond Rating  | A-1  | Maintain A-1  | A-1  | NA       | 🟢          |
| <b>Clinical Quality and Service</b>  |  |   |  |          |            |
| Patient Satisfaction of Adult & Pediatrics   | 4.3/5 (2010) vs 4.2/5 (2009)                           | 87th percentile   | 4.3/5 (2010) vs 4.2/5 (2009)                           | ↑        | 🟡          |
| Surgery Care Improvement: Project (SCIP) Antibiotic Timing, Selection & Discontinuation (appropriate antibiotic administration)  | 87.9%  | 96%   | 97%  | ↑        | 🟡          |
| Operating Room - first case on time starts (main OR)   | 86%  | 94%   | 91% (current Qtr)                                      | ↑        | 🟡          |
| Transfer Center - Avg. time from initial call to patient placement confirmation  | 113 minutes  | 120 minutes   | 97 minutes (current Qtr)                               | ↑        | 🟢          |
| <b>Research</b>  |  |   |  |          |            |
| Number and dollar amount externally funded projects  | \$12.8M  | 4% increase   | \$21.6M (projected)                                    | ↑        | 🟡          |
| Research revenues per full equivalent  | \$43,958   | increase  | \$43,158 (projected)                                   | ↑        | 🟢          |
| Percent of externally funded faculty research effort   | Data not available                                     | 36%   | Not yet available                                      | NA       | 🟡          |
| <b>Education</b>   |  |   |  |          |            |
| Residency applications for medical school  | 2,793  | Increase applicants   | 3,400  | ↑        | 🟢          |
| More MCAT scores - Verbal Reasoning, Physical Sciences, Biological Sciences, Writing Sample  | 10.2, 16.5, 10.0, 17                                   | Improve   | 10.3, 16.7, 11.0, 18                                   | ↑        | 🟢          |
| Increase GPA   | 3.75   | Improve   | 3.77   | ↑        | 🟢          |
| Limit % increase in annual clinical debt compared to national benchmarks and prior year  | UR Class of 2009 average 9.68%; National average 9.19% | Maintain below national average   | UR Class of 2009 average 9.68%; National average 9.19% | ↑        | 🟢          |
| <b>People</b>  |  |   |  |          |            |
| Develop plan and budget for Staff Clinician/Consultative Service   | NA   | Develop plan in FY11/Budget a FY11  | a process  | NA       | 🟢          |
| Develop and implement plan for state of Iowa residency and subspecialty recruitment  | NA   | Develop plan in FY11<br>Implement in FY12                                       | a process  | NA       | 🟢          |
| Hospital Unchecked Time Off (Sick leave/Paid leave)  | 2.8%   | 2.4%  | 2.7%   | ↓        | 🟡          |
| <b>Diversity</b>   |  |   |  |          |            |
| Recruitment and retention of diverse world-class/clinical population as measured by census demographics or the composition of UI Health Care students, residents, faculty, staff and post doctoral scholars  | Goals established for FY2009                           | Participation overall via statistics September 1, 2010 for faculty and students | In process   | ↑        | 🟢          |
| Develop a shared curriculum in local outpatient orthopedic surgery   | NA   | Develop shared curriculum by September, 2010                                    | In process   | NA       | 🟢          |
| <b>Growth and Finance</b>  |  |   |  |          |            |
| Admissions (including outpatient stays)  | 34,877   | 35,361  | 34,631 (projected)                                     | ↓        | 🟡          |
| UIHC Operating Margin %  | -0.7%  | 1.0%  | 2.7% through April                                     | ↑        | 🟢          |
| UIP Operating Margin %   | 4.5%   | 4.2%  | 4.4%   | ↑        | 🟢          |
| Clinic Visits (excluding Dental Clinic)  | 718,192  | 747,754   | 739,979 (projected)                                    | ↑        | 🟡          |
| Surgical Cases (inpatient and outpatient)  | 23,990   | 23,996  | 25,062 (projected)                                     | ↑        | 🟢          |
| Financial goal of \$200M by the end of FY 2010   | \$200M   | \$200M  | \$15.5M as of Oct. 31                                  | ↑        | 🟢          |
| <b>KEY</b><br><span style="color: green;">🟢</span> At or better than target <span style="color: red;">🔴</span> Worse than target <span style="color: blue;">↑</span> Improvement <span style="color: grey;">🟡</span> Decline<br><span style="color: yellow;">🟡</span> Within 5% of target <span style="color: white;">🟡</span> Not available |  |   |  |          |            |

