



University of Iowa Health Care

Presentation to

The Board of Regents, State of Iowa

September 2017

Agenda

Today's Presentation

Opening Remarks

Operating and Financial Performance

Transparency in Quality, Safety, and Service

Faculty Presentation: Iowa Neuroscience Institute

Update on Search for Vice President for Medical Affairs and
Dean, Carver College of Medicine



OPENING REMARKS

Jean Robillard, MD
Vice President for Medical Affairs
& Dean, Carver College of Medicine

Challenges Facing Health Care

Our environment is constantly changing...

Challenges facing health care

The economic forces and environmental conditions of the national and state health care economy are undergoing tremendous changes.

EXAMPLES OF THE TYPES OF CHANGES

- How health care is **provided** (across a continuum of care and conditions versus episodically)
- How providers are **paid** for services (quality payments, value payments, bundled payments, and capitation)
- Greater **pressure to lower costs** through economies of scale
- How **patients as consumers interact** with the health system

...but our mission remains unchanged

Challenges facing health care

Our obligation is to serve as the teaching hospital and comprehensive academic health center for the State of Iowa, thereby promoting the health of the citizens of Iowa, regardless of their ability to pay or the level of care required, and with express obligations for specific populations, such as inmates.

Sources: Article 1, UIHC Bylaws & Section 263, Iowa Code

Success to Date

Challenges facing health care

In recent years, UI Health Care has experienced strong financial performance which has benefitted all aspects of UI Health Care's tripartite mission.

Sufficient patient volumes are required to maintain our academic and clinical standing.

1. Over the last 10 years our inpatient volumes have increased by 31% and our outpatient by 33%
2. Occupancy rate is about 84% with many days above 90%
3. UI Health Care operating margins have regularly been in the 4% - 5% range, and growing to 6.9% in FY16, during a year of significant volume growth
4. We are a market leader in many specialties across the state for inpatient care

Challenges that we face

Challenges facing health care

1. We are a Price Taker—not a Price Setter—someone else sets the price for our services.
2. Inflation on revenue (1%) is lower than inflation of expenses (3%)
 - We are at the 16th percentile with respect to payment for our services and 36th percentile on operating expenses
3. 84% of our revenue comes from 3 payers—Medicaid and Medicare (55%) and Wellmark (29%)
 - Margin with Medicaid and Medicare is negative
 - Medicaid losses could be even more severe in the future
 - In Iowa, Medicaid Expansion covers over 150,000 Iowans (adults age 19-64 below 133% of the Federal Poverty Level). If they become uninsured, they will end up here for their care.
 - Medicaid block grants

Challenges that we face (continued)

Challenges facing health care

4. Our margins have been based on growth of inpatient
5. Aging of the population – The Iowa population over age 65 is projected to grow from 14.9% in 2010 to 21.4 in 2030.
6. Value based payment systems are coming
 - Our costs are too high
 - We have no other place to send our patients to reduce costs while participating in sharing of the margin
 - We have essentially no primary care outside Johnson county
7. Consumerization and new competitors
 - “Consumerism” in health care is the growing trend where patients begin to act more like consumers—comparison shopping for quality and price just like they do for other goods and services. In a more consumer-driven environment, we need to provide a service experience that meets patients’ expectations. These expectations include care management, an organized delivery system, etc.

What happened over the last 12 months?

Challenges facing health care

How to explain our operating margin of 1.9% rather than 3.5% for FY17

1. **Shifting payer mix** – More toward Medicare and Medicaid (they are growing faster than commercial) – collection to date shifted from 34.9% to 33.6% – each % is \$46M
2. **Medicare reimbursement policies tightening**
3. **Medicaid Managed Care** – Aged accounts receivable and level of care denials
4. **State budget cuts** – 7-10% decreases in Medicaid and DSH reimbursements
5. **Commercial payers exiting the insurance market**
6. **New provider-owned health plans (UPH) offering narrow networks**
7. **Gradual shift in medical vs. surgical cases**

What needs to be done

Challenges facing health care

1. UI Health Care must lower its cost structure due to the declining payer reimbursements, the need for transparency, and increased consumerism.
2. UI Health Care has made substantial strides to becoming more nimble with the integration of our enterprise.
 - However, much of its operational functionality remains in highly 'siloes' departments that are under constant pressure to manage their department affairs in relative isolation, including their budgets. This approach produces outstanding accountability, but creates inflexibility.
3. In a more consumer-driven environment, we need to provide a service experience that meets patients' expectations.
 - These expectations include care management, an organized delivery system, etc.



OPERATING AND FINANCIAL PERFORMANCE

Kenneth P. Kates

Associate Vice President

& Chief Executive Officer, UI Hospitals and Clinics

Doug True

Interim Associate Vice President for Finance

& Chief Financial Officer

Volume Indicators

Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year *	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Discharges	34,472	34,372	33,356	100	0.3% ○	1,116	3.3% ●
Patient Days	226,721	223,734	218,920	2,987	1.3% ○	7,801	3.6% ●
Average Daily Census	621.15	612.97	598.14	8.18	1.3% ○	23.01	3.8% ●
Total Surgeries	31,992	32,156	30,877	(164)	-0.5% ○	1,115	3.6% ●
- Inpatient	15,079	14,973	14,946	106	0.7% ○	133	0.9% ○
- Outpatient	16,913	17,183	15,931	(270)	-1.6% ○	982	6.2% ●
ED Visits	59,896	60,197	58,607	(301)	-0.5% ○	1,289	2.2% ○
Total Clinic Visits	934,073	950,859	872,588	(16,786)	-1.8% ○	61,485	7.0% ●

● Greater than 2.5% Favorable

○ Neutral

● Greater than 2.5% Unfavorable

* from ongoing operations

Discharges by Type

Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Adult Medical	9,684	9,546	9,230	138	1.4% ○	454	4.9% ●
Adult Surgical	18,320	18,377	17,989	(57)	-0.3% ○	331	1.8% ○
Adult Psych	1,112	1,351	1,250	(239)	-17.7% ●	(138)	-11.0% ●
<i>Subtotal – Adult</i>	<i>29,116</i>	<i>29,274</i>	<i>28,469</i>	<i>(158)</i>	<i>-0.5%</i> ○	<i>647</i>	<i>2.3%</i> ○
Pediatric Medical & Surgical	3,821	3,773	3,625	48	1.3% ○	196	5.4% ●
Pediatric Critical Care	920	843	808	77	9.1% ●	112	13.9% ●
Pediatric Psych	615	482	454	133	27.6% ●	161	35.5% ●
<i>Subtotal – Pediatrics</i>	<i>5,356</i>	<i>5,098</i>	<i>4,887</i>	<i>258</i>	<i>5.1%</i> ●	<i>469</i>	<i>9.6%</i> ●
TOTAL	34,472	34,372	33,356	100	0.3% ○	1,116	3.3% ●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Discharge Days by Type

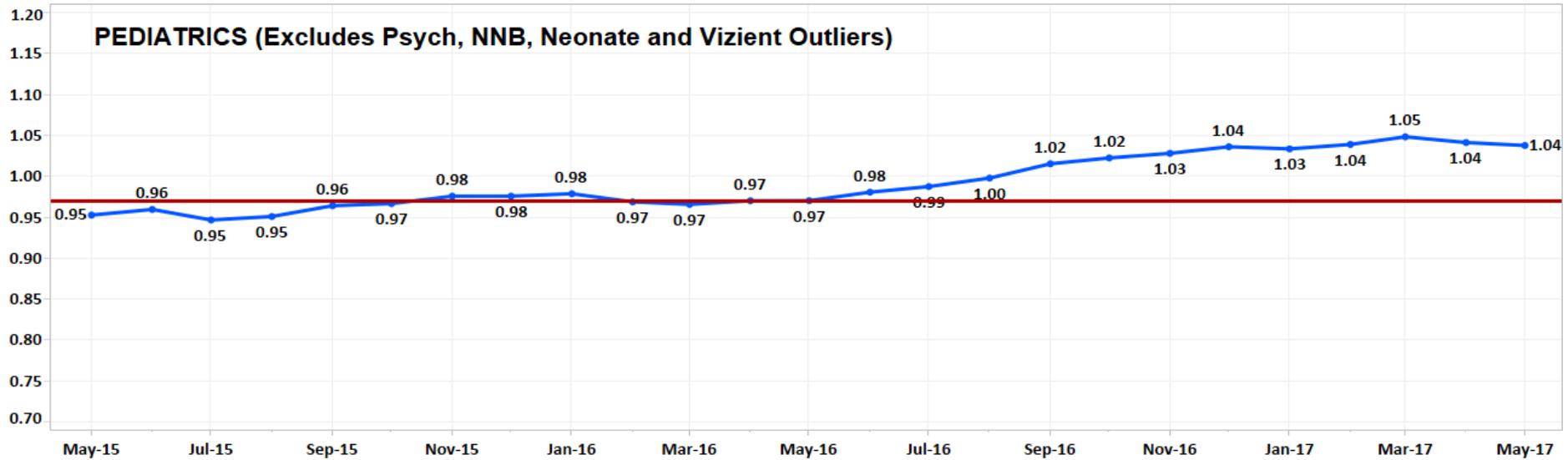
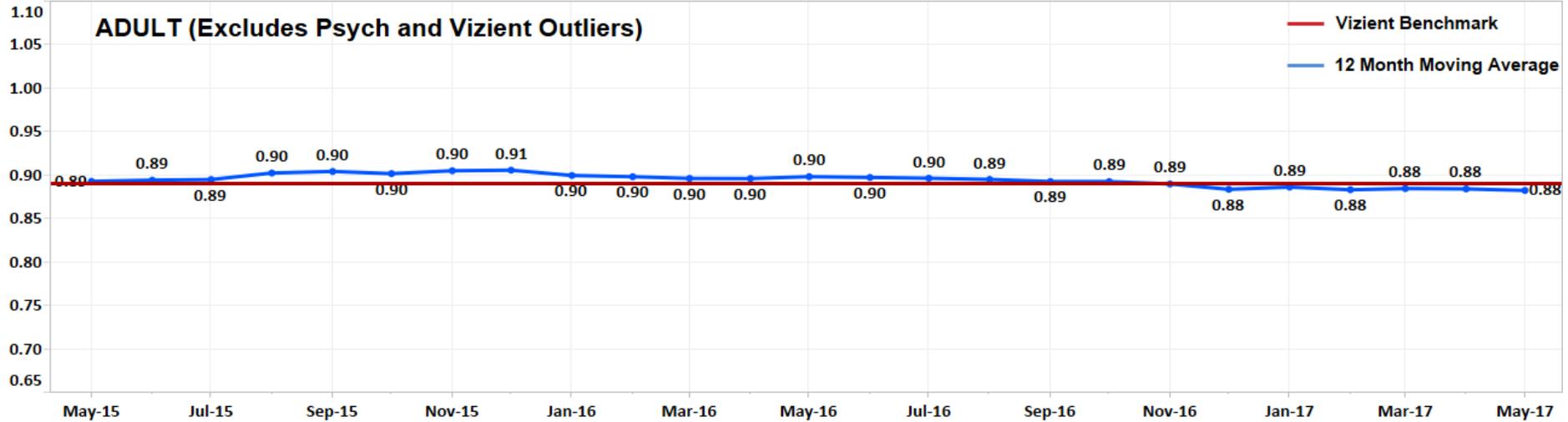
Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Adult Medical	55,680	55,071	54,611	609	1.1% ○	1,069	2.0% ○
Adult Surgical	99,653	99,268	96,814	385	0.4% ○	2,839	2.9% ●
Adult Psych	19,824	23,041	22,093	(3,217)	-14.0% ●	(2,269)	-10.3% ●
<i>Subtotal – Adult</i>	<i>175,157</i>	<i>177,380</i>	<i>173,518</i>	<i>(2,223)</i>	<i>-1.3%</i> ○	<i>1,639</i>	<i>0.9%</i> ○
Pediatric Medical and Surgical	22,570	20,928	20,618	1,642	7.8% ●	1,952	9.5% ●
Pediatric Critical Care	26,192	22,630	22,069	3,562	15.7% ●	4,123	18.7% ●
Pediatric Psych	5,067	5,406	5,255	(339)	-6.3% ●	(188)	-3.6% ●
<i>Subtotal – Pediatrics</i>	<i>53,829</i>	<i>48,964</i>	<i>47,942</i>	<i>4,865</i>	<i>9.9%</i> ●	<i>5,887</i>	<i>12.3%</i> ●
TOTAL	228,986	226,344	221,460	2,642	1.2% ○	7,526	3.4% ●

