



COMMITTED TO A HEALTHIER KENTUCKY

**2021
ANNUAL
REPORT**

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Photography by:
Pete Comparoni
Mark Cornelison
Shaun Ring



Theresa Mims, left, and LaDawn Reynolds, right, work to set up hyperbaric oxygen treatment, an experimental treatment for traumatic brain injury.



Committed to a Healthier Kentucky

With the pandemic's continued presence, it is increasingly clear how health plays a central role in our lives. UK HealthCare's academic, research and clinical mission is fundamental to the health of the Commonwealth of Kentucky, as well as our role providing the most advanced patient care.

Our Vision

We rely on our vision as one community committed to creating a healthier Kentucky to always remind us that we are in this together and we are vital to the vision's success.

Our Values

We focus on five key LIVING DIReCT values to guide our behaviors, actions and decision-making, so we can meet our patient-centered care goals.

- Diversity
- Innovation
- Respect
- Compassion
- Teamwork

ON THE COVER: UK HealthCare's vision for Kentucky seeks to improve health care and the prevention of disease.



Married nursing care technicians Jair Leyva Hernandez and Liz Perez Velasco pull supplies on the 11th floor of Albert B Chandler Hospital. Both are working toward a career as a registered nurse.

UK BOARD OF TRUSTEES

A MISSION AND TEAMWORK

It is not an easy time to be in health care. Every day the news covers the stresses that health care systems across the nation are experiencing due to clinician shortages, supply chain difficulties and waves of patients affected by the novel coronavirus.

The University Health Care Committee represents the full University of Kentucky Board of Trustees to oversee how UK HealthCare is meeting its mission and pursuing its strategic plans and vision.

“...the people of UK HealthCare are pursuing a vision for a healthier Kentucky quite purposefully.”

As board members, we continue to be grateful for UK HealthCare’s extraordinary staff and leadership who are focused on providing optimal patient care and meeting the commonwealth’s needs.

In our view, the people of UK HealthCare are pursuing their vision of creating a healthier Kentucky quite seriously. Through their collective efforts, our academic health system is a state and national leader in providing quality care and serving those in the commonwealth with compassion and expertise.

We approve of the health system’s inclusive approach – seeing themselves as one community and acting together to address Kentucky’s very real, longstanding health problems. We understand fully this ambitious vision cannot be achieved without the alignment and engagement of every single member of the UK HealthCare team. And it cannot be done without our generous donors and supporters.

All of us – board members, leaders, providers and staff – will emerge from the pandemic with new insights about Kentucky’s system of health care. The pandemic has exposed flaws, gaps and inefficiencies across the state’s overall system of care just as surely as it has revealed resiliency, commitment and heroism.

All of us are keeping our eyes focused firmly on how we use our strengths as an academic health system to improve access to and quality of care across the commonwealth.

The Board of Trustees is, as always, grateful to Executive VP Dr. Mark Newman and the entire UK HealthCare team for their dedication and perseverance in these times.

E. Britt Brockman, Chair
University Health Care Committee of the UK Board of Trustees



E. Britt
Brockman, MD

University Health Care Committee (as of July 1, 2021)

Appointive

E. Britt Brockman, MD, Chair
Ray A. Daniels
Ron Geoghegan
David Melanson
Hollie Swanson

Ex Officio Members

Eli Capilouto, ScD
Mark Newman, MD
Charles “Chipper” Griffith III, MD
Colleen Swartz, DNP
Frederick M. Zachman, MD

Community Advisory Members

Robert Clay
Luther Deaton
John G. McNeill
Nick Nicholson
Kevin W. Sowers

2021: QUALITY, DIVERSITY & DIGITAL TRANSFORMATION

While we all hoped that 2021 would be the year the pandemic ended, we are still unfortunately fighting the disease. The good news is that UK HealthCare can celebrate many successes as we march on to meeting our Strategy 2025 goals. This includes making progress on expanding UK HealthCare services throughout the state, with a goal of improving access to care and quality of care while ensuring that no Kentuckian needs to leave the state for health care.

Our primary care and subspecialty care capabilities continue growing



Mark F. Newman, MD

in both skill and reach. This is shown through our new partnership with King's Daughter Health System, which strengthens the care they will bring patients, while bolstering the availability of care in Ashland and neighboring communities.

Quality matters

Quality is a goal we can all get behind. UK HealthCare not only met, but exceeded the goals in our Medicaid Directed Payment Performance plan, a plan which was approved in September 2019 by the Centers for Medicare & Medicaid Services (CMS). In order to receive a quality bonus under the plan, we were required to meet four of 14 performance improvement measures. We are proud to have met 12 of the 14 measures - some by high margins - in the past fiscal year, in spite of challenges due to COVID. In addition, the inpatient quality team worked with Rush University experts on developing a plan to achieve a Five-Star Quality rating from CMS and improve our Vizient and US News and World Report rankings.

New initiatives, new hires

In the past few years, the country has gone through an awakening about the need for more racial awareness and equity, with the COVID-19 pandemic highlighting the health repercussions. It was time to make changes at UK HealthCare

"The good news is that UK HealthCare can celebrate many successes as we march on to meeting our Strategy 2025 goals."

as a result. We hired our first Chief Diversity Officer in October 2020, welcoming Tukea Talbert, DNP, RN, to the role. She is no stranger to the UK HealthCare family, as she received both her master's degree and Doctorate of Nursing Practice from the University of Kentucky, and has been employed here since 2012. We are fortunate to have her in this new position.

Already, Tukea has helped implement a number of programs and strategies across the health system to bring awareness of diversity, equity and inclusion (DEI) issues and implement changes.

We added other talented executives to our team as well. Early in 2021, we welcomed three key executives to newly created roles:

- Peter Gilbert, senior vice president and chief operations officer
- Timothy Gaillard, vice president of administration for the UK Medical Group
- Emily Sedgwick, MD, executive chief medical officer



Newman and other executive leaders are briefed during the June go-live of a new systemwide electronic health record.

