

# UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

Robert S. DiPaola, Provost and Co-EVPHA

Eric N. Monday, Executive Vice President for Finance and Administration and Co-EVPHA



AN EQUAL OPPORTUNITY UNIVERSITY

## Agenda

- EVPHA Update
  - Talent strategy
- Financial and operational update
  - FY24 Preliminary Operational and Financial Report
  - FY25 July YTD Operational and Financial Report
  - Finance Committee Recommendations (FCRs)
- Privileges and appointments

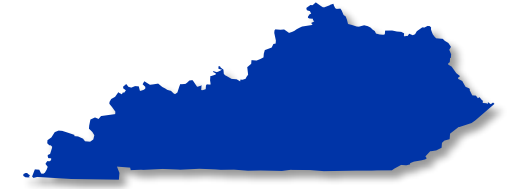
# **OPENING REMARKS**

**OUR WHY:**  
ADVANCING KENTUCKY

## THE MISSION OF UK HEALTHCARE

# Committed to serving the **entirety** of the Commonwealth of Kentucky

This includes **commitment to the pillars of academic health care** — research, education and clinical care, **dedication to improving the health of the people of Kentucky** by providing advanced health care, serving as an information resource and **strengthening local health care by partnering** with community hospitals and physicians.



## ADVANCING KENTUCKY

### ADVANCED CARE



Advance subspecialty care for Kentucky and beyond while maintaining a focus on quality, access and value

### TAKING CARE OF OUR PEOPLE AND OUR PARTNERS



Comprehensive care strategy for our employees, the immediate neighborhood and our partners across the Commonwealth

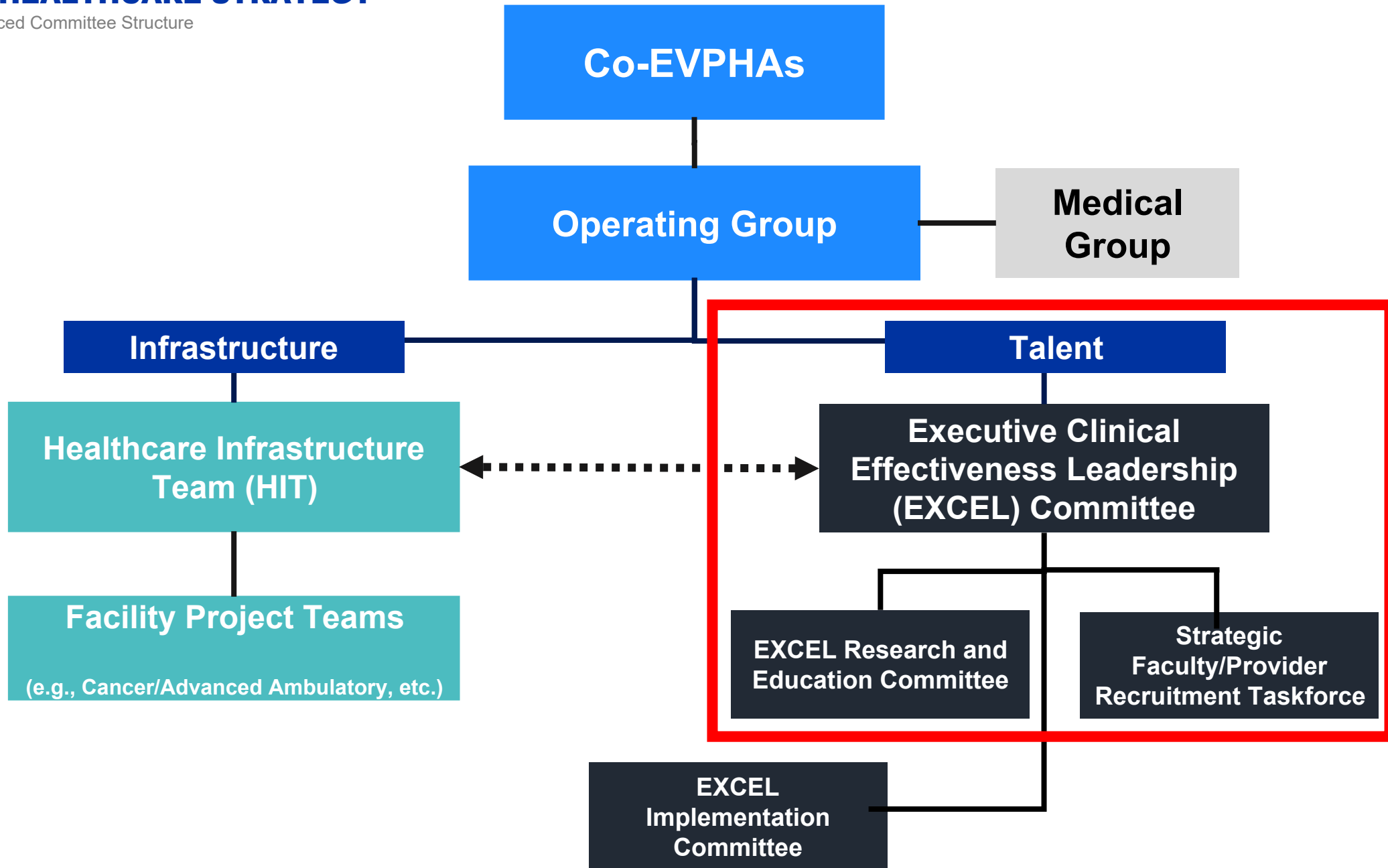
### DISTINCTION



An academic health system with aligned clinical care, research and education of seven health-related colleges

