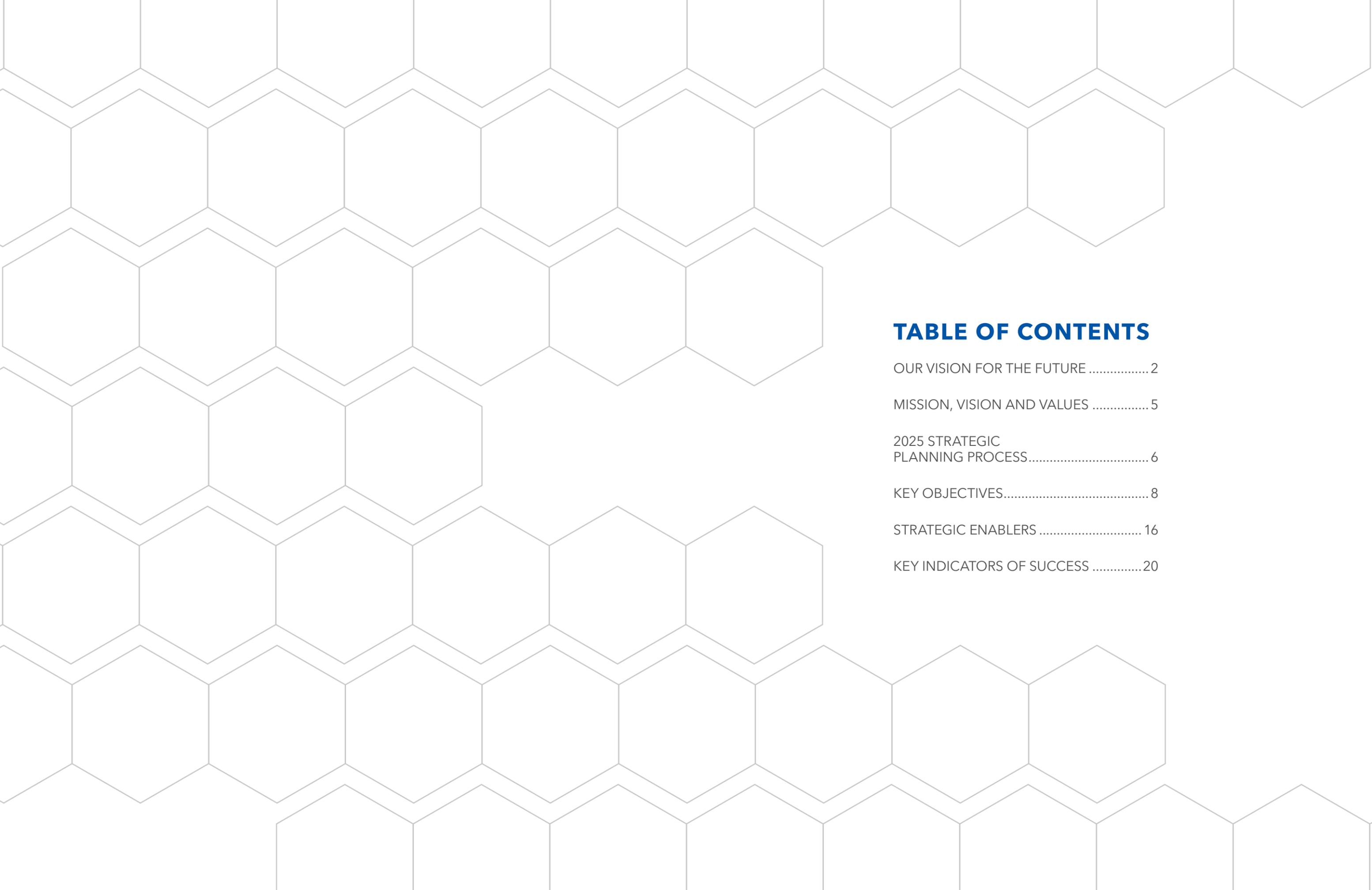


# 2025 **STRATEGIC PLAN**





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

## OUR VISION FOR THE FUTURE

Our main focus has been and will continue to be on our patients and how we can exceed their expectations. Over the past decade, our focus on advanced subspecialty care and collaborating with providers across the commonwealth has been a tremendous success.

With Strategy 2025, we want to continue building on that success as the health care industry continues to rapidly evolve and change. It is critical that we have a strategy for our future that provides a clear and adaptable roadmap for our organization.