These individuals and the roles they inhabit represent our continued desire to support current and future growth, as well as necessary organizational structures to further shared accountability and governance in pursuit of improved access, quality, safety, efficiency and value.

Data and digital transformation

Data and digital transformation continue to be an important theme at UK HealthCare. After signing a \$350 million contract with the Epic organization in 2019, we were glad to have our new electronic health record system go live in

June 2021. Using one patient record across departments and modalities will improve transparency and provide greater access to current medical and treatment information, including tests, imaging and laboratory results.

The Epic system will also help us strengthen data collection efforts for ongoing quality improvement. We plan to leverage the data from Epic and our analytics capability to develop an Equity Scorecard for enterprise-level quality outcomes through a joint quality and DEI initiative.

Our focus on creating a healthier commonwealth is a holistic one, as we increase efforts to attract and retain talent, ensure our financial stability and that of our partners; launch new quality, safety and value initiatives; and seek out new ways to approach community health and access.

We are happy to be doing our part to improve the lives of Kentuckians.

Mark F. Newman, MD
Executive VP for Health Affairs
University of Kentucky
Lexington, Kentucky

2025 STRATEGIC PLAN

DRIVEN BY QUALITY, SAFETY AND VALUE

One community committed to creating a healthier Kentucky



Strategic Enablers

- Brand and marketing strategy
- Digital health (EHR) & transformative analytics
- Communications & engagement
- Philanthropy
- Financial & operation forecasting, capital planning
- Facilities planning
- Human resources



Markey Cancer Center medical oncologist Reema Patel, MD (left), examines cancer patient Kathy Caldwell (right). Caldwell participated in a clinical trial where an implantable device enabled chemotherapy to be infused directly into the liver at a higher dose to treat her cancer.

BUILD OUR CULTURE



A positive and inclusive culture does not happen by accident – it is nurtured.

Our culture is integral to how we work together, so we can bring out the best in each other and provide optimal treatment for our patients. But a positive and inclusive culture does not happen by accident – it is nurtured.

Physician and Advanced Practice Provider engagement

As frontline clinicians treating our patients, we want to ensure they are working well together and engaged with their roles. That means developing, supporting and encouraging an environment that focuses on wellbeing, equity, collaboration and trust. In the 2021 fiscal year, we established The Physician and APP Experience Advisors and the accompanying infrastructure that has amplified the voices of our physicians and APPs.

Staff engagement

At UK HealthCare, we want our staff to be highly engaged, committed to their mission and drawing on their passion while working together. Communication is a big part of this. To bolster these efforts, we launched a two-way internal communications platform called The Loop to make it easier and more effective to share information in a timely manner. Recognition for hard work and dedication is also important, especially with our staff working so hard during the pandemic. We centralized our recognition and appreciation resources, so staff members can easily find what they need to recognize their colleagues.

Given the pandemic waves and difficulty obtaining in-person training opportunities, we created more development opportunities online. This way, staff members can access professional development in a safe way and at a time convenient for them.

Values

In 2021, UK HealthCare experienced a marked increase in requests for recognition and appreciation for the great work of our health care team. Through collaborative relationships within the organization, we have expanded our capacity to show gratitude for the many acts of compassion, teamwork, respect and innovation that our employees exhibit each and every day.

Diversity, Equity and Inclusion

The DEI category spans all departments and all of the work we do. For the past five years, UK HealthCare partnered with the Institute for Diversity & Health Equity to train diverse scholars in health care administration. The partnership led to post-graduate fellowships and management track positions in health care administration outside of UK HealthCare. In 2021, we created the DEI Administrative Fellow program with the appropriate infrastructure so that we can offer administrative fellowships within our system starting in July 2022.

We also launched a DEI podcast series to educate and inspire

listeners to learn and act on these issues. The podcasts feature multiple topics and team members with different identities. The goal is to share stories, insights and strategies so listeners will become more engaged in learning about cultures and people outside their own experiences and backgrounds.

Compliance

Trust is the foundation of our work at UK HealthCare, and we know we must be ethical and transparent. Like DEI, compliance knows no boundaries. It is not only patients who must trust us, our team members and community must also trust us. By focusing on our mission of clinical care, research and education for Kentucky, we can train our focus where it matters most.

Our compliance team is charged with a wide array of vital tasks and oversight, ranging from maintaining patient privacy, to avoiding false claims, to conducting payer audits. The list is long and government rules are often changing. We must stay alert and on top of compliance at all times.

We consider everyone on the UK HealthCare team part of our Corporate Compliance team. That's because the responsibility for compliance does not rest with just one department. It rests with every individual staff member.



Corporate Compliance director Brett Short provides an annual report to the UK Board of Trustees describing how UK HealthCare holds itself to the highest standards of conduct and integrity.



Metal detectors were added at all UK HealthCare emergency departments as part of an ongoing initiative to ensure both patient and staff safety.

INVEST IN OUR PEOPLE

We believe in intentionally recruiting, developing and retaining our expertise and talent, which is done in a variety of ways.

Integrated Medical Group

In FY 2021, we aligned clinical department administrators and ambulatory operations directors from a clinical standpoint. To a greater degree than in the past, they now share responsibility to improve clinical operations. We also ensured equity in role compensation within the medical group around gender, race and identity. Another accomplishment this year was transitioning departments and physicians into an at-risk compensation model tied to quality, operations and patient-centeredness, while still offering productivity-based bonus opportunities. Overall, our health system transitioned to transparent and goal-driven funding mechanisms on the academic, clinical and research sides.

Workforce Development

Our workforce is essential to our patient care, so we put a great deal of energy into building and developing that workforce. We initiated short-term work to support COVID-related patient care, but we are also engaging with the campus and community to meet longer-term workforce needs, especially for critical areas. We are expanding our pipeline to hire and retain more health care workers to

meet our organization's expansion goals, while anticipating staffing needs in a time where shortages abound nationally.

