



# **Building the Academic Health System for the Commonwealth**

**Mark F. Newman, MD**

**Executive Vice President for Health Affairs**



# Refinement of Strategy

- **First and foremost, we will continue to serve the care needs of Kentuckians in our hospitals.**
- **We will intensify our efforts and secure the technology necessary to advance our quality, safety, and value activities.**
- **We will increase access to and the efficiency of our outpatient clinic services both on campus and in the community.**
- **These efforts will serve to ensure our financial sustainability, and allow us to continue to invest in our teaching and research missions.**

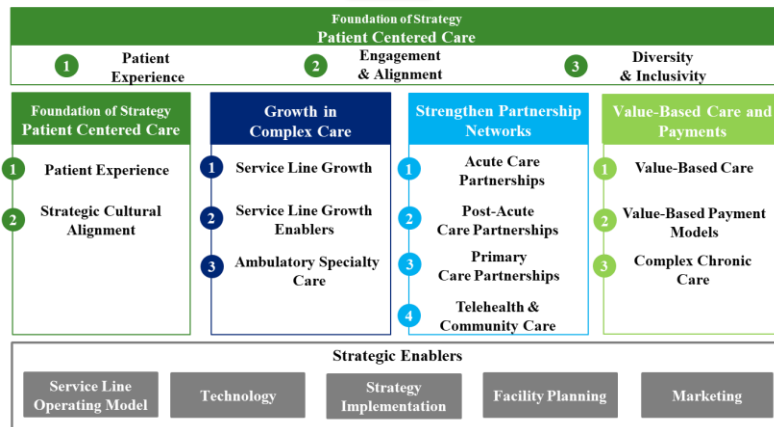


# UK HealthCare Strategy 2020



## “Refined” Strategy 2020

- Rollout in Spring 2018
- Enhanced focus on becoming a high-value organization with emphasis on our patients and our people
- Expanding our ambulatory offerings and geographic distribution



## “Original” Strategy 2020

- Rollout in Summer 2015
- Major focus on continuing partnerships (acute, post-acute, and KY Health Collaborative)
- Continued Service Line development



# Affiliate Networks

29 Additional Sites Since 2017







# Proud, But Not Satisfied...



★ Inpatient growth of 123% from FY03 to FY19 forecast

★ Ambulatory Clinic growth of 150% from FY10 to FY19 forecast

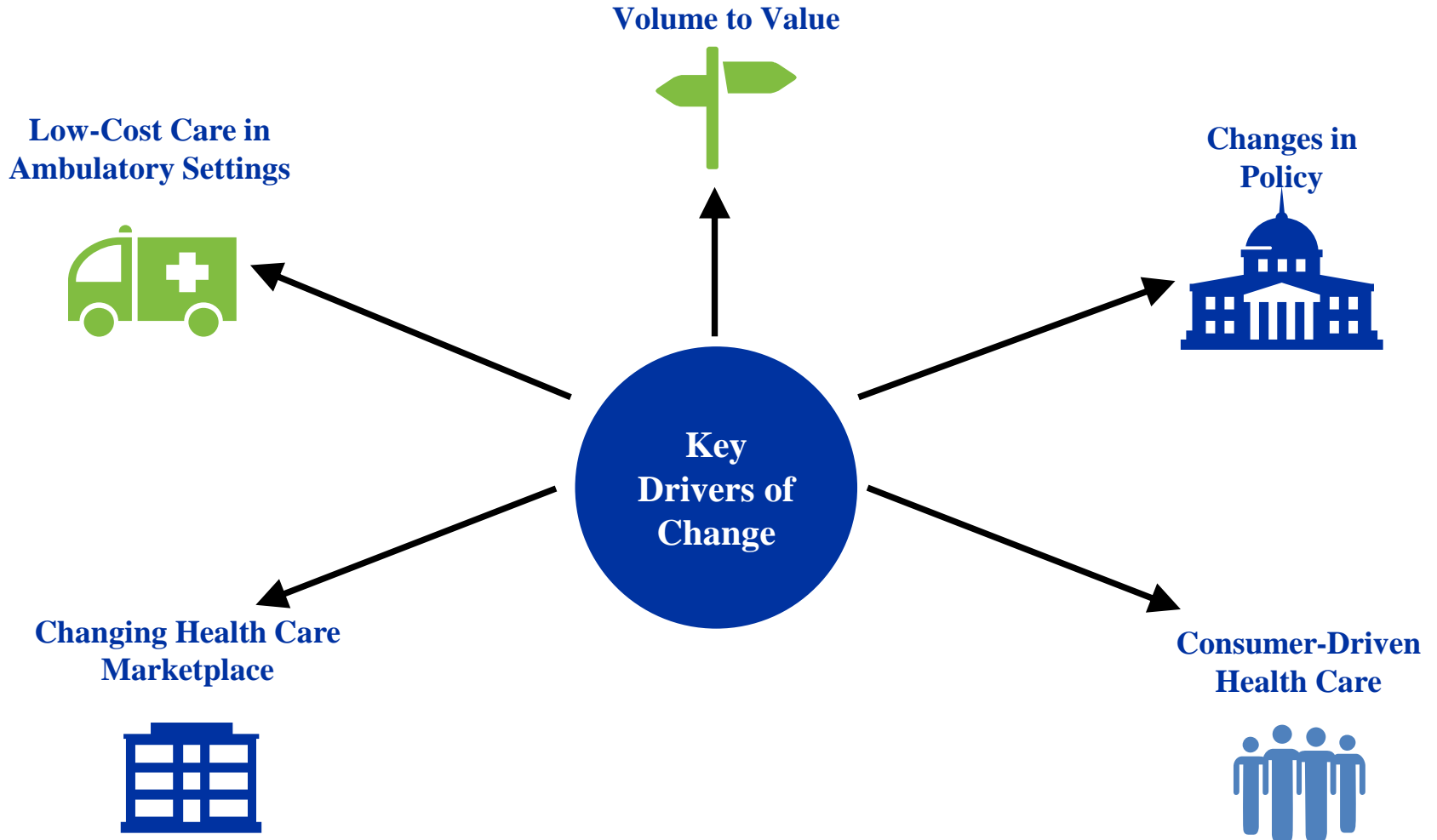
★ We remain at the 75<sup>th</sup> percentile in discharges and case mix index among teaching hospitals