This roadmap starts with our new vision statement: One community ... committed ... to creating a healthier Kentucky.

One community, a unified health system that works together to deliver on every aspect of our mission: clinical care, education and research.

A community committed to our vision as well as to living out our values.

Together, we will proactively create something new. New approaches, new models, new relationships. With this vision, we will make

substantial progress toward a healthier Kentucky.

### One community committed to creating a healthier Kentucky

Thousands of our team members were engaged in our strategy's creation, from surveys to work groups. Through the yearlong process, we pulled the best of our community's thinking to design a plan that can guide us through the next few years.

The plan outlines five key strategic objectives that will drive our future success:

1. Build Our Culture
2. Invest in Our People
3. Provide More Value
4. Advance Care Strategically
5. Create a Healthier Kentucky

Together, focused on each other and our patients, there is no limit to what we can do for the health of Kentucky.

### We must change the way we think about strategy at UK HealthCare

Even before a novel coronavirus became an event of worldwide impact, the rapidity of change had already convinced us of the need to think differently about strategy and planning for the future.

In today's accelerating and rapidly changing environment, our planning process must be fluid and responsive to changing consumer, market and industry dynamics.

To that end, with the 2025 strategic plan, we are initiating a framework for a recurring planning cycle where we will annually evaluate our progress and adjust as needed. This process will integrate all aspects of enterprise decision making and hold us accountable to achieving our goals.

### Our plan must be integrated, actionable and prioritized

Our approach has been to

*"We are committed to being the academic health system the commonwealth so desperately needs. Lives are at stake. And based on this commitment, we will make a real contribution to improving the health of Kentucky."* MARK F. NEWMAN

involve a broad cross-section of the UK HealthCare community in setting our objectives that align with the 2017 College of Medicine strategic plan and support our mission of patient care, education and research.

As our teams evaluated need within our organization, our campus, our community and our commonwealth, we labored to truly prioritize and identify a realistic approach with detailed supporting tactics to reach our goals.

### Our team will define the success of Strategy 2025

A successful strategy requires an enterprisewide commitment toward our vision that builds momentum and energy with endless positive impacts. The engagement of our faculty, clinicians and staff will drive our success. This document is only the beginning as we continue to refine and align our daily work over the next five years so that, together, we can create a healthier Kentucky.

We will know we are successful when:

- All of us are working toward the same goals, on the same path, as one team.
- Our goals align with the real needs and high expectations of our employees, patients, their families, and the community
- We can identify clinical services that need to grow rapidly, while maintaining funding and operational excellence everywhere else.
- Plans are continuously monitored in relation to our goals and adjusted as needed.
- We are driven by performance standards and shared accountability to continuously improve quality and care for our patients.

We are committed to being the academic health system the commonwealth so desperately needs. Lives are at stake. And based on this commitment, we will make a real contribution to improving the health of Kentucky.

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

## 2025 STRATEGIC PLAN

BE A **COMMUNITY** • BE **EXCEPTIONAL** • BE **COMMITTED**



**VISION:**  
One community  
committed to  
creating a  
healthier Kentucky.



**BUILD OUR  
CULTURE**



**CREATE A  
HEALTHIER  
COMMUNITY**



**INVEST IN  
OUR PEOPLE**



**ADVANCE CARE  
STRATEGICALLY**



**PROVIDE  
MORE VALUE**

### OUR VALUES

Diversity • Innovation • Respect • Compassion • Teamwork



Three of five strategic objectives are about our culture. We must be a community.  
\*Pre-COVID photo from diabetes education

## MISSION, VISION AND VALUES

Through our DIRECT values, in support of our mission and commitment to patient care, education and research, our 2025 vision will inspire us toward an achievable future.

### Vision

One community committed to creating a healthier Kentucky.

### Values

UK HealthCare, the College of Medicine and Eastern State Hospital have implemented five values to help guide actions, behaviors and decision-making to foster a cohesive work culture focused on patient-centered care.

The DIRECT values are:

**Diversity:** We foster a people-centered environment that is inclusive of all.

**Innovation:** We embrace continual learning and improvement to drive positive change.

**Respect:** We value our patients and families, our community, our co-workers, ourselves, and the resources entrusted to us.

**Compassion:** We express empathy for the needs, thoughts and feelings of those we serve and with whom we work.

**Teamwork:** We cultivate and maintain meaningful relationships to create positive outcomes.



## 2025 STRATEGIC PLANNING PROCESS

The process goal was to create an integrated plan around key strategic objectives, aligned to the education and research missions of the College of Medicine.