Workplace Safety

Workplace safety is always a priority. In 2021, our multidisciplinary Workplace Safety Strategic Group created and continued a number of initiatives. As the health system transitioned to using Epic electronic health records, we implemented the "patient violence banner" in the EHR to alert care team members to a potentially violent patient, along with posting workplace safety graphics for team members who do not have regular access to the EHR system. We developed and posted a behavioral expectations patient flyer in inpatient, procedural and ambulatory areas, and zero-tolerance behavioral signage in all elevators. We also added metal detectors at all UK HealthCare emergency departments. We formed a de-escalation committee to evaluate and recommend a systemwide program to meet Joint Commission requirements and improve tools and training for staff safety.



Our workforce is essential to our patient care, so we put a great deal of energy into building and developing that workforce.

PROVIDE MORE VALUE



In 2021 we focused on advancing a patient-centered environment where patients feel valued and respected, so they are confident in their care and engage with us to focus on their health.

Quality and safety

Our goal is always to provide excellent care and achieve demonstrable improvements in care delivery.

In 2021, we expanded our data collection efforts to better pinpoint where preventable patient harm is occurring in the health care system so we can improve our care. New data analysis opportunities will save time and increase accuracy over past efforts. Our new Epic medical record system will be a source of data collection, searchable by department, by floor, by specific procedure and by complication. We will use this information to understand the root causes of errors, so we can prevent them going forward.

We tested an affinity group approach to improving care. Affinity groups include operational leaders, clinicians, quality leaders and data teams working together to lower complications and harms. We decreased falls by 32% in fiscal year 2021 in affinity group performance, compared to a 17% decrease systemwide. Hypoglycemia was decreased by 33% in the affinity group, compared to a 14% decrease in systemwide performance. In 2022, we will continue our focus on reducing harm by 20% per category.

Under another quality and data effort, we worked with our DEI staff to develop the Health Equity Scorecard for enterprise-level quality outcomes. Initially, scorecard metrics

will be stratified by race, ethnicity and patient language spoken. The program launches in March 2022 and will help us understand whether patients with different backgrounds experience different care quality or outcomes.

Innovative care models

With innovative care models, our goal is to transform the care experience for Kentuckians, to focus on patient needs throughout the care continuum. During the pandemic, providing virtual health was a necessity and it is not going away. We are working to integrate this technology in a safe, secure and useful way across our system as a long-term tool. We hired Shawn Crouch as our executive director of virtual health, and under his leadership we are expanding and optimizing telehealth across our ambulatory clinics. We are also launching our internal eICU initiative. The eICU initiative allows nurses and physicians working at an offsite central location to monitor all ICU rooms at our hospitals, and to offer timely and helpful clinical expertise.

Patient experience

In 2021 we focused on advancing a patient-centered environment where patients feel valued and respected, so they are confident in their care and engage with us to focus on their health. That effort included engaging our patient and parent partners to describe what the patient experience

means to them. We use their input to guide UK HealthCare’s work and to strengthen our quality and safety efforts and found it very useful in our development of the Epic health record launched in 2021. We also initiated a relationship-centered communication “train the trainer” program.

Efficiency and throughput

Our goal is to continually improve clinical and business processes throughout the organization to enhance the patient experience, positively impact clinical outcomes

and optimize our financial performance. This past year, we were proud to launch a revised transfer process called the Kentucky Centralized Access and Transfer System (K-CATS). We now have a physician available 24/7 to communicate with referring facilities and physicians, to optimize their referrals and patient placement with us – ensuring the right patient will get the right care at the right time.

We also implemented the Hospice Scatter Bed program. We contracted

with Bluegrass Care Navigators to help patients at the end of their lives, and their family members, to access needed support in the hospital environment. This allows patients in the Hospice Scatter Bed Program to remain in their hospital beds instead of moving to the hospice unit. The advantages are retaining the same nursing team and not needing to physically move. The Hospice Scatter Bed program also offers specific support services to the family after the loved one has passed, which can be very helpful to a grieving family.



Nursing Operations Director Julia Blackburn demonstrates how bedside ICU staff can use the new electronic intensive care (eICU) service to support critical care. She is talking to Olga Vulakh, BSN, RN, CCRN-CSC.



King's Daughters Medical Center, Ashland, KY

ADVANCE CARE STRATEGICALLY

UK HealthCare uses a three-prong approach for our market strategy. One common goal in all three is for UK HealthCare to become the consumer's provider of choice.

Local market

Become the provider of choice for all consumers. We are focusing on growth for Fayette and the Bluegrass, where speed to market is critical. This market supports 58% of our inpatient discharges and 69% of our ambulatory clinic visits.

Eastern Kentucky market

This segment represents 32% of our inpatient discharges and 24% of our ambulatory clinic visits. We are focusing on being the provider of choice for advanced subspecialty care for Eastern Kentucky to ensure that no Kentuckian needs to leave the state for care. We will do this by being the partner of choice and hardwiring relationships.

Quaternary Care market

This segment represents other areas of Kentucky and beyond. It provides 9% of our inpatient discharges and an expanded population reach to support our most advanced programs. Our goal is to sustain the most advanced subspecialty and quaternary programs in the region.

Gov. Andy Beshear joined UK and King's Daughters Health System officials in celebrating a partnership that began April 1, 2021. From left to right: UK President Eli Capilouto; UKHC Executive VP for Health Affairs Mark F. Newman; KDHS President and CEO Kristie Whitlatch; Gov. Beshear; Senior Advisor to Gov. Beshear Rocky Adkins.

King's Daughters Health System

This year, UK HealthCare and King's Daughters Health System (KDHS) formed Royal Blue Health, a not-for-profit joint venture. The joint venture will provide enhanced care delivery within the greater Ashland area by supporting KDHS clinical services and keeping care more local. It will allow specialty services to grow in key clinical areas for both health systems, which is important to UK HealthCare because we have seen rising volumes of patients from the Ashland area since 2016. The joint venture will support KDHS in some nonclinical and recruiting functions and create collaboration opportunities for at least 150 physicians from KDHS, strengthening our physician network and opening up access to additional resources and expertise.