★ Four specialty programs ranked in the Top 50 nationally by US News

- Diabetes and Endocrinology (33<sup>rd</sup>), Cancer (38<sup>th</sup>), Ear, Nose, and Throat (45<sup>th</sup>), and Orthopaedics (45<sup>th</sup>)



# Drivers of Change





# Establishing the Academic Medical Center of the Future

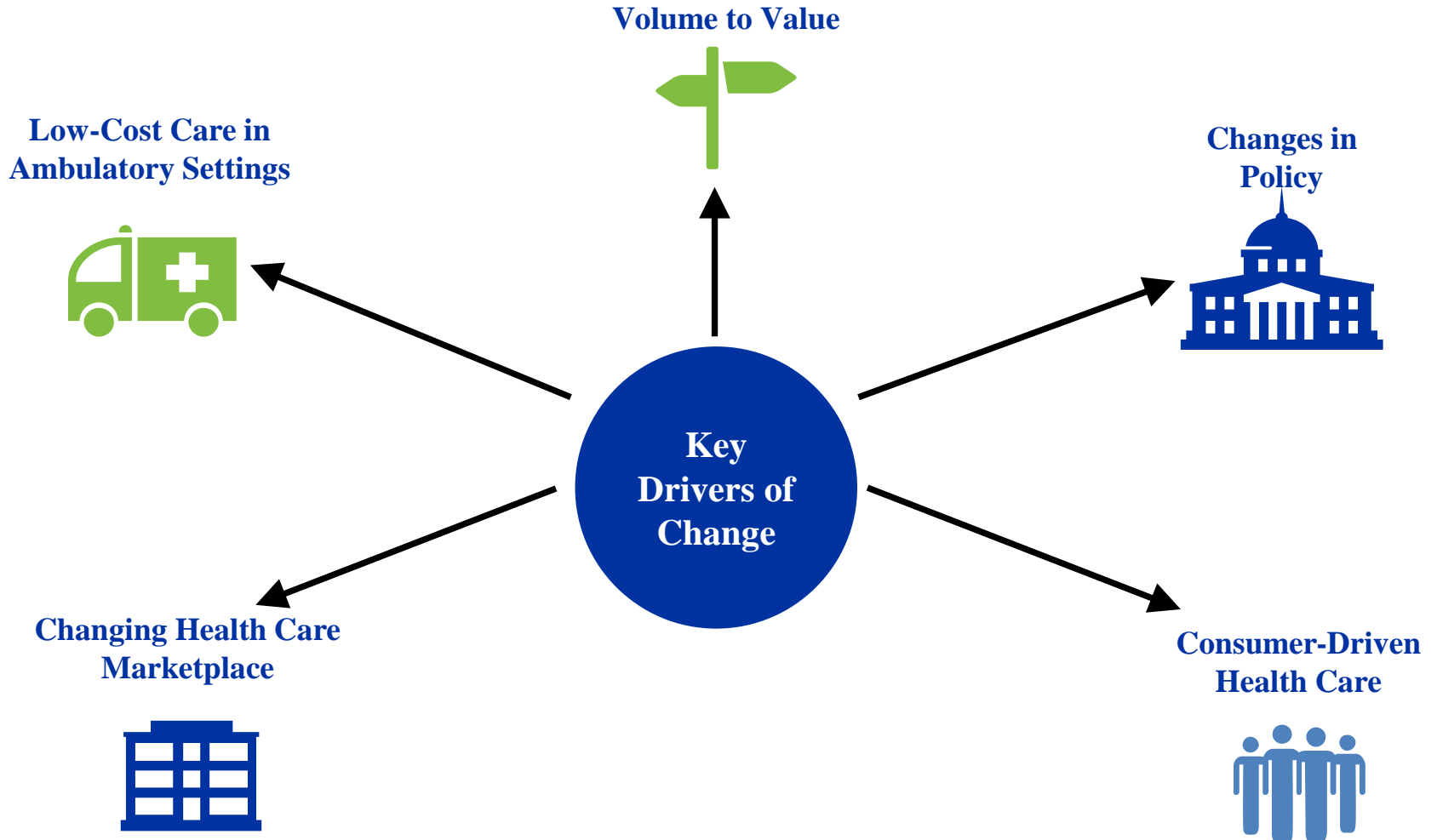
*Janis M. Orlowski, MD, MACP*  
*Chief Health Care Officer*  
*AAMC*



