

Letter to Staff

As the Department of Social Service celebrates 85 years of providing services, we're reminded that the future of health care is extremely dynamic. Advancing technologies create unprecedented "medical miracles" that are often accompanied by new ethical, psychosocial, and financial challenges for patients, their families, and the University of Iowa Hospitals and Clinics. To meet these challenges, UI Hospitals and Clinics and the Department of Social Service rely on committed and engaged staff to provide exemplary patient service and to identify ways to maximize efficiencies such as the Length of Stay Management initiatives.

The Department of Social Service continually embraces UI Hospitals and Clinics' strategic initiatives of "Innovative Care," "Excellent Service," and "Exceptional Outcomes," which are reflected in our core mission to:

- provide services to patients and their families to enable them to make the best use of medical care while in the hospital and following discharge;
- provide interdisciplinary leadership and promote collaboration to continually improve discharge planning and continuity of care services;
- provide training programs for staff, students and outside agencies; and
- participate in research activities to further and improve social services.

The information contained in this annual report illustrates the results of our collective efforts. On behalf of the Department of Social Service and UI Hospitals and Clinics, thank you for your outstanding contributions and for choosing to practice here.

Greg Jensen, ACSW, LISW
Director

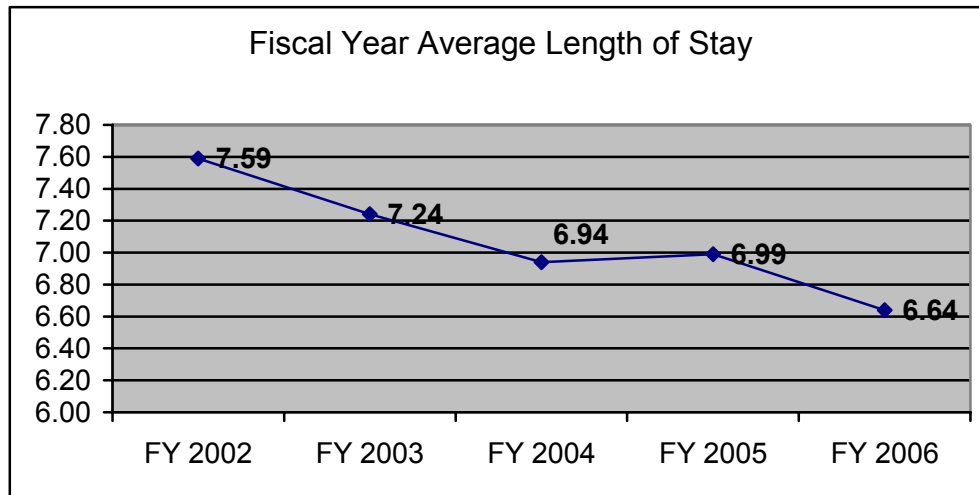


Innovative Care:

Social workers provide discharge planning and case management services to patients in order to assure continuity of care for patients after they are discharged from UI Hospitals and Clinics. This is good patient care, and helps the UIHC achieve its length of stay goals.

Length of Stay (LOS) Initiatives

The Department of Social Service's Length of Stay Initiatives have contributed to the UIHC's multiple-year LOS decline.



Discharge Planning

Department of Social Service staff provide case management services to all UI Hospitals and Clinics patients requiring discharge planning to community facilities. Similarly, patients returning home requiring complex, high-tech home care services are case managed by clinical social workers. During 2005-06, social work staff coordinated 2,912 facility placements, representing a 30% growth over the last four years.

	2002-03	2003-04	2004-05	2005-06
Acute Hospital	146	167	159	177
Rehabilitation Hosp.	426	462	403	582
Skilled Care Facility	1024	1298	1480	1576
Intermediate Care	402	322	322	362
Residential Care	248	254	150	215
Total	2,246	2,503	2,614	2,912

Facility Placement for Patients Awaiting Medicaid (Revolving Fund):

Discharges can be delayed several weeks or months while a Social Security Disability and/or a Medicaid application is being processed. The patient's rehabilitation course can also be delayed. The Revolving Fund (a 28E agreement with the Iowa Department of Human Services) permits UI Hospitals and Clinics to pay a receiving facility a percentage of the Iowa Medicaid rate while the financial applications are being processed, and the receiving facility then reimburses our initial payment once Medicaid is approved for the patient.

