

Minutes of the University Health Care Committee
University of Kentucky Board of Trustees
Thursday, June 17, 2021

The University Health Care Committee of the Board of Trustees of the University of Kentucky met on June 17, 2021, in the Harris Ballroom of the Gatton Student Center.

A. Meeting Opened

Barbara Young, chair of the University Health Care Committee (Committee), called the meeting to order at 9:30 a.m. Chair Young announce the members present.

B. Roll Call

The following members of the University Health Care Committee were in attendance: Ray Daniels, Ron Geoghegan, David Melanson, Hollie Swanson and Barbara Young. Community Advisory members Britt Brockman, Nick Nicholson and Kevin Sowers attended the meeting.

The meeting was live-streamed to the UK HealthCare community.

C. Approval of Minutes

Chair Young stated that the minutes of the May 3, 2021 meeting had been distributed and asked for a motion. Trustee Melanson moved approval, and Trustee Geoghegan seconded the motion. The motion carried without dissent. (See meeting minutes on the Board of Trustees website, www.uky.edu/Trustees, under "Agenda".)

D. Executive Vice President for Health Affairs Update

Executive Vice President for Health Affairs Mark F. Newman, MD, reviewed the agenda and announced that on June 5, 2021, UK HealthCare (UKHC) began operating on a new electronic health record. Dr. Newman stated that the 19-month project was successfully completed on time despite having to shift most of the training, planning and execution online. He reported that the transition for UKHC's three hospitals, 35 outpatient clinics and 300 departments was simultaneous and required comprehensive preparation. Dr. Newman applauded UKHC's Chief Information Officer Cecilia Page, DNP, for her leadership and planning to ensure an uneventful go-live. He noted that the transition to Epic, the new electronic health record, will help make UKHC a data-driven organization.

E. FY2021 April Key Performance Indicators

Vice President for Hospital Operations Colleen H. Swartz, DNP, was joined by Executive Chief Medical Officer Emily L. Sedgwick, MD. Dr. Swartz first noted that both Chandler and Good Samaritan hospitals experienced record census numbers during the week of the Epic go-live. Dr. Swartz reported FY2021 April UKHC Inpatient Key Performance Indicators. She stated that discharges were below budget for both adult and pediatric targets but reminded the Committee that the numbers reported were for FY2021 April. Dr. Swartz advised the last two months have rebounded and been very busy,

especially in the neonatal intensive care unit (NICU) located in the Kentucky Children's Hospital. She stated that the NICU is very full and sometimes overflowing. Dr. Swartz reported UKHC continues to have a high length of stay and case mix index, which suggests that the patients are very ill.

Dr. Sedgwick discussed the new UKHC Patient-Centered Throughput Committee charged with removing barriers to discharge and therefore increasing throughput and decreasing length of stay.

Vice President for Ambulatory and Medical Group Operations Timothy M. Gillard reviewed FY2021 April Ambulatory Key Performance Indicators. Mr. Gaillard reported clinic visits were 123,435 and 3,070 over budget in FY2021 April and continue to meet or exceed budget in other areas with the exception of the new patient visit lag.

F. FY2021 Enterprise Goals

Vice President for Hospital Operations Colleen H. Swartz, DNP, explained UKHC uses Vizient to compare UKHC's performance and benchmark quality, safety and other key measures against other academic medical centers with similar size and complexity. UKHC achieved four of five stars and ranks number 19 compared to 100 similar academic medical centers. Trustee Swanson inquired about the names of other systems that are closely ranked to UKHC. Dr. Swartz stated that Vizient does not identify other institutions by name but noted that all of the top performers use the Epic electronic health record system. Dr. Newman added that with Epic's help, UKHC's case mix index should increase due to the ability to properly document the complexity of the patients and their severity of illness. Trustee Blonder inquired about the difference in rankings between different sources. Dr. Swartz explained that in addition to a lag in results, several of the other rankings are measured against facilities that are not similar in size or complexity. Senior Vice President and Chief Operations Officer Peter N. Gilbert noted that although improvements may appear small, a change in ranking requires a tremendous amount of work from the entire team and praised UKHC faculty and staff for their hard work.

Dr. Swartz and Dr. Sedgwick reported the FY2021 Adult Inpatient Goal results. UKHC met the threshold in several areas and exceeded target and max goals in readmissions and productivity in the value and efficiency goal grid. Chief Diversity Officer Tukea Talbert, DNP, detailed the Diversity and Inclusivity Goal Grid. She explained that UKHC met the threshold and showed improvement in all categories. Using performance for FY2021, UKHC will strategize in FY2022 and focus on the adoption of best practices in recruitment, talent pools and retention. Dr. Sedgwick discussed Kentucky Children's Hospital FY2021 Enterprise Goal results. She reported the Kentucky Children's Hospital set their FY21 benchmarks high due to the fragile nature of the patient base.

