

UNIVERSITY OF IOWA HOSPITALS & CLINICS ADMINISTRATIVE FELLOWSHIP PROGRAM

Example Projects Completed by Former Fellows

High Census Action Plan

The fellow was responsible for tracking and reporting updates related to 33 organization-wide initiatives to manage high census. The analyses and documents were utilized in several presentations including the State of Iowa Board of Regents, UI Health Care VPMA Cabinet, and multiple staff and faculty forums.

Project Manager—Oncology Network

The fellow served as project manager for the establishment of the University of Iowa Hospitals and Clinics Oncology Network. The fellow's effort led to the successful recruitment of a Medical Director to begin further network development.

Business Development—Pediatric Residency Positions

The fellow was accountable for building the business case to establish nine incremental general pediatric and child neurology residency positions in the UI Children's Hospital. The fellow's proposal was approved by ACGME and received approval for \$2.8 million in funding over five years by hospital leadership.

US News and World Report Best Children's Hospitals Analysis

The fellow completed an analysis of UI Children's Hospital's *US News and World Report Best Children's Hospitals* rankings and worked with leadership to improve performance through documentation, reporting, and quality improvement initiatives. Fellow coordinated successful submission of the 2016 survey which resulted in 8 ranked specialties with an average increase of 5.5 spots per ranked specialty, including a 20-rank improvement in Cancer.

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Clinic Throughput and Staffing

The fellow developed a pro-forma for new FTEs in the Digestive Disease Center to improve throughput in the IBD Clinic, projected to increase clinic volumes resulting in \$270,000 of incremental annual net profit.

Operations & Compliance

The fellow managed a project to replace scope cabinets across the institution. The fellow led the assessment of need and subsequent purchases of 25 new cabinets to meet scope storage compliance standards.

Quality & Safety

The fellow worked with a multidisciplinary group to develop standardized training for central line insertion. This group's work led to training and testing of more than fifty MICU physician staff with 250 physician staff members trained across the hospital by May 2016.

Lab Utilization

The fellow led a group of physicians, nurses, administrators, and internal information technology consultants to analyze recurring lab tests contained within electronic medical record order sets and identified \$1.5 million of annual waste.

Clinical Outcomes Dashboard

The fellow developed an institutional balanced dashboard used by the Senior Management Team to monitor progress and drive change in the organization.

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Access

The fellow redesigned provider templates and established scheduling guidelines to improve new patient 7-day access and created an access dashboard to track progress toward the institutional goal of 85%.

HRSA Grant

The fellow coordinated the writing of an 80-page grant worth \$100 million to fund 40% of a new UI Children's Hospital.

Implementation of Service Excellence Ambassador Program

The fellow was part of a small committee that planned and implemented the new Service Excellence Ambassadors program; the 'red jackets' meet, greet, assess, and assist patients and visitors as they navigate through the organization.

Service Excellence—The Iowa Experience: Excellence Every Time

The fellow managed the development and coordination of the first large-scale Service Excellence event training that included almost 1,200 staff in two days at the Iowa Memorial Union.

Project Manager—Medicaid Expansion

The fellow coordinated the organization's transition through Medicaid Expansion and the federal marketplace.

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Durable Medical Equipment Process Improvement

The fellow analyzed costs and potential lost revenue with organization-wide durable medical equipment (DME) and generated new processes to improve UI Health Care's financial position.

Interim Palliative Care Program Administrator

The fellow provided operational leadership to the Palliative Care program during transition to a new administrator.

Program and Design Development of Freestanding Ambulatory Facility

The fellow coordinated with the Department of Orthopedics, Strategy and Finance, and Senior Leadership to develop a business plan for the transition of Orthopedics into a freestanding outpatient clinic with a surgical component. The fellow also assisted in the coordination and design of the facility with UI Capital Management and third-party architects and prepared documents for approval to the Iowa Board of Regents.

Service Line Growth

The fellow analyzed Electrophysiology provider templates and Catheterization Lab data which identified an opportunity to create 1,450 additional clinic visits per year and an additional 295 procedural cases.

Diversity, Equity, and Inclusion Taskforce

The fellow provided leadership and support to the Patient-Initiated Harassment and Health Disparities Committee to provide institutional recommendations to the CEO and Vice President for Medical Affairs. Committee accomplishments include developing equitable patient satisfaction surveys, initiating development of a health disparities dashboard, and writing a policy focused on patient-initiated harassment.