# UK HEALTHCARE STRATEGY

Enhanced Committee Structure

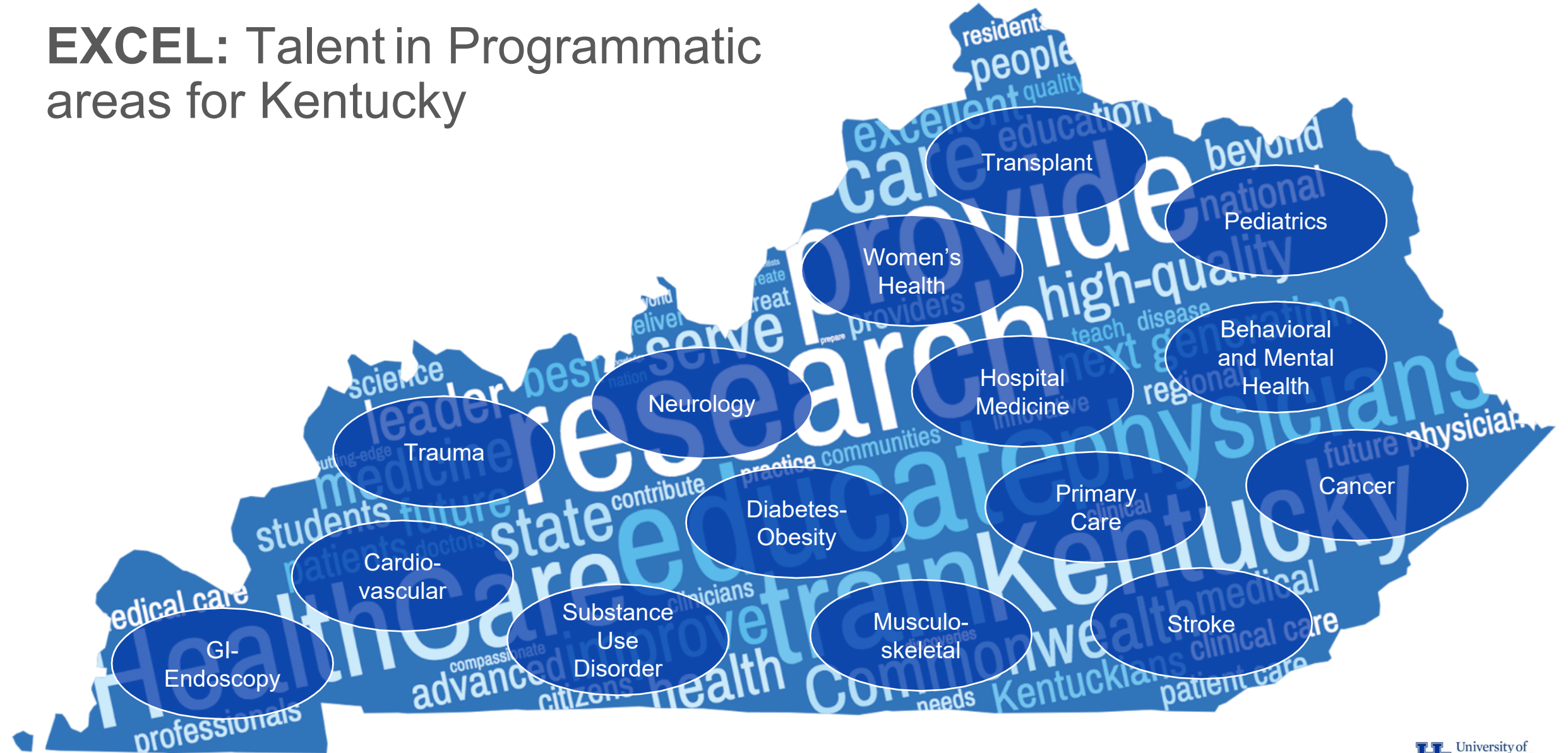


**ADVANCED  
SUBSPECIALTY CARE  
FOR KENTUCKY  
AND BEYOND**

# UK HEALTHCARE PROGRAMMATIC AREAS OF FOCUS

Advancing Kentucky Through Subspecialty Care

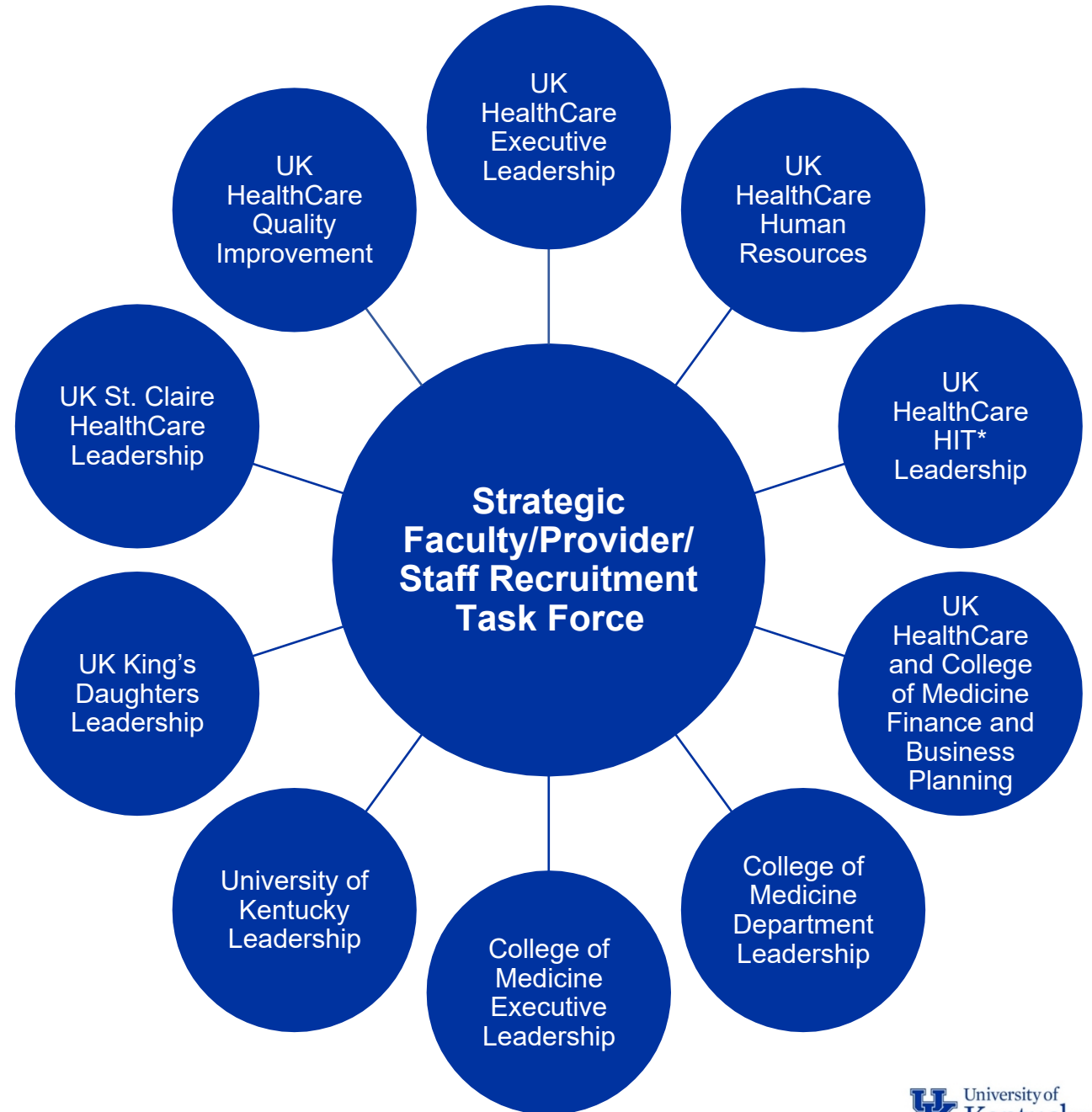
## EXCEL: Talent in Programmatic areas for Kentucky





# Strategic Faculty, Provider and Staff Recruitment Task Force

**Charge:** The task force will focus on the development processes models to ensure the critical recruitment of faculty, providers and staff is completed in a timely manner to support the delivery of advanced subspecialty care.



