

UNIVERSITY OF IOWA HEALTH CARE

STRATEGIC PLAN

FROM THE VICE PRESIDENT FOR MEDICAL AFFAIRS AND DEAN

WHAT IS OUR STORY?

What is the overarching narrative that guides University of Iowa Health Care? How do we see ourselves, and how do we want others to see us?

Stories help define who we are and where we're going. To know someone is to know their story—the challenges, opportunities, events, and actions that shape their experiences. And the values and lessons that give meaning to these experiences.

When we want someone to know us, we share stories so that others may better understand and, ultimately, trust us. These stories help illustrate why we do what we do.

But we also tell stories to remind ourselves who we are—what we've experienced, where we've succeeded, and where we can do better.

To be clear, our story does not replace our mission of *Changing medicine. Changing lives*. Our story helps illustrate and support our mission.

Our story is *Iowans taking care of Iowans*.

Whether you're relatively new to the organization or you've been here for years, you're an Iowan. You're an important part of our story to serve the people and communities across our state in ways that change medicine and change lives.

You're the doctors, nurses, therapists, pharmacists, social workers, imaging technologists, and other care team members who use skill, expertise, and compassion in caring for patients and families. You're the basic sciences faculty and research lab staff who advance our understanding of human health and disease. You're the food service workers, safety and security officers, custodians, clerks, and others who show knowledge, patience, and understanding while performing your specific job duties. You're the administrative and support staff whose organizational skills and attention to detail help keep our leaders organized and informed.



Whatever your role and responsibilities, you play a part in sharing our story. But sharing our story is not the end goal. It's also how we add to our story moving forward.

As part of a state institution, we must demonstrate our value and show how we are using our facilities, our resources, and our people responsibly. It's what our state leaders, our university community, and Iowans expect from us. It's what we're supposed to do.

That's why strategic planning is important. It provides the framework, strategies, and metrics that will guide us in pursuit of our mission. Our strategic plan—developed collaboratively by individuals and teams across our organization and in alignment with the University of Iowa strategic plan—provides the rationale and steps to support our broader story.

Our story is one in which we all can see ourselves. And it's one in which we can all contribute. That's what we do. We're Iowans helping Iowans. And we're building on our story every day.

A handwritten signature in black ink, appearing to read 'Denise Jamieson'.

Denise Jamieson, MD, MPH

University of Iowa Vice President for Medical Affairs and the Tyrone D. Artz Dean, Carver College of Medicine

MISSION, VISION, AND CORE VALUES

OUR MISSION: CHANGING MEDICINE. CHANGING LIVES.®

As Iowa's comprehensive academic health system, UI Health Care:

- Provides high-quality care across Iowa and throughout the region.
- Teaches and trains the next generation of physicians, scientists, and health care professionals.
- Seeks research discoveries that advance understanding of human health and disease and lead to new therapies and treatments.
- Offers programs and services to communities that address identified health needs and provide measurable improvements in health care access, health status, and the use of health care resources.

VISION

To be among the nation's best in medical education, biomedical research, and patient care toward improving the health and well-being of Iowans and their communities while fostering an environment where all can thrive.

OUR CORE VALUES: WE CARE

Across UI Health Care, our values express what we represent and what we aspire to be as a health system, university partner, and member of the Iowa City and broader community.

Welcoming: We have an environment where everyone has a voice that is heard; that promotes the dignity of our patients, trainees, and employees; and allows all to thrive in their health, work, research, and education.

Excellence: We achieve and deliver our personal and collective best in pursuit of quality and accessible health care, education, and research.

Collaboration: We collaborate with health care systems, providers, and communities across Iowa and the region as well as within our university community. We believe teamwork—guided by compassion—is the best way to work.

Accountability: We behave ethically, act with fairness and integrity, take responsibility for our own actions, and respond when errors in behavior or judgment occur.

Respect: We create an environment where every individual feels safe, valued, and respected, supporting the well-being and success of all members of our community.

Empowerment: We commit to fair access to research, health care, and education for our community and opportunities for personal and professional growth for our staff and learners.