Tomorrow's Doctors, Tomorrow's Cures®



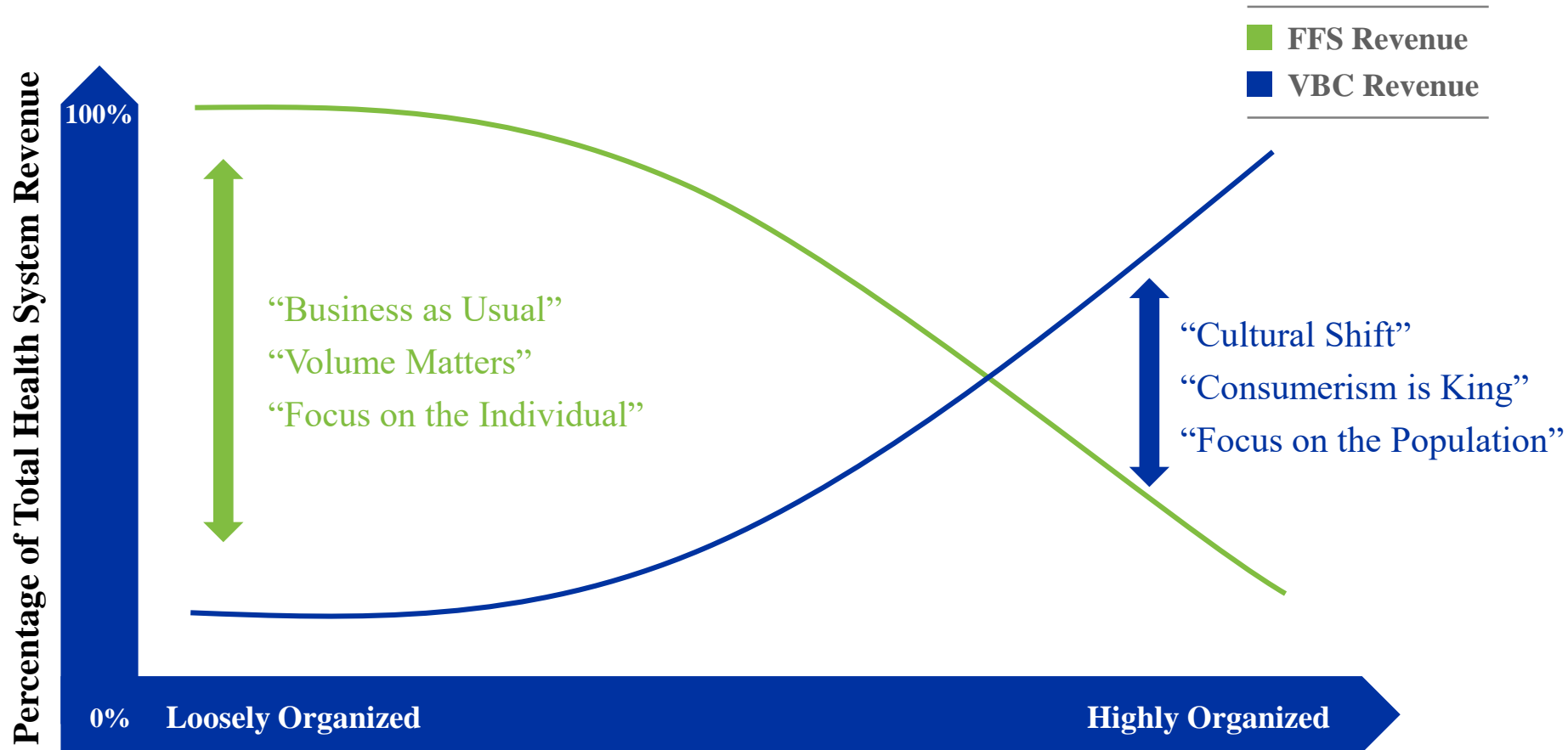
# Drivers of Change







# Market Transition to Value



VBC=Value-Based Care  
FFS=Fee-for-Service

Formalization of VBC Organizational Structure



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# How Policy Changes Affect UKHC

## Some wins, some losses in Washington and Frankfort

### LOSSES:



- Affordable Care Act Market Basket Cuts and Sequestration: **-2% Reduction**
- Medicare Disproportionate Share Hospital Cuts: **Medicare - \$6M Reduction**



- Supplemental Payments: **Phasing Out**
- Medicare Hospital Quality and Value Programs: **\$2.5M Reduction**



- Medicare Evaluation and Monitoring Code Collapse: **\$200K Reduction**
- Future Changes to the 340B Program?

### WINS:

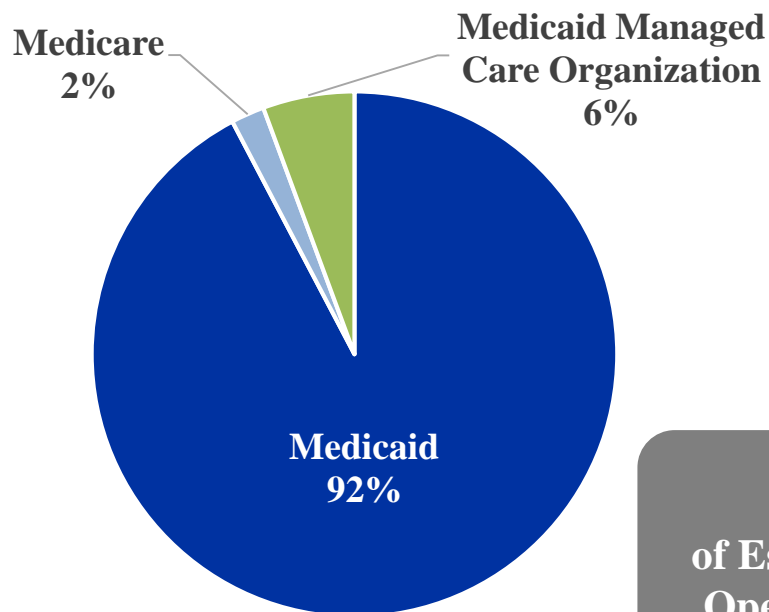
- Medicare Quality Payment Program Bonus: **+2%**
- Medicaid Directed Payments - **Pending**