\*Healthcare Infrastructure Team

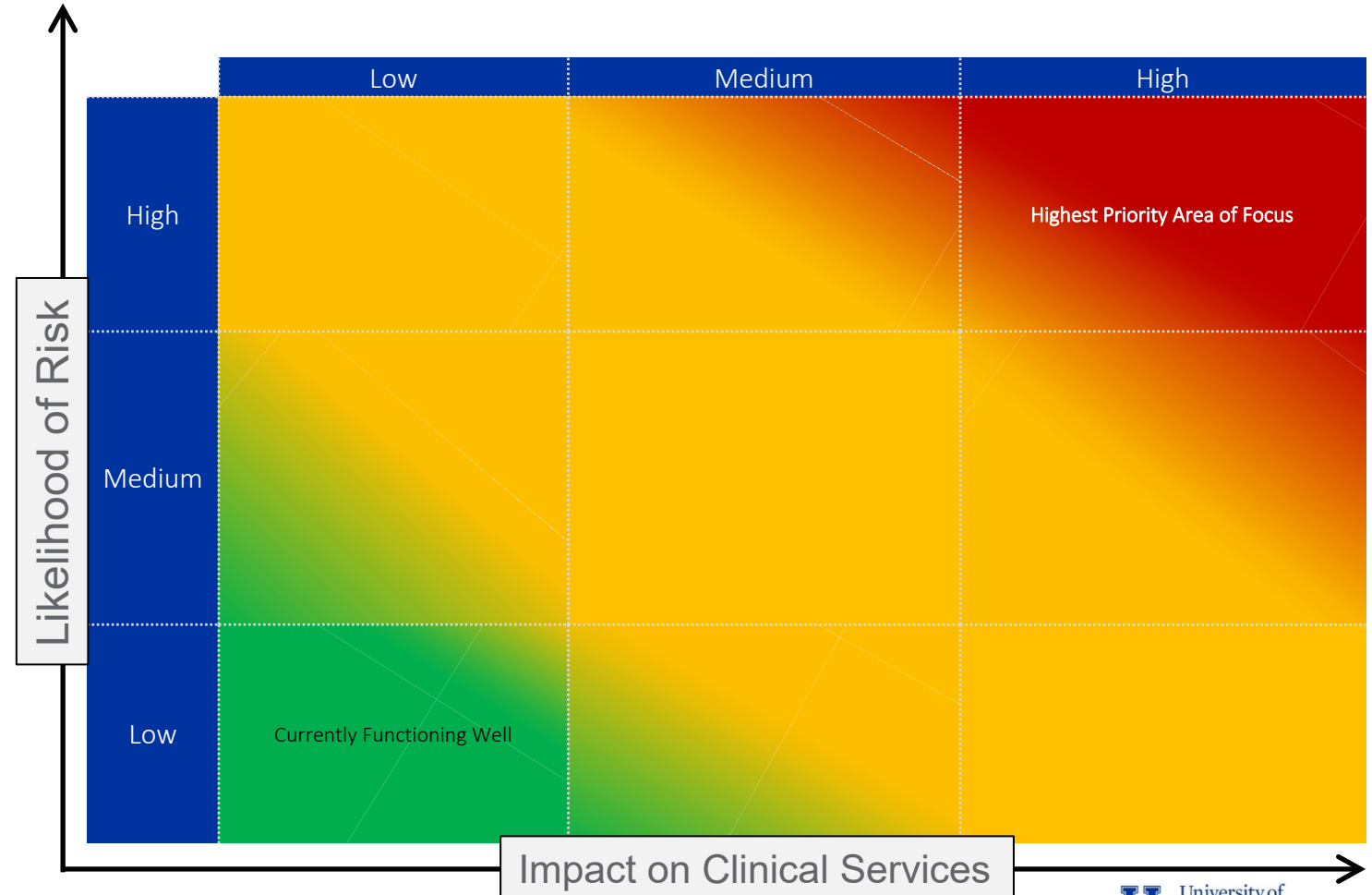
## Task Force Guiding Principles

- Program recruitment starts with the **patient**
- Leveraging economies of scale and expertise with **shared services** across the institution
- Creating a remarkable and memorable **candidate experience**
- Embracing **standardization** from a programmatic perspective
  - **Example:** Designing a Talent Attraction Strategy — engaging both the mind and heart of candidates by connecting them to the mission of UK and the vibrancy of Lexington and central Kentucky



# Current State Program Risk Map

- Adult and Pediatric Services Evaluation of Urgency
  - What areas are experiencing the most staffing challenges?
  - Which areas are operating at an efficient and effective level?
  - What areas are we in greatest need for growth to address state-wide needs.



# Taking a Programmatic Approach with alignment to EXCEL and HIT

- Facilities
  - Operating room/procedural time
  - Ambulatory clinic space
  - Increase in in-patient beds/cohorts
  - Office space
  - Lab space for research
- Equipment
  - Focus on new technology: microscopes, robotics and surgical navigation
- Staffing
  - Clinical: advanced practice providers, registered nurses, social workers, radiology technicians, etc.
  - Administrative
  - Program support: data analysts, information technology, safety specialists, dashboards, etc.
  - Registry staffing
- Drugs/Supplies
  - Novel agents/chemotherapy/immune therapy
  - Disposable devices

**TAKING CARE OF OUR  
PEOPLE AND OUR  
PARTNERS**

# Hospital Medicine: Taking Care of Our People in the Hospital

## What is Hospital Medicine\*?

- Hospital Medicine is a medical specialty dedicated to **the delivery of comprehensive medical care** to hospitalized patients.
- Practitioners engage in **clinical care, teaching, research or leadership** in the field of general hospital medicine.
- Hospitalists manage and treat a **significant range of complex and comorbid disease conditions**.
- In summary, as the in-hospital primary care, they are the **quarterback**.

