What is the UIP?

• Named in 2006

• Largest multi-specialty medical and surgical group practice in Iowa

• 1034 Members

• 458 APPs

• Provides services in every medical specialty at UIHC, in specialty outreach clinics with community and provider partners across the state, and in off-site specialty and primary care clinics - primarily in Eastern Iowa
Activities

• Establishes principles for departmental compensation plans
• Sets guidelines for clinical activity
• Provides professional services contracting
• Ensures strong revenue cycle management
• Operationally
  – Patient Appointment Center (PAC)
  – Iowa River Landing (IRL)
  – Community Clinics
UIP Governance

• UIP is overseen within the governance and management of UI Health Care, as led by the Vice President for Medical Affairs, with the advice of the Enterprise Committee and the Clinical Systems Committee.
# FY2019 UIP Comparative Financial Results

## NET REVENUES:

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Prior Year</th>
<th>Variance to Budget</th>
<th>% Variance to Budget</th>
<th>Variance to Prior Year</th>
<th>% Variance to Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Patient Revenue</td>
<td>$1,030,934,783</td>
<td>$999,881,644</td>
<td>$968,407,572</td>
<td>$31,053,139</td>
<td>3.1%</td>
<td>$62,527,211</td>
<td>6.5%</td>
</tr>
<tr>
<td>Net Patient Revenue</td>
<td>310,653,040</td>
<td>308,640,940</td>
<td>293,322,680</td>
<td>2,012,100</td>
<td>0.7%</td>
<td>17,330,360</td>
<td>5.9%</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>$39,728,928</td>
<td>$40,456,747</td>
<td>$35,991,583</td>
<td>($1,208,121)</td>
<td>-3.0%</td>
<td>$3,737,345</td>
<td>10.4%</td>
</tr>
<tr>
<td>Net Operating Revenue</td>
<td>$350,381,968</td>
<td>$349,097,687</td>
<td>$329,314,263</td>
<td>$1,284,281</td>
<td>0.4%</td>
<td>$21,067,705</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

## EXPENSES:

### Salaries and Wages

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Prior Year</th>
<th>Variance to Budget</th>
<th>% Variance to Budget</th>
<th>Variance to Prior Year</th>
<th>% Variance to Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salary &amp; Fringe</td>
<td>$155,611,482</td>
<td>$164,597,075</td>
<td>$153,564,251</td>
<td>($8,985,593)</td>
<td>-5.5%</td>
<td>$2,047,231</td>
<td>1.3%</td>
</tr>
<tr>
<td>Faculty Incentive &amp; Fringe</td>
<td>$23,187,757</td>
<td>$20,750,880</td>
<td>$21,341,865</td>
<td>$2,436,877</td>
<td>11.7%</td>
<td>$1,845,891</td>
<td>8.6%</td>
</tr>
<tr>
<td>Support Staff Salary &amp; Fringe</td>
<td>$69,831,460</td>
<td>$69,723,428</td>
<td>$66,436,670</td>
<td>$108,032</td>
<td>0.2%</td>
<td>$3,394,790</td>
<td>5.1%</td>
</tr>
<tr>
<td>General Expenses</td>
<td>15,382,462</td>
<td>13,362,738</td>
<td>13,500,658</td>
<td>2,019,724</td>
<td>15.1%</td>
<td>1,881,804</td>
<td>13.9%</td>
</tr>
<tr>
<td>Overhead</td>
<td>69,236,693</td>
<td>70,424,557</td>
<td>68,309,963</td>
<td>(1,187,864)</td>
<td>-1.7%</td>
<td>926,730</td>
<td>1.4%</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$333,249,853</td>
<td>$338,858,678</td>
<td>$323,153,407</td>
<td>($5,608,825)</td>
<td>-1.7%</td>
<td>$10,096,446</td>
<td>3.1%</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>17,132,115</td>
<td>10,239,009</td>
<td>6,160,856</td>
<td>6,893,106</td>
<td>67.3%</td>
<td>10,971,259</td>
<td>178.1%</td>
</tr>
</tbody>
</table>

### Non Operating Rev & Exp

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Variance to Budget</th>
<th>% Variance to Budget</th>
<th>Variance to Prior Year</th>
<th>% Variance to Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>UIP Net Income (Loss)</td>
<td>$20,355,649</td>
<td>$12,640,887</td>
<td>$7,714,762</td>
<td>61.0%</td>
<td>$11,317,569</td>
<td>125.2%</td>
</tr>
<tr>
<td>Net Margin %</td>
<td>5.8%</td>
<td>3.6%</td>
<td>2.7%</td>
<td>2.2%</td>
<td>3.1%</td>
<td></td>
</tr>
</tbody>
</table>

### Total RVUs (Including IRL)

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Variance to Prior Year</th>
<th>% Variance to Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total RVUs (Including IRL)</td>
<td>3,782,112</td>
<td>93,280</td>
<td>2.5%</td>
</tr>
<tr>
<td>$ Per RVU</td>
<td>$ 82.14</td>
<td>$ (1.53)</td>
<td>-1.8%</td>
</tr>
</tbody>
</table>
The University of Iowa Patient Access Center (UIPAC) is a “contact” center that facilitates patient access and scheduling for UI Health Care’s outpatient services and also offers 24/7 access to nursing triage and the UI Consult, UI Access, and UI Children’s phone lines.