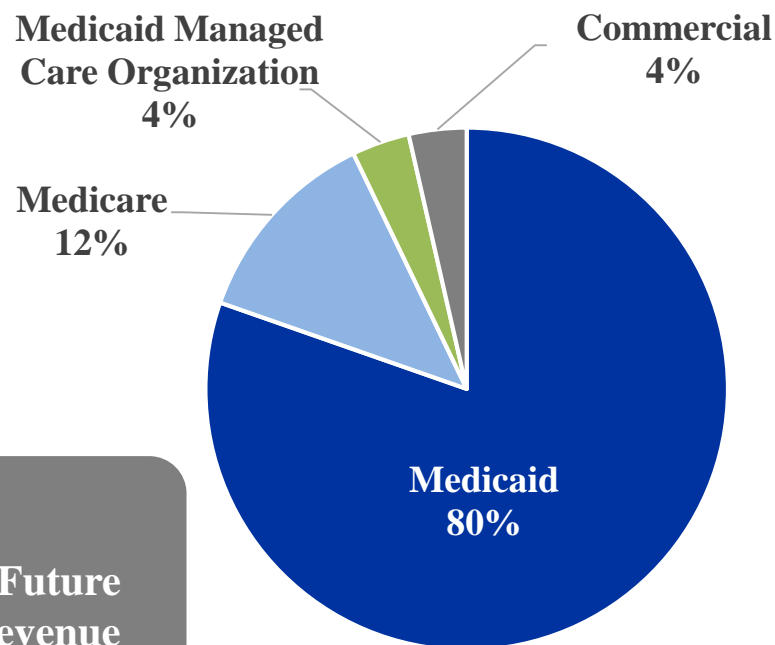
# Future Uncertainty

## - Estimated Dollars at Risk -

### Hospital – FY20



### Professional – FY20



**11%**  
of Estimated Future  
Operating Revenue

**Total = \$195,000,000**

**Total = \$56,000,000**

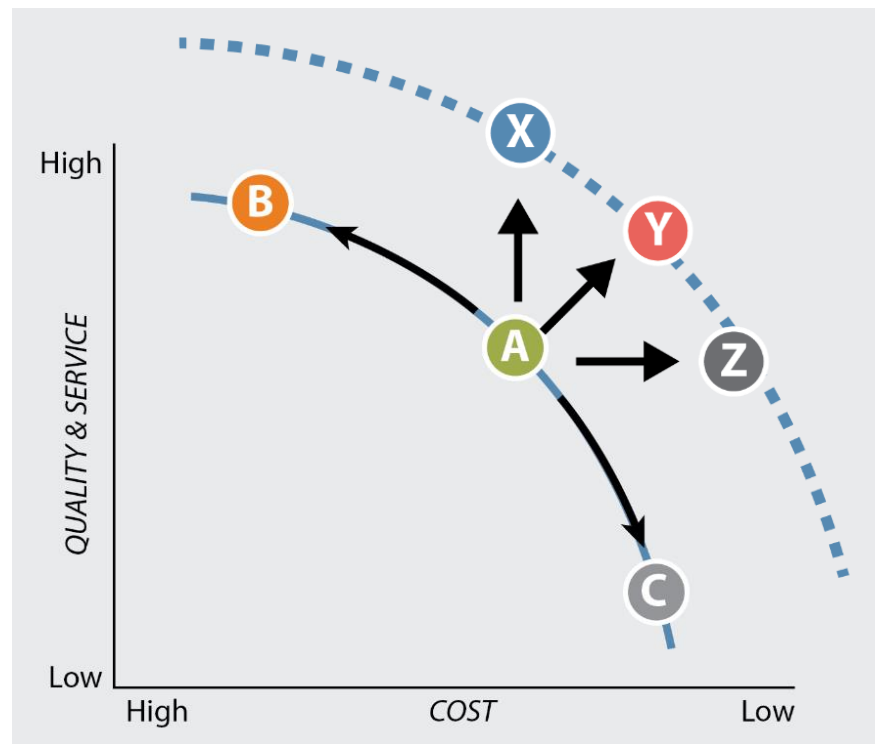
**\$251,000,000**



# Value is Becoming a Competitive Absolute

$$\text{Value (V)} = \text{Quality (Q)} * \text{Service (S)}$$

Cost (C)



