

UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

Colleen H. Swartz, Acting Chief Operations Officer and Vice President for
Hospital Operations



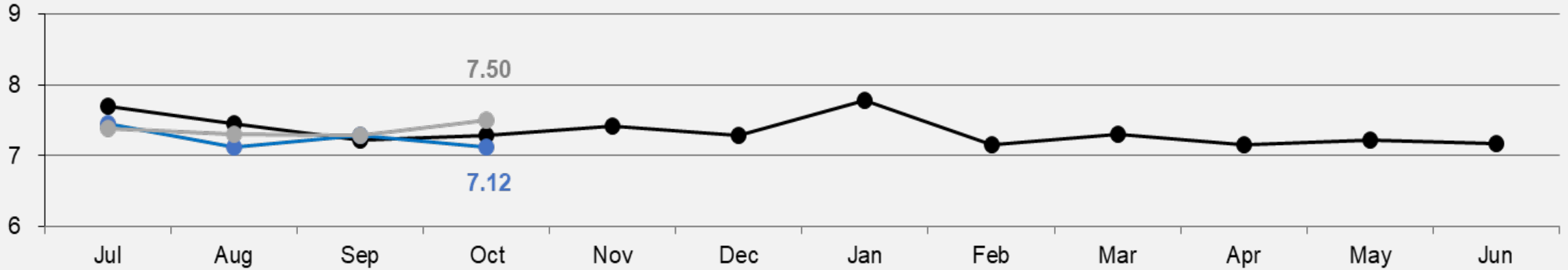
AN EQUAL OPPORTUNITY UNIVERSITY

LENGTH OF STAY

AVERAGE LENGTH OF STAY

In Days

FY25 Average Length of Stay (LOS)

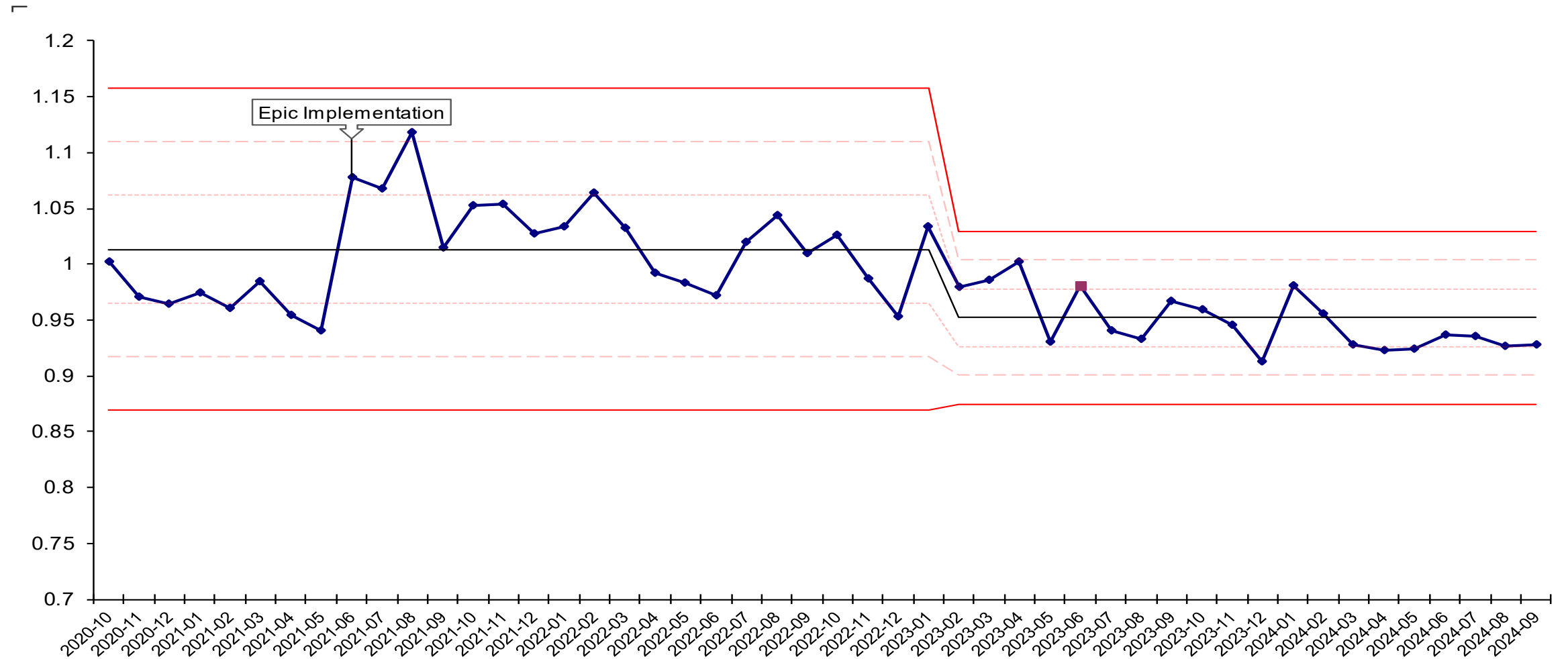


Oct. 2024	FYTD Actual	FYTD Budget	Prior FYTD
7.12	7.24	7.37	7.41

ADULT LENGTH OF STAY INDEX

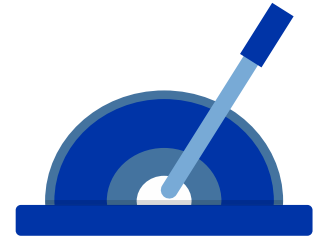
Oct. 2020–Sept. 2024

We have been on a downward linear trend since our peak in 2021.