- **scheduling patient access specialists**
  The UIPAC schedules incoming calls, orders and referrals from workqueues, and messages from in-baskets.

- **training team programs**
  Onboarding phased program, Supplemental and “just-in-time” training and leadership development.

- **central template management team**
  Builds and designs new provider schedules and optimizes provider templates for improvement of scheduling and clinic flow.

- **quality and reporting team**
  All calls are recorded for quality. Ten calls per agent, per month are reviewed/scored for quality metrics and scheduling accuracy.

**A1 Ease of scheduling your appointment**

**Human resources**

- **116** Full Time Schedulers
- **31** Non-Scheduling Staff
- **24** Integrated Call Center

**Turnover rates**

- **27.5%** April 2017
- **15.2%** April 2018
- **12.5%** April 2019
UI Patient Appointment Center

PAC FTE’s and Incoming Calls

PAC FTE’s and Scheduled Appointments
### UI Patient Appointment Center

#### Access Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>UI Performance</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Patient Lag Time: Scheduled Patients</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>32 days</td>
<td>21.42</td>
<td>26</td>
<td>21</td>
<td>17.75</td>
</tr>
<tr>
<td>Goal</td>
<td>14 days</td>
<td>15.11</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td><strong>Percentage of New Patients Arrived within 14 days</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>53.62%</td>
<td>51%</td>
<td>45%</td>
<td>50%</td>
<td>59%</td>
</tr>
<tr>
<td>Goal</td>
<td>50% in 14 days</td>
<td>75%</td>
<td>66%</td>
<td>80%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Slot Fill rate (Arrived patients; excludes No-show and SDC)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>75.43%</td>
<td>73.60%</td>
<td>69.90%</td>
<td>75.70%</td>
<td>81.70%</td>
</tr>
<tr>
<td>Goal</td>
<td>85%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Percentage Scheduled, But Not Arrived

<table>
<thead>
<tr>
<th>Measure</th>
<th>UI Performance</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>No-Show</td>
<td>5.67%</td>
<td>9.10%</td>
<td>8.80%</td>
<td>6.40%</td>
<td>5.60%</td>
</tr>
<tr>
<td>Cancel (Including Bumps)</td>
<td>16.53%</td>
<td>22.90%</td>
<td>26.50%</td>
<td>23.70%</td>
<td>20.20%</td>
</tr>
<tr>
<td>Total Scheduled, But Not Arrived</td>
<td>22.32%</td>
<td>35.80%</td>
<td>39.50%</td>
<td>36.50%</td>
<td>32.20%</td>
</tr>
</tbody>
</table>

#### Service Level (% answered in 30 Seconds)

<table>
<thead>
<tr>
<th>Measure</th>
<th>UI Performance</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>72.82%</td>
<td>65.50%</td>
<td>61.70%</td>
<td>68.00%</td>
<td>76.20%</td>
</tr>
<tr>
<td>Goal</td>
<td>80.00%</td>
<td>80.60%</td>
<td>80.00%</td>
<td>80.00%</td>
<td>80.00%</td>
</tr>
</tbody>
</table>

#### Abandonment Rate

<table>
<thead>
<tr>
<th>Measure</th>
<th>UI Performance</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>6.00%</td>
<td>7.40%</td>
<td>8.80%</td>
<td>6.30%</td>
<td>4.40%</td>
</tr>
<tr>
<td>Goal</td>
<td>5.00%</td>
<td>4.90%</td>
<td>5.00%</td>
<td>5.00%</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

#### Employee Turnover Rate

<table>
<thead>
<tr>
<th>Measure</th>
<th>UI Performance</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>15.30%</td>
<td>21.30%</td>
<td>29.10%</td>
<td>19.60%</td>
<td>11.80%</td>
</tr>
<tr>
<td>Goal</td>
<td>15.30%</td>
<td>21.30%</td>
<td>29.10%</td>
<td>19.60%</td>
<td>11.80%</td>
</tr>
</tbody>
</table>