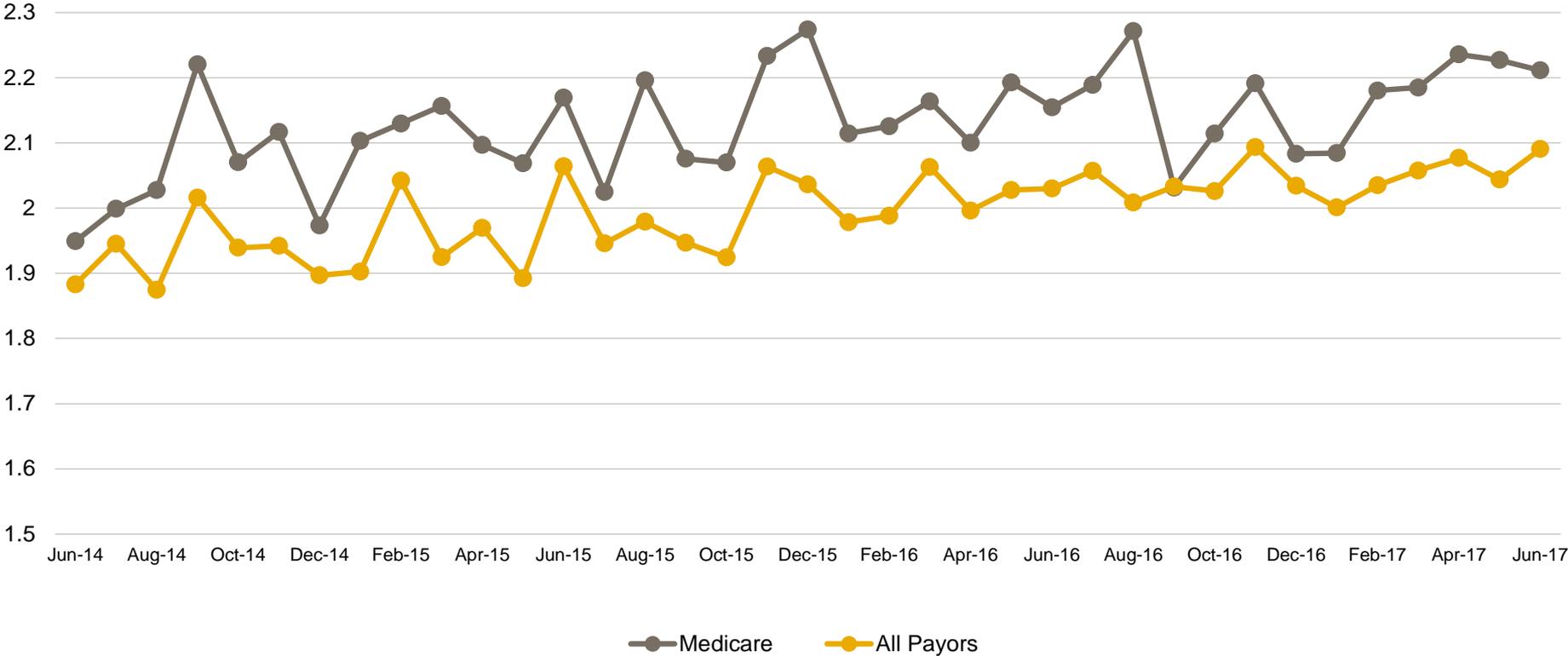
 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Length of Stay

May 2017, 12 Month Moving Average



Case Mix Index



Total Surgeries – by Clinical Department

Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Cardiothoracic	1,225	1,143	1,149	82	7.2%	76	6.6%
Dentistry	969	1,069	984	(100)	-9.4%	(15)	-1.5%
Dermatology	44	37	32	7	18.9%	12	37.5%
General Surgery	7,017	6,924	6,819	93	1.3%	198	2.9%
Gynecology	1,846	1,835	1,778	11	0.6%	68	3.8%
Internal Medicine	5	14	12	(9)	-64.3%	(7)	-58.3%
Neurosurgery	3,382	3,182	3,196	200	6.3%	186	5.8%
Ophthalmology	3,841	4,221	3,802	(380)	-9.0%	39	1.0%
Orthopedics	7,167	7,227	6,843	(60)	-0.8%	324	4.7%
Otolaryngology	3,387	3,330	3,163	57	1.7%	224	7.1%
Pediatrics	6	2	2	4	200.0%	4	200.0%
Radiology – Interventional	116	128	129	(12)	-9.4%	(13)	-10.1%
Urology w/ Procedure Ste.	2,987	3,044	2,968	(57)	-1.9%	19	0.6%
Total	31,992	32,156	30,877	(164)	-0.5%	1,115	3.6%
Solid Organ Transplants	301	335	306	(34)	-10.1%	(5)	-1.6%

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Inpatient Surgeries – by Clinical Department

Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget	%	Variance to Prior Year	Variance to Prior Year	%
Cardiothoracic	1,172	1,104	1,110	68	6.2%	●	62	5.6%	●
Dentistry	350	487	456	(137)	-28.1%	●	(106)	-23.2%	●
General Surgery	4,503	4,271	4,283	232	5.4%	●	220	5.1%	●
Gynecology	813	914	917	(101)	-11.1%	●	(104)	-11.3%	●
Neurosurgery	2,780	2,573	2,587	207	8.0%	●	193	7.5%	●
Ophthalmology	267	283	271	(16)	-5.7%	●	(4)	-1.5%	○
Orthopedics	3,363	3,526	3,506	(163)	-4.6%	●	(143)	-4.1%	●
Otolaryngology	814	809	809	5	0.6%	○	5	0.6%	○
Radiology – Interventional	109	96	97	13	13.5%	●	12	12.4%	●
Urology <i>w/ Procedure Ste.</i>	908	910	910	(2)	-0.2%	○	(2)	-0.2%	○
Total	15,079	14,973	14,946	106	0.7%	○	133	0.9%	○
Solid Organ Transplants	301	335	306	(34)	-10.1%	●	(5)	-1.6%	○

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Outpatient Surgeries – by Clinical Department

Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget	%	Variance to Prior Year	Variance to Prior Year	%
Cardiothoracic	53	39	39	14	35.9%	●	14	35.9%	●
Dentistry	619	582	528	37	6.4%	●	91	17.2%	●
Dermatology	44	37	32	7	18.9%	●	12	37.5%	●
General Surgery	2,514	2,653	2,536	(139)	-5.2%	●	(22)	-0.9%	○
Gynecology	1,033	921	861	112	12.2%	●	172	20.0%	●
Internal Medicine	5	14	12	(9)	-64.3%	●	(7)	-58.3%	●
Neurosurgery	602	609	609	(7)	-1.1%	○	(7)	-1.1%	○
Ophthalmology	3,574	3,938	3,531	(364)	-9.2%	●	43	1.2%	○
Orthopedics	3,804	3,701	3,337	103	2.8%	●	467	14.0%	●
Otolaryngology	2,573	2,521	2,354	52	2.1%	○	219	9.3%	●
Pediatrics	6	2	2	4	200.0%	●	4	200.0%	●
Radiology – Interventional	7	32	32	(25)	-78.1%	●	(25)	-78.1%	●
Urology w/ Procedure Ste.	2,079	2,134	2,058	(55)	-2.6%	●	21	1.0%	○
Total	16,913	17,183	15,931	(270)	-1.6%	○	982	6.2%	●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Emergency Department

Fiscal Year to Date June 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
ED Visits	59,896	60,197	58,607	(301)	-0.5% ○	1,289	2.2% ○
ED Admits	20,100	19,585	19,068	515	2.6% ●	1,032	5.4% ●
ED Conversion Factor	33.6%	32.5%	32.5%		3.4% ●		3.4% ●
ED Admits / Total Admits	58.7%	57.6%	57.6%		1.9% ○		1.9% ○

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Total Clinic Visits by Location

Fiscal Year to Date June 2017

Operating Review (YTD)	FY17 ACTUAL				FY16 ACTUAL*				Variance to Prior Year	%	
	On-Site	IRL	Other Off-Site	Total	On-Site	IRL	Other Off-Site	Total			
FAMILY MEDICINE	40,999	13,824	119,621	174,444	48,412	572	115,216	164,200	10,244	6.2%	●
GENERAL INTERNAL MEDICINE		27,948		27,948		28,456		28,456	(508)	-1.8%	○
PEDIATRICS		22,430	15,782	38,212		22,334	10,639	32,973	5,239	15.9%	●
SUBTOTAL: PRIMARY CARE	40,999	64,202	135,403	240,604	48,412	51,362	125,855	225,629	14,975	6.6%	●
ANESTHESIA	7,030	318		7,348					7,348	100.0%	●
CTR DISABILITIES & DEVELOPMENT	10,523			10,523	10,179			10,179	344	3.4%	●
CTR FOR DIGESTIVE DISEASES	22,513	5,220		27,733	22,267	4,629		26,896	837	3.1%	●
CLINICAL CANCER CENTER	56,191	2,495	2,021	60,707	56,263	2,127		58,390	2,317	4.0%	●
DERMATOLOGY	23,275	11,716	3,724	38,715	24,743	10,066	271	35,080	3,635	10.4%	●
GENERAL SURGERY	23,916		2,062	25,978	21,920		825	22,745	3,233	14.2%	●
HOSPITAL DENTISTRY	18,228			18,228	17,953			17,953	275	1.5%	○
INTERNAL MEDICINE	32,194	9,829		42,023	31,101	7,920		39,021	3,002	7.7%	●
NEUROLOGY	17,066			17,066	15,673			15,673	1,393	8.9%	●
NEUROSURGERY	14,236			14,236	13,148			13,148	1,088	8.3%	●
OBSTETRICS/GYNECOLOGY	63,031	23,837	353	87,221	60,278	25,535		85,813	1,408	1.6%	○
OPHTHALMOLOGY	64,937	10,491	700	76,128	63,416	9,829	705	73,950	2,178	2.9%	●
ORTHOPEDECS	72,868	3,414	75	76,357	69,952	749		70,701	5,656	8.0%	●
OTOLARYNGOLOGY	19,658	7,452		27,110	20,075	6,319		26,394	716	2.7%	●
PEDIATRICS	62,589	3,732		66,321	60,057	1,674		61,731	4,590	7.4%	●
PSYCHIATRY	43,499	28		43,527	39,338			39,338	4,189	10.6%	●
UROLOGY	8,610	13,234		21,844	7,207	11,568		18,775	3,069	16.3%	●
UI HEART CTR	19,434	12,970		32,404	18,863	12,309		31,172	1,232	4.0%	●
SUBTOTAL: SPECIALTY CARE	579,798	104,736	8,935	693,469	552,433	92,725	1,801	646,959	46,510	7.2%	●
TOTAL	620,797	168,938	144,338	934,073	600,845	144,087	127,656	872,588	61,485	7.0%	●

● Greater than 2.5% Favorable

○ Neutral

● Greater than 2.5% Unfavorable

* from ongoing operations

Pediatric Clinic Visits by Location

Fiscal Year to Date June 2017

Operating Review (YTD)	FY17 ACTUAL				FY16 ACTUAL*				Variance to Prior Year	%	
	On-Site	IRL	Other Off-Site	Total	On-Site	IRL	Other Off-Site	Total			
FAMILY MEDICINE	4,137	467	24,106	28,710	4,214	10	24,408	28,632	78	0.3%	○
GENERAL INTERNAL MEDICINE		45		45		14		14	31	221.4%	●
PEDIATRICS		21,919	15,782	37,701		21,741	10,639	32,380	5,321	16.4%	●
<i>SUBTOTAL: PRIMARY CARE</i>	<i>4,137</i>	<i>22,431</i>	<i>39,888</i>	<i>66,456</i>	<i>4,214</i>	<i>21,765</i>	<i>35,047</i>	<i>61,026</i>	<i>5,430</i>	<i>8.9%</i>	●
ANESTHESIA	835			835					835	100.0%	●
CTR DISABILITIES & DEVELOPMENT	10,523			10,523	10,179			10,179	344	3.4%	●
CTR FOR DIGESTIVE DISEASES	11	1		12	15	2		17	(5)	-29.4%	●
CLINICAL CANCER CENTER	128			128	125			125	3	2.4%	○
DERMATOLOGY	1,575	2,635		4,210	2,167	2,071		4,238	(28)	-0.7%	○
GENERAL SURGERY	1,493			1,493	1,392			1,392	101	7.3%	●
HOSPITAL DENTISTRY	2,279			2,279	2,141			2,141	138	6.4%	●
INTERNAL MEDICINE	116	304		420	153	152		305	115	37.7%	●
NEUROLOGY	554			554	487			487	67	13.8%	●
NEUROSURGERY	2,266			2,266	2,092			2,092	174	8.3%	●
OBSTETRICS/GYNECOLOGY	903	155	5	1,063	964	120		1,084	(21)	-1.9%	○
OPHTHALMOLOGY	10,969	765		11,734	10,572	527		11,099	635	5.7%	●
ORTHOPEDECS	12,858	113		12,971	11,997	7		12,004	967	8.1%	●
OTOLARYNGOLOGY	3,743	4,667		8,410	3,360	3,896		7,256	1,154	15.9%	●
PEDIATRICS	54,130	3,209		57,339	52,469	1,550		54,019	3,320	6.1%	●
PSYCHIATRY	11,731			11,731	10,036			10,036	1,695	16.9%	●
UROLOGY	206	2,611		2,817	220	2,817		3,037	(220)	-7.2%	●
UI HEART CTR	21	267		288	94	156		250	38	15.2%	●
<i>SUBTOTAL: SPECIALTY CARE</i>	<i>114,341</i>	<i>14,727</i>	<i>5</i>	<i>129,073</i>	<i>108,463</i>	<i>11,298</i>		<i>119,761</i>	<i>9,312</i>	<i>7.8%</i>	●
TOTAL	118,478	37,158	39,893	195,529	112,677	33,063	35,047	180,787	14,742	8.2%	●