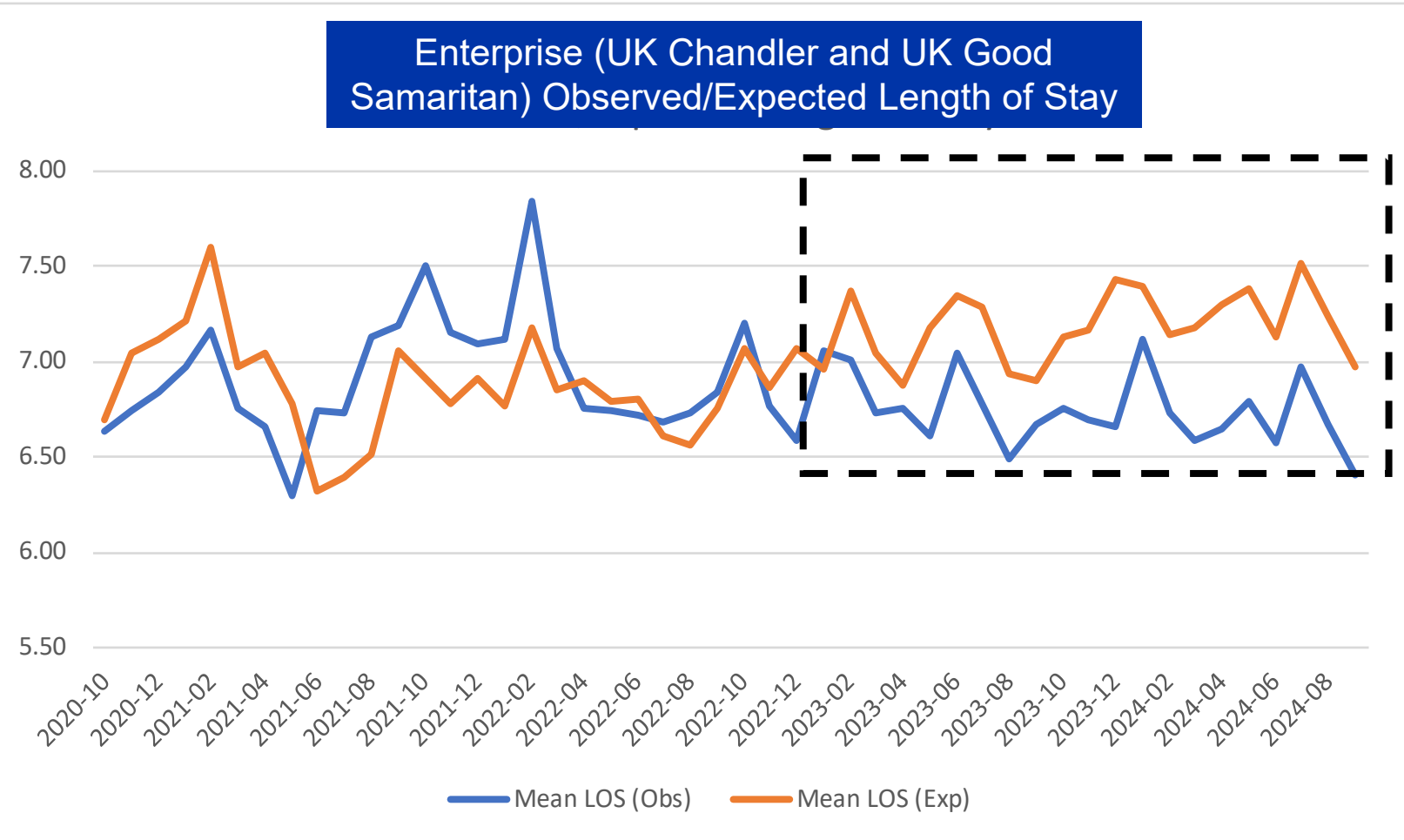


ADULT OBSERVED/EXPECTED LENGTH OF STAY

Oct. 2020–Aug. 2024



Enterprise (UK Chandler and UK Good Samaritan) Observed/Expected Length of Stay

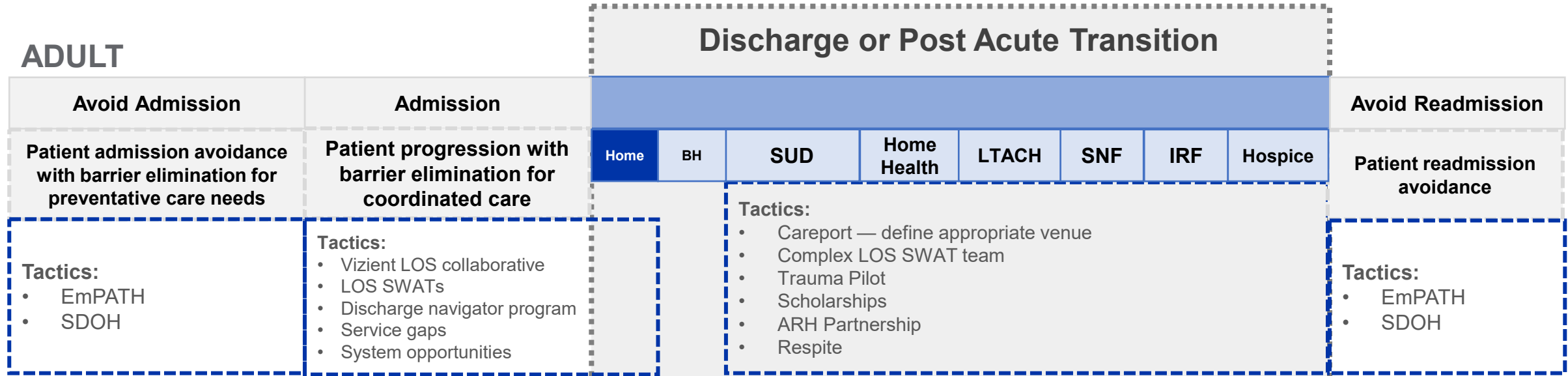


LOS Reduction Levers

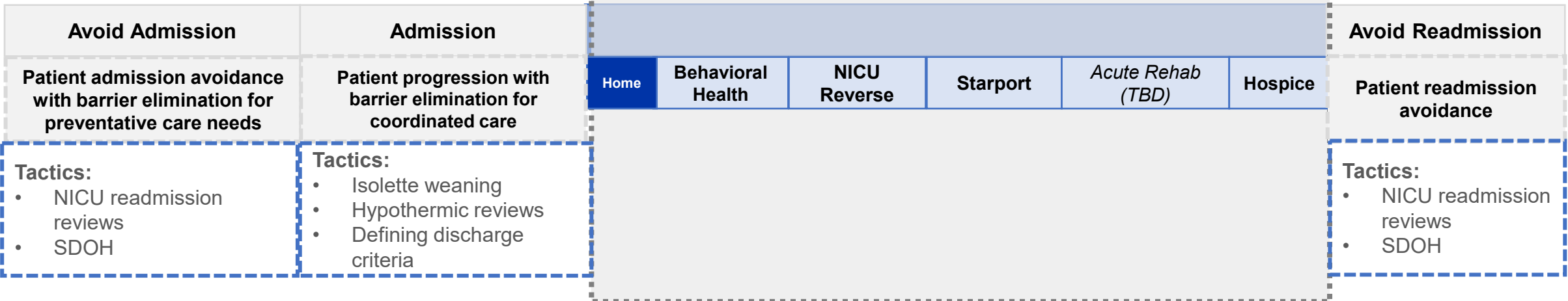
1. Keeping the full patient progression management model as our focus
2. Establishing new inflow and outflow support within our system and partner opportunities
3. Predictive discharge planning
4. Attention to end-of-life care and effective patient care goal planning

PATIENT PROGRESSION MANAGEMENT MODEL

ADULT



PEDIATRICS



PATIENT PROGRESSION MANAGEMENT — LEVERS

ACTIONS	ACTIVITES	SUCSESSES	TIME FRAME
Night and weekend service gaps	Identifies priorities and strategies to support seven-day-a-week support (adult and pediatrics)	<ul style="list-style-type: none"> Added two more ORs on Saturday and Sunday Right-sizing care coordination and weekend staffing 	Launched with work ongoing
Careport	Referral management system that streamlines our post-acute next destination venue and care transitions	<ul style="list-style-type: none"> Improved measurement of opportunity days Increased visibility and efficiency with our days from admission to first rehab referral 	Launched in March 2023
Complex long length of stay (LLOS) team	Focuses on LLOS barriers (adult and pediatric)	<ul style="list-style-type: none"> Increasing bed turns/availability Evaluates patient plans in a team environment Targeted actions with goals of care discussion Advancing our relationship with APS and guardianship 	Launched Spring 2022