*Discovery, visioning and prioritization*

### Enterprisewide survey and key stakeholder interviews

Gather input and feedback from all levels of the organization and external stakeholders.  
 August – October 2019  
 (2,800+ responses, 40+ patient and family/hospital auxiliary responses, 60+ key stakeholder interviews)

### Visioning 2025 (Oct. 31 and Nov. 1)

An offsite workshop with senior leadership to define strategic objectives and the future vision of UK HealthCare. These sessions revealed the need for additional work around organizational culture and transparent decision-making.  
 (60+ attendees)

### Innovation acceleration experience (IAE) sessions on culture and physician & advance practice provider (APP) engagement

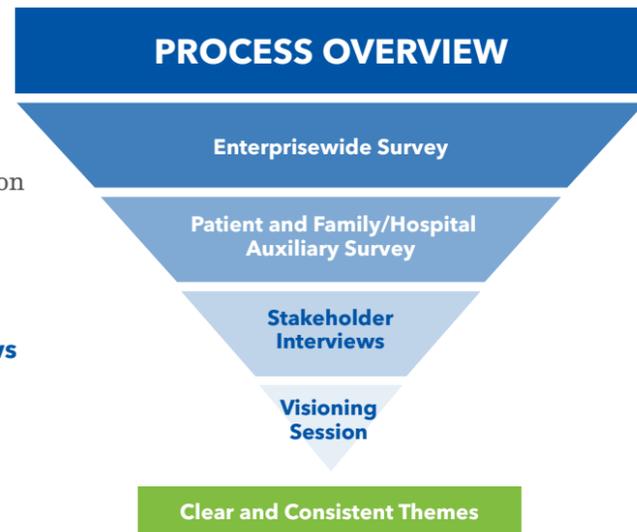
Offsite workshops to accelerate grassroots plan development, obtain buy-in and create a change-agent network. The culture IAEs took place Jan. 15 and 21. Physician and APP engagement IAEs took place on March 3 and 12.  
 (100+ attendees)

### Strategy 2025 work teams

Each of the strategies within the strategic objectives has a work team assigned to it, tasked with developing initiatives, tactics and workplans. Each team's goal is to create comprehensive tactical plans for strategic objectives and identify owners.  
 (20+ teams; 200+ team members)

Work team milestones:

- Current state assessment and work team defined
- Strategy initiative development and prioritization
- Owners, target goals and metrics assigned
- Leadership review and feedback
- Tactics development, implementation and financial modeling



### Annual planning cycle

Over time, we will shift our strategic planning cycle into a more agile operating model to ensure collaborative visioning and uniform prioritization for the enterprise on an annual basis.

- Aligns key workflows with the enterprise vision and priorities
- Allows for careful and integrated evaluation of all aligned proposals
- Simplifies the decision-making process
- Supports flexibility to meet the demands of our dynamic health care environment



Thousands of faculty and staff engaged in planning through surveys, interviews, teams and innovation acceleration events like the one pictured here.



**5 OBJECTIVES** — **7 STRATEGIC ENABLERS** — **23 STRATEGIES** — **80+ INITIATIVES**

# KEY STRATEGIC OBJECTIVES

2025 vision: One community committed to creating a healthier Kentucky

## BE A COMMUNITY



**BUILD OUR CULTURE**

Deliberately develop a DReCT, values-based culture.



**INVEST IN OUR PEOPLE**

Intentionally recruit, develop and retain expertise and talent.

## BE EXCEPTIONAL



**PROVIDE MORE VALUE**

Strive to be a high-value, performance-driven organization.



**ADVANCE CARE STRATEGICALLY**

Strategically develop in high-impact areas.

## BE COMMITTED



**CREATE A HEALTHIER COMMUNITY**

Advance the health of our Campus, Community and Commonwealth.



Productive pairs of physicians and administrators, known as dyads, form the backbone of UK HealthCare's quality improvement efforts.

## BE A COMMUNITY

Deliberately develop our expertise and culture through engagement of our staff and providers, development of our workforce and leadership, and living our values in a diverse and inclusive environment. Enhance organizational resiliency and create a positive environment that fosters well-being, equity, collaboration and trust.