● Greater than 2.5% Favorable

○ Neutral

● Greater than 2.5% Unfavorable

* from ongoing operations

Adult Clinic Visits by Location

Fiscal Year to Date June 2017

Operating Review (YTD)	FY17 ACTUAL				FY16 ACTUAL*				Variance to Prior Year	%	
	On-Site	IRL	Other Off-Site	Total	On-Site	IRL	Other Off-Site	Total			
FAMILY MEDICINE	36,862	13,357	95,515	145,734	44,198	562	90,808	135,568	10,166	7.5%	●
GENERAL INTERNAL MEDICINE		27,903		27,903		28,442		28,442	(539)	-1.9%	○
PEDIATRICS		511		511		593		593	(82)	-13.8%	●
<i>SUBTOTAL: PRIMARY CARE</i>	<i>36,862</i>	<i>41,771</i>	<i>95,515</i>	<i>174,148</i>	<i>44,198</i>	<i>29,597</i>	<i>90,808</i>	<i>164,603</i>	<i>9,545</i>	<i>5.8%</i>	<i>●</i>
ANESTHESIA	6,195	318		6,513					6,513	100.0%	●
CTR FOR DIGESTIVE DISEASES	22,502	5,219		27,721	22,252	4,627		26,879	842	3.1%	●
CLINICAL CANCER CENTER	56,063	2,495	2,021	60,579	56,138	2,127		58,265	2,314	4.0%	●
DERMATOLOGY	21,700	9,081	3,724	34,505	22,576	7,995	271	30,842	3,663	11.9%	●
GENERAL SURGERY	22,423		2,062	24,485	20,528		825	21,353	3,132	14.7%	●
HOSPITAL DENTISTRY	15,949			15,949	15,812			15,812	137	0.9%	○
INTERNAL MEDICINE	32,078	9,525		41,603	30,948	7,768		38,716	2,887	7.5%	●
NEUROLOGY	16,512			16,512	15,186			15,186	1,326	8.7%	●
NEUROSURGERY	11,970			11,970	11,056			11,056	914	8.3%	●
OBSTETRICS/GYNECOLOGY	62,128	23,682	348	86,158	59,314	25,415		84,729	1,429	1.7%	○
OPHTHALMOLOGY	53,968	9,726	700	64,394	52,844	9,302	705	62,851	1,543	2.5%	○
ORTHOPEDICS	60,010	3,301	75	63,386	57,955	742		58,697	4,689	8.0%	●
OTOLARYNGOLOGY	15,915	2,785		18,700	16,715	2,423		19,138	(438)	-2.3%	○
PEDIATRICS	8,459	523		8,982	7,588	124		7,712	1,270	16.5%	●
PSYCHIATRY	31,768	28		31,796	29,302			29,302	2,494	8.5%	●
UROLOGY	8,404	10,623		19,027	6,987	8,751		15,738	3,289	20.9%	●
UI HEART CTR	19,413	12,703		32,116	18,769	12,153		30,922	1,194	3.9%	●
<i>SUBTOTAL: SPECIALTY CARE</i>	<i>465,457</i>	<i>90,009</i>	<i>8,930</i>	<i>564,396</i>	<i>443,970</i>	<i>81,427</i>	<i>1,801</i>	<i>527,198</i>	<i>37,198</i>	<i>7.1%</i>	<i>●</i>
TOTAL	502,319	131,780	104,445	738,544	488,168	111,024	92,609	691,801	46,743	6.8%	●

● Greater than 2.5% Favorable

○ Neutral

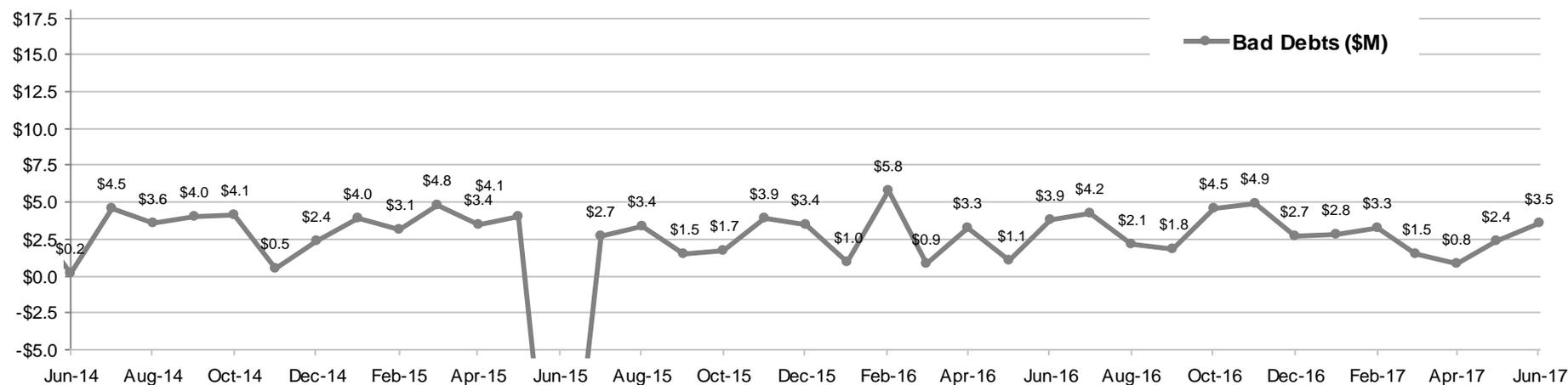
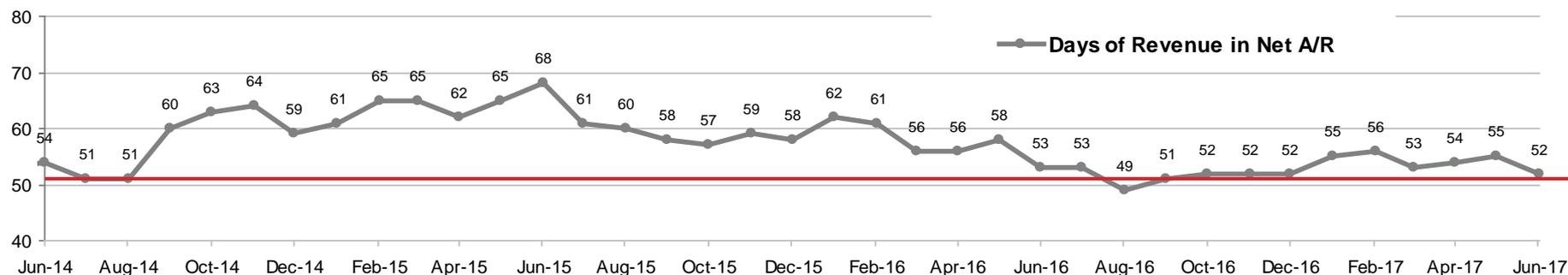
● Greater than 2.5% Unfavorable

* from ongoing operations

Comparative Accounts Receivable

At June 30, 2017

	June 30, 2015	June 30, 2016	June 30, 2017
Net Accounts Receivable	\$236,775,239	\$210,723,995	\$212,692,290
Net Days in AR	68	53	52



Comparative Financial Results

Fiscal Year 2017 (preliminary), Dollars in Thousands

NET REVENUES	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Patient Revenue	\$1,450,841	\$1,514,957	\$1,410,009	(\$64,116)	-4.2%	\$40,832	2.9%
Other Operating Revenue	52,010	46,243	46,657	5,767	12.5%	5,353	11.5%
Total Revenue	\$1,502,851	\$1,561,200	\$1,456,666	(\$58,349)	-3.7%	\$46,185	3.2%
EXPENSES							
Salaries and Wages	\$730,486	\$754,893	\$663,331	(\$24,407)	-3.2%	\$67,155	10.1%
General Expenses	653,900	662,276	613,185	(8,376)	-1.3%	40,715	6.6%
Operating Expense before Capital	\$1,384,386	\$1,417,169	\$1,276,516	(\$32,783)	-2.3%	\$107,870	8.5%
Cash Flow Operating Margin	\$118,465	\$144,031	\$180,150	(\$25,566)	-17.8%	(\$61,685)	-34.2%
Capital- Depreciation and Amortization	90,410	89,400	78,993	1,010	1.1%	11,417	14.5%
Total Operating Expense	\$1,474,796	\$1,506,569	\$1,355,509	(\$31,773)	-2.1%	\$119,287	8.8%
Operating Income	\$28,055	\$54,631	\$101,157	(\$26,576)	-48.6%	(\$73,102)	-72.3%
Operating Margin %	1.9%	3.5%	6.9%		-1.6%		-5.0%
Gain (Loss) on Investments	24,100	8,076	15,669	16,024	198.4%	8,431	53.8%
Other Non-Operating	(8,194)	(13,240)	(8,870)	5,046	38.1%	676	7.6%
Net Income	\$43,961	\$49,467	\$107,956	(\$5,506)	-11.1%	(\$63,995)	-59.3%
Net Margin %	2.9%	3.2%	7.4%		-0.3%		-4.5%

July 2017

Volume Indicators

Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year *	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Discharges	2,910	2,899	2,820	11	0.4% ○	90	3.2% ●
Patient Days	19,185	19,085	18,933	100	0.5% ○	252	1.3% ○
Average Daily Census	618.87	615.65	610.74	3.22	0.5% ○	8.13	1.3% ○
Total Surgeries	2,466	2,840	2,563	(374)	-13.2% ●	(97)	-3.8% ●
- Inpatient	1,193	1,401	1,248	(208)	-14.8% ●	(55)	-4.4% ●
- Outpatient	1,273	1,439	1,315	(166)	-11.5% ●	(42)	-3.2% ●
ED Visits	5,111	5,077	5,021	34	0.7% ○	90	1.8% ○
Total Clinic Visits	73,142	78,227	67,970	(5,085)	-6.5% ●	5,172	7.6% ●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

* from ongoing operations

Discharges by Type

Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget	%	Variance to Prior Year	Variance to Prior Year	%
Adult Medical	870	790	800	80	10.1%	●	70	8.8%	●
Adult Surgical	1,500	1,536	1,491	(36)	-2.3%	○	9	0.6%	○
Adult Psych	104	109	106	(5)	-4.6%	●	(2)	-1.9%	○
<i>Subtotal – Adult</i>	<i>2,474</i>	<i>2,435</i>	<i>2,397</i>	<i>39</i>	<i>1.6%</i>	○	<i>77</i>	<i>3.2%</i>	●
Pediatric Medical & Surgical	293	351	321	(58)	-16.5%	●	(28)	-8.7%	●
Pediatric Critical Care	93	70	60	23	32.9%	●	33	55.0%	●
Pediatric Psych	50	43	42	7	16.3%	●	8	19.0%	●
<i>Subtotal – Pediatrics</i>	<i>436</i>	<i>464</i>	<i>423</i>	<i>(28)</i>	<i>-6.0%</i>	●	<i>13</i>	<i>3.1%</i>	●
TOTAL	2,910	2,899	2,820	11	0.4%	○	90	3.2%	●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Discharge Days by Type

