Finance and Operations

10-year University of Iowa Facilities Master Plan

Enhancing teaching, research, and patient care

January 12, 2022
10-Year Master Planning View

10-Year Master Planning View

Pentacrest
- MacLean (1st)
- Jessup (2nd)
- Macbride (3rd)

Art Building
- Administration
IMU Modernization
Old Museum of Art
Raze Halsey Hall
Replace IMU Ramp
10-Year Master Planning View

Tippie College of Business Expansion

(2) UI-owned properties on Clinton St.
10-Year Master Planning View

Main Library

Main Library Modernization
UCC Purchase/Renovations

Univ. Capitol Ctr.
10-Year Master Planning View

- Hardin Library Modernization (for research support)
- Raze Grand Ave. Ct. Houses
- Cultural Houses to Hubbard

Hardin Library

Hubbard Park

IMU

Iowa Ave.
10-Year Master Planning View

Right-sizing (“the next 200K SF”):
- Raze Westlawn
- Sell Jefferson Building/ Leases (Future of Work)
- Houses (from 10 to 4 modern)
10-Year Master Planning View

Athletics, via gifts:
- Iowa Wrestling
- Gymnastics (Hawkeye Campus)
- UI Baseball Improvements
- Facilities Modernizations
10-Year Master Planning View

3rd Party Land Use Improvements:
- Finkbine
- Park Road
- Lower Finkbine (longer-term)
Additional/potential areas of study and campus development:

1. East Campus Research Growth and Modernization
2. Parking/Transportation/CAMBUS
3. Old Laundry/Campus Services
4. Housing Care and Modernization

TBD—New/Donor Opportunities
1. Inpatient Tower
2. Research Facility
3. Ambulatory Care
   A. Parking Structure
   B. Academic Facility
   C. Fitness/Recreation
Executive Summary

Over the next decade, the State of Iowa and UIHC will face a health care crisis:

1. Without renovation and modernization, over 44% of existing UIHC hospital beds will be obsolete.
2. State of Iowa will need UIHC to grow by over 400 beds to satisfy complex healthcare needs of Iowans.
3. If UIHC runs out of capacity, UIHC’s financial stability will be threatened.

Fortunately, UIHC is well positioned to avoid this health care crisis:

1. Strong financial performance & continued improvements in efficiency will help UIHC fund replacement of obsolete beds and accommodate needed growth.
2. UIHC will continue to partner with rural and community hospitals to keep more care local.
3. UIHC will benefit from improved Federal Medicaid support and apply those funds to increase space and staff capacity for Iowa Medicaid patients.

Working with our University of Iowa partners, we have developed a campus master plan that accommodates these replacement/growth objectives without reducing any services over the next decade.
UIHC needs to grow by 400+ beds to serve the complex health care needs of Iowans

- UIHC currently has 848 Beds, which is over 80 beds short of the number needed to accept all of the patients that need to be seen at UIHC.
- By 2031, UIHC will need over 400 additional beds to accept all of the patients that need to be seen at UIHC.
- The large increase in the number of patients that need to be seen at UIHC is driven by the aging of the population (creating more complex care needs) and retirement of community providers.

<table>
<thead>
<tr>
<th></th>
<th>2021 CURRENT</th>
<th>2031 PROJECTED</th>
<th>2031 VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Critical Care</td>
<td>86</td>
<td>135</td>
<td>49</td>
</tr>
<tr>
<td>Adult Acute Care</td>
<td>487</td>
<td>766</td>
<td>279</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>190</td>
<td>209</td>
<td>19</td>
</tr>
<tr>
<td>Behavioral Health</td>
<td>85</td>
<td>162</td>
<td>77</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>848</strong></td>
<td><strong>1,272</strong></td>
<td><strong>424</strong></td>
</tr>
</tbody>
</table>
Rural and community partnerships as important as new construction

- UIHC will work to find suitable critical access and community hospital partners in all parts of the state to help keep more complex care local.
- UIHC will also continue to drive more care model innovation through telemedicine, improved care planning, and post-acute partnerships to achieve greater efficiency on main campus.
- These combined efforts will help UIHC avoid construction of 196 beds.

<table>
<thead>
<tr>
<th>Capacity Impact of Targeted Partnership Opportunities (Estimated Beds)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>424</td>
</tr>
</tbody>
</table>
UIHC has secured increased federal Medicaid support

- With partnership from the State of Iowa, UIHC has secured participation in a Directed Payment Program for safety net providers beginning in Fiscal Year 2022.