# Hospital Medicine Program Strategy

Primary admitting service for Internal Medicine (admit and discharge over 13,000 patients a year, 77% of all Internal Medicine patients)

3 Co-management services: Medical Oncology, Hematologic Malignancy, Orthopedics (geriatric fractures)

30% of our discharges have a surgical DRG (diagnosis related group)

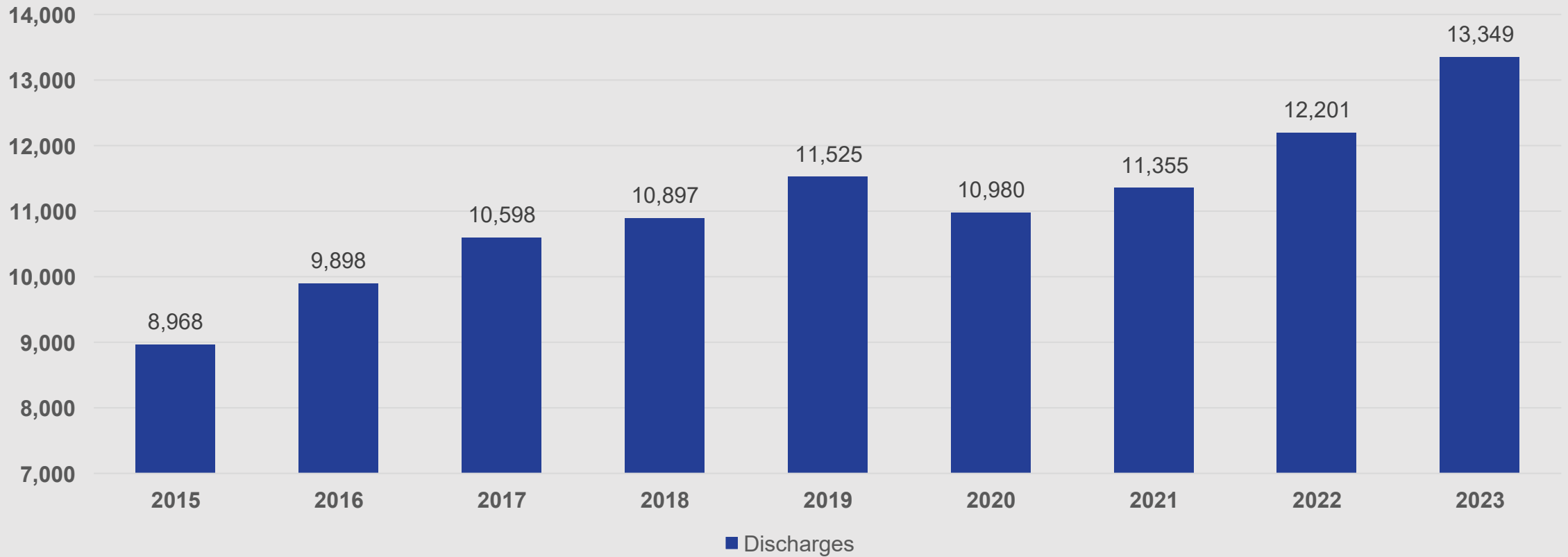
Hospital Medicine faculty are staffed in-house 24/7/365

Primary educators for all in-patient Internal Medicine learners

Hospital Medicine research is Quality Improvement work

# Hospital Medicine by the Numbers

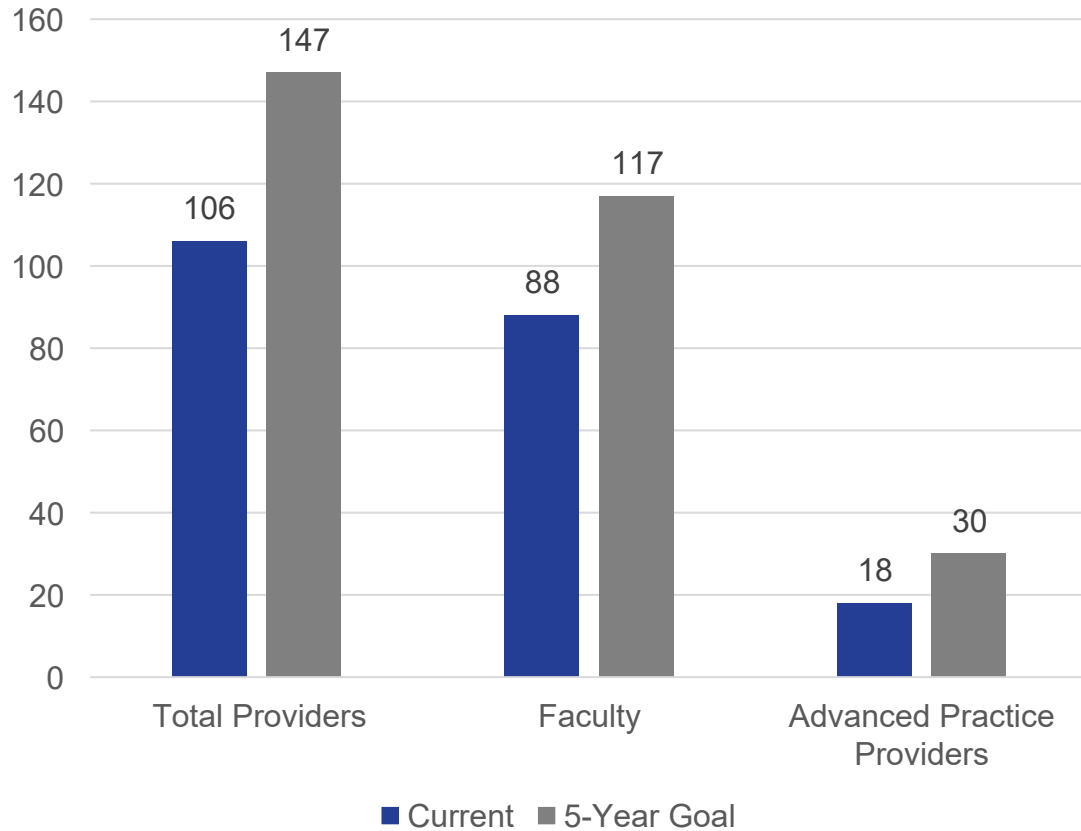
## Division of Hospital Medicine Annual Discharges