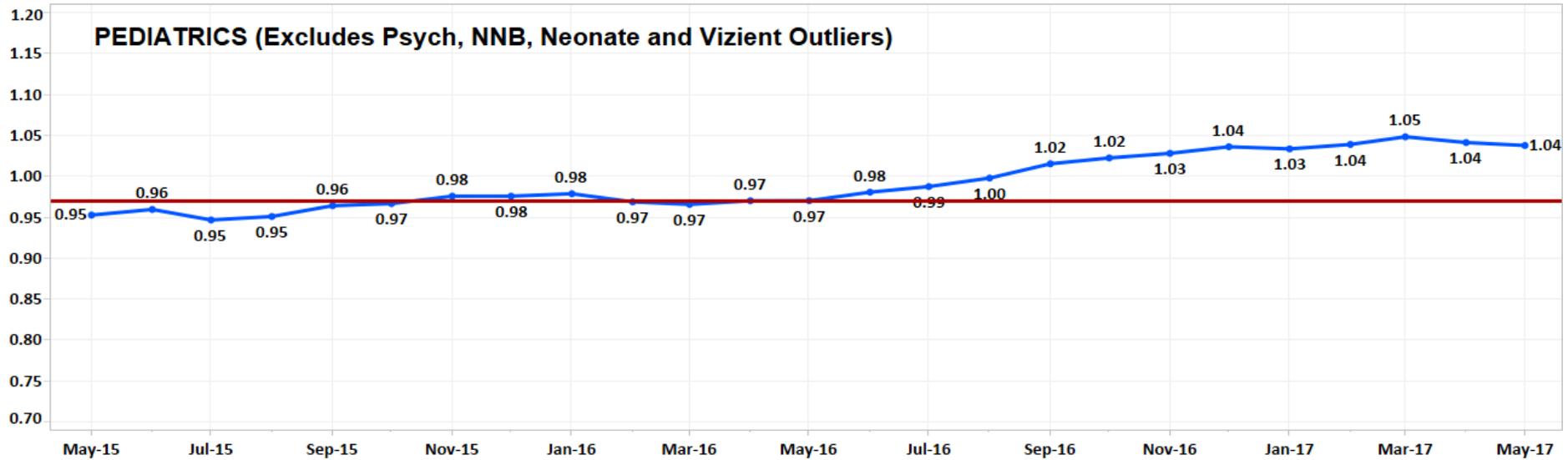
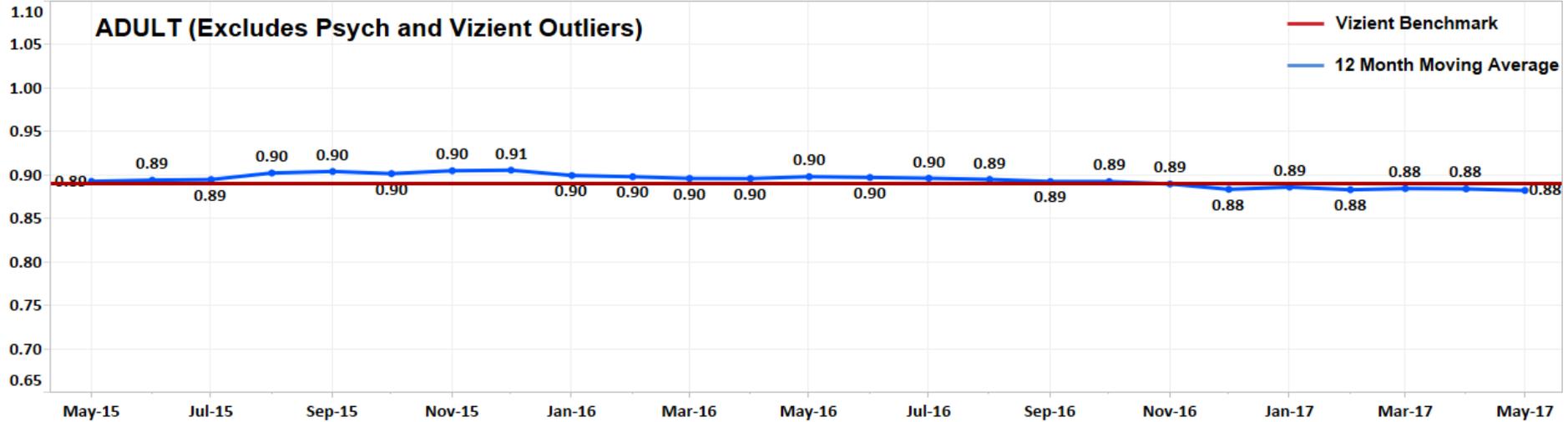
Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Adult Medical	4,991	4,442	4,596	549	12.4% ●	395	8.6% ●
Adult Surgical	7,857	8,292	8,102	(435)	-5.2% ●	(245)	-3.0% ●
Adult Psych	1,539	1,511	1,499	28	1.9% ○	40	2.7% ●
<i>Subtotal – Adult</i>	<i>14,387</i>	<i>14,245</i>	<i>14,197</i>	<i>142</i>	<i>1.0%</i> ○	<i>190</i>	<i>1.3%</i> ○
Pediatric Medical and Surgical	1,559	2,515	2,344	(956)	-38.0% ●	(785)	-33.5% ●
Pediatric Critical Care	2,317	1,918	1,988	399	20.8% ●	329	16.5% ●
Pediatric Psych	357	352	349	5	1.4% ○	8	2.3% ○
<i>Subtotal – Pediatrics</i>	<i>4,233</i>	<i>4,785</i>	<i>4,681</i>	<i>(552)</i>	<i>-11.5%</i> ●	<i>(448)</i>	<i>-9.6%</i> ●
TOTAL	18,620	19,030	18,878	(410)	-2.2% ○	(258)	-1.4% ○

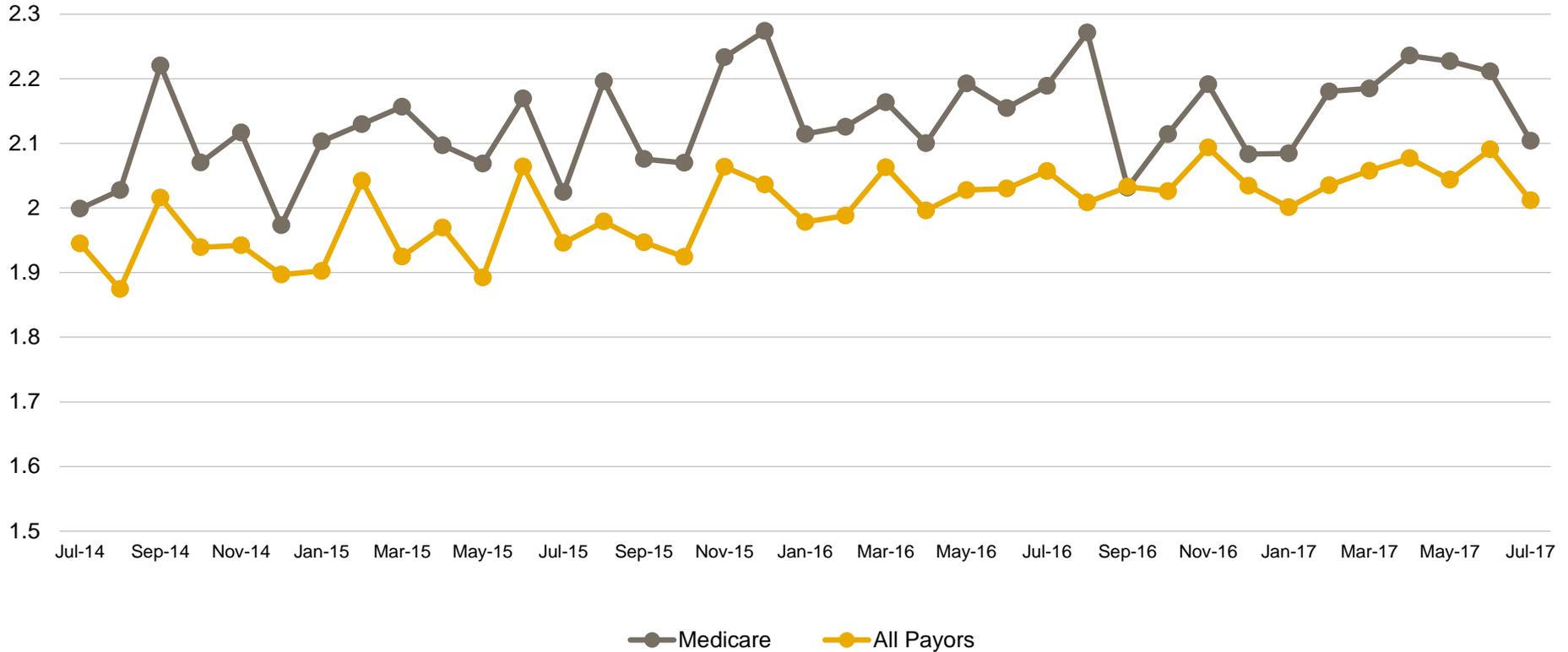
 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Length of Stay

May 2017, 12 Month Moving Average



Case Mix Index



Total Surgeries – by Clinical Department

Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget	%	Variance to Prior Year	%	
Cardiothoracic	96	101	97	(5)	-5.0%	●	(1)	-1.0%	○
Dentistry	83	100	80	(17)	-17.0%	●	3	3.8%	●
Dermatology	0	6	2	(6)	-100.0%	●	(2)	-100.0%	●
General Surgery	583	650	530	(67)	-10.3%	●	53	10.0%	●
Gynecology	152	139	154	13	9.4%	●	(2)	-1.3%	○
Internal Medicine	3	0	1	3	100.0%	●	2	200.0%	●
Neurosurgery	241	295	278	(54)	-18.3%	●	(37)	-13.3%	●
Ophthalmology	317	303	339	14	4.6%	●	(22)	-6.5%	●
Orthopedics	557	582	558	(25)	-4.3%	●	(1)	-0.2%	○
Otolaryngology	206	366	257	(160)	-43.7%	●	(51)	-19.8%	●
Pediatrics	0	0	0	0	0.0%	○	0	0.0%	○
Radiology – Interventional	15	9	9	6	66.7%	●	6	66.7%	●
Urology w/ Procedure Ste.	213	289	258	(76)	-26.3%	●	(45)	-17.4%	●
Total	2,466	2,840	2,563	(374)	-13.2%	●	(97)	-3.8%	●
Solid Organ Transplants	29	27	32	2	7.4%	●	(3)	-9.4%	●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Inpatient Surgeries – by Clinical Department

Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget	%	Variance to Prior Year	Variance to Prior Year	%
Cardiothoracic	92	97	95	(5)	-5.2%	●	(3)	-3.2%	●
Dentistry	23	30	35	(7)	-23.3%	●	(12)	-34.3%	●
General Surgery	396	443	359	(47)	-10.6%	●	37	10.3%	●
Gynecology	55	67	74	(12)	-17.9%	●	(19)	-25.7%	●
Neurosurgery	193	252	223	(59)	-23.4%	●	(30)	-13.5%	●
Ophthalmology	26	24	11	2	8.3%	●	15	136.4%	●
Orthopedics	294	310	300	(16)	-5.2%	●	(6)	-2.0%	○
Otolaryngology	38	88	71	(50)	-56.8%	●	(33)	-46.5%	●
Radiology – Interventional	14	9	9	5	55.6%	●	5	55.6%	●
Urology <i>w/ Procedure Ste.</i>	62	81	71	(19)	-23.5%	●	(9)	-12.7%	●
Total	1,193	1,401	1,248	(208)	-14.8%	●	(55)	-4.4%	●
Solid Organ Transplants	29	27	32	2	7.4%	●	(3)	-9.4%	●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Outpatient Surgeries – by Clinical Department

Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Cardiothoracic	4	4	2	0	0.0% ○	2	100.0% ●
Dentistry	60	70	45	(10)	-14.3% ●	15	33.3% ●
Dermatology	0	6	2	(6)	-100.0% ●	(2)	-100.0% ●
General Surgery	187	207	171	(20)	-9.7% ●	16	9.4% ●
Gynecology	97	72	80	25	34.7% ●	17	21.3% ●
Internal Medicine	3	0	1	3	100.0% ●	2	200.0% ●
Neurosurgery	48	43	55	5	11.6% ●	(7)	-12.7% ●
Ophthalmology	291	279	328	12	4.3% ●	(37)	-11.3% ●
Orthopedics	263	272	258	(9)	-3.3% ●	5	1.9% ○
Otolaryngology	168	278	186	(110)	-39.6% ●	(18)	-9.7% ●
Pediatrics	0	0	0	0	0.0% ○	0	0.0% ○
Radiology – Interventional	1	0	0	1	100.0% ●	1	100.0% ●
Urology w/ Procedure Ste.	151	208	187	(57)	-27.4% ●	(36)	-19.3% ●
Total	1,273	1,439	1,315	(166)	-11.5% ●	(42)	-3.2% ●

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

Emergency Department

Fiscal Year to Date July 2017

Operating Review (YTD)	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
ED Visits	5,111	5,077	5,021	34	0.7% ○	90	1.8% ○
ED Admits	1,786	1,704	1,619	82	4.8% ●	167	10.3% ●
ED Conversion Factor	34.9%	33.6%	32.2%		3.9% ●		8.4% ●
ED Admits / Total Admits	61.6%	58.6%	58.5%		5.1% ●		5.3% ●

 Greater than 2.5% Favorable
  Neutral
  Greater than 2.5% Unfavorable

Total Clinic Visits by Location

Fiscal Year to Date July 2017

Operating Review (YTD)	FY18 ACTUAL				FY17 ACTUAL*				Variance to Prior Year	%	
	On-Site	IRL	Other Off-Site	Total	On-Site	IRL	Other Off-Site	Total			
FAMILY MEDICINE	2,297	1,298	8,034	11,629	3,035	637	8,652	12,324	(695)	-5.6%	●
GENERAL INTERNAL MEDICINE		2,235		2,235		2,126		2,126	109	5.1%	●
PEDIATRICS		1,660	2,089	3,749		1,655	654	2,309	1,440	62.4%	●
<i>SUBTOTAL: PRIMARY CARE</i>	<i>2,297</i>	<i>5,193</i>	<i>10,123</i>	<i>17,613</i>	<i>3,035</i>	<i>4,418</i>	<i>9,306</i>	<i>16,759</i>	<i>854</i>	<i>5.1%</i>	●
ANESTHESIA	577	37		614	522	17		539	75	13.9%	●
CTR DISABILITIES & DEVELOPMENT	850			850	856			856	(6)	-0.7%	○
CTR FOR DIGESTIVE DISEASES	1,925	463		2,388	1,753	452		2,205	183	8.3%	●
CLINICAL CANCER CENTER	4,387	174	476	5,037	4,254	187		4,441	596	13.4%	●
DERMATOLOGY	1,709	759	418	2,886	1,700	747	51	2,498	388	15.5%	●
GENERAL SURGERY	1,990		111	2,101	1,815		116	1,931	170	8.8%	●
HOSPITAL DENTISTRY	1,411			1,411	1,404			1,404	7	0.5%	○
INTERNAL MEDICINE	2,490	707		3,197	2,430	512		2,942	255	8.7%	●
NEUROLOGY	1,159			1,159	1,094			1,094	65	5.9%	●
NEUROSURGERY	1,022			1,022	1,055			1,055	(33)	-3.1%	●
OBSTETRICS/GYNECOLOGY	4,752	1,731	631	7,114	4,774	1,745		6,519	595	9.1%	●
OPHTHALMOLOGY	5,358	853		6,211	5,213	838	62	6,113	98	1.6%	○
ORTHOPEDECS	5,845	394	35	6,274	5,444	75		5,519	755	13.7%	●
OTOLARYNGOLOGY	1,411	555		1,966	1,467	485		1,952	14	0.7%	○
PEDIATRICS	4,780	397		5,177	5,148	157		5,305	(128)	-2.4%	○
PSYCHIATRY	3,291			3,291	2,900	1		2,901	390	13.4%	●
UROLOGY	623	1,280		1,903	534	1,016		1,550	353	22.8%	●
UI HEART CTR	1,713	1,215		2,928	1,454	933		2,387	541	22.7%	●
<i>SUBTOTAL: SPECIALTY CARE</i>	<i>45,293</i>	<i>8,565</i>	<i>1,671</i>	<i>55,529</i>	<i>43,817</i>	<i>7,165</i>	<i>229</i>	<i>51,211</i>	<i>4,318</i>	<i>8.4%</i>	●
TOTAL	47,590	13,758	11,794	73,142	46,852	11,583	9,535	67,970	5,172	7.6%	●