We are focusing on being the provider of choice for advanced subspecialty care, to ensure that no Kentuckian needs to leave the state for care.



CREATING A **HEALTHIER KENTUCKY**



Kentucky is 48th overall in U.S. health rankings. With this in mind, we are prioritizing: disease prevention and management, holistic wellness, access and continuity of care, and connected technology and innovation.

As Kentucky's premier academic health system and part of the state's public land grant institution, we have a commitment to serve the entire commonwealth and to encourage Kentuckians to live healthier lives. There is work to do. Kentucky is 48th overall in U.S. health rankings. With this in mind, we are prioritizing: disease prevention and management, holistic wellness, access and continuity of care, connected technology and innovation, as well as health equity. Our priority populations range from students, employees and faculty on the UK campus to our local community - including underserved populations - and to ultimately all Kentuckians.

One way we measure our success in creating a healthier Kentucky is through our Medicaid Directed Payment Performance. In this federally funded program, UK HealthCare must demonstrate its commitment to providing access and improving quality for patients covered by Medicaid. Over the past two years of the program, UK HealthCare teams have seen the following improvements:

- 17% reduction in patients with diabetes who have poorly controlled Hemoglobin A1c
- 15% improvement in Well Child Visits for Children 3-6 Years of Age
- 25% improvement in Depression Screening rates
- 30% improvement in Tobacco Screening rates

Another way we are advancing the health of Kentuckians is through the LGBTQ Patient & Family Advisory Team. We recognized the significance and impact of integrating patients, families and employees as partners to improve quality, safety, experience, and service. This advisory partnership provides another crucial level of health care expertise to give leadership and the health care team different and unique care perspectives on the services offered and provided.





Long known as a destination for advanced care, a new strategic area prioritizes disease prevention and management, health equity, access to care and more. A 15% improvement was recorded in 2021 for well child visits among children 3-6 years of age.

STRATEGIC ENABLERS

As we work to implement our 2025 Strategy, we are supported by seven strategic enablers. They form a foundation necessary to efficiently and effectively reach our goals.

Brand and marketing strategy

Our Brand Strategy team works closely with UK HealthCare leaders to tell patients and consumers our story through advertising campaigns, web presence, social media, community engagement and publications. We use market research to target our audience at each step of their health care consumer journey, to raise consumer awareness and understanding of the UK HealthCare brand, and to enhance our reputation and build loyalty. We want to ensure that consumers and referrers see us as the provider of choice.

Digital health and transformative analytics

In 2021, we brought an important long-term project to fruition: we launched the new Epic electronic health record system. This enables us to use a single patient record across the health care continuum, including all modalities and departments, and supports telehealth, communications, patient engagement and care outcomes. Data drawn from Epic will support our data and analytics platforms to provide continual improvement and the best care. Our digital health framework must also be resistant to cybersecurity issues and support our recovery from any threats.

Communications and engagement

Physician and staff engagement is fundamental to providing exceptional care to our patients and their families. Research has shown that employee engagement is highly correlated with patient satisfaction and experience. And, communications goes hand-in-hand with engagement, which is the reason we pair them together. We are deploying a multidirectional communication strategy throughout our health system so that our physicians and staff will always have timely information available to do their best work and to support collaboration and engagement.

Financial and operational forecasting

Continued focus on long-range planning is essential to ensure we have the resources needed to achieve our vision. With proper and sustained funding to support our objectives, we will have the flexibility to quickly adjust to market conditions and challenges.





Clockwise, from left: Behind the scenes during recording of a TV spot by Brand Strategy; A new employee and learner platform with news and key work resources is accessible via mobile devices, for the convenience of the thousands of employees who do not sit at a desk; and the Wildcat mascot attends a dress rehearsal prior to launch of a new electronic health record.





STRATEGIC ENABLERS

Facilities planning

In 2021, we kicked off our master facilities planning initiative, which will help us direct our growth plans. In today's competitive health care market, it is important that we ensure our patients receive care in appropriate, state-of-the-art settings. Coordinating new facilities planning and allocating funds to maintain existing facilities is key to achieving our 2025 vision of seeing the right patient at the right time and in the right setting.

Human resources

People are the foundation of our system. Hiring and retaining innovative talent is imperative for UK HealthCare's health and to best serve our community. We are focusing on staff, physician and advanced practice provider recruitment and engagement initiatives. We offer additional development opportunities for all employees – the embodiment of our values and the lifeforce that makes it possible for UK HealthCare to meet its mission and achieve its vision.

Philanthropy

Academic medical institutions like UK HealthCare rely on philanthropy to provide the margin of excellence, especially in times when reimbursements are stretched to their limits. As we embrace the latest technologies, implement novel models of health care delivery, and confront new challenges to meet the growing needs of our patients, philanthropic support is essential to our success. Our Office of Philanthropy works with internal partners to identify strategic priorities and connect them with benefactors who share an affinity for our mission, including grateful patients and families, alumni, parents, faculty and staff, and other community members. Donor support fuels our health system's growth and purpose. It helps UK HealthCare and the College of Medicine educate growing numbers of tomorrow's healers, expand medical knowledge, and invest in technology, staff, programs and space, all in pursuit of our vision to create a healthier Kentucky.



Clockwise, from left: Toy donations supply the annual Winter Wonderland where parents of pediatric patients are able to shop for holiday gifts for their children; the opening of Chandler Hospital's new Interventional Services Center in 2021 meant the full gamut of interventional services could now be made available; and people are UK HealthCare's greatest and most important resource, which is why Human Resources has become a strategic enabler.

FY21 PROGRESS ON 2025 STRATEGY TO CREATE A HEALTHIER KENTUCKY



▲ **Joint venture with King's Daughters Health System** improves access to care in underserved areas of the state.