STRATEGIC PLAN: CONTEXT

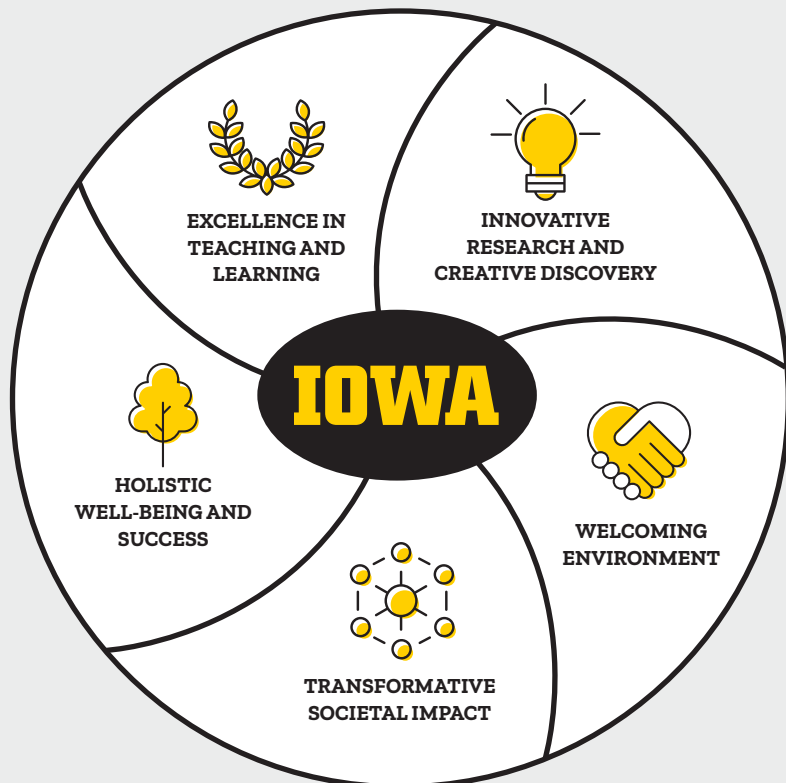
With the construction (beginning in late 2021) of a new UI Health Care campus in North Liberty, Iowa, coupled with the acquisition of Mercy Iowa City Hospital in early 2024 that established a downtown medical campus, UI Health Care leaders recognized the need to review the strategic plan and restate the organization's priorities to reflect its evolution as Iowa's only comprehensive health system dedicated to serving all Iowans.

Revising the plan also provided the opportunity to align more closely with the University of Iowa's strategic plan for 2022-2027, which is organized around five key priority areas:

- Excellence in teaching and learning
- Innovative research and creative discovery
- Welcoming environment
- Holistic well-being and success
- Transformative societal impact

University of Iowa Strategic Plan and Priority Areas

Taken as a whole, the university's strategic plan centers people at the heart of all we do. Everything is done in support of those who come to campus—physically or virtually—to learn, teach, discover, create, and work; in support of the university's partners in communities across the state of Iowa and around the world; and in support of patients, families, and others whose lives the university works to make better.



Beginning in early 2024, leaders and stakeholders across the tripartite mission worked together to rearticulate six strategic priorities for UI Health Care:

Access: Improve access to health care services for more Iowans.



More and more patients and families from all of Iowa's 99 counties choose UI Health Care when it comes to the best care for themselves and their loved ones. And referring providers from across the state and region look to our experts when it comes to highly specialized, coordinated care for their patients. Increasing access to care will provide more options, more locations, and more convenience—so that every Iowan gets the timely, high-quality care they expect and deserve.

Workforce: Optimize our workforce with engaged, satisfied talent.



Our employees are our greatest asset, so it's important that we foster a work environment and organizational culture that inspires, motivates, and rewards our people. We want UI Health Care to be the state's best employer—a place where faculty, staff, student employees, and volunteers do work that's impactful, meaningful, and fulfilling.

Quality and Reputation: Improve quality, coordination, and reliability of care.