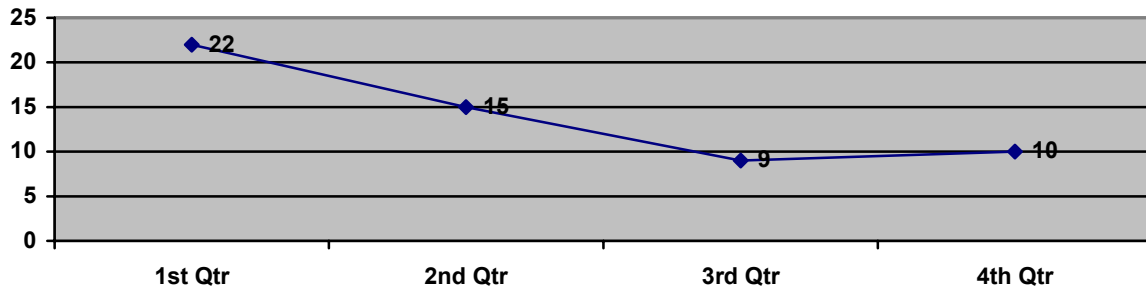
In FY06, over 560 days of hospitalization were avoided by using the Revolving Fund. Patients could be placed in a more medically appropriate setting pending the Medicaid decision.

Pre-Admission Screening

When another hospital requests to transfer a patient to UI Hospitals and Clinics, several time-sensitive activities need to occur to determine if the UI Hospitals and Clinics can provide the appropriate care required. Social Service staff screen non-emergent patients to identify psychosocial and discharge planning risks. When appropriate, transfer agreements are executed prior to the patient's transfer, to assure the patient has a place to return once the UI Hospitals and Clinics' tertiary care has been provided.

In FY 06, 195 transfer requests were screened, with 56 patients not meeting the criteria for admission and redirected to an alternate level of care, facility or service.

Sub-Acute Transfers Diverted



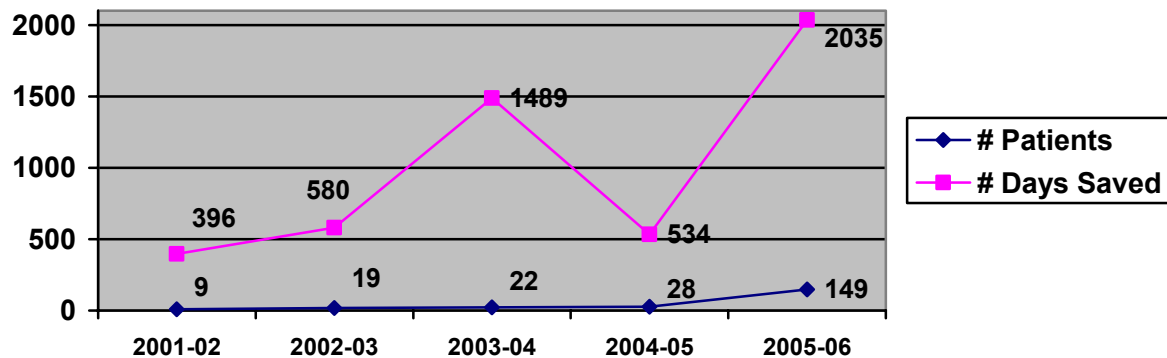
For patients being screened, the average length of stay has been reduced from FY02 baseline of 9.96 days to 3.77 days.

Expedited Discharge

Effective discharge planning is designed to permit the patient to leave the hospital on the day he/she is medically ready to leave. Several factors, however, can intercede that require the patient to remain hospitalized. These non-medical factors can include transportation problems, lack of a willing/able caregiver, or lack of a payor to pay for medications or home-going supplies.

The Department of Social Service developed an expedited discharge fund that can be used to mitigate these delays. For FY 06, \$76,278 was spent that saved 2035 days of hospitalization.

