

UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

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AN EQUAL OPPORTUNITY UNIVERSITY

PROJECT ACCELERATE

ACCELERATE GROWTH TO DO MORE AND BE MORE FOR KENTUCKY

Work Group 3: More Partnerships

Agenda

- Work Group Overview
- Kentucky Community and Technical College System (KCTCS) Partnership
- Academic Medical Center (AMC) Partnership Research and St. Claire Partnership
- Barriers to Housing: Update and Next Steps
- OneUK Launch

WORK GROUP OVERVIEW



OVERVIEW OF CHAIRMAN'S RECOMMENDATION I

ACCELERATE GROWTH TO DO MORE AND BE MORE FOR KENTUCKY



More Educated Kentuckians

Incentivize students to live and work in Kentucky following graduation



More Readiness

Ensure students are provided with the skills to succeed in a fast-changing and sophisticated workplace



More Partnerships

Expand the university's impact through partnerships, acquisitions, and new initiatives



More Employee Recruitment and Retention

Maximize recruitment and retention of the best and most inclusive employee base



More Responsiveness

Review policies, procedures and strategy to ensure the institution is aligned with the state's needs and is poised to accelerate its progress and growth

MORE PARTNERSHIPS

OUR CHARGE

Expanding the university's impact through **partnerships, acquisitions, new initiatives** with **schools, governments, non-profits, industry and corporations** that **enhance UK's ability to meet the state's needs** through its mission of education, research, service and care.

WORK GROUP DELIVERABLES AND MILESTONES

Focus on developing deeper relationships with partners to drive impact

DELIVERABLES

I. UK HealthCare Partnership Strategy

Outline status of current UK HealthCare acquisitions and partnerships and enumerate strategic imperatives for future such acquisitions and partnerships

II. Increase Health Care Workforce Pipeline

Assess potential for partnerships with local universities/community colleges to create larger pipeline and expansion of student population in key areas to help meet health care workforce needs

III. Addressing Local Challenges

Work with public/private sector partners to assess how university can collaborate in addressing local challenges to growth (e.g., employment, housing, childcare)

IV. Urban to Rural Partnerships

Identify potential urban, suburban and rural partnership opportunities that will leverage relationships with public and private sectors to advance Kentucky's workforce needs

KEY OUTPUTS

✓ AMC Partnership Research

✓ KCTCS Partnership

✓ Investigating Housing Challenges in the Bluegrass

✓ OneUK

✓ St. Claire Healthcare

KCTCS UPDATE



MEMORANDUM OF UNDERSTANDING SIGNED WITH KCTCS ON JUNE 10, 2024



AMC PARTNERSHIP RESEARCH AND ST. CLAIRE PARTNERSHIP



HEALTH CARE BENCHMARKS: MEASURING THE BENEFITS OF PARTNERING WITH UNIVERSITIES WITH ACADEMIC HEALTH SYSTEMS

<p>Engagement Description</p>	<p>Hypothesized Benefits of AMC Partnerships</p>	
<p>Conduct research and measure the positive impact of universities with Academic Medical Centers (AMCs) and the power of partnerships based on publicly available information</p>	<p>1 Improved Health of the Community</p> <p>2 Enhanced Access to Specialty Care</p>	<p>3 Enhanced Local Workforce</p> <p>4 Improved Clinical Expertise and Knowledge Transfer</p>
<p>Engagement Objectives</p>	<p>Examples of Metrics to Measure Benefits¹</p>	
<p>Quantify the mutual benefits (financial, academic and community) of AMC partnerships for both universities with AMCs and their partner entities and their communities</p>	<p>1 Community health metrics including:</p> <ul style="list-style-type: none"> • Cancer screening programs • Vaccination/immunization rates • Hospital readmissions <p>2 </p> <ul style="list-style-type: none"> • Number of service offerings • Timely and effective care • Utilization of preventative services 	<p>3 </p> <ul style="list-style-type: none"> • Wage growth • Job growth • Education programs/community events impacting health • Brand perception <p>4 </p> <ul style="list-style-type: none"> • Science-based outreach to citizens (measured by distribution) • Research projects benefiting the local community • Change in local policies affecting public health

1. Publicly available metrics from the following sources: Centers for Medicare and Medicaid Services (CMS) Hospital Compare, Healthgrades, US News & World Reports, the Agency for Healthcare Research and Quality (AHRQ), Council of Teaching Hospitals.