New structures and alignments at every level, with an Integrated Medical Group taking the lead in ensuring the medical staff has a strong voice in matters that affect their practice and the full academic mission.



▲ **Gains in quality by far exceeding required performance improvement measures** for Medicaid directed payments.



Innovative approaches to appreciation and recognition proliferate during the pandemic.

Establishing a Chief Diversity Officer to hold us accountable for improvements in diversity, equity and inclusion. ▼



▲ **Developed Kentucky Centralized Access and Transfer System (K-CATS)** to improve patient transfers from referring facilities and providers.

Patient and parent partners now advise on the patient experience, and in FY21 supported development of the new health record and relationship-centered communication training.

Prioritized employee communication and engagement by developing The Loop, an intranet that greatly expands access to information at all levels.

Took a key step in data and digital transformation with the launch of an integrated, systemwide electronic health record. ▼

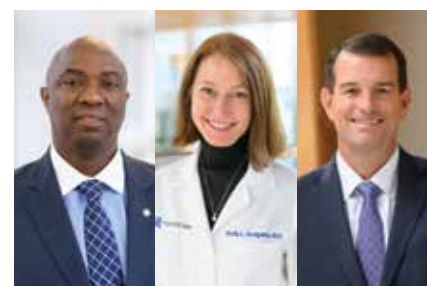


Expansion of our pipeline to hire and retain more health care workers for quality, safety and growth.

Experimented with new approaches to reduce patient harms and complications, with substantial reduction in falls and hypoglycemia over traditional approaches.

Within our Medicaid patient population, **we improved outcomes in diabetes and rates of well child visits, depression screening and tobacco screening.**

Workplace safety has never been more important; UK HealthCare introduced alerts, signs and other means to protect our most valuable resource - our people. ▼



▲ **Key leadership defined and appointed** to help us make good on our commitment to shared governance and accountability.



▲ **Master facilities planning** is underway, with an outpatient cancer center and advanced ambulatory complex leading the way in improving access to cancer and other advanced care.





UK COLLEGE OF MEDICINE ANNUAL REPORT 2021

The College of Medicine continues to advance in the fields of education, health care, and research, and this year was no exception. The college further cemented its footprint in the Commonwealth through expanded learning opportunities, compassionate care for patients, collaborative scientific projects, and an enhanced focus on inclusivity and well-being.

Most of all, this year proved that when a team of learners, faculty, staff, researchers, physicians and administrators is united in one mission – for the health of Kentuckians – anything is possible.

Elizabeth “Berry” Seelbach, MD, assistant dean for student affairs and associate professor of pediatrics, teaches medical students Katie Myers and Eric Hennemann in the UK HealthCare Simulation Center.



3,792

medical student applicants
in Class of 2025

Approximately

100
POSTDOCS



~300

GRADUATE STUDENTS
(at the end of Spring 2021)

\$232,773,624

total **RESEARCH FUNDING**
for fiscal year 2021



ACGME

72

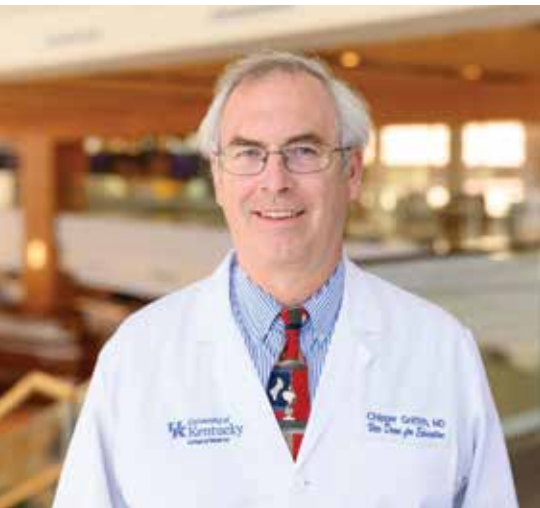
ACGME-accredited residency
& fellowship programs

1,329

TOTAL **FACULTY** MEMBERS



UK COLLEGE OF MEDICINE MESSAGE FROM THE DEAN



Charles "Chipper" H. Griffith, III, MD, MSPH

The UK College of Medicine includes "medicine" in its name, but that encompasses so much more than what appears at the surface.

This year, we saw our college community rise to the occasion and volunteer for the UK COVID-19 Vaccine Clinic in the ultimate time of need, helping expand its hours and increase its vaccination capacity by serving as everything from immunizers to wayfinders.

Thanks to a generous \$22 million gift this year from alumnus Michael D. Rankin, MD, the UK College of Medicine will be able to promote medical student success through scholarships and a new, state-of-the-art health education building. We celebrated the addition of important clinical and research programs including the combined residency in internal medicine and psychiatry, as well as the Master of Forensic Toxicology and Analytical Genetics, which graduated its first class in May 2021. We also achieved longstanding efforts to offer residents and fellows a 200% match from the university to their retirement savings contributions, the same benefit full-time employees across the university enjoy.

While continuing our growth in research funding, we put a focus on clinical research efforts through the addition of an associate dean for clinical research, and we launched new teams in our Alliance Research Initiative.

"This past year was a tremendous example of what we can accomplish when we work together."

In efforts that are imperative to all components of our mission, the Office of Diversity, Equity, and Inclusion made tremendous strides in enhancing the pipeline in medicine and research, while establishing events and initiatives that promoted inclusivity. Additionally, we had wellness advocates and faculty leaders step up to hold us accountable and focus on what's important – the well-being and support of our community, especially during these challenging times.

Our college includes learners, faculty, and staff with diverse experiences and expertise in medicine, research and education. This past year was a tremendous example of what we can accomplish when we work together. Moving forward, we are excited for the new achievements on the horizon, including the celebration of the first graduating class from our regional campus in Bowling Green.

Charles "Chipper" H. Griffith, III, MD, MSPH
Acting Dean, College of Medicine



Charles "Chipper" H. Griffith, III,
MD, MSPH, instructs
students during the MD 829:
Multisystem and Integrative
Concepts course.



