



BROADLAWNS MEDICAL CENTER

1801 Hickman Road • Des Moines, IA 50314
(515) 282-2200 • Broadlawns.org

BY THE NUMBERS FY 2020

Established: 1924

Licensed Beds: 200

Full-time Employees: 1,209

Physicians: 107

Licensed Nurses: 404

Emergency Visits: 22,107

Inpatient Admissions: 2,726

Clinic Visits: 225,562

Surgeries: 4,555

Adjusted Patient Days: 130,773

Medicaid/Charity Adjusted
Patient Days: 63,111

Charitable Care Expense:
\$10,028,245

Bad Debt Expense:
\$7,205,674

Medicaid Loss:
\$17,440,889

Medicare Loss:
\$22,549,330

Mental Health Operating Costs:
\$35,880,259

Medical Education Costs:
\$8,973,830

81.6% of patients were not
commercially insured

36.4% of patients were
covered by Medicaid

5.2% of patients were
covered by Charity Care

COMMUNITY BENEFIT REPORT

Broadlawns Medical Center is a nonprofit healthcare organization that ensures that the community has access to high quality healthcare that is coordinated, compassionate and cost-effective. The Broadlawns campus includes an acute care hospital, primary and specialty care clinics, urgent care and emergency services, lab, radiology, dentistry, crisis services, inpatient, outpatient and community-based mental healthcare.

MISSION

Broadlawns Medical Center strives to build a healthy community through the delivery of accessible, cost-effective and high quality patient care.

VISION

Be the best public hospital in the United States.

VALUES

Excellence. We will achieve the highest standards of excellence in attending to the healthcare needs of our community and by providing exemplary, patient-centered service.

Compassion. We will be compassionate and nurturing in responding to the needs and expectations of our patients, visitors, employees and the community.

Learning. We will take a leadership position in educating the next generation of healthcare professionals and leaders.

Leadership. We will lead the way in identifying the unmet healthcare needs of our community and will ensure that those needs are met, keeping the patients' overall health and well-being at the forefront of our decision-making.

SENIOR LEADERSHIP

Jody Jenner, President & CEO

Yogesh Shah, Chief Medical Officer & Vice President, Medical Affairs

Karl Vilums, Vice President & Chief Financial Officer

Julie Kilgore, Vice President Human Resources

Susan Kirstein, Chief Nursing Officer

Larry Severidt, Director of Medical Education

BOARD OF TRUSTEES

Kavi Chawla

Mary Krieg

Janet Metcalf

Dave Miglin

Rocky Sposato

J. Marc Ward

Emily Webb



HISTORY OF CHALLENGES

In 2006, Broadlawns had 15 days of cash, aged facilities and a history of financial losses. The hospital was operating at the maximum tax levy and was in jeopardy of closing. Since that time, a multi-faceted transformation has taken place.

REDEFINED CULTURE

Culture of medical excellence, compassion and collaboration

EFFICIENT OPERATIONS

- Since 2006, Broadlawns streamlined operations and reduced its cost per patient day (CPPD) by 40%.
- Broadlawns FY20 CPPD: \$1,466
- Iowa Statewide FY20 CPPD: \$2,124
- Broadlawns CPPD is 30.9% below the statewide average.
- If Broadlawns operated at the statewide CPPD, the Medicaid/Medicare loss would be \$57,956,199.
- Operated 21.3% below property tax levy in FY20.
- Lowest cost structure in the state of Iowa.

PATIENT DAYS

- ↑ Patient volumes more than quadrupled from 30K to 135K.
- ↑ Safety net patient volumes more than doubled from 25K to 64K.
- ↑ Commercially insured and Medicare patient volumes grew from 5K to 64K.

ENHANCED FACILITIES

- \$131M reinvested in Emergency, Urgent Care, Radiology, Surgery, Mental Health, Dental, Oncology, Med-Surg, Birthing Center, and ICU with no increase to the property tax levy, bond funding, or debt.
- Current capital projects include Lab and Surgery expansion.