### KEY OBJECTIVE: **BUILD OUR CULTURE**

Deliberately develop a DReCT, values-based culture

#### Strategies

**Physician and APP engagement:** Develop, support and encourage an environment where a focus on well-being, equity, collaboration and trust enables providers to improve patient care and further the UK HealthCare mission.

**Staff engagement:** Create a culture where unity, passion, and commitment drive UK HealthCare to be a highly engaged workforce among our academic peers.

**Values:** Inspire behaviors throughout UK HealthCare that embody our DReCT culture in order to achieve our 2025 vision.

**Diversity, equity and inclusion:** Foster and support a diverse, inclusive community of care providers who continually strive for equity-mindedness to ensure quality care to patients from all backgrounds, and who actively engage team members from all backgrounds to achieve patient outcomes, enterprise goals and optimal personal achievement.



### KEY OBJECTIVE: **INVEST IN OUR PEOPLE**

Intentionally recruit, develop and retain expertise and talent

#### Strategies

**Integrated medical group:** Better integrate the faculty's clinical practices with advanced practice providers, future community practices and ambulatory operations in order to position clinicians to enable enterprisewide goals.

**Workforce development:** Proactively recruit and retain high-impact individuals aligned to UK HealthCare values, particularly in critical-to-fill areas. Develop a systematic workforce planning structure, identifying progress toward benchmark goals and anticipating staffing needs against market shifts and expansion efforts.



Across care locations, creating an excellent patient experience is a key strategy.

## BE EXCEPTIONAL

Evolve as a high-value organization by becoming extremely reliable in our quality, safety and patient experience, and by appropriately managing costs and building efficiencies throughout our health system. Strategically grow in high-priority areas and enhance ambulatory access in our local communities, employ innovative care models and grow specialty services where opportunities exist to meet the demands of our market and consumer expectations.



### KEY OBJECTIVE: **PROVIDE MORE VALUE**

Strive to be a high-value, performance-driven organization

#### Strategies

**Quality and safety:** Achieve demonstrable improvements in care delivery assessments (e.g., mortality, PSIs, standardization of processes with minimization of variation) to document achievement of being a high reliability, high-value organization viewed as a leading learning health system.

**Innovative care models:** Transform the care experience for Kentuckians' through innovative care models focusing on the needs of patients throughout their care continuum.

**Patient experience:** Empower UK HealthCare to create a patient-centered environment where patients feel valued and respected so that they are confident in their care and engage with us to focus on their health.

**Efficiency and throughput:** Continually improve clinical and business processes throughout the organization to maximize the patient experience, positively impact clinical outcomes and optimize our financial performance.