## PAST THINKING

**B** Adding costs to improve quality/service

**C** Cutting costs at the expense of quality/service

## NEW PARADIGM

**X** Effectiveness:  
Improved quality/service at the same or lower cost

**Y** Innovation:  
Improvement in all dimensions

**Z** Efficiency:  
Cutting costs without impacting quality/service

Source: Lean Hospitals, Graban, CRS Press, 2009, p.10



# Consumerism



**3 in 5**

**In the younger generations  
report likelihood to use telehealth**

**1 in 4**

**Place high value on  
preferred provider access**

**90%**

**Value co-location of  
diagnostic imaging**

**1 in 3**

**Likely to price shop**

**29%**

**2018 enrollment in High-  
Deductible Health, up from 4%  
in 2007**

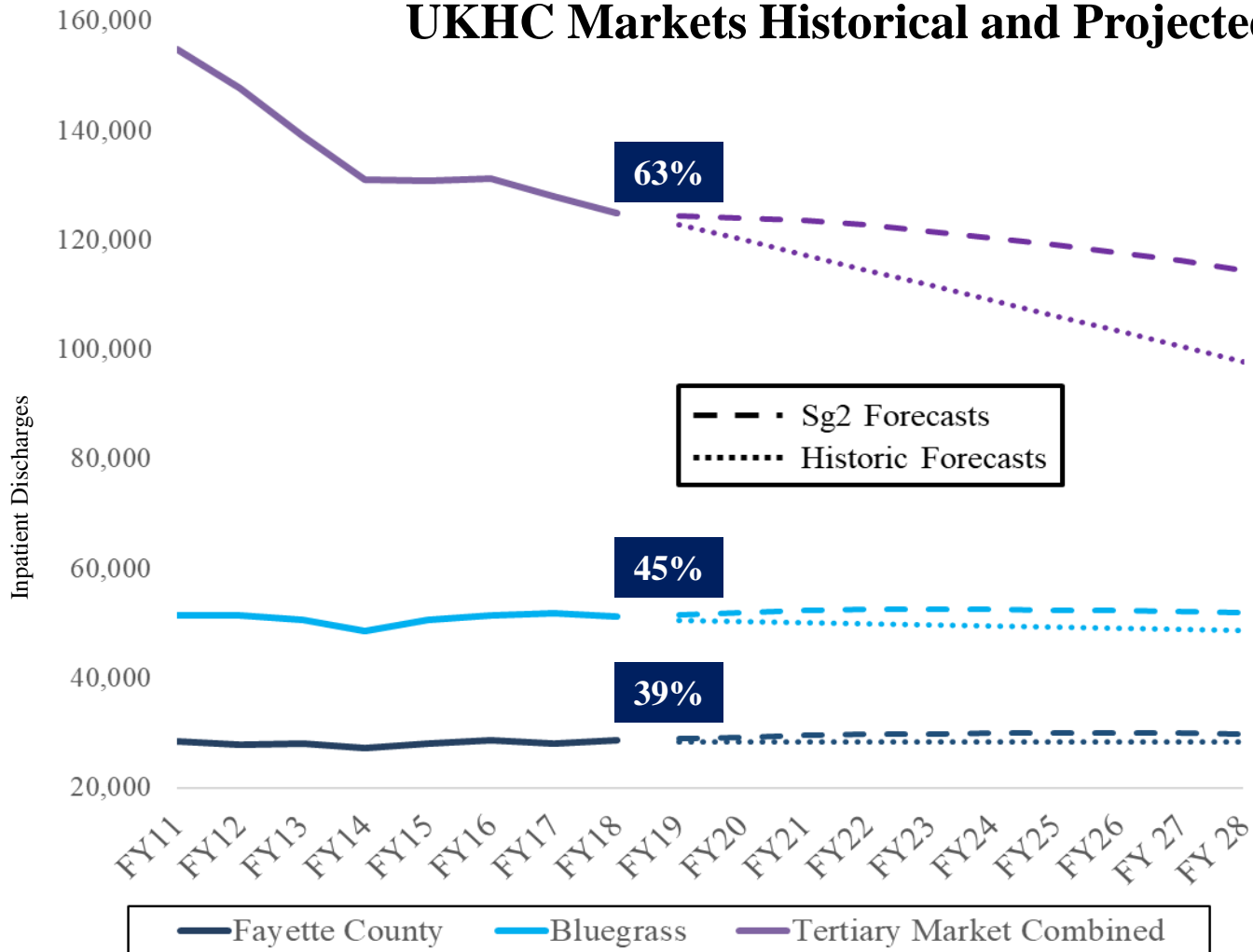
- **Cancer**
- **Orthopedics**
- **Women's  
Health**

