



# WE'RE HERE TO MAKE ALL OF IOWA BETTER

**IOWA**  
HEALTH CARE

University of Iowa Health Care  
Annual Report 2024



## FROM THE VICE PRESIDENT FOR MEDICAL AFFAIRS AND DEAN



As I begin my second full year with University of Iowa Health Care, I've deepened my appreciation for Iowa, its communities, and its citizens. In other words, I've come to understand—and embrace—what it means to be an Iowan.

Iowans are hardworking and humble. They're flexible but firm. They can do it themselves and yet are always willing to lend a hand. And they take pride and interest in their state institutions—from local and state government to schools and universities to farms and towns and cities in between.

Iowans care about health and well-being, too—especially from UI Health Care. That's why I'm pleased to share this report.

Across our organization, 2024 will be remembered as a year of unique opportunities, extraordinary accomplishments, and inspiring examples of Iowans helping Iowans.

With our clinical enterprise, we experienced record-level numbers of inpatient admissions and clinic visits. We established a medical campus in downtown Iowa City, and we made great progress on the construction of a new medical center campus in nearby North Liberty, which will open in spring 2025. We also announced an agreement with Mission Cancer + Blood, a community-based oncology/hematology practice with clinics primarily in central and western Iowa, to create a cancer care network that will deliver advanced treatments to more Iowans, particularly in rural areas.

In biomedical research, we received over \$311 million in external funding in fiscal year 2024—a record high in extramural support. Our research teams do great work leading and collaborating on basic science studies as well as clinical trials that test the safety and efficacy of new drugs and medical devices.

We continue to be a leader in medical education and training—teaching students, resident and fellow physicians, and other health care professionals the complexities of medical science and patient-centered care. We're also modeling the importance of communication and humanism when interacting with patients, families, colleagues, and peers.

We also provided nearly \$417 million in community benefit programs, serving over 480,000 people. These include programs to increase access to health care services, boost public awareness of health resources, and provide financial assistance for eligible individuals, among other benefits.

In this report, you will find facts, figures, and stories about our progress—and our value.

Ultimately, everything we do is connected to improving the lives of Iowans, whether it's through a course or degree program, research finding or clinical trial, treatment or therapy, or seminar or outreach event. It's our commitment to the individuals, families, and communities who trust our expertise and rely on our services and support.

It's also our commitment to our people—more than 20,000 faculty, staff, students, trainees, and volunteers—to provide the resources, facilities, tools and technology, and infrastructure needed to succeed as an academic health system. We're proud of what we do, and we strive to foster a spirit of teamwork and community across our organization so that our people are proud to choose UI Health Care to work, learn, grow, and help Iowans.

**Denise Jamieson, MD, MPH**

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

# UNIVERSITY OF IOWA HEALTH CARE IS IOWA'S COMPREHENSIVE ACADEMIC HEALTH SYSTEM

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UI Health Care Clinical Enterprise  
UI Roy J. and Lucille A. Carver College of Medicine  
UI Physicians

Through coordination and collaboration,  
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 our 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 improvement in health care access, health status, and use of health care resources



## Our Mission

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Changing medicine.  
Changing lives.®



## Our Vision

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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 We Care Values

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Welcoming  
Excellence  
Collaboration  
Accountability  
Respect  
Empowerment



Before starting medical school at Iowa, **Daniel Haws** enrolled in a Carver College of Medicine summer program for nontraditional students. The program features lectures, an anatomy lab, and exams designed to give incoming first-year students a taste of medical school before classes begin.





# MEDICAL EDUCATION AND TRAINING

## PERSEVERANCE AND PURPOSE

Born in Belgium to American parents, **Daniel X. Haws** grew up attending schools across Europe and Asia as his family moved often for his father's job. They moved to Pella, Iowa, when Haws was in high school, and he stayed in the state to attend the University of Iowa.

Haws' mother had passed away when he was younger, and during his junior year at Iowa, his father died. This made it difficult for Haws to focus on school and pursue his dream of becoming a doctor.