● Greater than 2.5% Favorable

○ Neutral

● Greater than 2.5% Unfavorable

* from ongoing operations

Pediatric Clinic Visits by Location

Fiscal Year to Date July 2017

Operating Review (YTD)	FY18 ACTUAL				FY17 ACTUAL*				Variance to Prior Year	%	
	On-Site	IRL	Other Off-Site	Total	On-Site	IRL	Other Off-Site	Total			
FAMILY MEDICINE	241	62	1,560	1,863	272	14	1,594	1,880	(17)	-0.9%	○
GENERAL INTERNAL MEDICINE		6		6		1		1	5	500.0%	●
PEDIATRICS		1,595	2,089	3,684		1,597	654	2,251	1,433	63.7%	●
<i>SUBTOTAL: PRIMARY CARE</i>	<i>241</i>	<i>1,663</i>	<i>3,649</i>	<i>5,553</i>	<i>272</i>	<i>1,612</i>	<i>2,248</i>	<i>4,132</i>	<i>1,421</i>	<i>34.4%</i>	●
ANESTHESIA	72			72	68			68	4	5.9%	●
CTR DISABILITIES & DEVELOPMENT	850			850	856			856	(6)	-0.7%	○
CTR FOR DIGESTIVE DISEASES					3			3	(3)	-100.0%	●
CLINICAL CANCER CENTER	9			9	9			9	0	0.0%	○
DERMATOLOGY	146	182		328	118	160		278	50	18.0%	●
GENERAL SURGERY	154			154	135			135	19	14.1%	●
HOSPITAL DENTISTRY	172			172	199			199	(27)	-13.6%	●
INTERNAL MEDICINE	5	41		46	19	8		27	19	70.4%	●
NEUROLOGY	53			53	44			44	9	20.5%	●
NEUROSURGERY	180			180	164			164	16	9.8%	●
OBSTETRICS/GYNECOLOGY	74	7		81	75	10		85	(4)	-4.7%	●
OPHTHALMOLOGY	933	63		996	942	43		985	11	1.1%	○
ORTHOPEDICS	1,172	10		1,182	1,065	1		1,066	116	10.9%	●
OTOLARYNGOLOGY	266	306		572	293	327		620	(48)	-7.7%	●
PEDIATRICS	4,084	317		4,401	4,497	146		4,643	(242)	-5.2%	●
PSYCHIATRY	935			935	776			776	159	20.5%	●
UROLOGY	15	186		201	13	189		202	(1)	-0.5%	○
UI HEART CTR	1	11		12	1	4		5	7	140.0%	●
<i>SUBTOTAL: SPECIALTY CARE</i>	<i>9,121</i>	<i>1,123</i>		<i>10,244</i>	<i>9,277</i>	<i>888</i>		<i>10,165</i>	<i>79</i>	<i>0.8%</i>	○
TOTAL	9,362	2,786	3,649	15,797	9,549	2,500	2,248	14,297	1,500	10.5%	●

● Greater than 2.5% Favorable

○ Neutral

● Greater than 2.5% Unfavorable

* from ongoing operations

Adult Clinic Visits by Location

Fiscal Year to Date July 2017

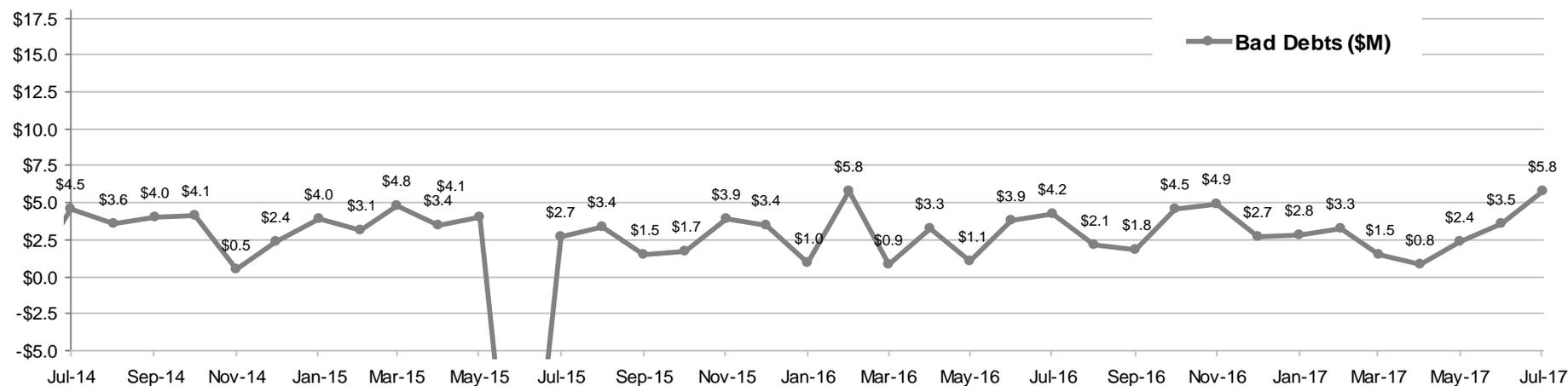
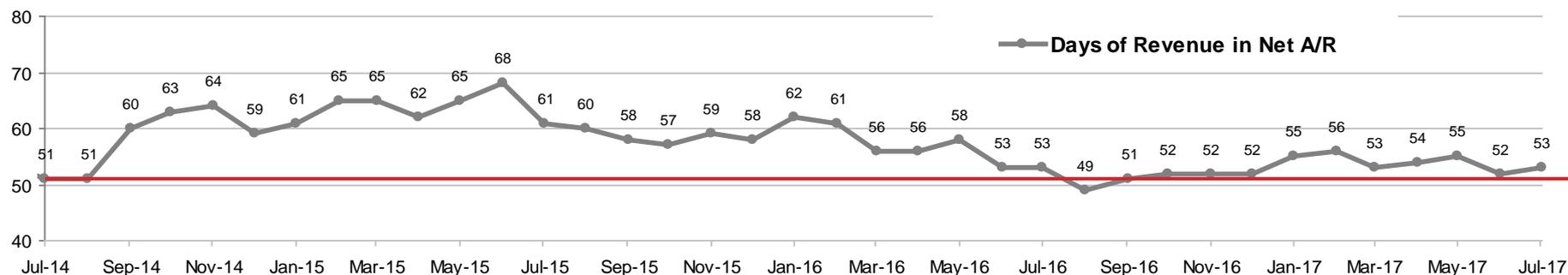
Operating Review (YTD)	FY18 ACTUAL				FY17 ACTUAL*				Variance to Prior Year	%	
	On-Site	IRL	Other Off-Site	Total	On-Site	IRL	Other Off-Site	Total			
FAMILY MEDICINE	2,056	1,236	6,474	9,766	2,763	623	7,058	10,444	(678)	-6.5%	●
GENERAL INTERNAL MEDICINE		2,229		2,229		2,125		2,125	104	4.9%	●
PEDIATRICS		65		65		58		58	7	12.1%	●
<i>SUBTOTAL: PRIMARY CARE</i>	<i>2,056</i>	<i>3,530</i>	<i>6,474</i>	<i>12,060</i>	<i>2,763</i>	<i>2,806</i>	<i>7,058</i>	<i>12,627</i>	<i>(567)</i>	<i>-4.5%</i>	●
ANESTHESIA	505	37		542	454	17		471	71	15.1%	●
CTR FOR DIGESTIVE DISEASES	1,925	463		2,388	1,750	452		2,202	186	8.4%	●
CLINICAL CANCER CENTER	4,378	174	476	5,028	4,245	187		4,432	596	13.4%	●
DERMATOLOGY	1,563	577	418	2,558	1,582	587	51	2,220	338	15.2%	●
GENERAL SURGERY	1,836		111	1,947	1,680		116	1,796	151	8.4%	●
HOSPITAL DENTISTRY	1,239			1,239	1,205			1,205	34	2.8%	●
INTERNAL MEDICINE	2,485	666		3,151	2,411	504		2,915	236	8.1%	●
NEUROLOGY	1,106			1,106	1,050			1,050	56	5.3%	●
NEUROSURGERY	842			842	891			891	(49)	-5.5%	●
OBSTETRICS/GYNECOLOGY	4,678	1,724	631	7,033	4,699	1,735		6,434	599	9.3%	●
OPHTHALMOLOGY	4,425	790		5,215	4,271	795	62	5,128	87	1.7%	○
ORTHOPEDICS	4,673	384	35	5,092	4,379	74		4,453	639	14.3%	●
OTOLARYNGOLOGY	1,145	249		1,394	1,174	158		1,332	62	4.7%	●
PEDIATRICS	696	80		776	651	11		662	114	17.2%	●
PSYCHIATRY	2,356			2,356	2,124	1		2,125	231	10.9%	●
UROLOGY	608	1,094		1,702	521	827		1,348	354	26.3%	●
UI HEART CTR	1,712	1,204		2,916	1,453	929		2,382	534	22.4%	●
<i>SUBTOTAL: SPECIALTY CARE</i>	<i>36,172</i>	<i>7,442</i>	<i>1,671</i>	<i>45,285</i>	<i>34,540</i>	<i>6,277</i>	<i>229</i>	<i>41,046</i>	<i>4,239</i>	<i>10.3%</i>	●
TOTAL	38,228	10,972	8,145	57,345	37,303	9,083	7,287	53,673	3,672	6.8%	●

● Greater than 2.5% Favorable
 ○ Neutral
 ● Greater than 2.5% Unfavorable
 * from ongoing operations

Comparative Accounts Receivable

At July 31, 2017

	June 30, 2016	June 30, 2017 (preliminary)	July 31, 2017
Net Accounts Receivable	\$210,723,995	\$212,692,290	\$210,381,485
Net Days in AR	53	52	53



Comparative Financial Results

Fiscal Year to Date July 2017, Dollars in Thousands

NET REVENUES	Actual	Budget	Prior Year	Variance to Budget	Variance to Budget %	Variance to Prior Year	Variance to Prior Year %
Patient Revenue	\$117,820	\$128,271	\$116,929	(\$10,451)	-8.1%	\$891	0.8%
Other Operating Revenue	4,048	4,184	3,720	(136)	-3.3%	328	8.8%
Total Revenue	\$121,868	\$132,455	\$120,649	(\$10,587)	-8.0%	\$1,219	1.0%
EXPENSES							
Salaries and Wages	\$65,674	\$65,964	\$59,879	(\$290)	-0.4%	\$5,795	9.7%
General Expenses	55,187	57,302	50,396	(2,115)	-3.7%	4,791	9.5%
Operating Expense before Capital	\$120,861	\$123,266	\$110,275	(\$2,405)	-2.0%	\$10,586	9.6%
Cash Flow Operating Margin	\$1,007	\$9,189	\$10,374	(\$8,182)	-89.0%	(\$9,367)	-90.3%
Capital- Depreciation and Amortization	8,204	8,167	6,562	37	0.5%	1,642	25.0%
Total Operating Expense	\$129,065	\$131,433	\$116,837	(\$2,368)	-1.8%	\$12,228	10.5%
Operating Income	(\$7,197)	\$1,022	\$3,812	(\$8,219)	-804.2%	(\$11,009)	-288.8%
Operating Margin %	-5.9%	0.8%	3.2%		-6.7%		-9.1%
Gain (Loss) on Investments	2,302	1,007	5,197	1,295	128.6%	(2,895)	-55.7%
Other Non-Operating	(1,119)	(1,130)	(953)	11	1.0%	(166)	-17.4%
Net Income	(6,014)	\$899	\$8,056	(\$6,913)	-769.0%	(\$14,070)	-174.7%
Net Margin %	-4.9%	0.7%	6.5%		-5.6%		-11.4%

* Gain/(Loss) on Investments based on information available at close. Final investment return for this period is reflected in Fiscal Year to Date returns in the subsequent reporting cycle.