RESEARCH

Building upon its mission of conducting transformative research, the College of Medicine has focused on continued growth of its research funding while enhancing its clinical research.

As teams within the Alliance Research Initiative increased their number of grant applications, clinical trials and publications, the College of Medicine welcomed three additional research teams that are dedicated to finding solutions for some of Kentucky's most urgent health issues.

The 2020 Blue Ridge Institute for Medical Research (BRIMR) rankings highlighted the College of Medicine's outstanding work in obtaining grant funding – in both basic science and clinical departments. Of the basic science departments, three were named in the top 15: pharmacology (No. 1), physiology (No. 11), and biochemistry (No. 14). Notably, the department of family and community medicine, a clinical department, reached the top 25 for the first time in its history, earning enough research funding to hit No. 22.

This past fiscal year, the UK Sanders-Brown Center on Aging, UK Center for Clinical and Translational Science and the Markey Cancer Center demonstrated the university's tremendous impact in leading groundbreaking research. Sanders-Brown received \$14.5 million in renewed funding for its Alzheimer's Disease Research Center (ADRC) program from the National Institute on Aging (NIA), a division of the National Institutes of Health (NIH). The UK Center for Clinical and Translational Science received a \$23.5 million, four-year Clinical and Translational Award from the National Center for Advancing Translational Sciences (NCATS) at the NIH. And the Markey Cancer Center has maintained its National Cancer Institute (NCI) designation, upholding its status as a national leader in cancer care and research.

Christine Brainson, PhD,
assistant professor of
toxicology and cancer
biology, analyzes results
in her lab with graduate
student Tanner DuCote.

EDUCATION

Medical Education

This past year, the College of Medicine continued to adhere to its mission of training future physicians who can help improve the health of Kentuckians. And in times of need, the college and its medical students proved they are ready to answer the call.

Along with supporting the new medical education building, the generous \$22 million donation from alumnus Michael D. Rankin, MD, will contribute to medical student scholarships, helping ensure all students in Kentucky have the opportunity to pursue a fulfilling career in medicine and research.

The Office of Medical Education restructured its leadership to ensure holistic student success from orientation through graduation. The college also appointed faculty members to lead newly created curricular threads, the Health Equity and Advocacy Thread and the Health System Science Thread. These individuals collaborated to establish learning objectives, instructional strategies and assessment methods for their designated topics.

The College of Medicine continues to grow its footprint in medical education, welcoming its fourth class at the Bowling Green Campus at the start of the next academic year.

Graduate Medical Education

Through program expansion, enhanced recruitment strategies, and more, the Office of Graduate Medical Education (GME) was able to address educational and clinical needs.

The College of Medicine and UK HealthCare established a new combined residency program in internal medicine and psychiatry to equip medical trainees with the necessary knowledge and experience to best treat Kentucky patients with both medical and psychiatric needs. This addition puts UK at the forefront of addressing the need for this kind of training.

Recognizing the importance of recruiting and retaining diverse physicians to advance standards of care, the college launched a residency recruitment taskforce, a collaboration between GME and the Office of Diversity, Equity and Inclusion.

And this past fiscal year, the office was excited to announce that its longstanding efforts to implement UK's full retirement match for its trainees had come to fruition.

Biomedical Education

Research opportunities at the College of Medicine continued to develop, benefiting the health of Kentuckians and strengthening the educational experience for graduate students, postdoctoral fellows and early-career investigators.

From shadowing to collecting samples and assisting in clinical studies, learners made important contributions to basic science and clinical research and gained vital career experience through the College of Medicine's Alliance Research Initiative.

Meanwhile, the College of Medicine expanded learning opportunities through its growing MD/PhD program, which provided opportunities for learners to produce numerous publications and presentations as well as win both local and national awards for their research.

A new, two-year professional master's degree program in the College of Medicine Department of Toxicology and Cancer Biology graduated its first class in May 2021. The program trains graduates to be competitive for workforce deployment in the areas of private industry drug testing, private DNA analysis, forensic governmental divisions, hospital clinical labs and more.

Residents and fellows gain vital clinical knowledge working with experienced faculty in UK HealthCare facilities, including Kentucky Children's Hospital.





(Left to right) Bisimwa “Jack” Nzerhumana, Alexa Halliburton, Nolan Abdelsayed, Jordon Burdette, and Urim Geleta made up the inaugural class of African American Research Training Scholars (AARTS).

DIVERSITY, EQUITY AND INCLUSION

The College of Medicine Office of Diversity, Equity and Inclusion played a major role in establishing programs, initiatives and events that built upon its mission of making the college more inclusive.

LGBTQ* Advisory Committee

The LGBTQ* Advisory Committee coordinated the college's first annual Pride Week and launched the College of Medicine's SAFE Pledge, allowing members of the college to promise to serve as effective, supportive allies for the college's LGBTQ* community.

Markey STRONG Scholars Program

The Markey Cancer Center created the Markey STRONG Scholars Program to enhance diversity in the field of cancer research. The first class of participants gained valuable experience to help further their medical careers including mentored research experiences, interactive cancer research lectures, clinical shadowing experiences, and networking and career development activities.

African American Research Training Scholars

The Spinal Cord and Brain Injury Research Center (SCoBIRC), in collaboration with the University of Kentucky College of Arts and Sciences, established the African American Research Training Scholars (AARTS)

program to provide vital research opportunities for Black undergraduate students as part of the SCoBIRC's continued efforts to increase representation in neuroscience.

Diversity and Inclusion Ambassadors

The College of Medicine Office of Diversity, Equity and Inclusion restructured its existing diversity and inclusion ambassadors. Ambassadors work in centers and departments across the college

to develop a more inclusive and equitable environment for all learners, faculty and staff.

Inclusive Education

Bringing together faculty, staff and learners, the College of Medicine's Inclusive Education Advisory Committee was crucial in developing a curriculum for the College of Medicine community. In June 2021, the committee collected a list of useful resources that would help colleagues define equitable language and understand how this language can impact education, research and health care.