Haws joined the Iowa National Guard and, with the support of his officers, earned a bachelor's degree. He paused his medical school plans and leaned into military service with a renewed purpose. He's now served in the Iowa National Guard for 14 years—as an Army Ranger, a captain, and a company commanding officer during deployment to the Middle East.

But his dream of medical school never waned. He went back to college to raise his GPA and complete prerequisite courses, and he even earned a second degree. But his first application to the Carver College of Medicine was unsuccessful. As he was preparing to attend another medical school where he'd been accepted, Haws was invited to a post-interview call with **Kathi Muhlenbruck**, director of MD admissions at Iowa. She discussed how Haws could improve his application for the next cycle and encouraged him to re-apply.

He followed her advice and was accepted on his second try. In summer 2024, he participated in Introduction to Medical Education at Iowa, a program offered to nontraditional students that provides medical school experience before classes officially begin.

Haws' perseverance led him to the Carver College of Medicine with a clear goal in mind.

"I want to be a physician and to work with Iowans," he says.



**1,454**

Faculty members



**628**

Medical students (MD)



**73**

Physician assistant students (MPAS)



**147**

Physical therapy students (DPT and PhD)



**874**

Resident and fellow physicians and resident dentists



**NO. 2**

Ranked second nationally for PT and PA programs by U.S. News & World Report



## M1 CLASS (2024-2025)

- **153** students
- **70%** Iowa residents



## MATCH DAY 2024

- **141** graduating MD students
- **44%** matched to primary care training programs
- **30%** matched to training programs in Iowa



# RESEARCH AND DISCOVERY

## FOAMING IN ON CANCER

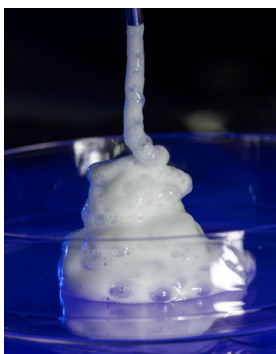
Radiation oncologist and cancer researcher **James Byrne, MD, PhD**, is using foam, creams, gels, and solids to create new, biocompatible materials that may improve cancer treatments.

In a study published in the journal *Advanced Science*, Byrne and colleagues report using these gas-entrapping materials (GeMs) to deliver high levels of oxygen directly into tumors. The GeMs boosted chemotherapy and radiation therapies in mouse models of prostate cancer and a type of sarcoma.

"We've known for a long time that if you increase the amount of oxygen within a tumor, you can make it more responsive to radiation, certain chemotherapies, and potentially immunotherapies," says Byrne, a member of Holden Comprehensive Cancer Center at Iowa. "The challenge has been how to deliver an effective dose of oxygen in a safe, controlled fashion."

Byrne and colleagues drew inspiration from molecular gastronomy—the scientific focus on the chemical processes involved in cooking—to create the GeMs.

Previous research by Byrne's team found that very low doses of carbon monoxide may help treat inflammation in a variety of diseases—and may benefit cancer treatments, too.



The researchers developed a carbon monoxide-infused foam that improved healing in diabetes-related skin wounds and pressure ulcers. They first showed that exposure to carbon monoxide enhances migration of human skin cells in a petri dish, a characteristic that could help the wound-healing process.

They then developed a foam made from hyaluronic acid—a substance used in many skincare products—infused with carbon monoxide (CO). Using mouse models of diabetic wounds, the researchers showed that the CO-infused foam promoted healing responses in deep skin wounds and pressure ulcers. It's a unique example of combining cancer biology principles with material science to create potentially impactful answers for cancer.



**\$311.8M**

in external research funding in fiscal year 2024, which includes **\$129.9** million in National Institutes of Health funding



**291**

active NIH grants, including **178** research project (R01) grants



**280+**

research labs



**35+**

research centers and institutes



**520,000**


square feet of research space



**TIER 2** (TOP 50)

in research by U.S. News & World Report



A portrait of James Byrne, a man with a receding hairline, smiling at the camera. He is wearing a light-colored, short-sleeved button-down shirt with a dark grid pattern. He has an Iowa Health Care ID badge hanging from his neck. The background is a blurred office setting with large windows and indoor plants.