Expedited Discharge Fund



Excellent Service:

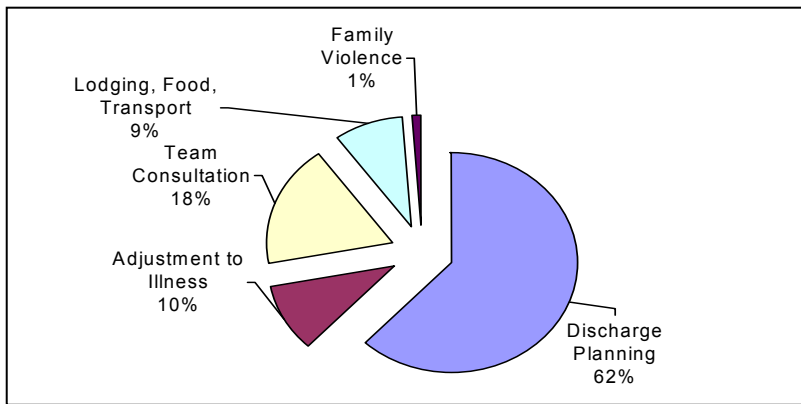
The Department of Social Service provides services to patients and families throughout UI Hospitals and Clinics inpatient areas, outpatient clinics, and outreach sites.

Social Work Services

During 2005-06, 223,897 social work services were provided to 56,112 patients and families. This represents an 18% increase in the number of patients served in the last five years.

	2001-02	2002-03	2003-04	2004-05	2005-06
Social Work Consultations	47,665	47,400	49,481	52,067	56,112
Services Provided	188,430	190,740	205,776	210,920	223,897

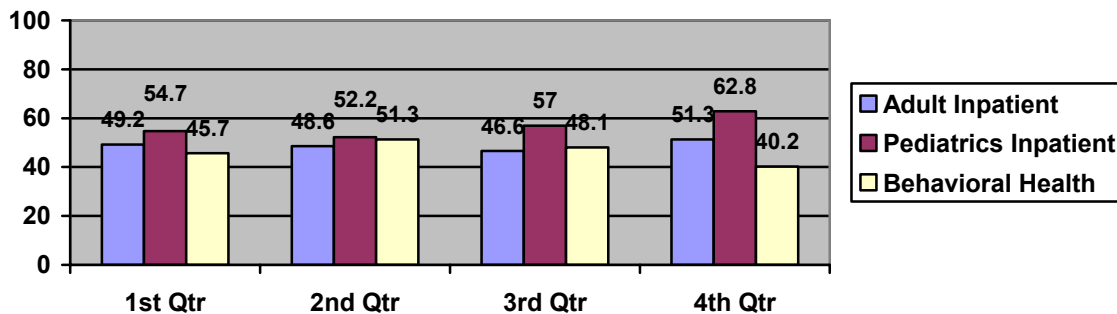
Social work services were provided in the following areas to respond to problems and needs:



Patient Satisfaction

The Department of Social Service is committed to improving the patient's experience at UI Hospitals and Clinics. We monitor patient satisfaction scores by looking at the percentage of patients who rate us as a "5" (very good) on a five-point scale.

Percentage of Patients Responding "Very Good"

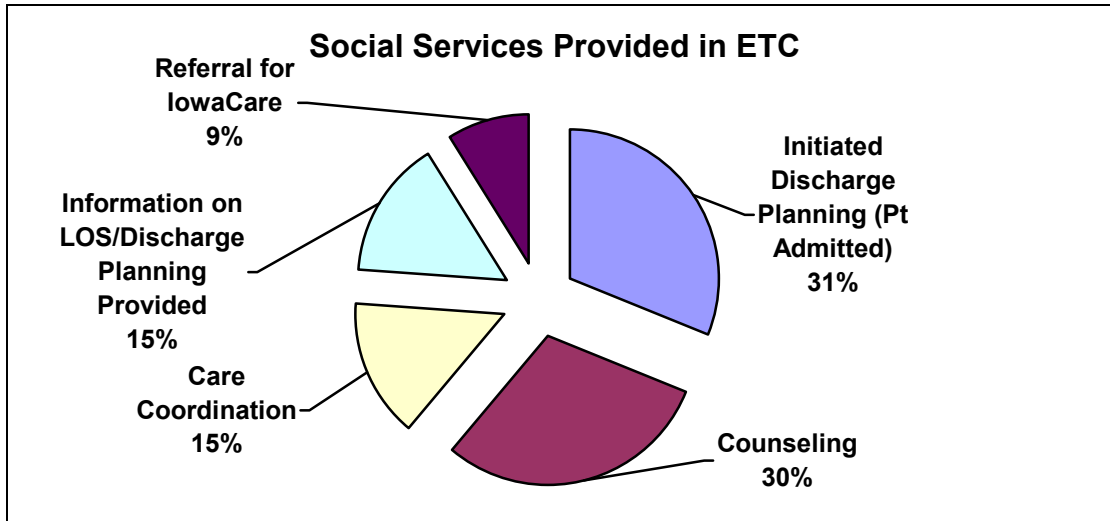


Patient comments on the surveys included:

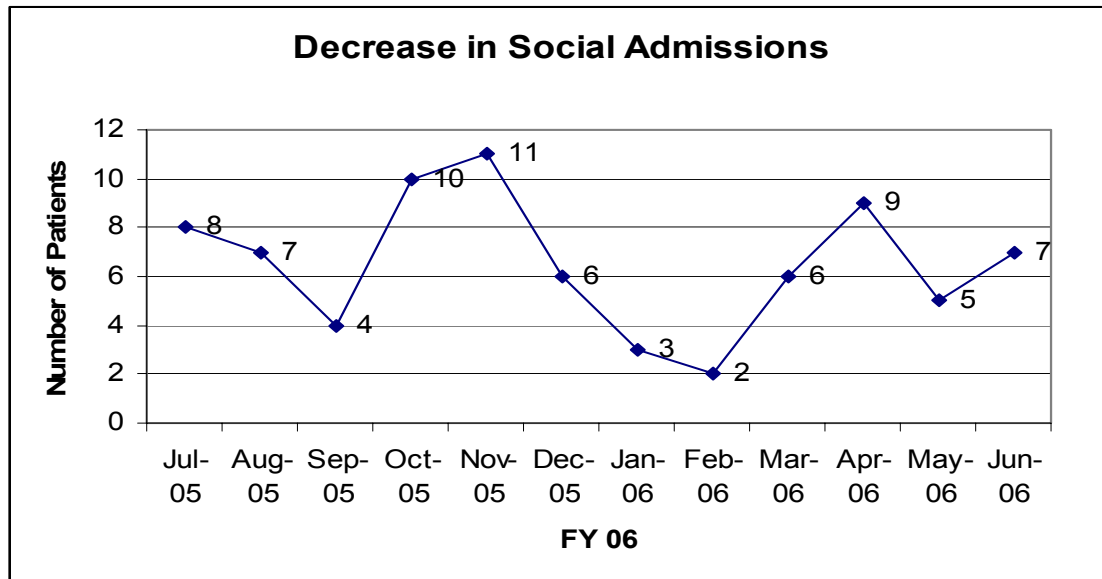
- I felt very well cared for & very safe, your social worker who helped me with regard to my husband & my mother & daughter was wonderful.
- The social service department was phenomenal.
- Our social worker was excellent!
- The social worker was very helpful in my transformation from hospital to home.

Emergency Treatment Center

The Department of Social Service began providing expanded coverage (11:00 a.m.-11:00 p.m., seven days/week) to the ETC in July 2005. During FY 06, the ETC social workers provided 6,307 services to 3,283 patients.

