

# UHCCR 1

Office of the President  
April 27, 2023

Members, Board of Trustees:

## ADVANCING KENTUCKY: GROWING AS AN ACADEMIC HEALTH SYSTEM WITHIN A UNIVERSITY ENTERPRISE

Recommendation: that the Board of Trustees supports a refresh of the UK HealthCare 2025 Strategic Plan and endorses its five-year financial plan.

Background: At its September 2021 meeting, the Board received a report on UK HealthCare's 2025 Strategic Plan. Change in an already dynamic health care marketplace has only accelerated since that time. Continued demand for services, changes in the external landscape and business development opportunities require UK HealthCare to reassess its strategy and priorities for the future.

More patients than ever before need the advanced care that only UK HealthCare provides for the Commonwealth. The COVID-19 pandemic, natural disasters across the state and continued challenges to local and regional health providers have only heightened the need for the outstanding advanced subspecialty care UK HealthCare distinctively offers to Kentuckians.

Steadfast on the journey to advance Kentucky by transforming the health and wellness of Kentuckians, UK HealthCare must build on its successes and prioritize, as a guiding principle, growing as an academic health system within a university enterprise.

This will be accomplished by providing increased access, improving the quality of care, creating new strategic partnerships and enhancing clinical services that will meet the health care demands of Kentucky.

With the acquisition of King's Daughters Health System, UK HealthCare has become an academic health system within a larger university – an institution whose campus is the Commonwealth and whose mission is to create and sustain a state that is healthier, wealthier and wiser. That mission requires UK HealthCare to continue to grow – smartly and strategically – to meet the health care needs of the state.

To that end, this strategic refresh is the culmination of an extensive qualitative and quantitative feedback cycle conducted with multiple stakeholders including clinical chairs,

leadership at UK hospitals, Executive Vice President for Health Administration leadership and clinical affiliates. With a transdisciplinary and collaborative approach, the Board of Trustees is asked to reaffirm three key themes of the UK HealthCare 2025 Strategic Plan focused on:

- Enhancing the position of UK HealthCare as the state’s premier center for advanced sub-specialty care;
- Expanding UK HealthCare’s capacity to care for our community, our people and our talent; and
- Growing an academic health system for Kentucky to meet the health care needs of the state.

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Action taken:     Approved     Disapproved     Other \_\_\_\_\_

## ADVANCING KENTUCKY: GROWING AS AN ACADEMIC HEALTH SYSTEM WITHIN A UNIVERSITY ENTERPRISE

### THEME 1 – ADVANCED SUB-SPECIALTY CARE AND ACCESS:

During the last 15 years, UK HealthCare's unprecedented growth across both the inpatient and ambulatory settings has not slowed. It has only grown and will continue to do so.

We have expanded UK HealthCare's ability to provide an outstanding quality of care and maintained a commitment to our patients and partners by providing the necessary capacity across all care settings.

Strengthening existing relationships and building new ones through outreach and partnerships will allow us to better understand – and address – health care needs across the Commonwealth, identifying how we can best serve those communities and patients.

Enhancing Capacity: Expansion of the Albert B. Chandler Hospital Campus Through Certificate of Need Request. Improved access has been, and continues to be, a primary focus for UK HealthCare. We remain committed to enhancing access for Kentuckians – especially Kentucky's children. We are, in fact, addressing capacity issues by expanding the points of care on the Chandler campus. Thoughtful planning for access and capacity in inpatient settings, operating rooms and advanced programs will ensure the ability to meet the need for advanced subspecialty inpatient care in the Commonwealth.

An essential step in this regard is approval from the state for UK HealthCare's recently submitted Certificate of Need application. Incremental beds approved through the Certificate of Need process will allow UK HealthCare to begin planning and designing a new patient tower on the Chandler campus.

### THEME 2 – TAKING CARE OF OUR COMMUNITY, PEOPLE AND TALENT:

Access: The ability to provide the highest quality of care begins with the UK family. We must create increased access points in convenient locations for UK employees and their families. The development of an ambulatory network provides the necessary settings in which our UK family can obtain more convenient access to primary care and to other providers; it also provides the spaces in which our local neighborhoods can experience the quality and expertise of UK HealthCare. These new settings will enhance access into our health system and provide pathways for growth and expansion of our advanced subspecialty programs.

Critical needs for medically underserved populations also exist throughout Fayette County. The expansion of the ambulatory network illustrates our strong commitment to creating the necessary access points and services for the most vulnerable locations within Fayette County. This will be done through thoughtful planning and strategy, conversation and collaboration with community partners.

The first four sites in the ambulatory network phasing plan are focused on Fayette County

and the Bluegrass region (i.e., Madison and Franklin Counties) based on UK employee residence, demographic growth and accessibility in underserved areas of the community.

These four sites will provide a variety of services to the community such as: primary and urgent care as well as adult, pediatric and community services. Additionally, specialty areas such as orthopedics, neurology, gastroenterology and urology, among others, will potentially be offered.

Workforce: There must be a continued commitment to diversity, equity and inclusion as UK HealthCare expands and enhances its focus on taking care of its people. Diversity and collaboration improve patient outcomes, ensure better care and increase our ability to leverage the strength of all to advance our mission.

A primary goal, as part of these commitments, is to recruit and retain an outstanding workforce. We will achieve this through the following actions:

- By 2031, approximately 4,800 full-time equivalents (FTE) will be needed to meet UK HealthCare's strategic goals.
- Enhance workforce growth to align with the volume growth rates from UK HealthCare's 10-year strategic plan and reduce agency workforce.
- Establish pipelines with various organizations that are key to building workforce such as Bluegrass Community and Technical College (BCTC), UK College of Nursing, UK College of Public Health and other strategic partners.

UK HealthCare's vision is bold. Our plans to meet this moment must match that bold vision. We must continue to emphasize recruiting and retaining talent to ensure the necessary workforce is available to achieve the transformational strategies outlined above.

### THEME 3 – ACADEMIC HEALTH SYSTEM FOR KENTUCKY:

The intersection of clinical, research and academic expertise enables the University of Kentucky to distinctively provide services that can treat patients along any point of the health care continuum. At its core, this defines UK HealthCare. It ensures UK maintains its essential role in advancing Kentucky. Continual growth of research, academic quality and offerings and clinical programs will require focused planning and partnership across the university. The expertise and transdisciplinary collaboration, advancements in care and technology and the ability and capacity to treat the most complex of diseases ensures UK HealthCare's partners and patients will never have to leave the Commonwealth of Kentucky to access the care they need.

To that end, the refresh of the 2025 strategic plan – and the renewal of our commitment to who we are and what we distinctively do – reaffirms UK HealthCare's position as an academic health system growing within a university enterprise. As such, this strategic outlook recognizes how UK HealthCare must grow to sustain and strengthen its mission: to care for the UK family, our neighbors and communities across Kentucky; to expand access to care to those who need it most in our state; and to remain focused on our place as an academic health system within a university enterprise, whose north star has remained the same for nearly 160 years – advancing Kentucky in everything that we do.