**James Byrne** was a 2024 recipient of the National Institutes of Health Director's New Innovator Award for his work aimed at improving cancer treatments. Byrne and his colleagues developed gas-entrapping materials, or GeMs, to deliver gases such as oxygen into tumors to improve the effectiveness of chemotherapy and radiation treatments.





**Ken Platt** was one of the first patients at UI Health Care to receive extracorporeal cardiopulmonary resuscitation, or eCPR. UI Health Care launched its eCPR program in November 2023 for patients who have had cardiac arrest and for whom conventional CPR or a defibrillator are not effective.





# PATIENT CARE

## LIFE-CHANGING TREATMENT

In March 2024, after waking up in the middle of the night with chest pain, **Ken Platt** was taken by ambulance from his Muscatine, Iowa, home to UI Health Care. When his wife arrived, she learned that his heart had stopped twice despite CPR and a defibrillator to restore a normal heartbeat.

Doctors had one more option: eCPR, which uses extracorporeal membrane oxygenation (ECMO) on patients who've had cardiac arrest and for whom conventional approaches have failed. During eCPR, deoxygenated blood is removed from a central vein and passed through a membrane oxygenator, which removes carbon dioxide and adds oxygen. The blood is then returned to the body through the femoral artery. While not a cure, eCPR provides good blood flow to the brain and other organs, which allows the body to rest and gives doctors time to treat the underlying problem.

The eCPR program at UI Health Care is the only one of its kind in Iowa and one of only a small number in the country.

Platt remained on ECMO for a week, during which time stents were inserted to open his blood vessels and a temporary artificial heart pump was placed to support his weakened heart. The pump was essentially a "bridge" until doctors knew if his heart would heal fully or if he'd need a transplant or other procedure.

The left ventricle of Platt's heart did not recover. Because he was not a candidate for a transplant, Platt received a permanent, surgically implanted mechanical heart pump known as a left ventricle assist device.

Platt spent 75 days at UI Health Care. He credits his family for the support they provided and his medical team for the expertise he needed.

"Thank goodness they had that one more option," Platt says, referring to eCPR. "I don't think I would be here without that. The UI Health Care team was nothing short of amazing. They saved my life."



### NO. 1

hospital in Iowa  
ranking by U.S. News  
& World Report



### 1,056

inpatient staffed beds  
(university and  
downtown campuses)



### 34,000+

acute inpatient  
admissions



### 1.3M+

clinic visits



### 38,000+

major surgeries and  
**202,000+** minor  
surgical procedures



### 3,500+

births



### 584

organ and tissue  
transplants



# CARE CLOSE TO HOME

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## CONVENIENCE AND EXPERTISE

While staying with family over Thanksgiving in 2022, **Christen Schulte Phelps** noticed a small dot on her breast. Shortly after Christmas, she got the news that she had a rare type of breast cancer known as Paget's disease of the breast. And because cancer was found during a lymph node biopsy, it was determined to be stage 2.

Schulte Phelps' treatment plan started with chemotherapy, which she received at UI Health Care Cancer Services in the Quad Cities, located minutes from her home in Davenport, Iowa.

After finishing chemo in June 2023, Schulte Phelps had a double mastectomy. She had temporary tissue expanders placed during the procedure, which allowed her time to decide whether she wanted reconstruction and, if so, what type.

In October 2024, Schulte Phelps had a DIEP flap reconstruction, during which fat, skin, and blood vessels are taken from the lower belly and used to rebuild the breast. The mastectomy and reconstructive surgery were performed at UI Health Care in Iowa City. Between the mastectomy and reconstructive surgery, Schulte Phelps underwent radiation and immunotherapy at the UI Health Care location in nearby Bettendorf.

Along with being able to get the same world-class cancer care as they would in Iowa City, patients in the Quad Cities also have access to all the experts and specialized treatment available throughout UI Health Care.