Process Underway to Restore UIHC Operating Margin

- Numerous expense reduction initiatives and lowering FTE staffing
- Reconsidered capital projects to defer from FY2018 wherever possible
- Revenue enhancement initiatives that generate new operating revenue
- Improvement in collection percentage



TRANSPARENCY IN QUALITY, SAFETY & SERVICE

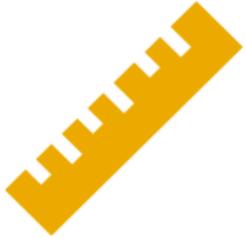
Theresa Brennan, MD
Chief Medical Officer

Michael Edmond, MD, MPH, MPA
Chief Quality Office & Associate Chief Medical Officer

Transparency in quality, safety and service

Goal is to provide patients with usable information

1 Quality and Safety Metrics



Selected six quality metrics that are nationally benchmarked and posted on our website



Provide explanations of what the metrics mean



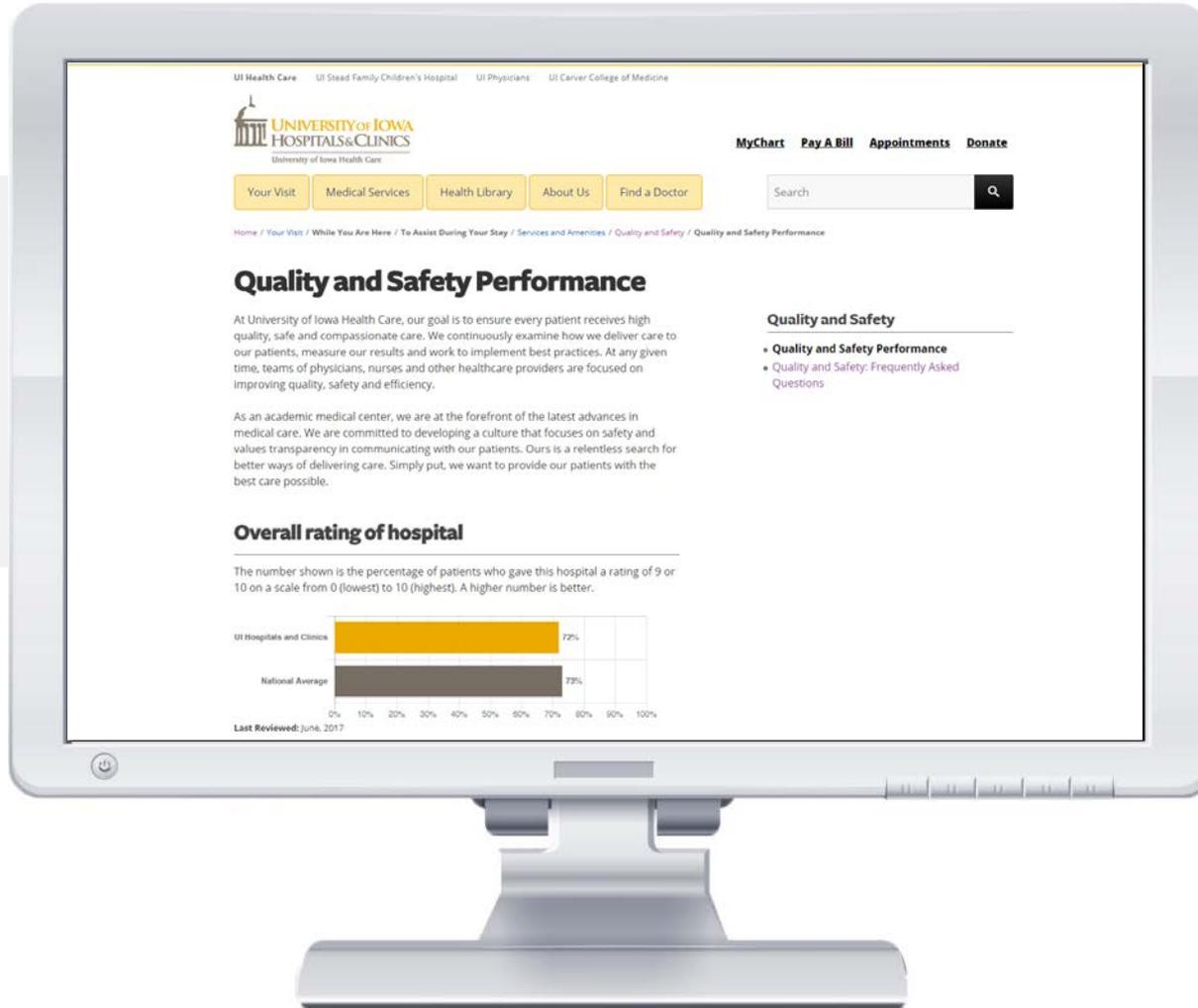
Updated every six months



Easier to navigate and understand than ratings offered by Centers for Medicare & Medicaid Services

Transparency in quality, safety and service

Goal is to provide patients with usable information



uihc.quality-metrics

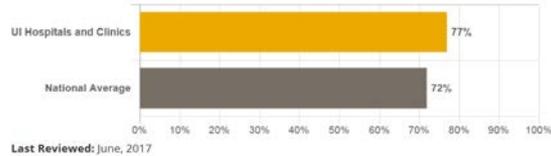


Transparency in quality, safety and service

Goal is to provide patients with usable information

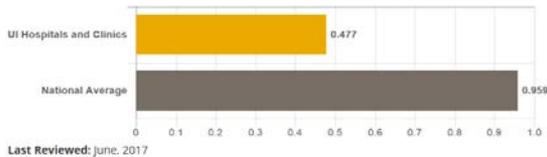
Willingness to recommend hospital

The number shown is the percentage of patients who reported YES, they would definitely recommend this hospital. A higher number is better.



MRSA bacteremia

MRSA (methicillin resistant Staphylococcus aureus) is a type of staph bacteria that can cause an infection of the blood (bacteremia), causing severe illness. In the hospital setting, it is often associated with infections of IV lines and infections of surgical wounds. The number shown is a ratio of the number of infections to the number of expected infections. A lower number is better. Our infection rate is better than the national average.



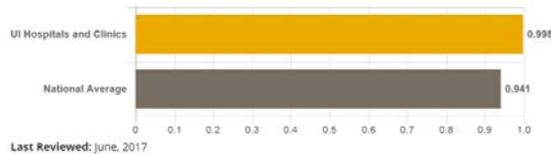
Complications following knee and hip replacement

The number shown is the percentage of patients having this type of surgery who develop heart attack, blood clots in the lungs, pneumonia, bleeding or infection at the surgical site. A lower number is better. The difference between our complication rate and the national average is not statistically significant.



CLABSI

CLABSI (Central line associated bloodstream infection) is an infection that can occur in patients who have an IV line placed in a large vein in the arm or chest. With this infection, bacteria are able to grow in the blood of the patient. These infections are important to avoid as they cause a high level of harm. The number shown is a ratio of the number of infections to the number of expected infections. A lower number is better. The difference between our infection rate and the national average is not statistically significant.



C. diff

C. diff (Clostridium difficile infection) is a type of bacteria that causes an infection of the large intestine, resulting in severe diarrhea. The number shown is a ratio of the number of infections to the number of expected infections. A lower number is better. The difference between our infection rate and the national average is not statistically significant.



Transparency in quality, safety and service

Goal is to provide patients with usable information

2 Provider Star Ratings



Based on Press Ganey patient satisfaction surveys



Rolling 12 months of data



High number of verified patients doing the rating

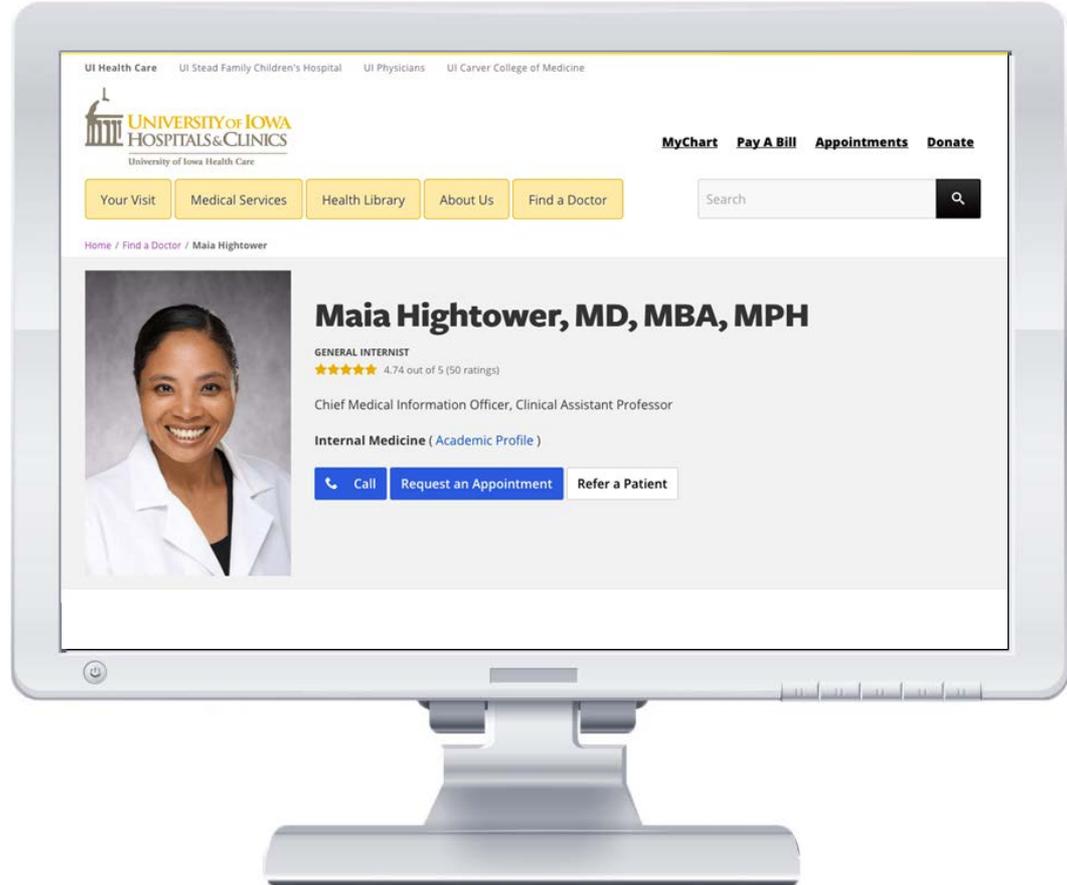
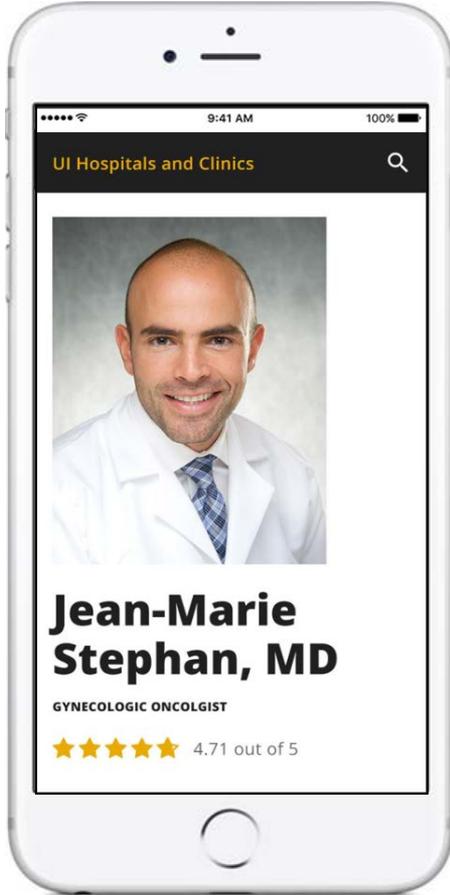


Star ratings of providers already solicited and posted on other websites

- Yelp, Healthgrades, Angie's List, Vitals, Wellmark
- No verification that raters are actual patients
- Number of raters is often small (<20) which can skew the data

Transparency in quality, safety and service

Goal is to provide patients with usable information



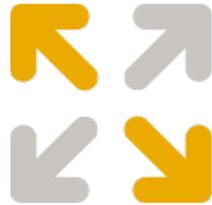
Transparency in quality, safety and service

Goal is to provide patients with usable information

3 Patient Comments on Providers (in development)



Based on Press Ganey patient satisfaction surveys



Already shared with all faculty



Will include both good and bad comments, with some reasonable exceptions

- Removing those that disclose PHI, use profane or libelous language, is about a different provider, etc.