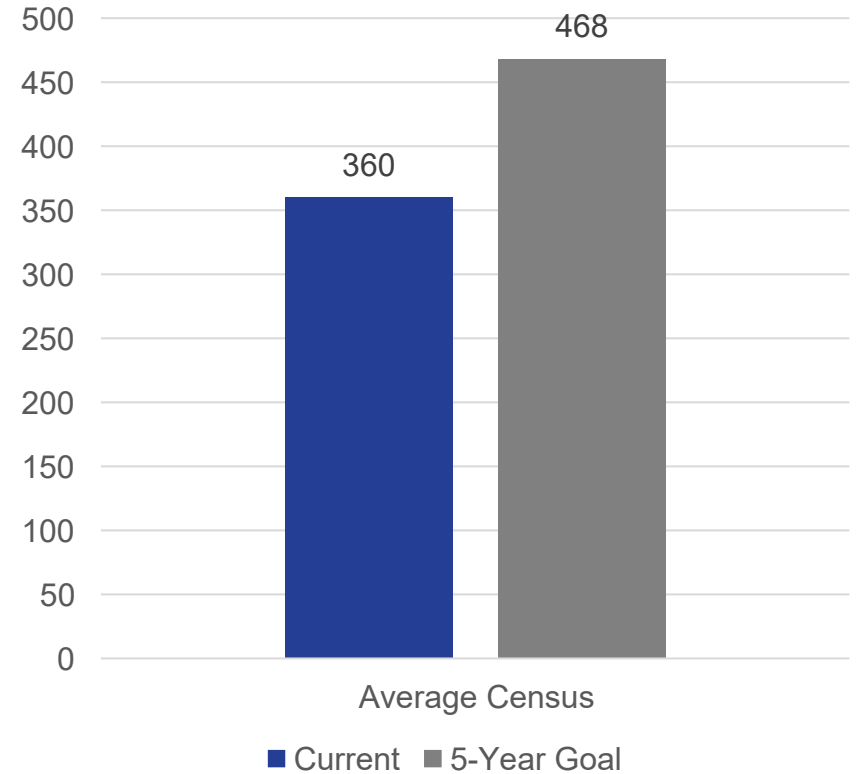


# Hospital Medicine by the Numbers

### Hospital Medicine Providers



### Hospital Medicine Average Daily Census



# Hospital Medicine by the Numbers

## Learners in the Division:

- 55+ physician assistant students rotate through the division for one month a year
- All third-year medical students per year during their internal medicine rotation
- Most fourth-year medical students during their acting intern rotation
- All internal medicine residents during their in-patient ward months



DISTINCTION AS  
**AN ACADEMIC**  
**HEALTH SYSTEM**

# Talent Needs in Many Disciplines

Anesthesia Technologist

**Athletic Trainer**

Audiologist

Autopsy Technician

Biomedical Engineer

Cardiovascular Technologist

Certified Massage Therapist

Certified Nursing Assistant

Child Life Specialist

Counseling Psychologist

Cytotechnologist

Dental Assistant

Dental Hygienist

**Dentist**

Diagnostic Medical Sonographer

Dialysis Technician

Dietetic Technician

Dietitian

**Dietician and Diabetes Educators**

EKG Technician

EMT\Paramedic

Epidemiologist

Exercise Physiologist

**Genetic Counselor**

Health Information Specialist

Health Care Administrator

Histology Tech

Information Security Analyst

**Licensed Practical Nurse (LPN)**

**Mammography Technician**

Medical Appliance Tech

**Medical Assistant**

Medical Coding/Billing Specialist

Medical Interpreter

Medical Laboratory Technician

Medical Technologist

**Nurse**

Nurse Midwife

Nurse Practitioner

Occupational Therapist

Occupational Therapy Assistant

**Ophthalmic Medical Technician**

Pathologist's Assistant

Patient Advocate

Patient Services Aide

Perfusion Technologist

**Pharmacist**

**Pharmacy Technician**

Phlebotomist

**Physical Therapist**

Physical Therapy Assistant

Physician Assistant

**Physician**

PACS Specialist

Polysomnographic Tech

Prosthetists and Orthotists

**Radiation Therapist**

**Radiologic Technologist**

Radiologist Assistant

**Registered Nurse**

Respiratory Therapist

**Social Worker (LCSW and CSW)**

Specimen Receiving Technician

Speech Language Pathologist

Sterile Processing Technician

Surgical Assistant

Surgical Technologist

Veterinarian

Veterinary Technologist and Technician

Maintenance and Installation or Repair

Clinical Nutritionist

Clinic Operations-Management

Culinary Services (Food Prep and Serving)