# Scorecard - Overall

| UI Health Care Strategic Plan Scorecard                                | FY09 Actual/Baseline              | Target       | FY10 Actual YTD   | vs. FY09 | vs. Target |
|--|-----------------------------------|--------------|-------------------|----------|------------|
| <b>Overall</b>   |                                   |              |                   |          |            |
| Honor Roll for Best Hospitals by US News and World Report              | Currently ranked in 9 specialties | Honor Roll   | Not yet available | NA       | ○          |
| Children's Hospitals by US News and World Report                       | Currently ranked in Ped Neph      | Top 25       | Not yet available | NA       | ○          |
| Public Medical Schools by US News and World Report                     | 10th (2010)                       | Top 10       | 9th (2011)        | ↑        | ●          |
| Overall Medical School Ranking in Research by US News and World Report | 31st (2010)                       | Improve      | 27th (2011)       | ↑        | ●          |
| NIH Funding among Public Medical Schools                               | 12th                              | Top 10       | Not yet available | NA       | ○          |
| Moody's Bond Rating  | Aa2 rated                         | Maintain Aa2 | Aa2               | NA       | ●          |

## KEY

● At or better than target  
● Within 5% of target

● Worse than target  
○ Not available

↑ Improvement  
↓ Decline

# Scorecard – Clinical Quality & Service

| UI Health Care Strategic Plan Scorecard  | FY09 Actual/Baseline                   | Target          | FY10 Actual YTD                             | vs. FY09  | vs. Target  |
|--|--|-----------------|---|---|---|
| <b>Clinical Quality and Service</b>  |  |                 |   |   |   |
| Patient Satisfaction:<br>a) Adult<br>b) Pediatric  | Qtr 4:<br>a) 37th %ile<br>b) 12th %ile | 90th percentile | current Qtr<br>a) 52nd %ile<br>b) 53rd %ile |  |  |
| Surgery Care Improvement Project (SCIP) Antibiotic Timing, Selection & Discontinuation (appropriate antibiotic administration) | 87.9%                                  | 98%             | 97%   |  |  |
| Operating Room - first case on time starts (main OR)   | 86%                                    | 95%             | 91% (current Qtr)                           |  |  |
| Transfer Center - Avg. time from initial call to patient placement confirmation  | 113 minutes                            | 120 minutes     | 97 minutes (current Qtr)                    |  |  |

## KEY

 At or better than target  
 Within 5% of target

 Worse than target  
 Not available

 Improvement  
 Decline

# Scorecard – Research

| UI Health Care Strategic Plan Scorecard                  | FY09 Actual/Baseline | Target      | FY10 Actual YTD    | vs. FY09  | vs. Target  |
|--|----------------------|-------------|--------------------|---|---|
| <b>Research</b>  |                      |             |                    |   |   |
| Number and dollar amount of extramurally funded projects | \$212.5M             | 5% increase | \$216M (projected) |  |  |
| Research revenue per net square foot                     | \$431/NSF            | Increase    | \$434 (projected)  |  |  |
| Percent of extramurally funded faculty research effort   | Data not available   | 35%         | Not yet available  | NA  |  |