As an academic health system and tertiary/quaternary medical center, we hold ourselves to a higher standard of care. It's how patients, referrers, and prospective employees and learners view us. And through collaboration, coordination, and commitment, it's how we can—and should—see ourselves.

Education and Training: Prepare the next generation of health care providers and scientists.



Our Carver College of Medicine and graduate medical education programs are nationally recognized because our faculty and staff understand that teaching is more than disseminating knowledge. It's also about inspiring students and trainees to do their best to advance medicine and keep families and communities safe, healthy, and vibrant.

Research: Advance scientific knowledge that leads to tomorrow's treatments and cures.



From basic science discoveries in our laboratories to clinical trials that test new drugs, devices, and therapies, research informs how we understand human health and disease, care for our patients, and teach and train our learners. It also enhances our ability to recruit outstanding investigators who are developing tomorrow's cures today.

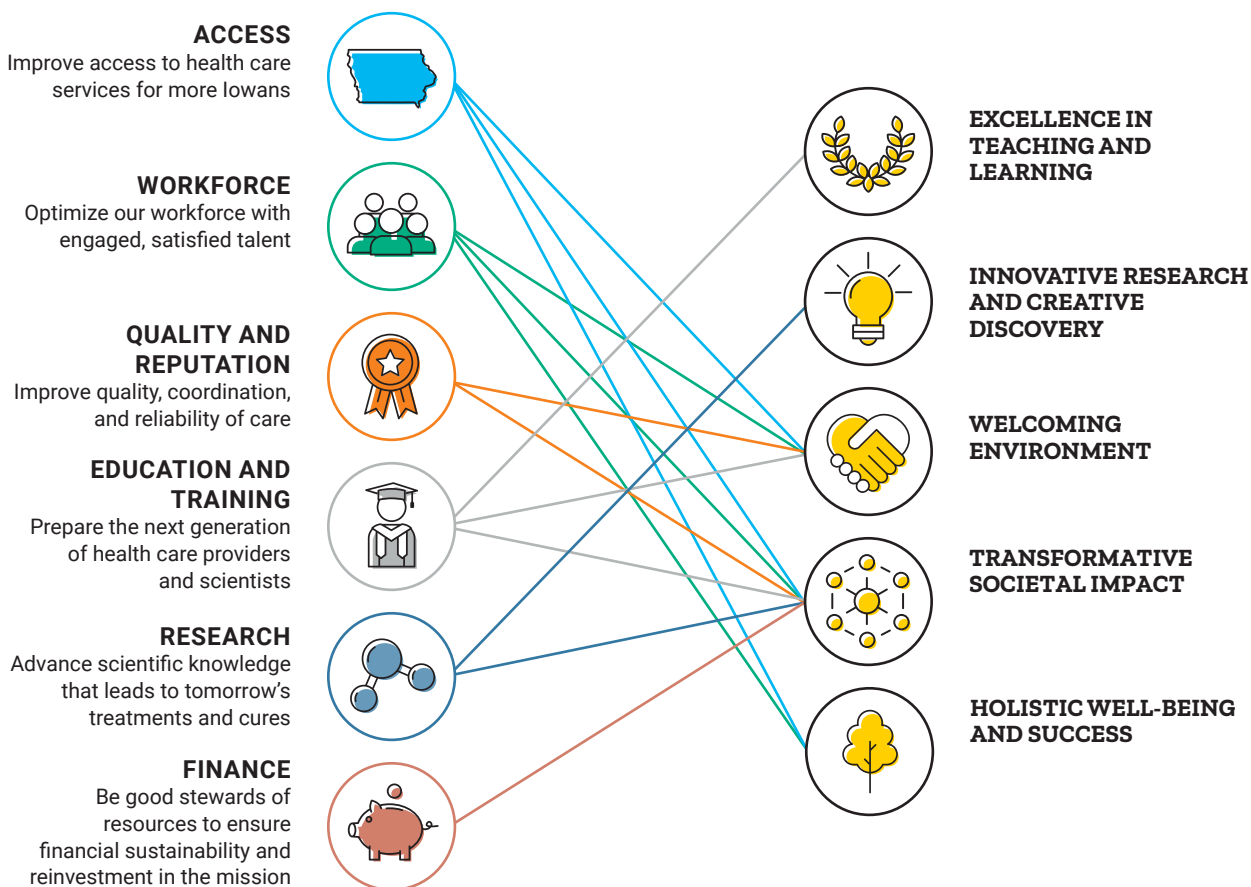
Finance: Be good stewards of resources to ensure financial sustainability and reinvestment in the mission.