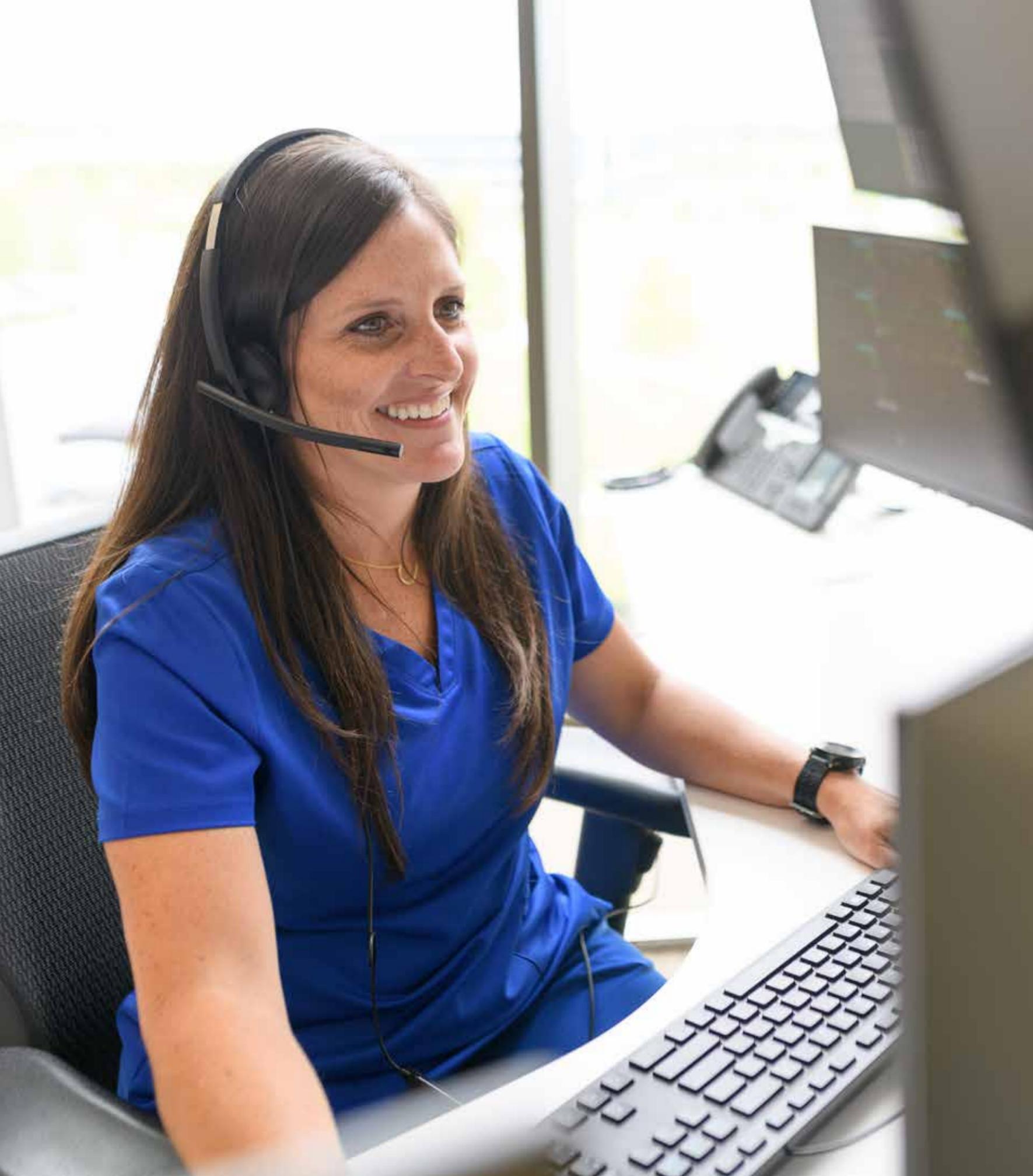
### KEY OBJECTIVE: **ADVANCE CARE STRATEGICALLY**

Strategically develop in high-impact areas

#### Strategies

**Local market and ambulatory strategy:** Create a delivery model in the local market focused on exceeding patients' expectations to position us as the "provider of choice" with an expanded footprint and access for primary care, specialty care, and core services that meet the needs of the university and our local community.

**Strategic specialty growth:** Strategies focused on targeted growth areas in a phased approach to respond to patient needs and market dynamics while continuously evaluating and recognizing opportunities.



## BE COMMITTED

Positively impact the commonwealth and community by understanding and responding to their health needs through engagement, outreach and collaboration. Develop a scalable model for population health and value-based care by beginning with our own UK health plan participants and moving outward to the rest of Fayette County, the Bluegrass region and the state.



### KEY OBJECTIVE: **CREATE A HEALTHIER COMMUNITY**

Advance the health of our campus, community and commonwealth

#### Strategies

##### Campus

Work collaboratively to advance the health of all learners, staff and faculty.

##### Community

**Improved access:** Develop an enhanced care delivery footprint in our local market via program expansion, partnerships, etc. to improve access to both ambulatory and inpatient services.

##### Commonwealth

**Outreach, affiliations and partnerships:** Continue to develop relationships that allow us to expand the delivery of our specialty services throughout the commonwealth in order to keep patients and their families closer to home.

**Community health needs:** Use community health needs assessments developed throughout the commonwealth as a guide for future care models.

**Innovative care models:** Use new technology as a tool to expand and optimize the delivery of health services to broad geographic areas.

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Innovative care models, such as the eICU, will be used to expand and optimize access to advanced care across the state.

## STRATEGIC ENABLERS

Successful implementation of the 2025 strategy will require alignment with the following strategic enablers. These foundational enablers are critical to realizing the goals of the strategic plan efficiently and effectively. Enterprisewide commitment to integrating the 2025 strategic tactics throughout these core support areas is essential to achieving success.

### Digital health and transformative analytics

In response to a changing health care landscape, UK HealthCare is pursuing a ubiquitous digital ecosystem as fundamental to the health system's ability to realize its full potential. Strategies include digital transformation to a single patient record across the continuum. This single record must be inclusive of all modalities and support telehealth, communication networks, patient engagement and care outcomes.