Participants of the Markey STRONG Scholars Program share poster presentations.



UK HEALTHCARE BY THE NUMBERS



>37,000 DISCHARGES PER YEAR

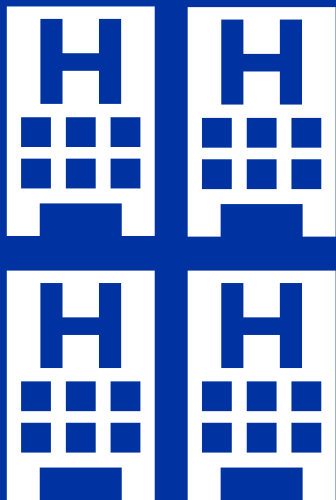
965
LICENSED BEDS

1.9 MILLION
OUTPATIENT ENCOUNTERS/YR



>15,600
TRANSFERS

4 HOSPITALS



A U.S. News and World Report Best Hospital in Kentucky
SIX YEARS IN A ROW



1 OF 29

U.S. academic health centers with a **Clinical & Translational Science Awards Program Hub**, a **National Cancer Institute Designated Cancer Center**, AND an **Alzheimer's Research Center**.



**LEVEL 1
TRAUMA
CENTER**



\$127 MILLION
in combined National
Institute of Health funding:
**A 91% INCREASE OVER
THE LAST 5 YEARS**

**LEVEL IV
NICU**



UK HEALTHCARE BY THE NUMBERS

OPERATIONAL STATISTICS & TRENDS

HOSPITAL OPERATING STATISTICS

For year ending June 30, 2021

| | |
|--|-----------------|
| Discharges | 2021 |
| Medicare | 13,502 |
| Medicaid | 13,562 |
| Commercial/Blue Cross | 9,997 |
| Patient/Charity | 446 |
| Total Discharges | 37,507 |
| Licensed Beds | 965 |
| Average Daily Census | 787 |
| Average Length of Stay | 7.66 |
| Case Mix Index | 2.24 |
| Surgery | |
| Operative Cases | 34,192 |
| Hospital-based Outpatient | |
| Charged Hospital Clinic Visits* (excludes Kentucky Clinic Pharmacy) | 789,811 |
| Emergency Visits | 94,459 |
| Total Hospital Outpatient Visits | 884,270* |

OTHER OPERATING INDICATORS

For year ending June 30, 2021

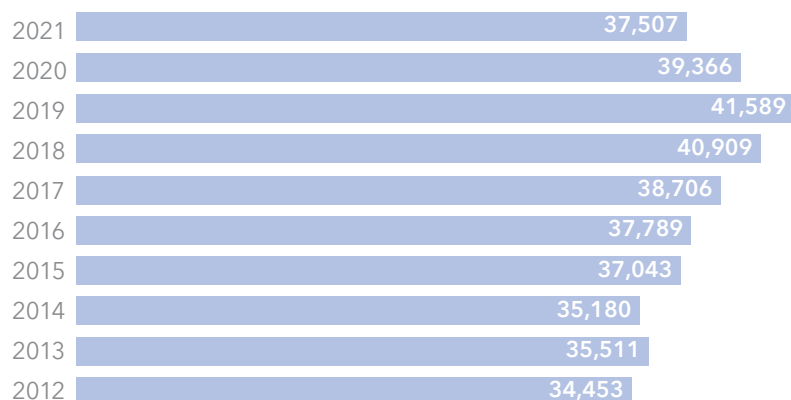
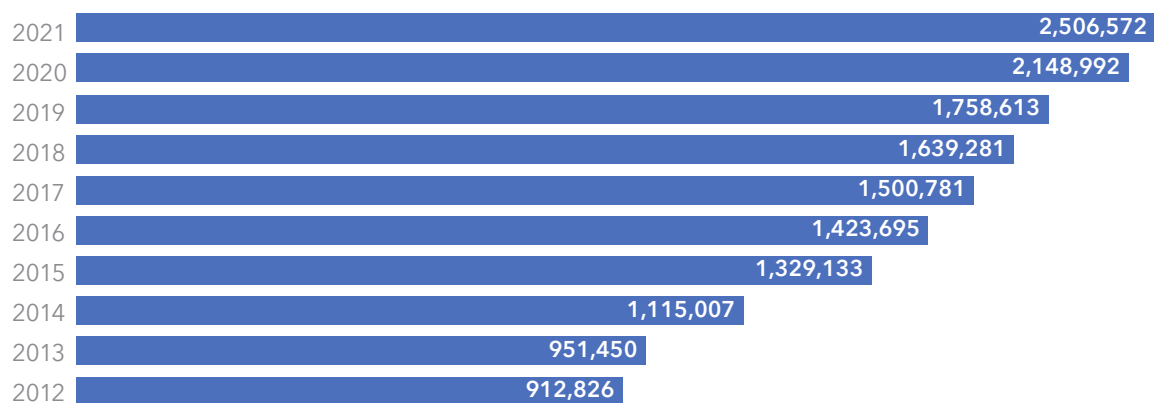
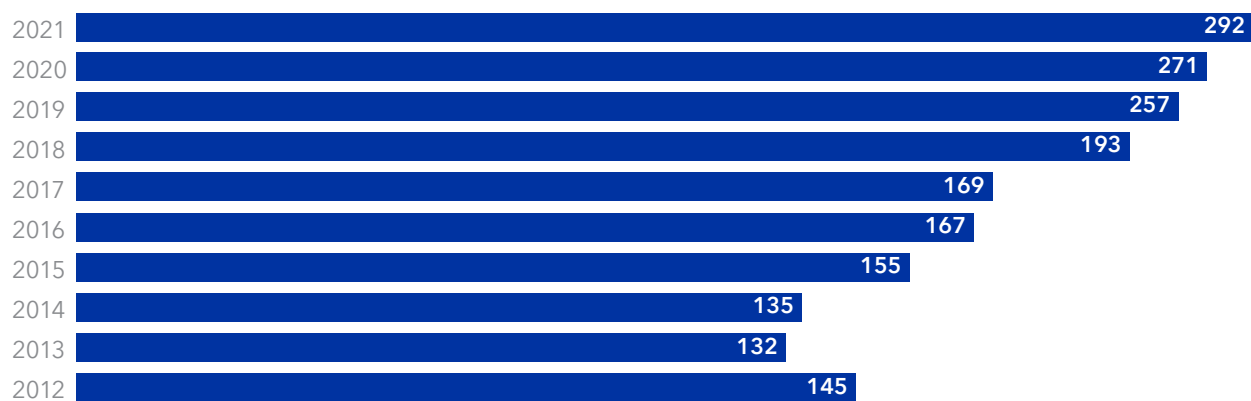
| | |
|-------------------------------|---------------|
| Ambulatory Services | 2021 |
| Ambulatory Physician Visits** | 992,904 |
| Professional Net Revenue | \$279,323,536 |