MENTAL HEALTH

- Broadlawns is the leading mental healthcare provider in Central Iowa with an experienced medical staff of 11 psychiatrists, 15 midlevel providers, 5 psychologists and 20 master's level therapists, case workers and nurses.
- New inpatient and outpatient mental health facilities were constructed from 2015-2018, representing \$15,784,902 in capital improvements.
- Inpatient beds increased to 44 beds, ↑ 47% increase. Of the 125 beds in Central Iowa, Broadlawns has 35.2% of them.
- Assumed responsibility for Mobile Crisis, Crisis Stabilization and Crisis Observation Center in August 2016.
- Opened first Psych Urgent Care Clinic in Iowa in June 2018.

FY20 Statistics:

- Outpatient Mental Health: 7,457 patients, 45,194 visits
- Psychiatric Urgent Care: 2,025 patients, 2,700 visits
- Community-Based: 1,196 patients, 15,479 visits
- Inpatient Mental Health: 897 patients, 1,097 admissions
- ED Crisis: 1,411 patients, 1,900 visits
- Mobile Crisis Team: 2,426 calls (July through March)
- Crisis Observation Center: 615 patients, 943 visits
- Addiction: 227 patients, 1,574 visits
- FOCUS: 58 students, 3,637 visits
- Residential Mental Health: 96 patients
- ECT: 44 patients
- Mental Health patients without commercial coverage: 81.1%
- Operational expenses: \$35,880,259
- Served Mental Health patients from 68 counties in Iowa and from 26 other states.
- Provided \$2.8M in cash to Polk County to assist with mental health budgetary shortfall and provided crisis mental health services for the Polk County Region with no measure of remuneration. Crisis services were previously administered for Polk County at a cost of \$3.5M annually through Eyerly Ball.

DENTAL

- Patient visits in FY20: 11,830
- Patients with Medicaid or the state's wellness program: 83%

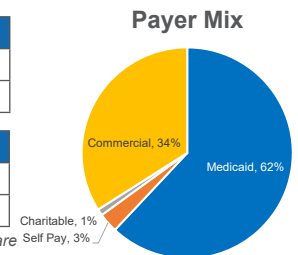
NEWBORNS

- Newborns in FY20: 485
- 48.9% of delivering mothers were minorities.
- New birthing center opened in early FY21.

Average cost for Vaginal Delivery*		
Broadlawns	Urban Iowa	Statewide
\$5,093	\$11,348	\$9,608

Average cost for C-Section Delivery*		
Broadlawns	Urban Iowa	Statewide
\$8,944	\$19,464	\$18,766

*FY2020. From the Iowa Hospital Association's cost compare



DIVERSITY

- 40+ different languages spoken at Broadlawns each week.
- Interpreters on staff, and 24/7 access to over 200 languages through language lines.

MEDICAL EDUCATION

- Established in 1971, Broadlawns Family Medicine Residency program was one of the first fully-accredited programs in the Midwest.
- Residents practicing in rural Iowa communities with less than 30k residents: 88
- Residents practicing in Iowa: 166
- 7 of 8 Broadlawns residents in 2021 are planning to practice in rural Iowa. 5 of 8 will practice obstetrics.
- Established in July 2018, the Broadlawns UnityPoint Psychiatry Residency is jointly administered with a \$3M per year investment.
- Broadlawns is establishing a one-year obstetrics fellowship program.

WORKFORCE DEVELOPMENT

- TEACH/TECH job training initiatives were established in 2016
- For individuals who are facing socio-economic hardship and have historically faced barriers to employment, including prior incarceration.
- Upon completion of the program, participants earn a CNA certification and are employable at a living wage.
- To date, 101 individuals have earned basic and advanced CNA certification, and 49 graduates are still employed at Broadlawns with a 48.5% retention rate.
- \$250K invested annually to administer these job training programs to assist those from the neighborhoods adjacent to Broadlawns. North Des Moines has the lowest per capita income and highest rate of unemployment in Iowa.

ANNUALIZED FINANCIAL REDUCTIONS

MCO Reimbursement	\$12,000,000
DSH restructuring	\$2,500,000
GME reductions	\$600,000
Tax Levy reduction	\$15,680,000
Polk County Health	\$6,300,000
Total:	\$37,080,000

In FY21, Broadlawns continues to provide \$3.5M of in-kind crisis mental health services for Polk County.