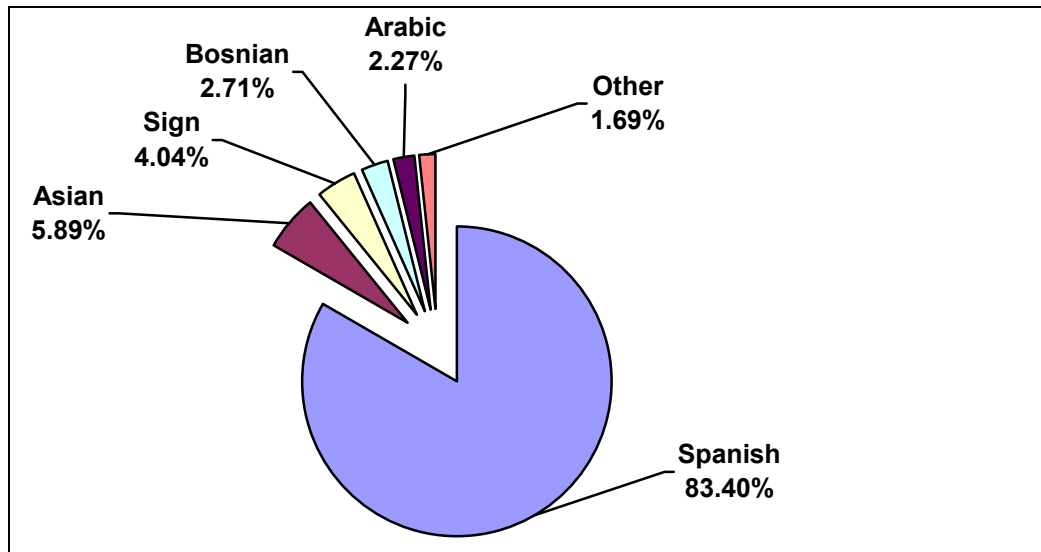


In addition, patients presenting to the ETC often have psychosocial needs that, if addressed, can avoid a hospitalization. Examples include patients who need nursing home placement, families who need respite care, or patients requiring community support. In FY 06, seventy-eight admissions were avoided.



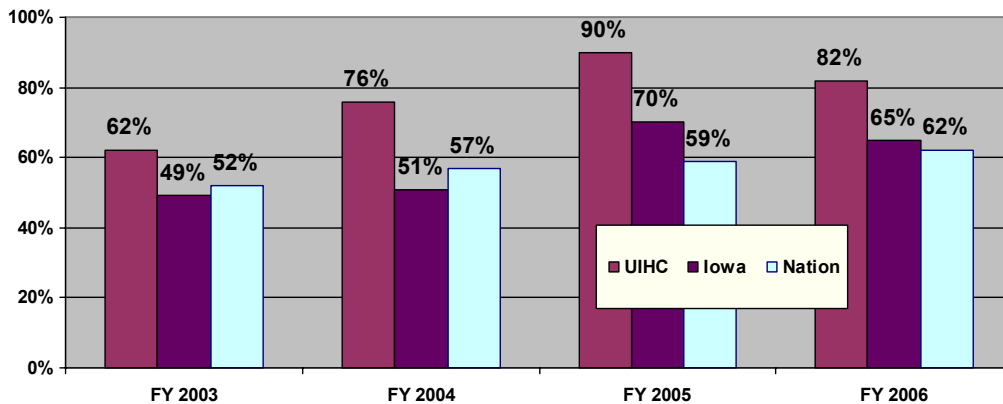
Interpreter Services

Interpreter and translation services were provided to 9,470 non-English speaking and hearing-impaired patients and families during FY 06. Face-to-face services are available through staff interpreters and 105 "Language Bank" interpreters representing 35 different languages. Interpreting services are available 24/7.



Organ Donation Program

The UI Hospitals and Clinics Organ Donation Program, implemented in 1997, resulted from a partnership among UI Health Care, the Iowa Donor Network, and the Partnership for Organ Donation. The Department of Social Service coordinates the Brain Dead and Donors After Cardiac Death protocols and provides 24-hour "Family Support" services. 2005-06 organ donation rates at UI Hospitals and Clinics (82%) exceed both Iowa (65%) and national (62%) organ donation rates.



UI Hospitals and Clinics received an Organ Donation Medal of Honor from the U.S. Department of Health and Human Services for achieving a consistent donation rate greater than 75%.

Exceptional Outcomes:

One of the Department of Social Service's central missions is to help patients and families access financial and community-based services.

During 2005-06, the following benefit assistance programs were offered to patients and families.

Patient Medication Assistance Program (PMAP)

The Patient Medication Assistance Program helps patients who cannot afford to buy their medications obtain medications from pharmaceutical company indigent patient care programs.

	2002-03	2003-04	2004-05	2005-06
Number of Applications Taken	2,805	2,863	2,616	1,568
Number of Applications Approved	2,730 (97%)	2,684 (94%)	2,589 (99%)	1,512 (96%)
Total Medication Value Obtained	\$713,000	\$804,337	\$816,145	\$1,100,310
PMAP Salary & Fringe Benefit Costs	\$81,050	\$116,605	\$128,988	\$132,355
Return on Investment	780%	590%	533%	731%

Health Care Benefits Assistance Program (HCBAP)