**Service lines most vulnerable  
to market disruption**



# Local Market Trends

## UKHC Markets Historical and Projected Growth



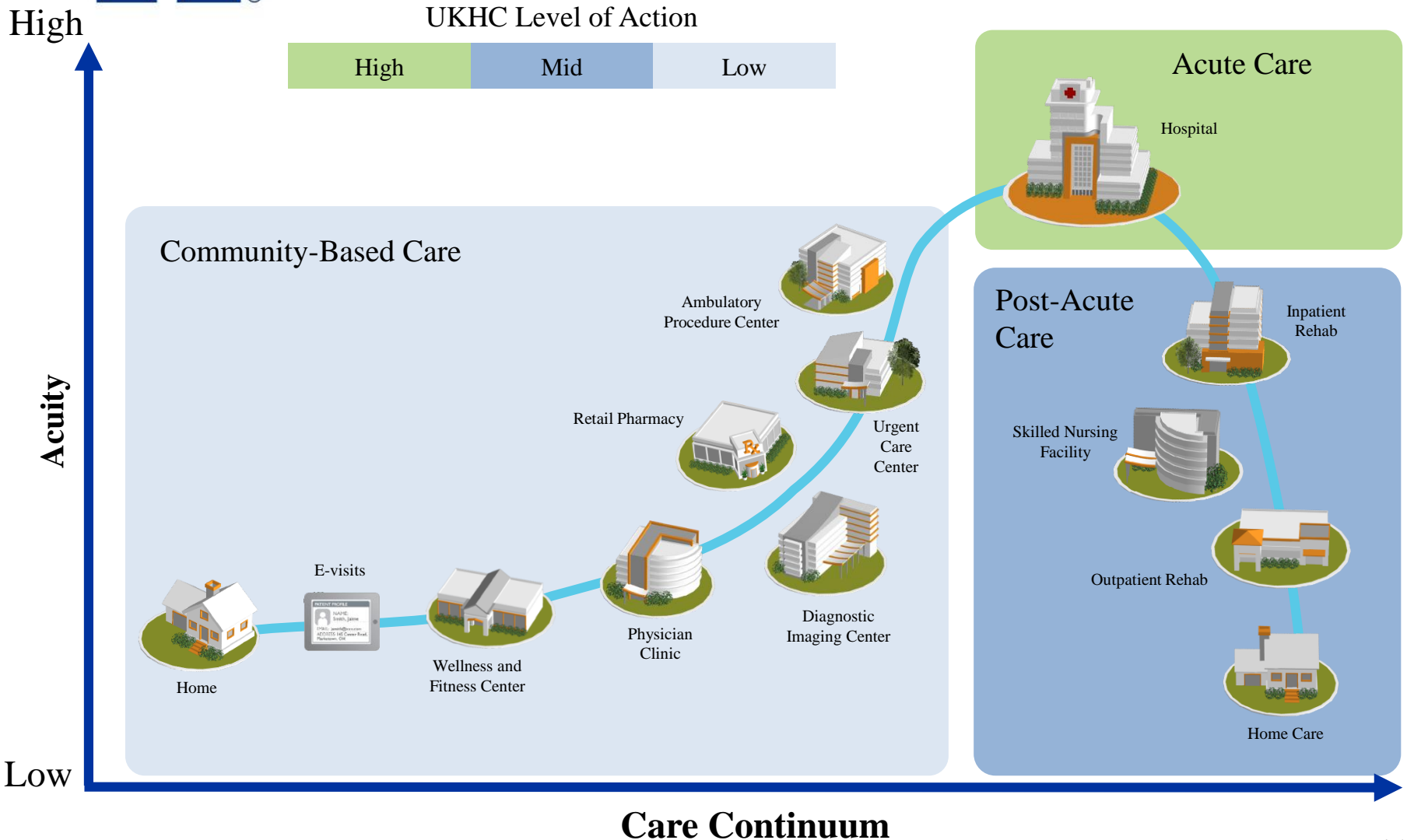
- Very strong position in the tertiary market
- Opportunities for strategic growth in the Fayette County and Bluegrass markets

UKHC FY18 percent share of patients treated by Lexington Hospitals





# Low-Cost Care in Ambulatory Settings





# Our Vision for the Future

**Building the  
Academic Health  
System for the  
Commonwealth**





# Building the Academic Health System for the Commonwealth

**1**

Focus on becoming a high-value system for our patients, community providers, and payers.

**2**

Scale our ambulatory services to match and support our exceptional growth as a system.

**3**

Continued focus on advanced sub-specialty care using innovative models, partnerships, and expertise in clinical care, research, and teaching.

**4**

Empower our clinicians to lead our growth and sustainability in clinical care, research, and teaching.



# Building the Academic Health System for the Commonwealth

1

Focus on becoming a high-value system for our patients, community providers, and payers.

## Current Focus

### 1. Quality

- Quality Improvement/Dyad Structure
- Care and Process Redesign
- Advanced Analytics

### 2. Cost and Efficiency

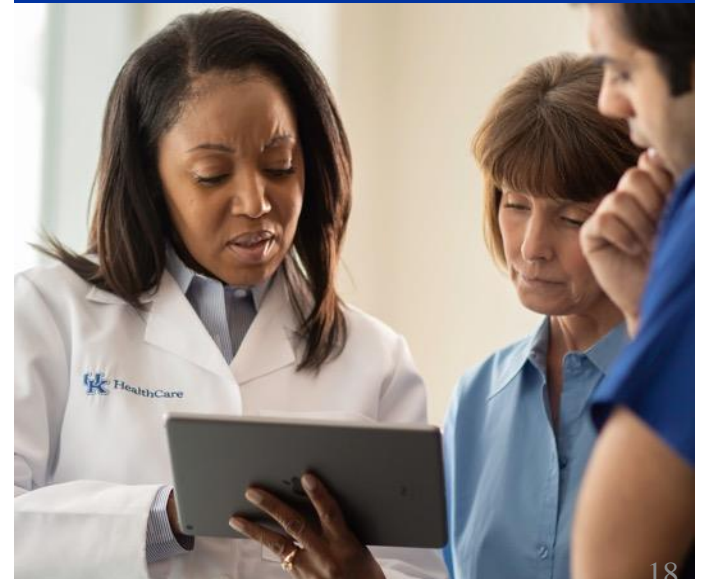
- BEST\* Ambulatory Access
- BEST\* Supply Chain, Workforce, Academics, and Research

### 3. Experience and Engagement

- Patient Experience
- Provider and Employee Engagement



## Future Vision





# FY2019 Quality Accomplishments

## Quality Improvement (QI) Training

- 600+ Inpatient & Procedural Dyads
- Enterprise-wide intensive QI training
- Integration in Leadership Training