Discharge Navigator Program	Discharge navigator in key populations with the potential for post-acute needs	<ul style="list-style-type: none"> Downward trend of avoidable days Better identification and utilization of resources for post-acute planning Working toward a “ready in 72 hours” 	Launched Nov. 2022
Next Level of Care Scholarships	Invested \$1.7M in patient post acute care needs* Supports our patients who are pending financial coverage and moving to the next level of care	<ul style="list-style-type: none"> Continued reduction in opportunity days Trending below benchmark with rehab and skilled nursing 	Launched over five years
ARH Partnership	Placement partnership for patients needing LTAC, SNF and IRF	<ul style="list-style-type: none"> Partnership for LTAC, IRF and SNF placements 	Launched fall 2023
Hospice	Attention to end-of-life care and effective patient care goal planning	<ul style="list-style-type: none"> Expansion of our scatterbed program across UK HealthCare Conversion rates have been averaging over 70%* 	Launched over five years
EmPATH	Designed to provide immediate support and stabilization for individuals experiencing acute mental health crises	<ul style="list-style-type: none"> 1400 patients seen in less than four months of operation Patients are seen by a behavioral health provider within 30 minutes or less of arrival 	Launched July 2024
Respite	Designed to support our long-term IV therapy patients	<ul style="list-style-type: none"> Just initiated with patients already benefiting Housing support available 	Launched Nov. 2024