We used publicly available data, interviews and other reports to identify the pre-partnership baseline for each of the following metrics and measure against the post-partnership results.

Quantitative Analysis



Publicly available data for key **health** and **economic metrics**

Example Data Sources











Qualitative Analysis



Interviews, Community Benefit Report, NRC Reports and **Press Releases** to supplement key metrics

DATA COLLECTION SUMMARY

We found nine relevant clinical and economic measures that were analyzed for initial benchmarking and can be updated annually as additional historical data is published.

Initial Benchmarking Group	Benchmarks	Future Benchmarking (Baseline Captured)	
 <p>UVA Health NOVANT HEALTH 2016</p> <p>King's Daughters 2022</p> <p>ST. JOSEPH MERCY CHELSEA 2018</p> <p>UNC HEALTH Blue Ridge 2021</p>	Screening for Metabolic Disorders (SMD)	 <p>2021</p>	 <p>2022</p>
	Breast Cancer Screening Recall Rates		
	Health Care Workers – Flu Vaccination		
	Readmission Rate After Discharge	 <p>2023</p>	 <p>2024</p>
	Hospital Star Rating		
	Average ED Visit Time	 <p>2023</p>	 <p>2024</p>
	Cardiac Imaging Stress Tests		
	Annual Average Employment		
	Annual Average Pay		<p>To Be Announced</p>

EXTERNAL INTERVIEW FEEDBACK

Interviews were conducted with external stakeholders with questions focused on the value of community partnerships, based on their experience with partnerships between University Health Systems and Community Hospitals.

Interview Group



Community Partnership Benefits

Clinical Quality/Access to Care

- **Community hospital was on the verge of closing** while operating at <30% capacity, partnership revitalized care and improved quality dramatically
- Partnership **unlocked access to additional quality reporting** and comparison capabilities
- Partnership **directly resulted in increased rotations of specialty care and physician availability**
- Opening of specialty pharmacy allowing access to **drugs closer to home**
- Expansion of **specialty care service lines** into community hospital

Local Workforce

- Significant **increase in community hospital salaries** and benefits
- Access to **education pathways, clinical rotations, technical education**
- **Enhanced brand for recruiting**, physicians and staff excited and posting on social media about the investment
- Access to partnerships with **nursing education programs**
- Renewed interest in **physicians establishing services** at community hospital

Clinical Expertise and Knowledge Transfer

- Facilitated **collaboration** on best practices, shared **resources** and increased **investment**, all resulting in **improved quality**
- Increased **local events and community engagement** around the hospital
- Significant commitment and investment to **further educational mission**
- Increased **access to clinical trials**

ANTICIPATED BENEFITS OF ST. CLAIRE HEALTHCARE ACQUISITION



CLINICAL QUALITY

Capital Investment

UK has committed to invest \$300M into a new master facility plan and other technology systems to improve care delivery and outcomes.



LOCAL WORKFORCE

New and Expanded Health Education

UK and St. Claire will be expanding existing and launching new health education programs in Morehead.