## Dyads

- 60+ Inpatient & Procedural Dyads
- 50+ Ambulatory Dyads
- Champion QI efforts



## QI Work

- Wildcard dashboard rollout
- Team huddles
- Leader rounding
- Improve experience, safety, & engagement
- Create three inpatient Model Units







# Analytics and Quality Vision

## *What are we trying to accomplish?*

- **Improve patient-centered care, quality, safety, and value** by becoming a data-driven organization
- Position UKHC as a **leading value-based care provider**
- Advance capabilities in **data science, predictive analytics, and artificial intelligence (AI)**
- **Improve decision-making** through accelerated, user-friendly access to accurate data and analytics

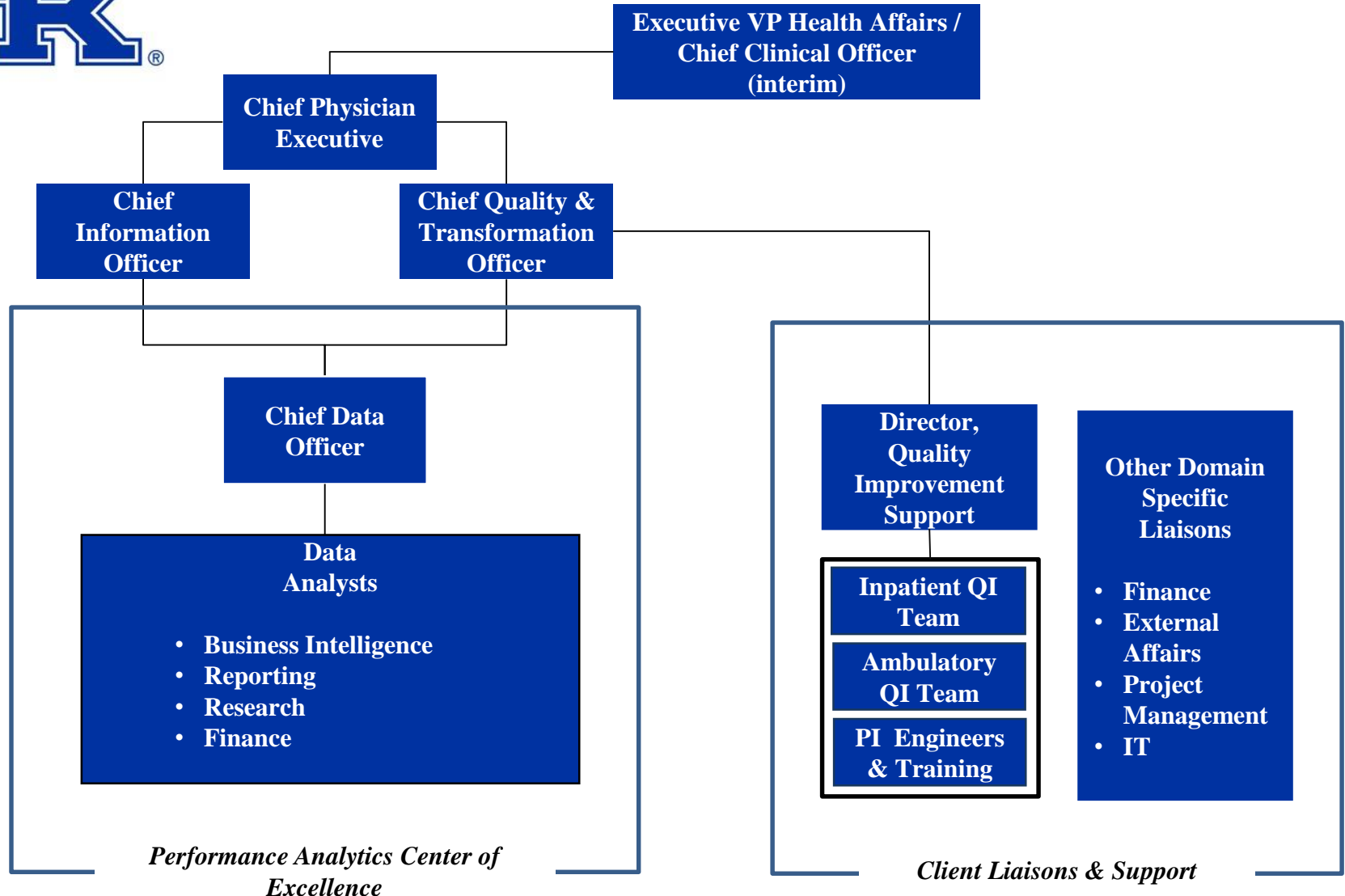
## *How will we accomplish this?*

- Create Performance Analytics Center of Excellence (**PACE**), **standardize analytics process**, and **increase accessibility** of data
- **Align existing analytics skills across enterprise and reduce siloed processes and capabilities**
- Establish core group of liaisons to **provide training, tools, and support** to internal customer groups
- **Increase confidence** in data and analytics across the organization