#### Total Calls per Agent per Day

<table>
<thead>
<tr>
<th>Measure</th>
<th>UI Performance</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>58.5</td>
<td>58.9</td>
<td>42.8</td>
<td>54.9</td>
<td>69.6</td>
</tr>
<tr>
<td>Goal</td>
<td>58.5</td>
<td>58.9</td>
<td>42.8</td>
<td>54.9</td>
<td>69.6</td>
</tr>
</tbody>
</table>

#### Average Handle Time

<table>
<thead>
<tr>
<th>Measure</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>215 Seconds</td>
<td>252</td>
<td>303</td>
<td>241</td>
</tr>
<tr>
<td>Goal</td>
<td>58.5</td>
<td>58.9</td>
<td>42.8</td>
<td>54.9</td>
</tr>
</tbody>
</table>

#### Average Speed to Answer

<table>
<thead>
<tr>
<th>Measure</th>
<th>Average</th>
<th>25th Percentile</th>
<th>Median</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>40 Seconds</td>
<td>79.3</td>
<td>97</td>
<td>55</td>
</tr>
</tbody>
</table>
UI Patient Appointment Center

• Best Practice Winners:
  – UI Health Care: Referral Management
  – Rush University: Template Management
  – University of Wisconsin: Call Center Management

Congratulations UI PAC!
<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Net Revenue</td>
<td>$12,069,568</td>
<td>$22,765,957</td>
<td>$28,027,627</td>
<td>$39,697,429</td>
<td>$49,020,592</td>
<td>$58,659,928</td>
</tr>
<tr>
<td>Physician Net Revenue</td>
<td>6,869,338</td>
<td>11,853,279</td>
<td>13,505,991</td>
<td>16,447,423</td>
<td>19,626,480</td>
<td>21,723,778</td>
</tr>
<tr>
<td>Total Net Revenue</td>
<td>$18,938,906</td>
<td>$34,619,236</td>
<td>$41,533,618</td>
<td>$56,144,853</td>
<td>$68,647,071</td>
<td>$80,383,706</td>
</tr>
<tr>
<td>Salary and Fringe Benefits</td>
<td>$10,731,059</td>
<td>$14,436,709</td>
<td>$15,472,908</td>
<td>$18,385,284</td>
<td>$22,845,289</td>
<td>$24,933,776</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>809,527</td>
<td>1,038,297</td>
<td>1,246,508</td>
<td>1,736,233</td>
<td>1,852,198</td>
<td>1,900,124</td>
</tr>
<tr>
<td>Utilities</td>
<td>112,813</td>
<td>199,437</td>
<td>212,416</td>
<td>279,574</td>
<td>416,463</td>
<td>447,236</td>
</tr>
<tr>
<td>Rent/Lease</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,339,164</td>
<td>1,354,754</td>
<td>1,423,468</td>
</tr>
<tr>
<td>Repairs, Maintenance, Minor Equipment</td>
<td>105,178</td>
<td>963,082</td>
<td>1,185,354</td>
<td>1,073,832</td>
<td>1,098,164</td>
<td>950,153</td>
</tr>
<tr>
<td>Transfer of Physician Revenue to UIP</td>
<td>3,188,307</td>
<td>7,179,000</td>
<td>13,306,317</td>
<td>16,340,384</td>
<td>19,374,842</td>
<td>21,497,178</td>
</tr>
<tr>
<td>Operating Expenses prior to Depreciation</td>
<td>$20,433,484</td>
<td>$31,847,044</td>
<td>$38,015,096</td>
<td>$48,533,668</td>
<td>$59,461,770</td>
<td>$67,261,505</td>
</tr>
<tr>
<td>Cash Flow Operating Margin</td>
<td>$(1,494,578)</td>
<td>$2,772,192</td>
<td>$3,518,522</td>
<td>$7,611,185</td>
<td>$9,185,301</td>
<td>$13,122,201</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$4,054,624</td>
<td>$6,749,966</td>
<td>$6,931,006</td>
<td>$7,182,155</td>
<td>$7,330,883</td>
<td>$6,341,699</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>1,683,745</td>
<td>2,596,182</td>
<td>2,526,516</td>
<td>2,454,821</td>
<td>2,381,066</td>
<td>2,305,223</td>
</tr>
<tr>
<td>University Overhead</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>501,600</td>
<td>501,600</td>
<td>685,272</td>
</tr>
<tr>
<td>UIHC Overhead</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,468,048</td>
<td>1,638,497</td>
<td>1,636,080</td>
</tr>
<tr>
<td>Depreciation, Int Expense, Overhead</td>
<td>$5,738,369</td>
<td>$9,346,148</td>
<td>$9,457,522</td>
<td>$11,606,624</td>
<td>$11,852,047</td>
<td>$10,968,274</td>
</tr>
<tr>
<td>IRL Net Income/(Loss)</td>
<td>$(7,232,947)</td>
<td>$(6,573,956)</td>
<td>$(5,939,000)</td>
<td>$(3,995,439)</td>
<td>$(2,666,746)</td>
<td>$(2,153,927)</td>
</tr>
<tr>
<td>Remove Specialty Pharmacy Profit</td>
<td>$(163,315)</td>
<td>$(271,492)</td>
<td>$(514,021)</td>
<td>$(163,315)</td>
<td>$(271,492)</td>
<td>$(514,021)</td>
</tr>
<tr>
<td>Margin Sharing Net Income Calculation</td>
<td>$(7,232,947)</td>
<td>$(6,573,956)</td>
<td>$(5,939,000)</td>
<td>$(4,158,754)</td>
<td>$(2,938,238)</td>
<td>$(1,639,906)</td>
</tr>
<tr>
<td>Incremental Gain from Baseline FY16</td>
<td>$1,220,516</td>
<td>$5,798,660</td>
<td>$1,220,516</td>
<td>$5,798,660</td>
<td>$1,220,516</td>
<td>$5,798,660</td>
</tr>
</tbody>
</table>
Offsite Clinic Locations