Mr. Gaillard and Interim Chief Medical Officer for Ambulatory Services Roberto Cardarelli, DO acknowledged the hard work from the ambulatory teams. Dr. Cardarelli reported FY2021 UKHC Ambulatory Goal Results and discussed plans to use new tools to drive data to build the first hospital discharge clinic for patients that do not have a primary care doctor. These vulnerable patients will follow-up in the clinic to ensure the continuity of care. Mr. Gaillard reported that the no-show rate goal was not achieved but

work continues to use systems that will send out automated calls and texts to confirm appointments. Mr. Gaillard stated that Epic My Chart will help patients navigate appointments.

G. FY2021 April Financial Performance

Chief Financial Officer Craig Collins reported the net income of 76.6M or 30.8M greater than budget and \$87.4M greater than last April when COVID-19 started. Mr. Collins explained that large prior year adjustments of approximately \$40M from FY2019 positively impacted the UKHC bottom line.

H. UHCCR 1 UK HealthCare Quality, Safety and Patient Experience Plan

Executive Chief Medical Officer Emily L. Sedgwick, MD presented the FY2022 Quality, Safety and Patient Experience Plan (Plan) in accordance with the Conditions of Participation by the Centers of Medicare and Medicaid Services and with the laws regulations governing the operations and services of the hospitals in the Commonwealth of Kentucky. The complete Plan was provided for the Committee's review. Chair Young asked for a motion to recommend approval of UHCCR 1. Trustee Melanson moved approval, and Trustee Geoghegan seconded the motion. The motion carried without dissent.

I. FY2022 Enterprise Goals

Senior Vice President and Chief Operations Officer Peter N. Gilbert reviewed the proposed FY2022 UKHC Enterprise Goals (Goals) and discussed changes from previous years. He reported that additions to the Goals included a new system scorecard and alignment with UKHC's 2025 Strategic Plan. Chair Young asked for a motion to recommend approval of UKHC Enterprise Goals for FY2022. Trustee Geoghegan moved approval, and Trustee Swanson seconded the motion. The motion carried without dissent.

J. FY2022 UK HealthCare Financial and Operational Plan

Senior Vice President and Chief Operations Officer Peter N. Gilbert explained the leadership dyad team structures and how they work together to improve the quality of care at UKHC. Mr. Grider announced that all UKHC primary care practices are open to new patients for the first time. He stated that these practices are ready to take care of approximately 10,000 new patients. Mr. Grider discussed UKHC's efforts to incentivize and hire allied healthcare professionals to staff new programs and expanding access. He stated that UKHC would invest \$90M in current labor and staff to make sure UKHC remains competitive in the healthcare market.

Chief Physician Executive Jay S. Grider, DO, detailed UKHC's growth plan and activities to increase access and efficiency measures. Dr. Grider discussed UKHC's efforts to work with hospitals across the area to move patients that no longer need to be in an acute care setting but can be transferred to the next step of care.

The patient is the center of all activities and growth.

Chief Financial Officer Craig Collins reviewed the FY2022 UK HealthCare Budget and Assumptions. Chair Young asked for a motion to approve the \$413M budget for FY2022. Trustee Geoghegan moved approval, and Trustee Melanson seconded the motion. The motion carried without dissent.

FCR 10 Improve Parking/Transportation Systems UK HealthCare (Parking Structure 8 Expansion – Design Only)

The recommendation seeks authorization to initiate the design to improve Parking Structure 8. Since opening the first two patient floors in Pavilion A in May 2011, UK HealthCare has continued to experience strong inpatient admission growth. The current demand has created the need for additional parking. This project will include traffic analysis and design of an expansion west of the existing Parking Structure 8 and associated site work. Once constructed, the expanded structure will help provide approximately 700 additional parking spaces. This \$5,000,000 design project, authorized by the 2020 Kentucky General Assembly is within the total legislative authorization. Chair Young asked for a motion to recommend approval of FCR 10. Trustee Daniels moved approval, and Trustee Melanson seconded the motion. The motion carried without dissent.

FCR 11 Construct Facilities Shops and Storage Facility (Vaughan Warehouse #1 and #7 Replacement for UK HealthCare)

The recommendation seeks approval to initiate a capital project to improve Vaughan Warehouse #1 and #7. To accommodate increasing patient volume; the fit-up of spaces previously dedicated to temporary warehousing within the Patient Care Facility continues. This project will replace two existing warehouses at the Vaughan Warehouse site (Building #1 and Building #7) that have reached the end of their useful life. The new storage facility will provide UK HealthCare with secure and up-to-date space. The 12,000,000 project, authorized by the 2020 Kentucky General Assembly, is well within the total legislative authorization and will be funded with agency funds. Chair Young asked for a motion to recommend approval of FCR 11. Trustee Daniels moved approval, and Trustee Melanson seconded the motion. The motion carried without dissent.

K. Privileges and Appointments

Chief Physician Executive Jay Grider, DO, presented the list of credentials for approval presented by the UK HealthCare Medical Staff. Chair Young called for a motion to approve the list of providers. Trustee Melanson moved to approve the list. Trustee Daniels seconded the motion, and it passed without dissent.

L. Other Business and Adjournment

Chair Young called for new or other business that needed to be brought before the University Health Care Committee or questions for the presenters. Hearing no further business, the meeting was adjourned at 11:30 a.m.