*Rolling 12-months (Sept. 2023 to Sept. 2024)

OPPORTUNITY DAYS

Sept. 2023–Aug. 2024

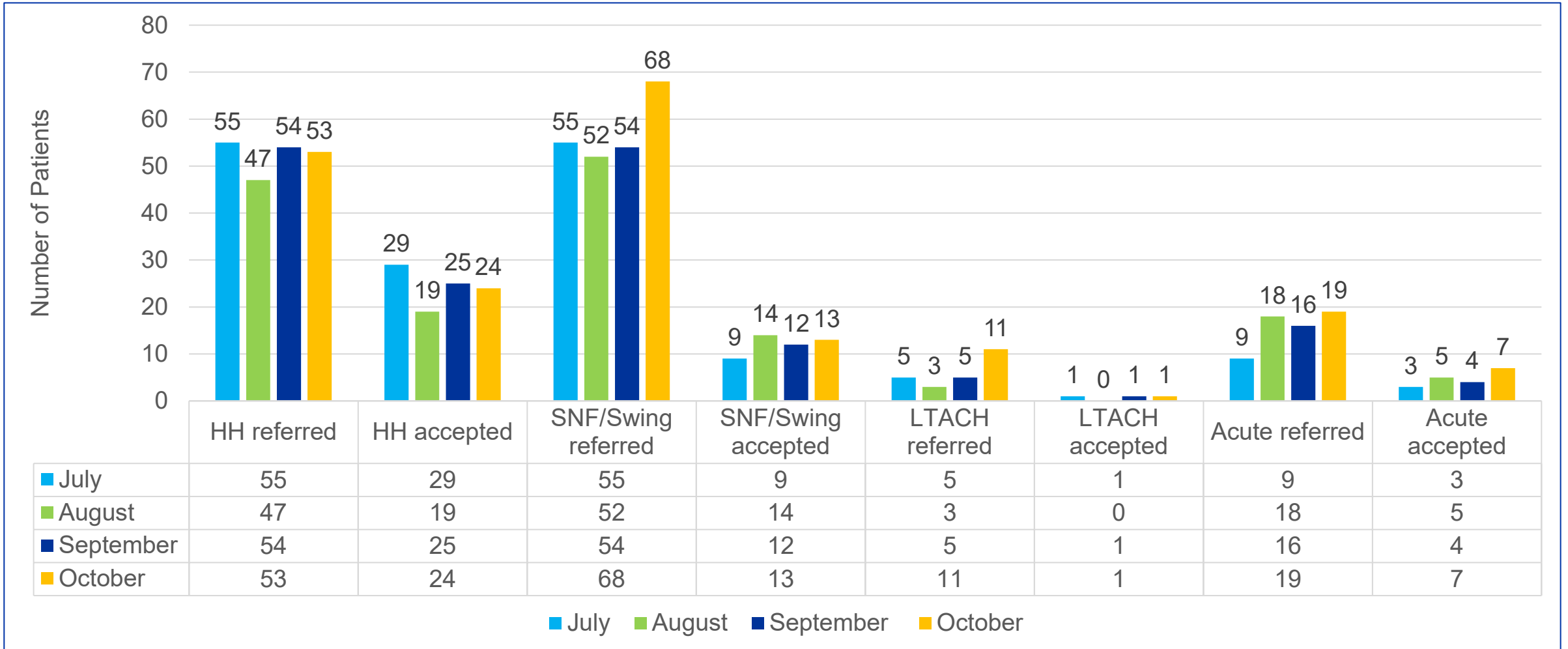


Patient disposition

- Long-term acute care (LTAC)
- Acute rehabilitation
- Skilled nursing facilities (SNF)