Clinics
UI QuickCare
Outreach
UI Hospitals and Clinics
UI Community Clinics
Visits per Year and Income(Loss) per Visit

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19 April Annualized</th>
<th>FY20 Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Visits</strong></td>
<td>290,933</td>
<td>303,537</td>
<td>349,064</td>
<td>356,725</td>
<td>430,137</td>
</tr>
<tr>
<td><strong>Income (Loss)/Visit</strong></td>
<td>$(1,795.54)</td>
<td>$(584.06)</td>
<td>$(261.55)</td>
<td>$232.37</td>
<td>$500.00</td>
</tr>
</tbody>
</table>
### UI Community Clinics

#### Visits Year-Over-Year

<table>
<thead>
<tr>
<th>Service</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19 April Annualized</th>
<th>FY20 Budgeted</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care</td>
<td>75,959</td>
<td>72,931</td>
<td>89,285</td>
<td>81,419</td>
<td>105,536</td>
<td>30%</td>
</tr>
<tr>
<td>Urgent Care</td>
<td></td>
<td></td>
<td></td>
<td>9,844</td>
<td>15,472</td>
<td>57%</td>
</tr>
<tr>
<td>Specialty Care</td>
<td>1,922</td>
<td>6,486</td>
<td>7,522</td>
<td>11,702</td>
<td>11,266</td>
<td>-4%</td>
</tr>
<tr>
<td>QuickCares</td>
<td>57,651</td>
<td>62,510</td>
<td>60,496</td>
<td>57,726</td>
<td>56,798</td>
<td>-2%</td>
</tr>
<tr>
<td>Quad Cities Hem Onc</td>
<td></td>
<td></td>
<td></td>
<td>6,578</td>
<td>7,183</td>
<td>10%</td>
</tr>
<tr>
<td>North Dodge Women's</td>
<td></td>
<td></td>
<td></td>
<td>7,037</td>
<td>25,616</td>
<td>152%</td>
</tr>
<tr>
<td>Outreach</td>
<td>19,869</td>
<td>19,683</td>
<td>20,843</td>
<td>18,628</td>
<td>19,194</td>
<td>3%</td>
</tr>
</tbody>
</table>

**8/12/2020**
UIP Policy

• Physician Driven Cancellation Policy
  – Physician driven patient visit cancellations are not allowed within 8 weeks of the visit date
    • Exception requests require appropriate medical director or DEO approval

• Documentation Policy
  – Timely documentation is critical to high quality patient care and for fostering effective and safe communication
  – Non-compliance defined as:
    a) Greater than 10 unsigned documents/visits; greater than 7 days beyond the date of service.
    b) Greater than 15% of charges entered beyond 7 business days from the date of service averaged over 3 months.
    c) Greater than 15% use of ‘help me with coding’ for suggested charges averaged over 3 months.
Good Standing

• A member in good standing is regarded as being in compliance with all of his or her explicit obligations required by University of Iowa Health Care.

• Faculty members not in good standing with the UIP risk forfeiture of some or all incentive payments for which he or she would normally be eligible.
Good Standing

• Non-exhaustive list:
  – Active licensure, certification and privileges as appropriate
  – Timely completion of required compliances (i.e. sexual harassment prevention training, vaccinations, regular TB tests, mask fittings, etc)
  – Timely completion of patient documentation as dictated by UIP policy
  – Adherence to patient scheduling policies and best practices
  – Adherence to all Departmental and all UI Policies
Questions?