Aesthetic Surgery (Tattooing Craft)

Ambulance Vehicle Maintenance Tech

Med-Flight Pilots and Flight Engineers

Facility Securities

IT/PC Support Technicians

Psychology and Behavioral Health

\*Professions highlighted in blue are careers currently in high demand

## PROGRAMMATIC GROWTH AND COLLABORATION

College of Arts and Sciences

College of Communication and Information

Stanley and Karen Pigman College of Engineering

College of Design

College of Education

College of Fine Arts

Gatton College of Business and Economics

The Graduate School

J. David Rosenberg College of Law

Lewis Honors College

Libraries

Martin-Gatton College of Agriculture, Food and Environment

College of Health Sciences

College of Nursing

College of Pharmacy

College of Public Health

College of Social Work

College of Dentistry

College of Medicine

## Growth in Health Care Education

- UK College of Medicine Bowling Green Campus
- UK College of Medicine Northern Kentucky Campus
- Michael D. Rankin MD Health Education Building
  - College of Medicine
  - College of Nursing
  - College of Health Sciences
  - College of Public Health
  - Center for Interprofessional and Community Health Education



# Workforce Development Strategies with Community and Educational Partners

## Alignment of Education with Industry Needs

- Fayette County Public School System

## Development of Training Programs

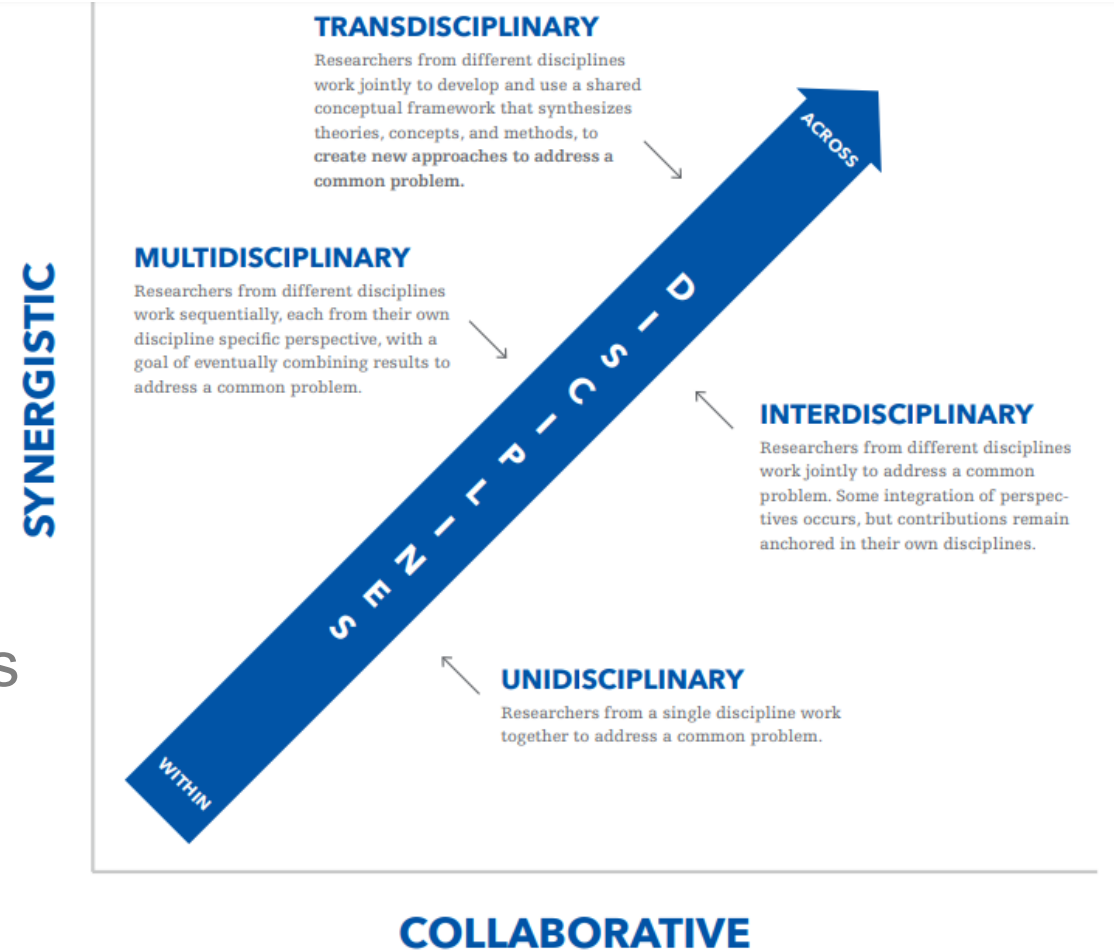
- Kentucky Community and Technical College System (KCTCS)
  - Bluegrass Community and Technical College (BCTC)

## Engagement of Different Populations

- Middle School Students with Fayette County Public Schools (FCPS)
  - Introduce students to career opportunities
- Military Veterans
  - Offer programs and support for veterans
- Summer Camps
  - Organize presentations to provide education on various fields