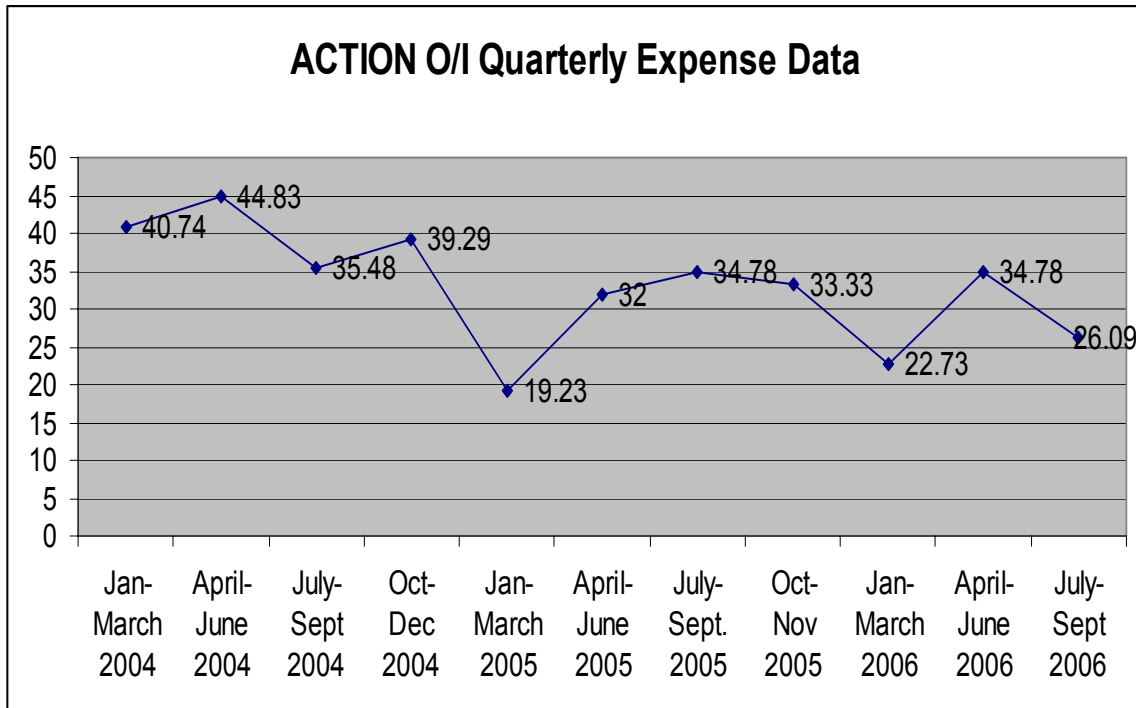
Patients' access to health care is often predicated on their ability to acquire insurance benefits. HCBAP social workers assist patients and families in completing applications for entitlement and categorical programs, seeking Medicaid waivers, and appealing disability denials.

	2002-03	2003-04	2004-05	2005-06
Number of Medicaid and Disability Applications	1,473	1,961	2,409	3,012
Number of Applications Approved	1,215 (82%)	1,577 (82%)	1,746 (71%)	2,544 (84%)
Total Medicaid Revenue Reverted from No-Payor	\$39,395,632	\$26,555,800	\$29,789,133	\$33,188,555
Facility Worker Contract Revenue	\$23,300	\$37,000	\$45,000	\$38,000
HCBAP Salary and Fringe Benefit Costs	\$236,910	\$350,752	\$391,607	\$349,548
Return on Investment	16,439%	7,482%	7,518%	10,152%

Action O/I

Financial benchmarking with other hospital-based social service programs facilitates a more global view of our services, compared to peer institutions. The Department of Social Service remains very competitive and efficient, when compared to other University Hospital Consortium institutions.

Staff efforts routinely place departmental performance near the 25 percentile.



Pursuing Excellence:

Pursuing excellence requires intellectual curiosity, a commitment to continuous learning, and a focus on transferring knowledge to the next generation of health care providers.