Comparing Fiscal Year 2021 to Previous Years

In FY21 UK HealthCare completed a three-year project to convert its electronic health record platform to the Epic Foundation System. As a result of the different approach to data collection between our previous system and the new Epic system, we are unable to compare FY21 statistics to statistics reported in previous years. The systems use different approaches to counting activities, therefore comparisons to statistics collected under the former health record system are not true comparisons. We will resume showing trend data in succeeding years.

*Conversion to an Epic electronic health record occurred in June 2021. Charged Hospital Clinic Visits metric impacted by this system conversion.

**Includes advanced practice providers.

HOSPITAL DISCHARGES**HOSPITAL OPERATING REVENUE** (*\$ in the thousands*)**GRANTS AND CONTRACTS AWARDED** (*\$ in the millions*)



PHILANTHROPY

AN ESSENTIAL CATALYST FOR OUR INSTITUTIONAL MISSION

“I felt strongly that it was important for me to step up,” said College of Medicine alumnus Michael D. Rankin (BSE '71, MD '80), in announcing his \$22 million gift to support scholarships and to serve as the catalyst for the new health education building. It is the largest gift in the College of Medicine's history and the second largest gift ever made to UK.

A renaissance is underway at UK HealthCare as we pursue with renewed spirit our vision to create a healthier Kentucky. Thousands of community partners who share our passion have supported our mission so that the men, women and children of Kentucky can lead long and healthy lives.

Fiscal year 2021 saw philanthropic giving of \$41 million; a record total that will educate more physicians for Kentucky, battle the diseases which affect Kentuckians disproportionately or provide care for every Kentuckian — from a 360-gram preemie to a centenarian.

Despite the lingering pandemic, 2021 was a record-breaking year for gifts of \$1 million or more. Please join us in thanking our \$1 million or greater donors from 2021 (*see table to the right*).

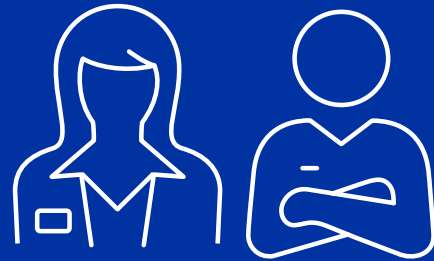
Whether you have honored a caregiver through our Expressions of Gratitude program or thrown your change in the bucket at the checkout lane of a Children's Miracle Network partner, your support has moved the needle in meaningful ways.

\$1 MILLION OR GREATER DONORS

| Donor name: | Projects funded: |
|--------------------------------|---|
| Dr. Michael D. Rankin | Medical education building and medical scholarships |
| Kosair Charities | Kosair Charities Center for Safe and Healthy Children |
| Tempur Sealy Foundation | Tempur Sealy Children's Sleep Center |
| Dr. and Mrs. Robert Granacher | Endowed professorship in psychiatry |
| The Saha Foundation | Saha Aortic Center |
| Dr. and Mrs. Phillip Tibbs, MD | Medical education building |
| Kenny and Lisa Troutt | Ann Hanley Parkinson's Research Fund |

THE POWER OF PHILANTHROPY

Gifts exceeded
\$41 MILLION
in FY2021



43 CAREGIVERS honored by patients and families through our Expressions of Gratitude program



Philanthropic support for UK HealthCare's mission comes from **108 Kentucky counties, 48 states** + the District of Columbia and **3 foreign countries**

\$29 MILLION
in gifts of \$1M or more

Children's Miracle Network Hospital fundraising partners collected

\$1,623,999

for Kentucky Children's Hospital last year - **a record high and 40% higher than the year before.**



Children's Miracle Network Hospitals®

**OFFICE OF THE EXECUTIVE VICE
PRESIDENT FOR HEALTH AFFAIRS***

Mark F. Newman, MD
Executive Vice President for Health Affairs

Mark D. Birdwhistell
Vice President for Health System
Administration & Chief of Staff

Craig C. Collins
Senior Vice President &
Chief Financial Officer

Rob L. Edwards, DPH, MBA
Chief Strategy & Business
Development Officer

Timothy M. Gaillard, FACHE, MHA, MSBA
Vice President for Administration
of the UK Medical Group

Peter N. Gilbert
Senior Vice President &
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Jay S. Grider, DO, PhD, MBA
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CEO, Kentucky Medical Services
Foundation

Charles "Chipper" Griffith III, MD
Acting Dean, College of Medicine

Cecilia Page, DNP, RN, FACHE, FAAN
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R. Brett Short, CHC, CHPC, CHRC
Chief Compliance Officer

Colleen H. Swartz, DNP, MBA, RN, NEA-BC
Vice President for Hospital Operations

Tukea L. Talbert, DNP, RN, CDP
Chief Diversity Officer

**As of Dec. 31, 2021*

Gabriela Velazquez, a
nursing care technician, on
the 4 West Telemetry Unit at
Good Samaritan Hospital.



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