"If it's a rare or complicated disease, we can communicate with physicians at the university campus and get patients in quickly and efficiently for things that can't be done locally," says oncologist **Shobha Chitneni**, MD, who treated Schulte Phelps at UI Health Care Cancer Services in the Quad Cities. "You are part of a comprehensive cancer care program, but at the same time, it's a smaller space where everybody knows your name."



2

medical center campuses (university and downtown)



53

walk-in, primary care, specialty care, and outreach locations in **33** communities across Iowa



12

Child Health Specialty Clinic regional centers across Iowa





**Christen Schulte Phelps** received chemotherapy treatments at UI Health Care Cancer Services in the Quad Cities, just minutes from her home in Davenport, Iowa. Between a mastectomy and reconstructive surgery at UI Health Care in Iowa City, she underwent radiation and immunotherapy treatments at UI Health Care's Bettendorf, Iowa, location.





Board-certified in family medicine and internal medicine, **Kyle Glienke** enjoys caring for patients in Storm Lake, Iowa. He also works with Carver College of Medicine students in CRISP (the Carver Rural Iowa Scholars Program), which prepares doctors to practice in smaller communities in predominantly rural parts of the state.

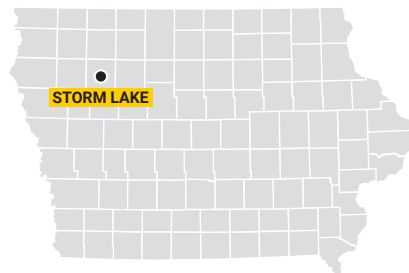


# ALL ACROSS IOWA

## CARING FOR THE COMMUNITY

**Kyle Glienke, MD**, has deep roots in northwest Iowa. He grew up helping milk the cows on the family farm near Aurelia. His mother was a nurse at the hospital where he now works. He lives on an acreage just outside of Storm Lake with his wife, Ashlee, and their three children.

When he's not seeing patients at UnityPoint Family Medicine—Buena Vista or Buena Vista Regional Medical Center in Storm Lake, Glienke works on the farm with his dad and brother. It's a way to stay connected to his own roots and the experiences of the patients he serves.



Glienke first began to realize his calling to serve in a rural area at the Carver College of Medicine, when he took an elective course on agricultural medicine. Now a board-certified family medicine and internal medicine physician, he's experienced firsthand how doctors in rural areas are used to taking on a broader scope of care for their patients.

"I practice broad-spectrum family medicine, from delivery and OB care to well child visits to spending time in the hospital with patients with chronic diseases," Glienke says. "We're using telemedicine, and we're thinking outside of the box as much as we can to make things available."

Glienke gets a deep sense of fulfillment from caring for his community. He shares that sense of purpose with the next generation of health care providers by mentoring students from the college's Carver Rural Iowa Scholars Program and medical and physician assistant students on rural rotations.

More than anything, Glienke loves calling northwest Iowa home.

"It's quiet. I don't have traffic," he says. "I see my patients at ballgames. I see my coworkers when we're both out getting ice cream at night. Being an integral part of the community is just a wonderful thing. I can make a really big difference here."



**49%**

of Iowa's **5,778** physicians received medical education or graduate medical education training at the UI



**1,483**

alumni physicians practice in **78** of Iowa's **99** counties



**7,408**

providers from all of Iowa's **99** counties participated in UI continuing medical education programs in FY24



**\$417M**

in community benefit programs delivered by UI Health Care



**484,234**

people served through community benefit programs

# IOWA PEOPLE, IOWA PRIDE

## GOING ABOVE AND BEYOND

As one of the first staff members to greet patients and visitors when they come through the door, hospital security officer **Joe Swisher** knows the importance of providing a welcoming and safe environment.

While working the night shift at Stead Family Children's Hospital, Swisher noticed a woman pacing during a stressful phone call.

After she hung up, Swisher asked if he could provide any assistance. He learned that the woman's child had been diagnosed with leukemia and, in the process of chemotherapy, wanted only an applesauce pouch. The delivery service the mother had ordered from had forgotten the applesauce, however. The mother didn't have a vehicle at the hospital, so she couldn't get the food herself.