Employer of Choice

Consistent with UI Hospitals and Clinics' goal to become an "Employer of Choice," the Department of Social Service developed an action plan to assist us in becoming an employer of choice for social workers practicing in health care. 2005-06 Employer of Choice accomplishments included:

Social Work Leadership Academy (SWLA):

- 6 staff participated in the 8-session SWLA course offered in Fall 2005
- 17 SWLA alumni continue to participate in monthly sessions

New Staff Activities:

- Offered Welcome Gift Bags to all new staff on first day of employment
- Held welcome luncheon or "meet and greet" snack during first week
- Conducted feedback session with new employees

Camaraderie:

- Collaborated with Social Committee on drawing door prizes for winter holiday party, game at summer picnic, and at various other social events
- Periodic Wednesday events in Main Office (created May baskets, decorated Halloween cookies, decorated holiday stockings, cut out paper snowflakes, etc.)
- Bagels provided by managers one Friday a month

Communication with Staff:

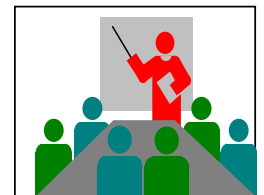
- Initiated Department of Social Service open forums/departamental meetings
- Dispersed information to staff regarding area vendors offering discounts to UI staff
- Created and shared Department of Social Service Resource List on staff expertise
- Created Main Office display board

Teaching

Social Work Student Training:

Departmental staff teach a 15-session Basic Skills Training Seminar to the graduate and undergraduate social work students placed at UI Hospitals and Clinics each year.

Through an American Cancer Society grant awarded for the past six consecutive years, graduate level training is provided in social work practice and research in oncology.



Staff Development:

Monthly in-service sessions and "Spotlight on Practice" meetings are held to demonstrate best practices. In FY 06, the Department provided 21 staff development sessions offering 23 hours of social work continuing education.

Physician Training:

Social work staff provide shadowing experiences for first-year medical students in "Foundations of Clinical Practice," and facilitate groups for medical students taking the "Dimensions of Human Medicine" course.

School of Social Work Faculty:

Five departmental staff members serve as adjunct faculty at the School of Social Work, teaching graduate and undergraduate courses in "Human Service Administration," "Family Violence," "Long Term Care," "Social Work in Health Care Settings," and "Elder Abuse."

Training in Recognizing and Reporting Suspected Child and Dependent Adult Abuse

All UI Health Care clinicians who attend or treat suspected victims of child or dependent adult abuse are required, by Iowa law, to receive two hours of training every five years. A two-hour training video was developed to assure a consistent approach to this training, while being more efficient for the instructors and more convenient for participants. The training curriculum #94 has been approved by the Iowa Department of Public Health.



In FY06, social workers trained over 1,390 UI Health Care staff members in their responsibilities as mandatory reporters. Training is also provided to over 100 members from a dozen community agencies each year, on a pro bono basis, on the characteristics and impact of family violence.

Community Service Activities/Involvement

The contributions of staff go far beyond the hospital setting into our communities. The generosity of staff in giving of their time and skills enriches the lives of people across life spans and socio-economic groups, to those in varying stages of development and those in need.

Social Service staff participate in a variety of local organizations, including churches, youth groups, and health-related organizations, including:

Johnson County Visiting Nurse Association
Mercy Hospital-knit baby stocking caps
Iowa City Free Medical Clinic
Cedar Rapids Free Medical Clinic
American Cancer Society-Hope Lodge
Iowa City Ronald McDonald House
Leukemia & Lymphoma Society
Dance Marathon
Hospice of Iowa City
ICARE

Rape Victim Advocacy Program
Emma Goldman Clinic
Johnson County Department of Health
American Red Cross
March of Dimes
UIHC Lions Club
Children's Miracle Network
The Premie Project
Hospice of Compassion
Hope House

Social Service staff serve on a number of statewide boards:

Iowa Chapter, Social Workers in Health Care
Substitute Decision Making Task Force
Foster parent
TTT Women's Organization
Iowa Chapter, NASW-Board Members
Medical Assistance Advisory Council
Iowa National Guard Family Assistance
Leukemia & Lymphoma Society-Board
Council of Nephrology Social Workers-President
Make-A-Wish Foundation
Division of Latino Affairs

Deaf Services Commission of Iowa
Iowa Department of Public Health
Iowa State Registry of Interpreters for the Deaf
Mercy Hospital, Des Moines
Lutheran Hospital, Des Moines
Governor's Crisis Response Team (NOVA)
Perinatal Social Workers of Iowa
Iowa Foster and Adoptive Parents Association
Iowa Chapter, United Nations Association
Iowa Chapter, Muslim American Association
Iowa Department of Corrections