PARTNERSHIP — APPALACHIAN REGIONAL HEALTHCARE — FYTD25 REFERRALS

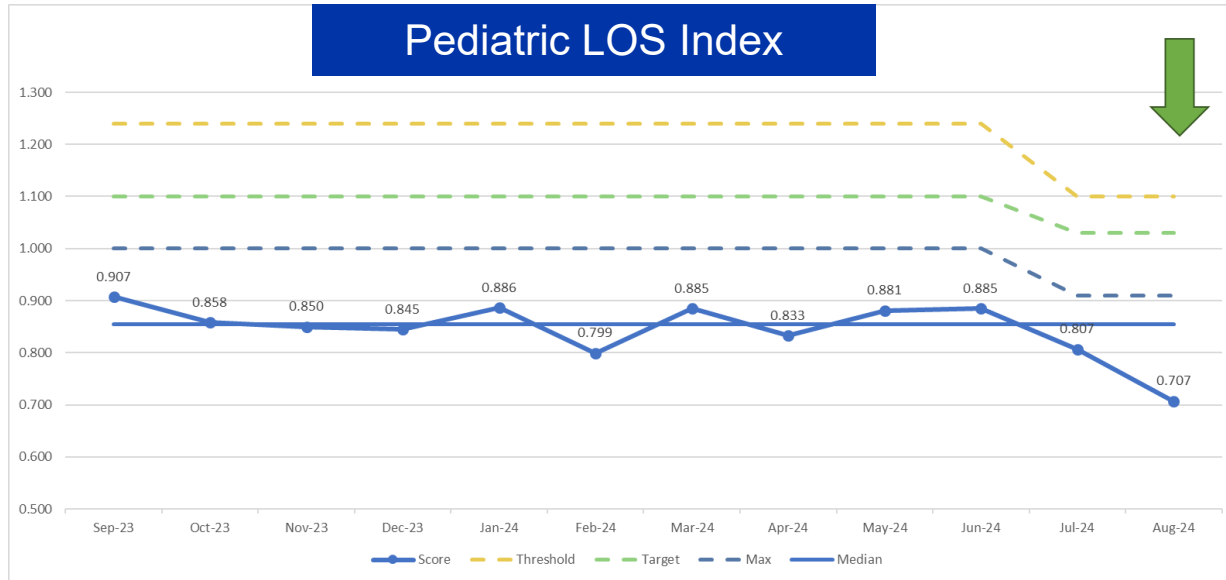
Home Health (HH), Skilled Nursing (SNF), Long-term acute care (LTAC) and Inpatient acute (IRF)



KENTUCKY CHILDREN'S HOSPITAL LOS INDEX

Sept. 2023–Sept. 2024

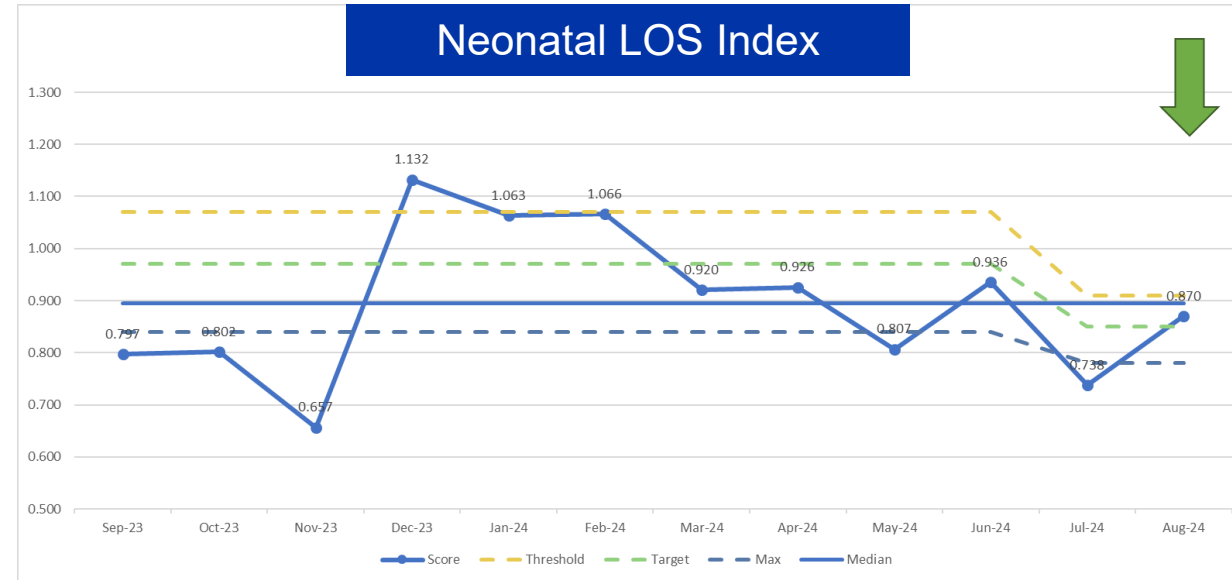
Pediatric LOS Index



- Pediatric LOS Initiatives:

- Epilepsy monitoring unit waitlist review opportunities
- Defining discharge criteria
- Vizient analytics dashboard

Neonatal LOS Index



- Neonatal LOS Initiatives:

- Isolette weaning (1800 grams to 1600 grams)
- Hypothermic review
- Readmissions review
- Vizient analytics dashboard