ACCESS TO CARE

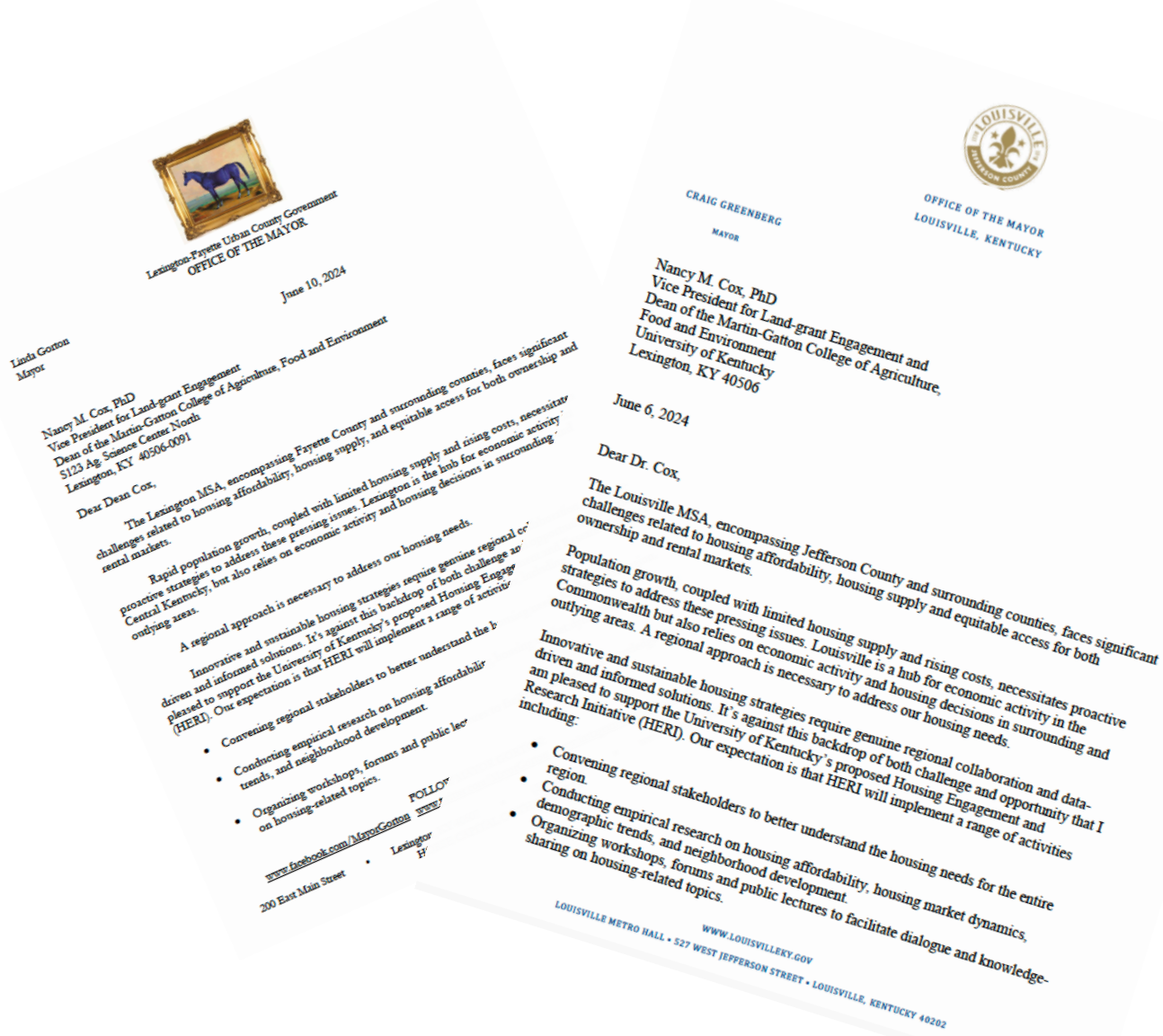
Clinical Service Line Growth

UK has committed to maintaining key existing service lines and will collaborate with St. Claire to expand and introduce new services.

BARRIERS TO HOUSING: UPDATE AND NEXT STEPS



BARRIERS TO HOUSING: HOUSING ENGAGEMENT & RESEARCH INITIATIVE



Housing Engagement & Research Initiative

- Convening regional stakeholders to better understand the housing needs for the entire region
- Conducting empirical research on housing affordability, housing market dynamics, demographic trends, and neighborhood development
- Organizing workshops, forums and public lectures to facilitate dialogue and knowledge on housing related topics

OneUK LAUNCH



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UK Launches OneUK

On January 17, 2024, OneUK was launched to deepen relationships with strategic industry partners.



Key Objectives

- Conduct research that benefits our partners
- Receive early notification and exclusive access to new industry-university shared spaces, labs and events
- Maximize talent pipelines for UK students and alumni with OneUK partners
- Boost investments in student projects and collaborative research from OneUK partners
- Enhance internal communication, coordination and collaboration among multiple colleges and units working with OneUK partners

Key Progress:

- Conducted OneUK rollout meeting with every college
- Received OneUK college liaison(s) assignments from nearly every college
- Held two OneUK College Liaison training sessions (in-person May 22 and May 28)
- Actively working to recruit OneUK Cohort 2 with the goal of announcing new OneUK partners by Fall 2024
- Continuing to work with Cohort 1 on executing prioritized engagement projects

QUESTIONS