Follows national trends of many providers

- BJC Health, Brigham and Women's Hospital, Duke, Sharp, UNC Health, University of Utah



FACULTY PRESENTATION

Iowa Neuroscience Institute

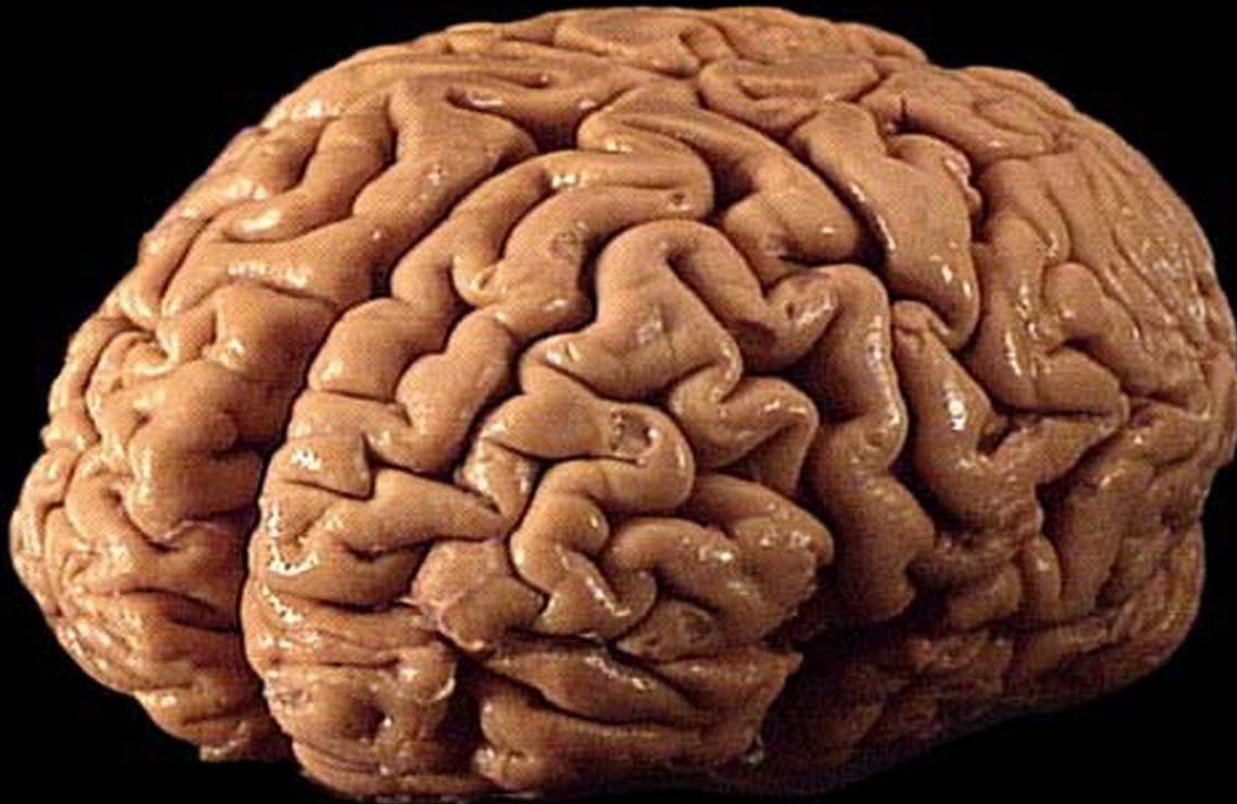
Ted Abel, PhD

Director, Iowa Neuroscience Institute

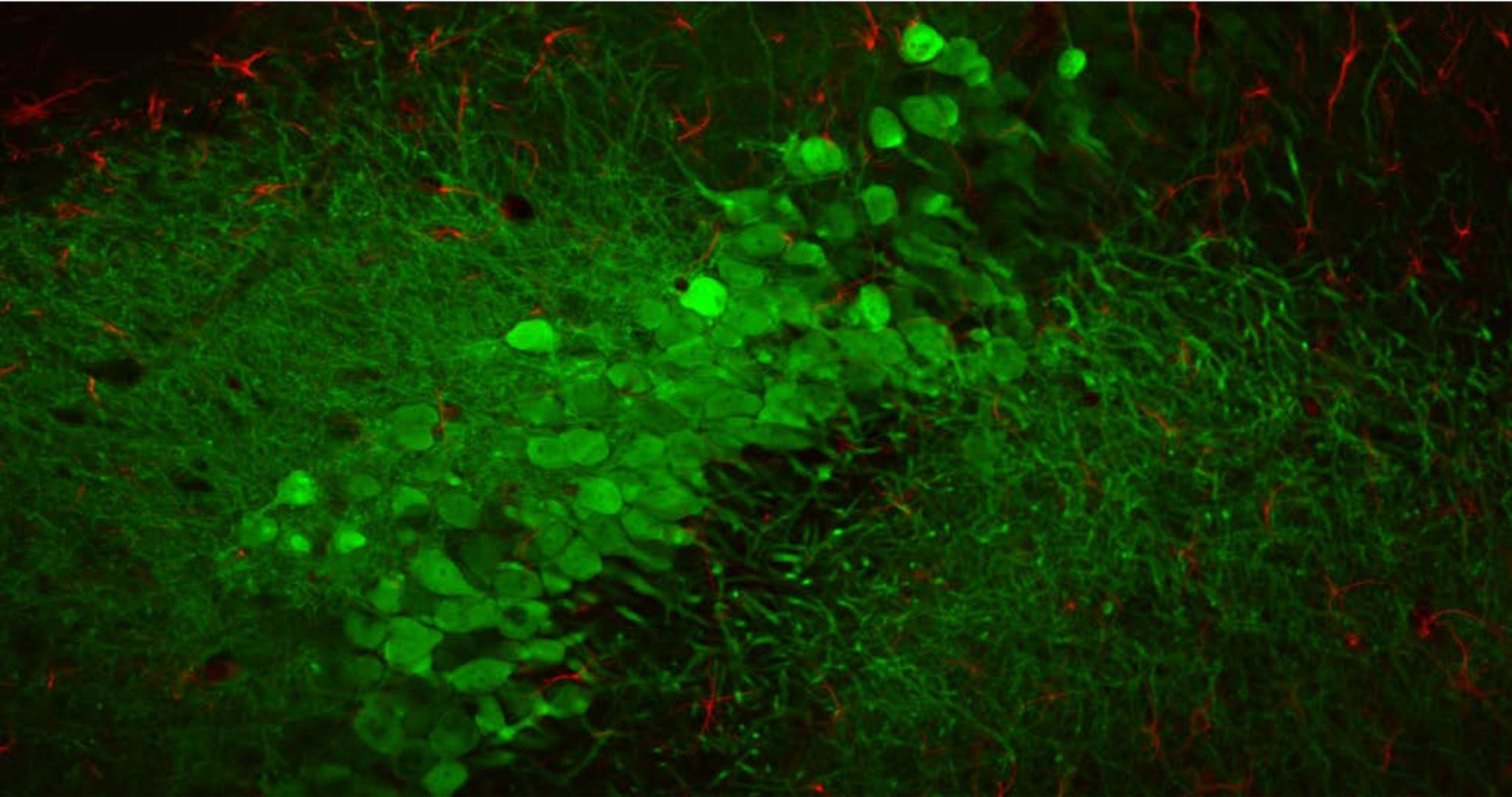
Carver Chair in Neuroscience

Professor of Molecular Physiology and Biophysics

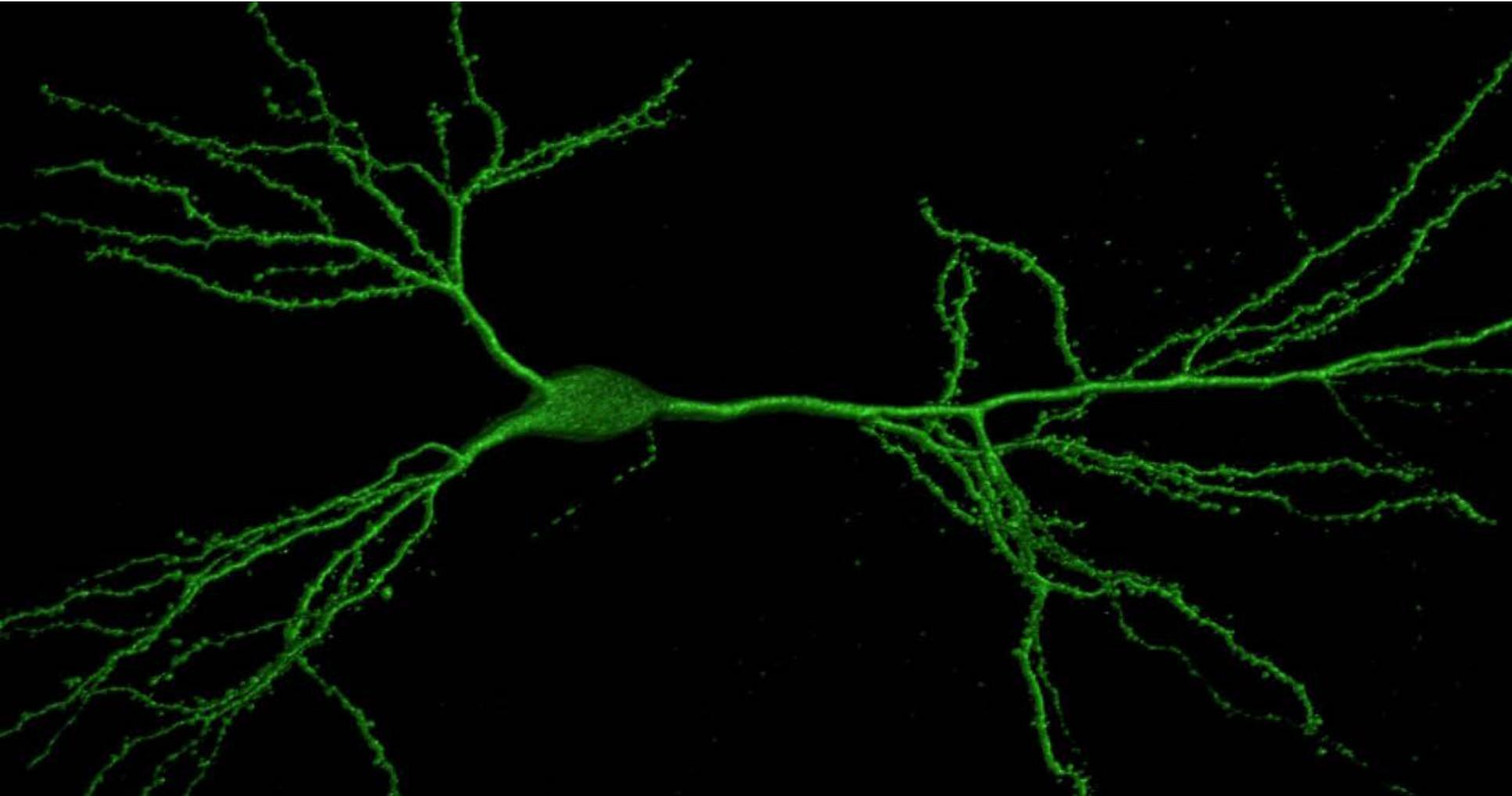
In three pounds of tissue, the human brain....



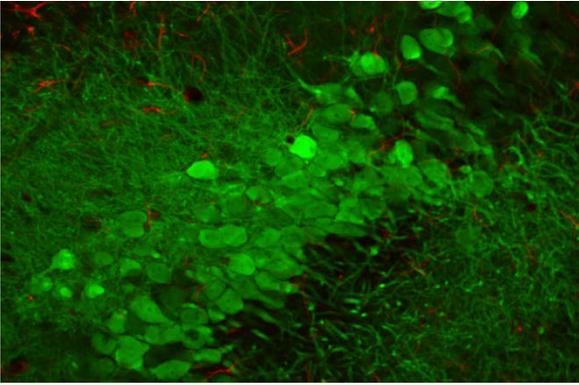
...contains 86 billion neurons



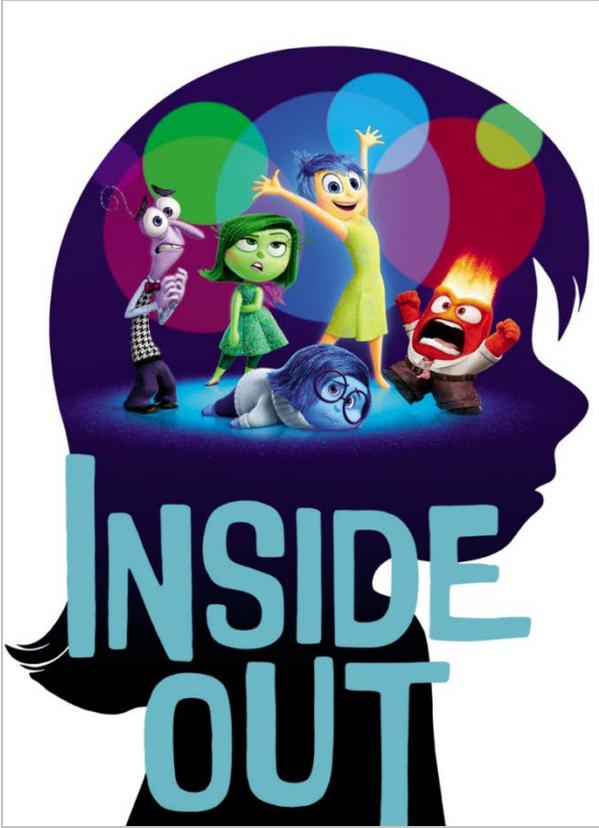
...each of which makes 10,000 synaptic connections...