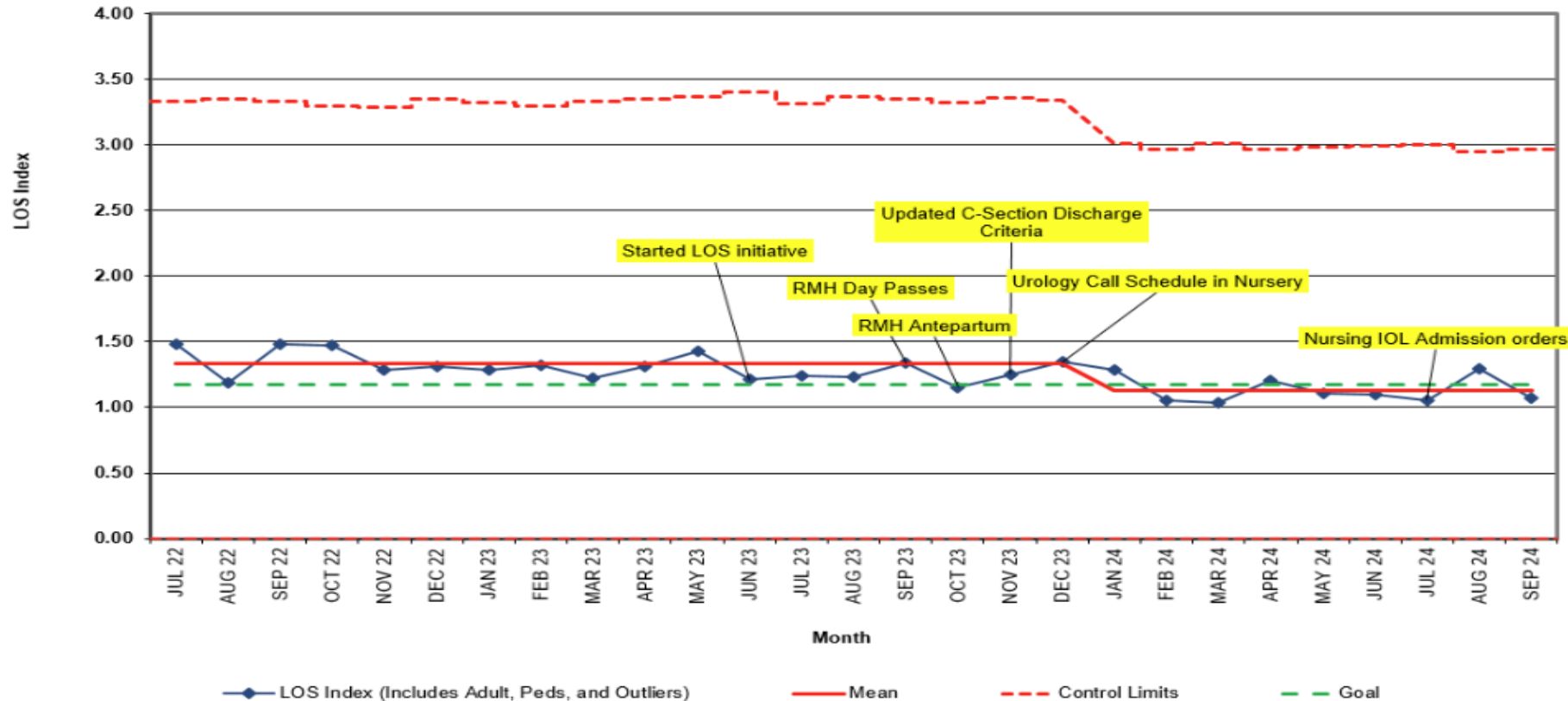
MATERNAL SERVICES LOS

July 2022–Sept. 2024

Currently exceeding the goal of 1.17 with a median of 1.13 (FY24 median —1.20)

- Achieved a significant shift over the past nine months due to consistent, sustained improvement.
- Working to codify these interventions into standard work and clinical guidelines.

C-Section and Vaginal Delivery LOS Index



LENGTH OF STAY

Excess Inpatient Days Converted to Additional Patient Access

One year ago

- Approximately 11,639 excess inpatient days were identified at UK Chandler and Good Samaritan Hospitals – corresponding to an excess average daily census of 31.8 patients in beds.