Data and analytics platforms must become more mature for high-quality data use in support of a data-driven culture and the leveraging of advanced capabilities. This digital transformation must connect the community through data exchange across care transitions. IT service management must be embraced as an operating framework supporting the ever-changing competency growth of the workforce. Finally, we must provide a cyber resilient environment that can protect, detect, respond and recover from any threat landscape.

### Brand and marketing strategy

Brand Strategy works closely with key leaders throughout the enterprise to strategically tell consumers the UK HealthCare story through advertising campaigns, web presence and optimization, social media, multimedia, community engagement and publications.

Our dedicated team of market development and integrated marketing specialists use high-quality market research data to target audiences at every step along their healthcare consumer journey. We raise consumer awareness and understanding of the UK HealthCare brand; enhance our reputation locally, regionally and nationally; build loyalty among those who have experienced our care; and make sure consumers and referrers view UK HealthCare as their provider of choice when expert care is needed.

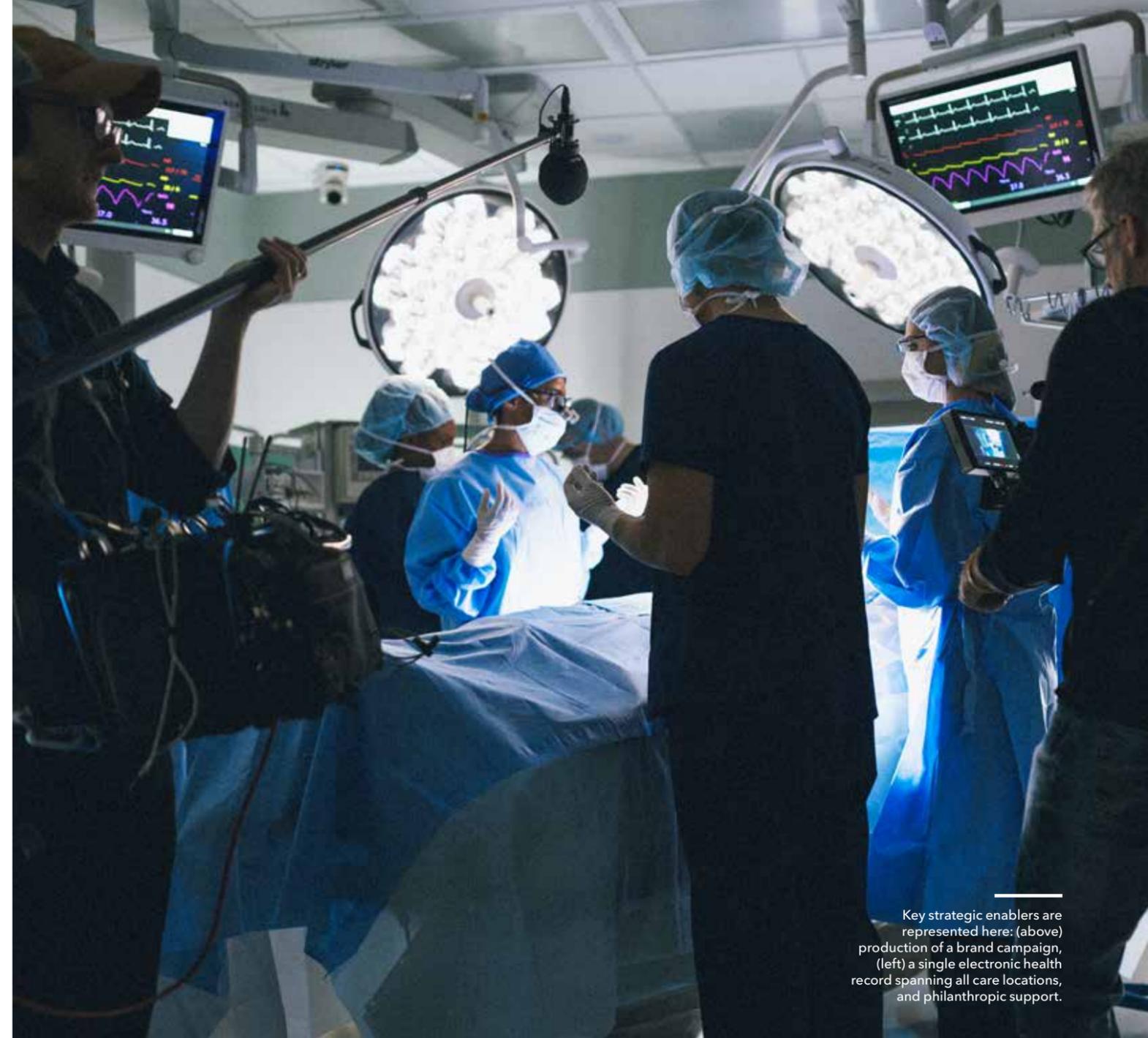
As protectors of the UK HealthCare brand, we enforce rigorous guidelines to safeguard our logos, visual and verbal identity so we can effectively bring *The Power of Advanced Medicine* to life.