Swisher called his friend **Tiara Van Gerpen**, RN, a UI Health Care nurse who was off duty at the time. Without hesitation, Van Gerpen went out and picked up the applesauce and a stuffed animal. She and Swisher delivered it to the patient's room.

"Immediately, the mother started crying and thanked us for what we did," Van Gerpen says. "She was so appreciative of the care her child had received at UI Health Care already, and she thought it was amazing that people at our hospital cared enough to be willing to do this for them, as well."

"I'm happy we were able to make a family's tough experience a little better," says Swisher, who acted in the moment because he believes someone would do the same thing for him if his family was struggling.

For Van Gerpen, whose mother was also a nurse, the experience reinforced why she chose nursing as a profession: to care for people when they need it the most.


"If there is something that I can do to make a patient feel better, that's what I'm going to do," she says.



 **20,000+**  
employees

 **12,000+**  
hospital staff  
members

 **1,200+**  
staff physicians  
and dentists

 **6,000+**  
nursing team  
members

 **1,000+**  
volunteers  
contributing **69,500**  
hours of service





For hospital security officer **Joe Swisher** and staff nurse **Tiara Van Gerpen**, working together to deliver applesauce and a stuffed animal to a patient at UI Health Care Stead Family Children's Hospital was just part of the job. For the patient's family, it was an act of kindness and support that made their hospital experience even more memorable.



# CARING FOR IOWA'S FUTURE



## DOWNTOWN MEDICAL CAMPUS

At the beginning of 2024, approximately 1,000 former Mercy Iowa City Hospital providers and team members joined UI Health Care, preserving local access to health care and jobs in eastern Iowa.

The transition of the hospital—now known as UI Health Care Medical Center Downtown—marked a new chapter and an opportunity “to move toward a more integrated model of care, helping Iowans get the right care, at the right place, at the right time,” noted Denise Jamieson, MD, MPH. “Together, we are stronger, and we will use our shared strengths to better serve Iowans.”

The transition of the downtown hospital campus and 10 clinic locations to UI Health Care followed months of planning to maintain access and provide continuity of care for patients. Former Mercy employees in good standing were offered employment with UI Health Care; community providers not employed by UI Health Care continue to practice at the facility under an open medical staff model.

A Jan. 31 celebration at the downtown location welcomed the new colleagues, celebrated the start of a new era, and recognized a shared history of service to the community, state, and region. In 1873, patient care began in the UI Medical Department, with the Sisters of Mercy of Davenport, Iowa, providing nursing care.



## NORTH LIBERTY CAMPUS

When the new UI Health Care medical campus in North Liberty opens in spring 2025, it will feature a three-level hospital and five-level medical office building with clinics and teaching and research space.

The new campus will serve as the new home for the Department of Orthopedics and Rehabilitation, providing a full range of musculoskeletal care. It will also include a full-service emergency department, a retail and 24-hour drive-thru pharmacy, advanced diagnostic imaging capabilities, clinical lab and pathology services, and more.

It also will provide greater access and convenience for patients and also create opportunities to expand access to complex care at UI Health Care's university campus.

North Liberty campus:



**36**

Inpatient  
beds



**84**

Exam rooms



**18**

Emergency  
care rooms



**12**

Operating  
rooms

Plus labs, pharmacy, diagnostic imaging,  
outpatient clinics

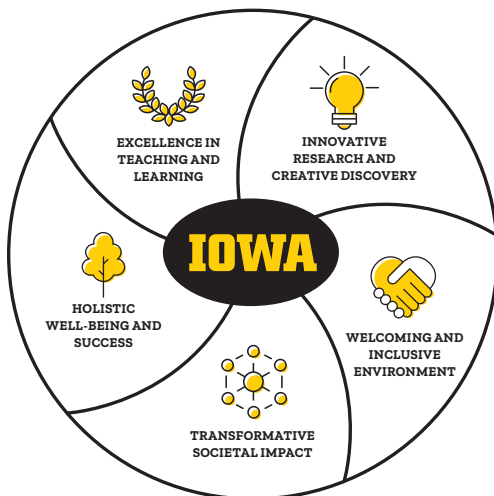


# UI HEALTH CARE STRATEGIC PLAN

In 2024, UI Health Care leaders initiated a review of the organization's strategic plan and restated its priorities to reflect its evolution as Iowa's only comprehensive academic health system.