## KEY

 At or better than target  
 Within 5% of target

 Worse than target  
 Not available

 Improvement  
 Decline

# Scorecard – Education

| UI Health Care Strategic Plan Scorecard  | FY09 Actual/Baseline  | Target                          | FY10 Actual YTD   | vs. FY09  | vs. Target  |
|--|---|---------------------------------|---|---|---|
| <b>Education</b>   |   |                                 |   |   |   |
| Increase applications for medical school   | 2,763   | Increase applicants             | 3,400   |  |  |
| Mean MCAT scores:<br>Verbal Reasoning,<br>Physical Sciences,<br>Biological Sciences,<br>Writing Sample | 10.2<br>10.5<br>10.9<br>P                                   | Improve                         | 10.3<br>10.7<br>11.0<br>Q                                   |  |  |
| Increase GPA of accepted applicants  | 3.76  | Improve                         | 3.77  |  |  |
| Limit % increase in annual student debt compared to national benchmarks and prior year                 | UI Class of 2008 average \$135K;<br>National average \$154K | Maintain below national average | UI Class of 2009 average \$136K;<br>National average \$156K |  |  |

## KEY

 At or better than target  
 Within 5% of target

 Worse than target  
 Not available

 Improvement  
 Decline

# Scorecard – People

| UI Health Care Strategic Plan Scorecard   | FY09 Actual/Baseline | Target                                    | FY10 Actual YTD | vs. FY09  | vs. Target  |
|---|----------------------|---|-----------------|---|---|
| <b>People</b>   |                      |   |                 |   |   |
| Develop plan and budget for Staff Climate/Satisfaction Survey                       | NA                   | Develop plan in FY11<br>Budget in FY12    | In process      | NA  |  |
| Develop and implement plan for state of the art recruiting and onboarding processes | NA                   | Develop plan in FY11<br>Implement in FY12 | In process      | NA  |  |
| Hospital Unscheduled Time Off (Sick hours/Paid hours)                               | 3.4%                 | 3.4%                                      | 3.7%            |  |  |

## KEY

 At or better than target  
 Within 5% of target

 Worse than target  
 Not available

 Improvement  
 Decline

# Scorecard – Diversity

| UI Health Care Strategic Plan Scorecard  | FY09 Actual/Baseline          | Target   | FY10 Actual YTD | vs. FY09  | vs. Target  |
|--|-------------------------------|--|-----------------|---|---|
| <b>Diversity</b>   |                               |  |                 |   |   |
| Recruitment and retention of a diverse workforce/student population as measured by annual demographic data on the composition of UI Health Care students, residents, faculty, staff and post doctoral scholars | Data was collected for FY2009 | Demographic data will be available by September 1, 2010 for faculty and students | In process      |  |  |
| Develop a shared services office to lead enterprise-wide diversity efforts   | NA                            | Develop shared services office by September, 2010                                | In process      | NA  |  |

## KEY

 At or better than target

 Within 5% of target

 Worse than target

 Not available

 Improvement

 Decline

# Scorecard – Growth and Finance

| UI Health Care Strategic Plan Scorecard            | FY09 Actual/Baseline | Target  | FY10 Actual YTD       | vs. FY09  | vs. Target  |
|--|----------------------|---------|-----------------------|---|---|
| <b>Growth and Finance</b>                          |                      |         |                       |   |   |
| Admissions (including outpatient stays)            | 34,877               | 35,861  | 34,631 (projected)    |  |  |
| UIHC Operating Margin %                            | -0.7%                | 1.0%    | 2.7% through April    |  |  |
| UIP Operating Margin %                             | 4.5%                 | 4.2%    | 4.4%                  |  |  |
| Clinic Visits (excluding Dental Clinic)            | 718,192              | 747,754 | 739,979 (projected)   |  |  |
| Surgical Cases (inpatient and outpatient)          | 23,990               | 23,996  | 25,062 (projected)    |  |  |
| Philanthropic goal of \$500M by the end of FY 2013 | \$86M                | \$86M   | \$45.8M as of Dec. 31 |  |  |

## KEY

 At or better than target  
 Within 5% of target

 Worse than target  
 Not available

 Improvement  
 Decline