## Transdisciplinary Strategy to Leverage TALENT

- A successful team starts with key questions
- Focus on solving the problem
- Bring expertise to the table early
- An approach with proven success:
  - Research Priority Areas (RPAs)
  - College of Medicine Multidisciplinary Value Program
  - College of Medicine Alliance Teams
  - New Emerging Themes Awards (Provost and VPR offices)
  - EXCEL Research Initiative

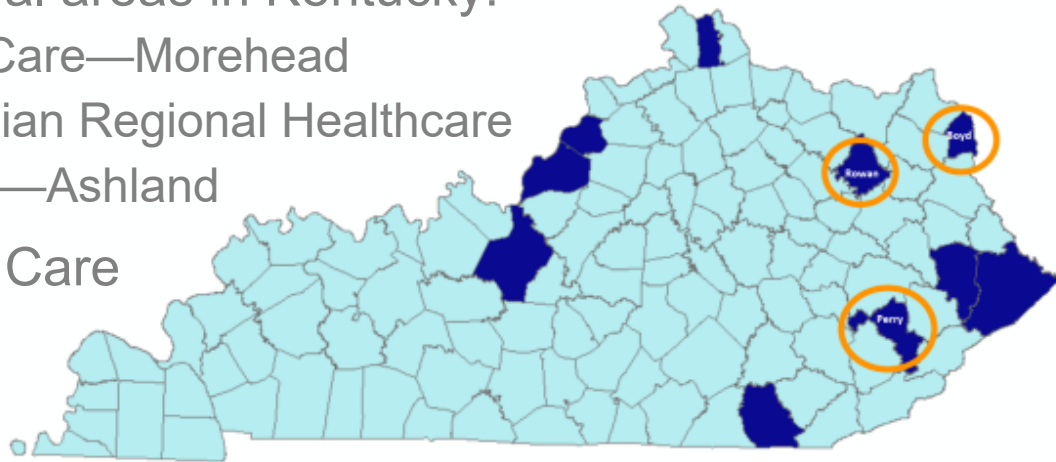


Rosenfield et al. Soc Sci Med. 1992 Dec;35(11):1343-57.



# EXCEL Research Team: CHECKED—Comprehensive Hepatitis C Eradication and Care in Kentucky Emergency Departments

- Infection rates in Kentucky are among the top three states in the nation.
- **Transdisciplinary Talent: Medicine, Pharmacy, Behavioral Science, State-wide Partners.**
- Prior studies developed a screening model in Emergency Departments.
  - \*UK HealthCare: 34,848 tested (10.5% HCV Ab-pos, 1601 (50% RNA confirmed)).
  - \*\*Multisite: in EDs 5,243 confirmed (6.3% of screen), 44% ED to Care.
- Three sites across rural areas in Kentucky:
  - St. Claire HealthCare—Morehead
  - Hazard Appalachian Regional Healthcare
  - King’s Daughters—Ashland
- Screening/Linkage to Care



Ordering Facility Zip Code	RNA+ Tests	Percent	County
40031	1,201	3.1%	Oldham
40202	2,154	5.5%	Jefferson
40207	1,067	2.7%	Jefferson
40351	1,026	2.6%	Rowan
40701	793	2.0%	Whitley
41017	1,674	4.3%	Kenton
41101	808	2.1%	Boyd
41501	800	2.1%	Pike
41653	976	2.5%	Floyd
41701	1,130	2.9%	Perry
42701	1,013	2.6%	Hardin

\*Prevalence of Hep C Infection identified from nontargeted screening among adult visitors in an academic Appalachian regional ED. Moore, et al. Open Forum Infectious Disease. July 2021.

\*\*Non-Targeted hep C virus Screening in acute care healthcare settings in the Southern Appalachian region. Chastain et al. JACEP Open 2022;3:e12819., August 2022

# EXCEL Research Team: HeartLens

- Using AI and Advanced Imaging as a New Diagnostic Tool to Revolutionize the Detection and Treatment of Cardiovascular Disease
- Cardiac imaging and artificial intelligence in image processing developed in Engineering Research of Ancient Scrolls (Seales et.al.)
- Transdisciplinary Talent:
  - Radiology
  - Cardiology
  - Engineering

***Transforming Kentucky by Innovation through Collaboration***



Using New Technologies to Unravel Ancient Secrets: WKYT.com

*From invisibility to readability: Recovering the ink of Herculaneum: Parker, Parsons, Bandy, Chapman, Coppens, Seales. PLOS ONE, May 8, 2019*

## Putting it all Together

### Health Care Strategic Areas of Focus:

- Advanced Subspecialty Care
  - Leveraging EXCEL and the Strategic Recruitment Task Force to build a highly qualified care team (PROGRAMMATIC TALENT THAT IS PATIENT-FOCUSED)
- Taking Care of our People and Partners
  - Prioritizing our patients and hospital teams with the support of the division of hospital medicine: OUR IN-HOUSE PRIMARY CARE QUARTERBACK
- Distinction as an Academic Health System
  - Establishing partnerships across the Commonwealth to meet the needs of our health care system, but also that of our partners
  - Focusing on our TALENT as a research institution to change standards of care and address Kentucky's health disparities

# QUESTIONS