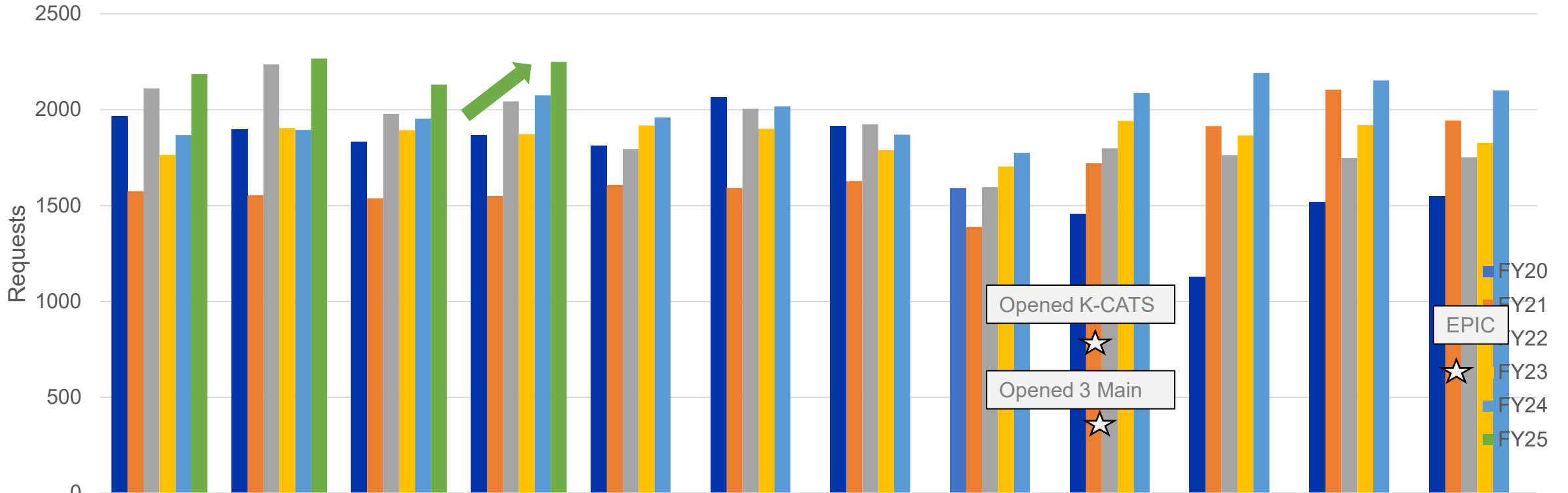


Today

- Cooperative work with our partners to ensure our patients receive the right care in the right venue.
- Excess adult inpatient days continues to improve.
- The full patient progression management model is our focus.
- Actively establishing new inflow and outflow support within our system and partners.
- Enhancing our predictive discharge planning.
- Care teams are focused on end-of-life care and effective patient care goal planning.

TOTAL TRANSFER REQUESTS

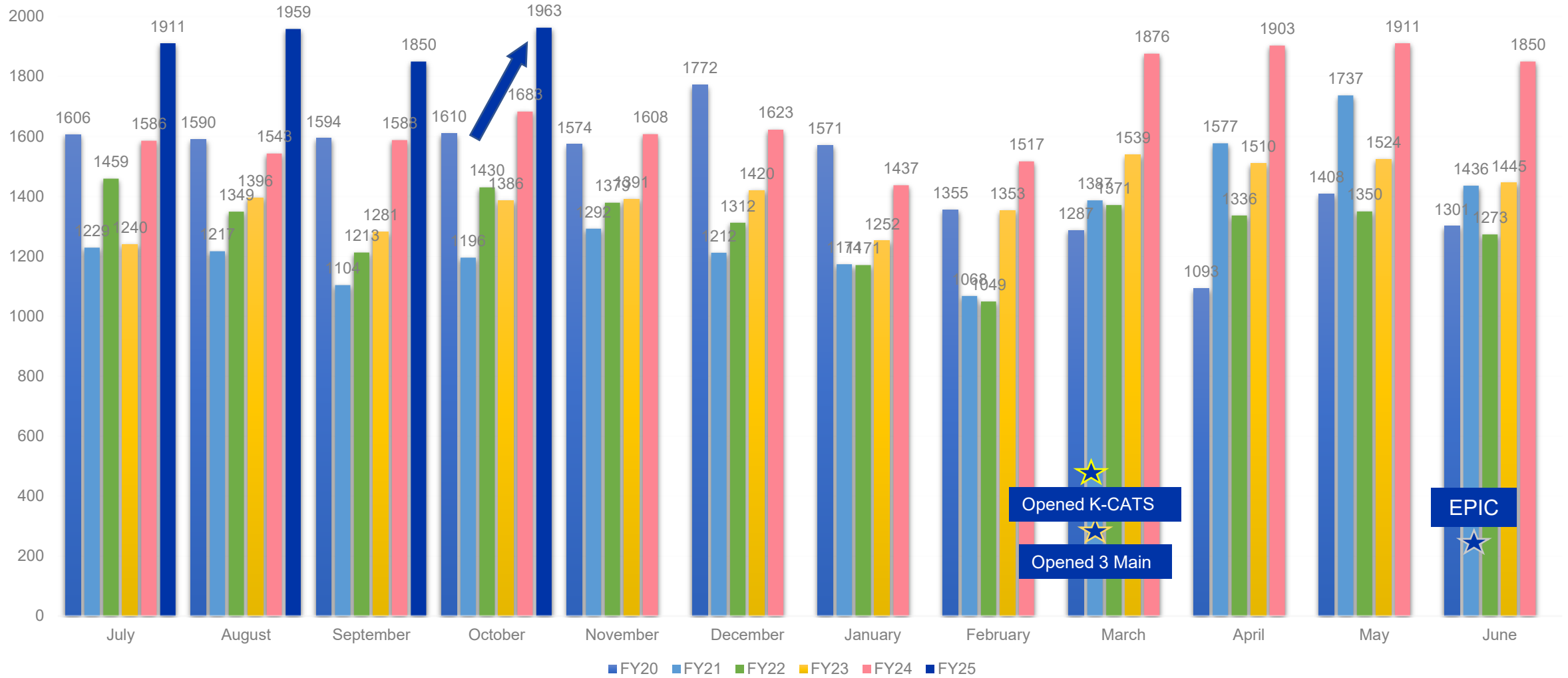
FY20 July–FYTD Oct.