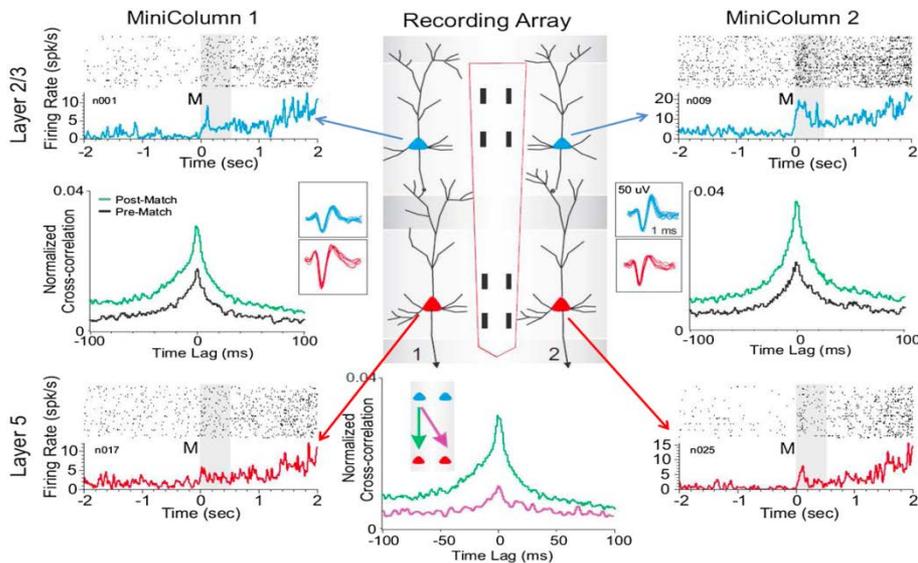
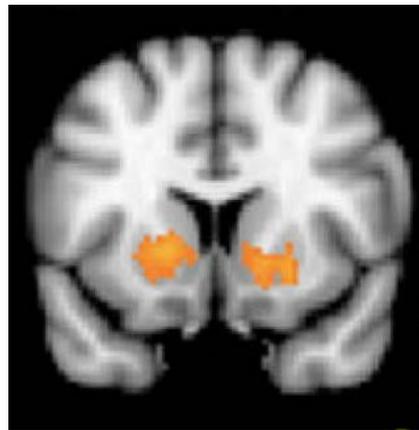
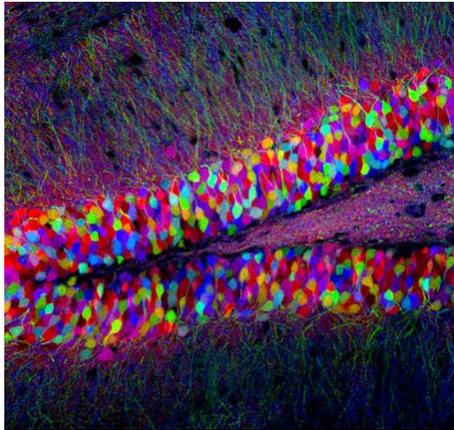
...combined to give rise to our memories, our actions, and our emotions.



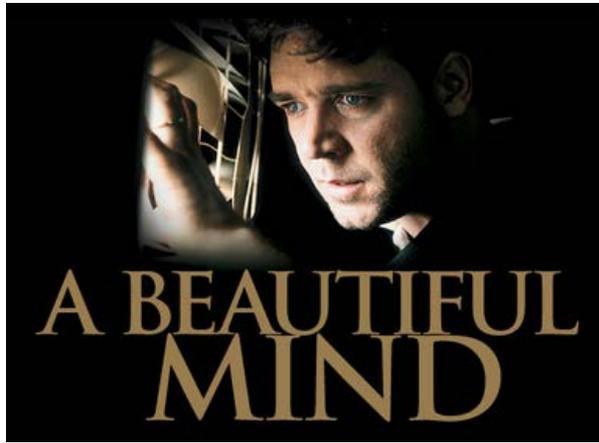
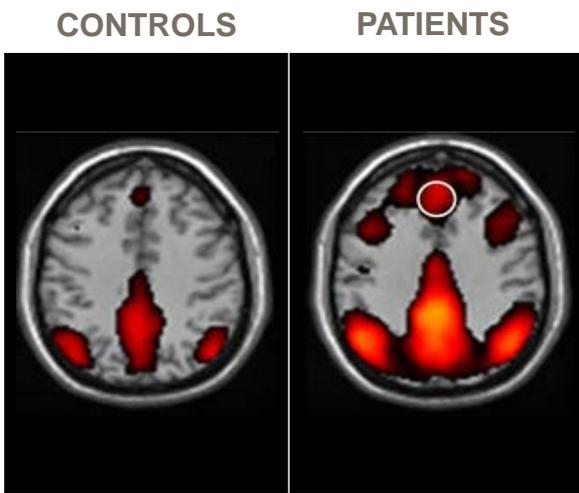
MARCEL PROUST
À LA RECHERCHE DU
TEMPS PERDU
SOLEIL MANGA



How do behaviors, emotions, and memory emerge from neural circuits?



How do alterations in the function of neural circuits give rise to brain disorders?

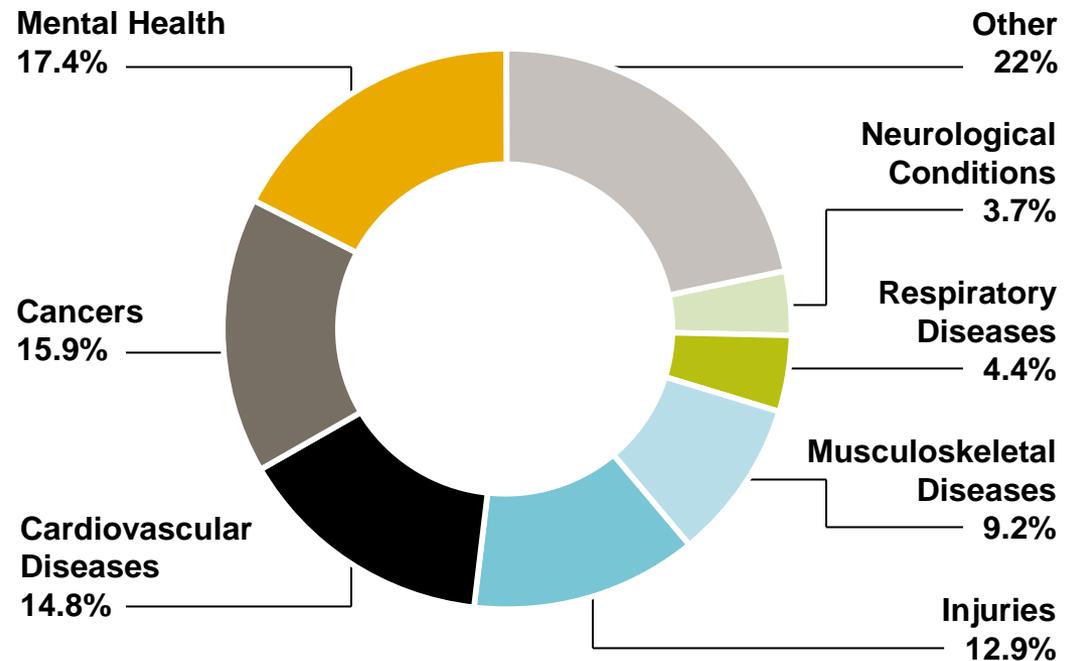


Brain disorders account for over 20% of disability



High-income countries, people under 70, 2012

Disability-adjusted life-years* caused by:

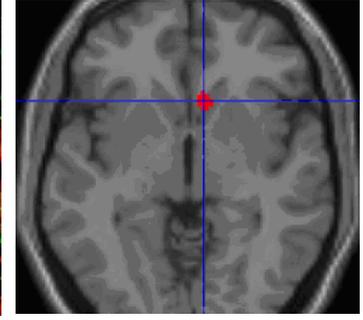
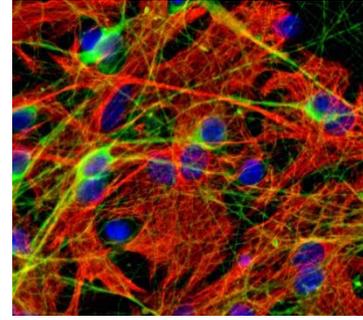
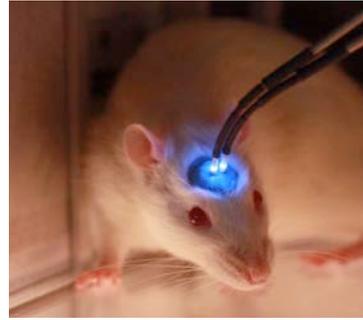
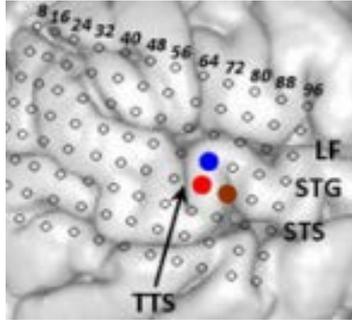
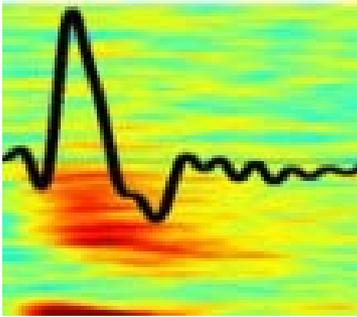


*Sum of years of life lost to premature death plus disability

SOURCES: WHO; THE ECONOMIST

To understand and treat brain disorders

we need an interdisciplinary group of faculty ranging from psychiatry and biology to engineering and education.



University of Iowa Health Care

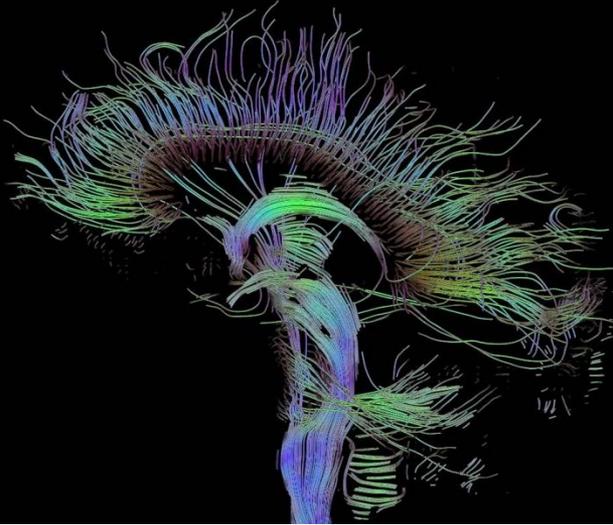
To understand and treat brain disorders

we need extraordinary resources.



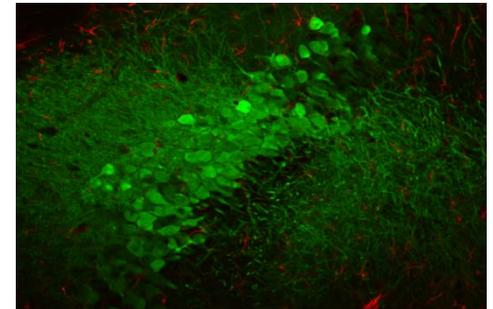
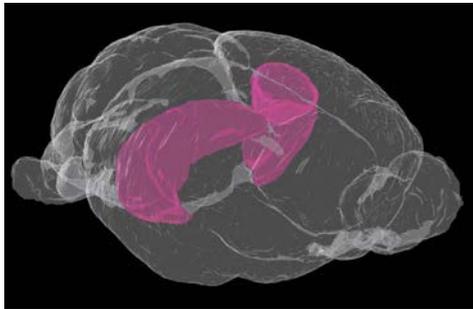
To understand and treat brain disorders

we need to ask big questions.



It's true that by blundering about we stumbled on gold, but the fact remains, we were looking for gold.

-FRANCIS CRICK



Iowa Neuroscience Institute Progress

- Enlisting current UI faculty members to join the Institute, and hiring eight new faculty members, two who are already here; others will arrive later this year through 2018.
- Developing seven Research Programs of Excellence.
- Publishing several research papers in key journals, including *Nature*, *Neuron*, and *Molecular Psychiatry*.
- Expanding the education mission with a new undergraduate neuroscience major in cooperation with the Departments of Biology and Psychological and Brain Sciences.
- Establishing a Neural Circuits and Behavior Core, with planning proceeding for a Stem Cell Core.
- Continuing outreach and promotion of neuroscience research on campus, in Iowa and beyond with plans for UI Health Sciences week in April, featuring the theme “The Connected Brain,” and having a presence at the Iowa State Fair and upcoming conferences in Washington D.C. and Singapore.



UPDATE ON SEARCH FOR VICE PRESIDENT FOR MEDICAL AFFAIRS AND DEAN, CARVER COLLEGE OF MEDICINE

Kenneth P. Kates
Associate Vice President
& Chief Executive Officer, UI Hospitals and Clinics

Thank You

University of Iowa Health Care