### Philanthropy

Excellent health care and medical institutions rely on philanthropy to provide the margin of excellence, especially in times when reimbursements are stretched to their limit. As we embrace new technologies, implement new models of health care delivery, and confront new challenges to meet the growing needs of our patients, philanthropic support is essential to our success.

The 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 members of the community.

Donor support fuels enterprise growth and 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 mission: to create a healthier Kentucky.



Key strategic enablers are represented here: (above) production of a brand campaign, (left) a single electronic health record spanning all care locations, and philanthropic support.





(top) Installation of a new MRI suite at Good Samaritan Hospital. Facilities planning is key to our ability to deliver on our plan, as well as support from areas such as communications, employee engagement, financial and operational planning, and human resources.



## STRATEGIC ENABLERS

### Communications and engagement

High physician and staff engagement is fundamental in providing exceptional care to our patients and their families. Research has long shown that employee engagement is highly correlated with patient satisfaction and experience. It stands to reason, highly engaged employees understand the organization's mission and service expectations. They have had a role in articulating the organization's values, and because the values reflect the people, they live them.

Communication is tightly integrated with engagement. If communication at any level is poor or lacking, one may expect a comparable decline in engagement as well. The two go hand in hand, which is why they are often considered together at UK HealthCare. Expectations for leader rounding, coupled with the tools to support manager to team communication, are an example of how closely the two areas must work together.

Communication must continue to be a priority in order to ensure our UK HealthCare community has the information and tools needed to facilitate engagement. A strong structure supporting continuous, multidirectional communication throughout the entire health system is required. If executed well, we ensure alignment with our strategy, high levels of engagement impacting patient-family experience, collaboration across areas, and all activities promoting the impact our vision asks of us.

### Financial and operational forecasting, capital planning

Continued focus on long-range planning is essential to ensure we have the resources needed to achieve our vision. Sustained funding that is aligned to our objectives allows us the flexibility to adjust quickly to market conditions and challenges.

### Facilities planning

In today's competitive market, it is important to make certain that patients receive care in appropriate, state-of-the-art settings. Coordinating facilities planning and financial allocation to facilities maintenance with our efforts in strategic growth is key to achieving our 2025 vision and ensuring we see the right patient at the right time and in the right setting.

### Human resources

Human capital is the foundation of our enterprise, requiring innovative talent management and retention strategies throughout the employment lifecycle. Staff physician and advanced practice provider recruitment and engagement initiatives are critical to maintaining a workforce that will live our values and help UK HealthCare achieve its mission.

## KEY INDICATORS OF SUCCESS

Alignment of strategic plan objectives, initiatives and tactics to operational and performance goals creates the ability to impact more Kentuckians and support the needs and high expectations of patients, their families, the community and even our own employees. Establishing benchmarks and aligning key performance indicator metrics to each strategy creates transparent accountability across the full spectrum of the organization, drives strategic planning through metric management and focuses our efforts around patient centered care.

### Key indicators of success:

- Improved patient outcomes and experience for each patient every time.
- Improved communication and engagement with physicians, advanced practice providers and staff.
- Increased patient health equity and enterprisewide diversity, equity and inclusion.
- A streamlined, proactive hiring process and reduced turnover through development and retention efforts.
- Increased patient access and availability to primary care, specialty care and core services.
- Increased number of people seeking service at UK HealthCare through targeted local and regional market expansion.
- Continued improvement in our key performance and quality metrics.
- Increased trust in senior leadership through efficient and transparent decision-making.
- Improved financial metrics and increased market presence.
- Optimized use of our facilities and technology.

### To Read More About Strategy 2025

Visit the UK HealthCare website, [ukhealthcare.uky.edu](http://ukhealthcare.uky.edu). Faculty and staff will find more detail in The Loop.

Overall performance is measured in many ways, none more important than the outcome of a single patient encounter. Here, Khay Douangdara, RN, in the Chandler Emergency Department cares for a patient.





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