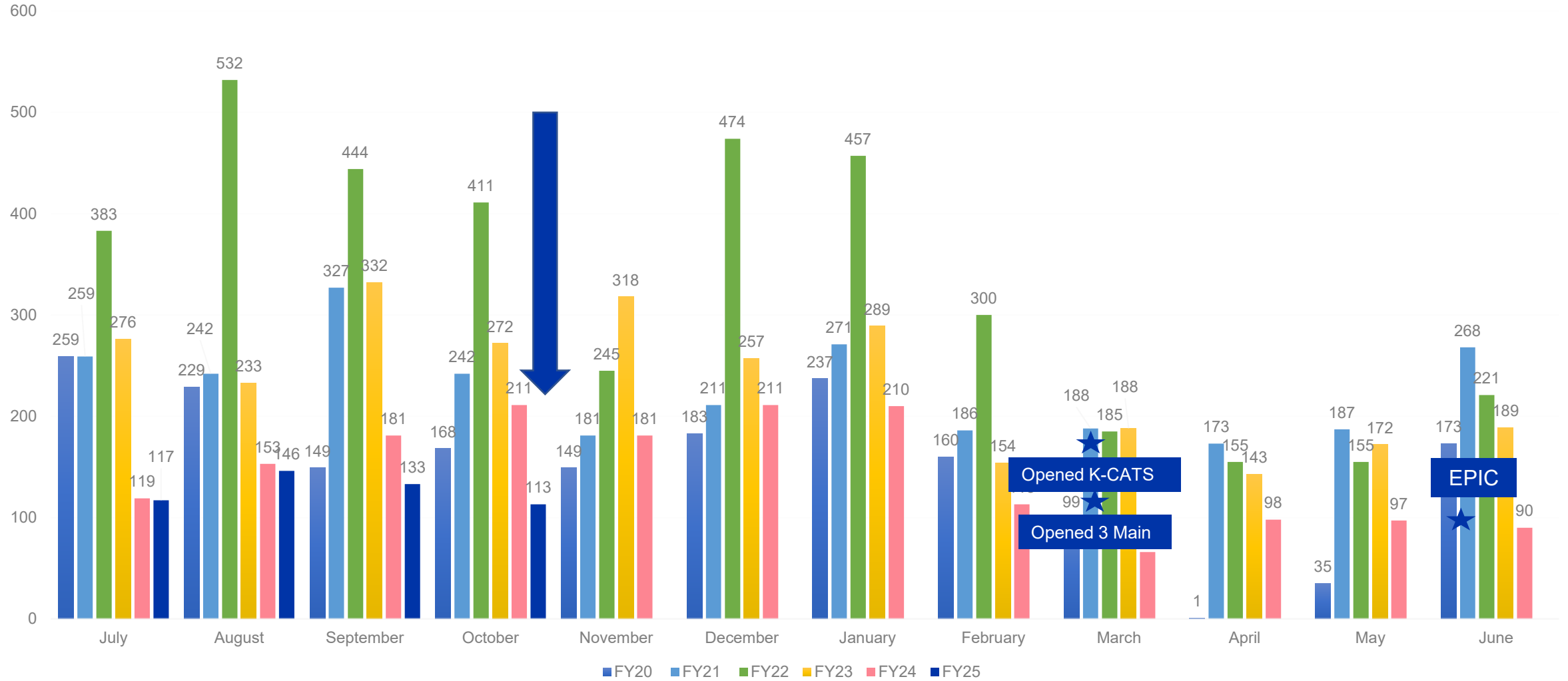
	July	August	September	October	November	December	January	February	March	April	May	June
FY20	1966	1900	1834	1867	1813	2067	1917	1590	1459	1128	1518	1551
FY21	1575	1555	1538	1550	1608	1592	1628	1389	1721	1915	2105	1944
FY22	2112	2236	1978	2044	1795	2005	1925	1597	1799	1764	1748	1752
FY23	1765	1905	1894	1873	1918	1900	1790	1703	1942	1867	1920	1827
FY24	1868	1895	1954	2075	1959	2018	1870	1776	2088	2193	2153	2101
FY25	2186	2267	2131	2249								

*** Total transfer request number does not include consults ***

TRANSFERS ACCEPTED AND ARRIVED



LOST TRANSFERS DUE TO CAPACITY



REGULATORY CONDITIONS OF PARTICIPATION

Letters of appointment for Infection Prevention and Control (IPAC) and Antibiotic Stewardship, Emergency Management Program and Clinical Contracts are provided in Directors Desk.