Changing medicine and changing lives takes resources. Using those resources responsibly will allow us to achieve our goals, look to the future, and maintain the trust of university and state leaders and the people of Iowa.

ALIGNMENT WITH THE UI STRATEGIC PLAN

Each of UI Health Care's six strategic priorities connect to one or more of the university's five strategic plan priorities:



To deliver on its tripartite mission of medical education, research, and patient care, UI Health Care must improve **access** to care of the highest **quality** to meet Iowans' health care needs.

To accomplish this, UI Health Care must optimize its **workforce** through recruitment and retention efforts and operational efficiencies.

Expanding access to patient care services also will support the **financial sustainability** necessary to allow UI Health Care to invest in its **education and training** programs.

This investment, in turn, will help train the next generation of health care providers and biomedical scientists who will help advance UI Health Care through **research**—leading to new treatments and cures that will improve the health of Iowans and attract new talent and opportunities to UI Health Care and the broader university community.

These intertwined strategic priorities form a virtuous circle where each part necessarily contributes to the other parts for the whole to achieve success.

MEASUREMENT

To guide the strategic plan, UI Health Care established 12 metrics across its six priority areas. These high-level indicators guide specific targets established each year as part of UI Health Care's annual operating plan to measure progress in advancing those priorities.

Access

- Total Operating Room Volume
- Percentage of New Ambulatory Patients Getting an Appointment Within 10 Days

Workforce

- Total RVU (Relative Value Unit)
- Percentage of Agency Use
- Faculty and Staff Engagement Score (Press-Ganey)

Quality and Reputation

- Vizient Adult Quality and Accountability Study Ranking
- *U.S. News & World Report* 'Best Hospitals' (Specialties) Rankings

Education and Training

- Undergraduate Medical Education Rating (GQ Survey)
- Graduate Medical Education Rating (ACGME Survey)
- *U.S. News & World Report* 'Best Medical Schools' Rankings

Research

- NIH Funding

Finance

- Operating Margin of UI Health Care

IMPLEMENTATION AND EVALUATION

Each of the 12 UI Health Care Strategic Plan metrics has been assigned an executive sponsor, leads, and workgroups and to identify and initiate tactics to carry out the plan and measure its success. Implementing a systematic, rigorous approach will help keep the plan on track and facilitate greater visibility across the six priority areas.

UI Health Care also establishes an annual operating plan. While the plan's priorities and metrics are expected to remain relatively constant, the implementation of tactics and reporting of metrics will be reviewed on a routine basis to gauge progress and recommend adjustments, as necessary.

Progress on the strategic plan will be shared with the UI Health Care community through existing internal communications channels such as The Loop (intranet), *Noon News*, and regular monthly employee forums led by Denise Jamieson, MD, MPH.



ACCESS

Total Operating Room Volume
Ambulatory Percent New within 10 Days



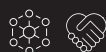
WORKFORCE

Total wRVU
Percent of Agency Use
Faculty/Staff Engagement Score (Press Ganey)



QUALITY/ REPUTATION

Vizient Adult Quality and Accountability Study Ranking
U.S. News & World Report Hospital/ Specialty Rankings



EDUCATION/ TRAINING

Undergraduate Medical Education Ranking (GQ Survey)
Graduate Medical Education Rating (ACGME Survey)
U.S. News & World Report 'Best Medical Schools' Rankings



RESEARCH

National Institutes of Health Funding



FINANCE

Operating Margin of UI Health Care



LAST REVISED: SEPTEMBER 26, 2024