It was a prudent decision with a forward-looking focus, given the establishment of a medical center campus in downtown Iowa City and the construction of a new medical campus in North Liberty, Iowa, set to open in 2025. The overarching goal in updating the plan was to strengthen UI Health Care's commitment to providing world-class patient care to all Iowans while fostering an environment where our researchers and learners discover, innovate, collaborate, and excel.

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:



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



## ACCESS

Improve access to health care services for more Iowans



## WORKFORCE

Optimize our workforce with engaged, satisfied talent



## QUALITY AND REPUTATION

Improve quality, coordination, and reliability of care



## EDUCATION AND TRAINING

Prepare the next generation of health care providers and scientists



## RESEARCH

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



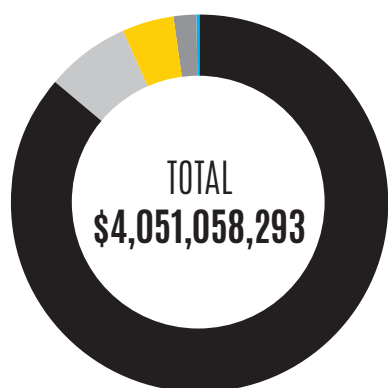
## FINANCE

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



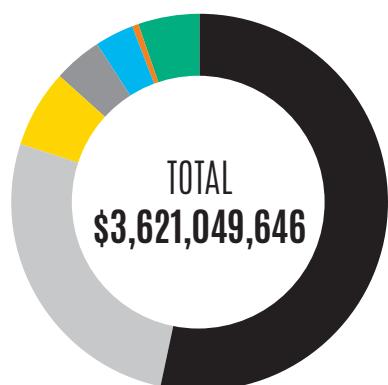
# CONSOLIDATED FINANCIAL INFORMATION

Fiscal year 2024 (July 1, 2023 through June 30, 2024)  
enterprise revenue and expenses



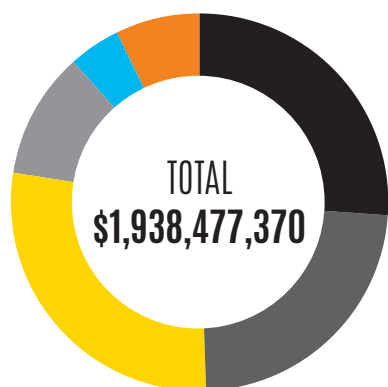
## FY24 Revenue

● Patient Care.....	\$3,498,712,991
● Extramural Funding .....	\$283,844,805
● Other Operating Revenue .....	\$180,841,246
● General Education Funds .....	\$84,814,280
● Special State Appropriations.....	\$2,844,970
<b>TOTAL .....</b>	<b>\$4,051,058,293</b>



## FY24 Expenses

● Personnel.....	\$1,938,477,370
● Supplies .....	\$963,302,379
● Licenses, Fees, and Other Operating Expenses.....	\$240,159,902
● Depreciation and Amoritzation.....	\$152,822,195
● Repairs and Maintenance .....	\$121,199,190
● Services (Insurance).....	\$22,647,822
● Occupancy, Billing, and Overhead .....	\$182,440,787
<b>TOTAL .....</b>	<b>\$3,621,049,646</b>



## FY24 Personnel Expenses

● Faculty .....	\$510,218,006
● SEIU.....	\$450,674,920
● Professional and Scientific .....	\$546,777,466
● Merit.....	\$206,736,264
● Residents, Fellows, and Postdoctoral Fellows.....	\$85,818,053
● Other Total.....	\$138,252,661
<b>TOTAL .....</b>	<b>\$1,938,477,370</b>

# UNIVERSITY OF IOWA HEALTH CARE 2024 ANNUAL REPORT

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