- Similar to providers from 23 other states that participate in the program, UIHC is provided supplemental funding to increase capacity for Medicaid beneficiaries and support Iowa’s Medicaid Quality Plan.

- This Medicaid funding will substantially increase UIHC margin over the coming years. The two primary uses of this funding will be to modernize facilities and to invest in staffing in order to expand capacity for Medicaid patients.
UI Campus Modernization Plan 2031: 3 pillars to support the State of Iowa

1. Inpatient Tower
   842,000 BGSF

2. Research/Academic Facility
   320,000 BGSF

3. Outpatient Tower
   709,800 BGSF

Renovate and Modernize Existing Space

Enabling Projects: Utilities, Demolitions, Relocations, Parking, Roads
UI Master Plan enables UIHC to serve 30-50% more Iowans in 2031*

<table>
<thead>
<tr>
<th>UNIT OF SERVICE</th>
<th>VOLUMES</th>
<th>FACILITY NEED</th>
<th>FACILITY NEED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2031</td>
<td>2021</td>
</tr>
<tr>
<td>Inpatient Beds</td>
<td>Patient Days</td>
<td>256,653</td>
<td>302,113</td>
</tr>
<tr>
<td>Emergency Rooms</td>
<td>Emergency Visits</td>
<td>52,987</td>
<td>69,338</td>
</tr>
<tr>
<td>Operating Rooms</td>
<td>Surgical Cases</td>
<td>33,764</td>
<td>47,912</td>
</tr>
<tr>
<td>Exam Rooms</td>
<td>Clinic Visits</td>
<td>1,240,589</td>
<td>1,788,211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UNIT OF SERVICE</th>
<th>VOLUMES</th>
<th>FACILITY NEED</th>
<th>FACILITY NEED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2031</td>
<td>2021</td>
</tr>
<tr>
<td>Inpatient Beds</td>
<td>Patient Days</td>
<td>256,653</td>
<td>288,871</td>
</tr>
<tr>
<td>Emergency Rooms</td>
<td>Emergency Visits</td>
<td>52,987</td>
<td>56,776</td>
</tr>
<tr>
<td>Operating Rooms</td>
<td>Surgical Cases</td>
<td>33,764</td>
<td>37,318</td>
</tr>
<tr>
<td>Exam Rooms</td>
<td>Clinic Visits</td>
<td>911,607</td>
<td>1,056,171</td>
</tr>
</tbody>
</table>

* Estimate of unique patients.
UIHC Campus Modernization — Anticipated Project

Time Frames

<table>
<thead>
<tr>
<th>Initial/Internal Projects</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
<th>2031</th>
</tr>
</thead>
<tbody>
<tr>
<td>• JPP Pavilion expansion (up)</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Emergency Dept. Expansion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Internal Renovations (Incl: multiple pavilion modernizations)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enabling Projects</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
<th>2031</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Infrastructure (Util./Roads)</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• New Parking Deck/Lot 43</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Academic Building (1-S&amp;H/2-HHP)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fitness Center (FH)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Gymnastics (Athletics)*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Funded by Athletics gifts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Patient Bed Tower + Ramp 2 Expansion (+ Raze WJSH/Water Tower/Ramp 1)
Health Sci. Research Facility (+ Raze MEB)
Ambulatory Care Center (+ Raze FH)
Summary

• The 10-year facilities plan, for both the UI and UIHC, intends to Renew, Right-Size and Improve our campus, for students, faculty, staff and visitors and for citizens of the State of Iowa who rely on highest quality health care.

• Coordinated Planning: Many of the projects relate to and rely on each other to be executed effectively. Planning will continue so as to coordinate project timing and campus impacts. Regular updates will be provided to the Board of Regents.

• Timing and Funding: The projects in this 10-year plan will be advanced based on institutional priorities and available funding, and all proposed project budgets will be reviewed/approved by the BOR. The range of funding sources needed to enable these projects include:
  – State partnering funds (i.e., Pentacrest renewal projects)
  – Main campus renewal and deferred maintenance funding, as planned and available (balanced with ongoing campus care needs)
  – UIHC hospital usage funds (for projects related to the UIHC 10-year plan)
  – Research grants and awards
  – Private donations