# Analytics and Quality Structure





# The Learning Health System Platform

Technology for  
aggregating and  
analyzing data

3.  
Analyze  
Data

4.  
Interpret  
Results

Technology and policy for making  
knowledge persistent and  
sharable

Mechanisms  
for tailoring  
messages to  
decision  
makers

5. Deliver  
Tailored  
Message

Mechanisms  
for capturing  
changed  
practice

6. Take  
Action to  
Change  
Practice

Mechanisms for managing  
communities of interest

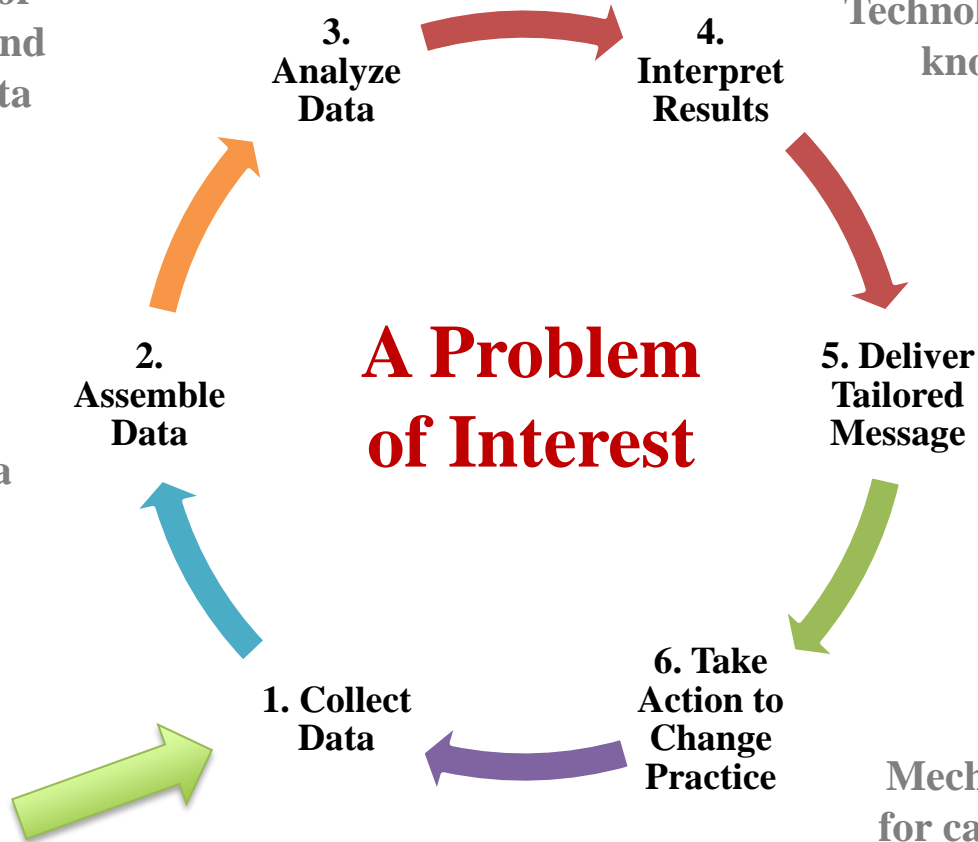
1. Collect  
Data

2.  
Assemble  
Data

Policies  
governing  
access to data

Decide to  
Study

**A Problem  
of Interest**





# Care & Process Redesign

## Care Redesign

*Focused on reducing unnecessary variation in care and improving efficiency in an evidence-based, clinician-led manner*

## Process Redesign

*Focused on departments and workflows, essential to successfully implementing a single-platform electronic health record (EHR)*

### Example Focus Areas

- Supply Utilization
- Drug Utilization
- Patient Risk Stratification
- Disease Specific Discharge Requirements
- Blood Utilization
- Lab Utilization
- Imaging Utilization
- Pre-Op Risk Assessment
- Enhanced Rounding Processes
- Discharge Planning
- Transition Management
- Referrals
- Clinical Guidelines

- Protocols and Pathways
- Plan of Care
- Nurse Driven Orders
- Quick Lists & Order Sets
- Hand Off Tools
- Patient Education
- Staff Education

- Registration
- Scheduling
- Deficiencies
- Release of Information
- Emergency Department Flow
- Perioperative Department Flow
- Patient Movement (Discharge, Transfer, and Admission)
- Medication Reconciliation
- Patient Engagement
- Medication Administration
- Billing
- Coding
- Outpatient Clinic Flow
- Group Appointments
- Telehealth
- Virtual Care
- Workforce Planning
- Pricing

**Foundation: Value at our Best**



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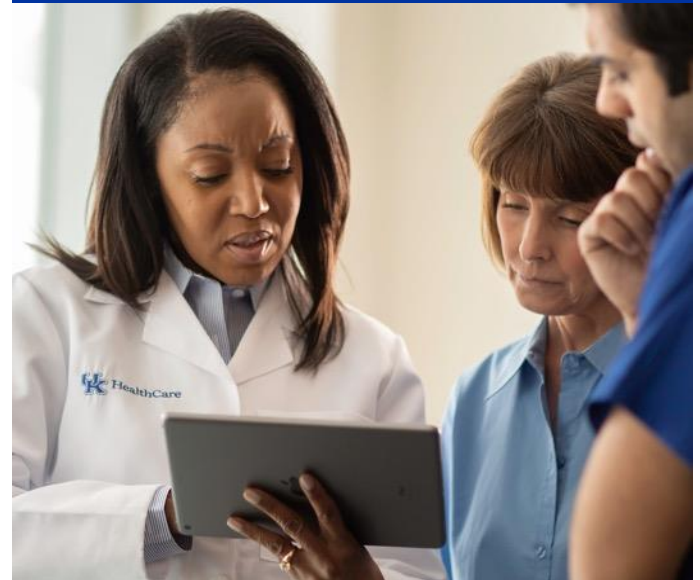
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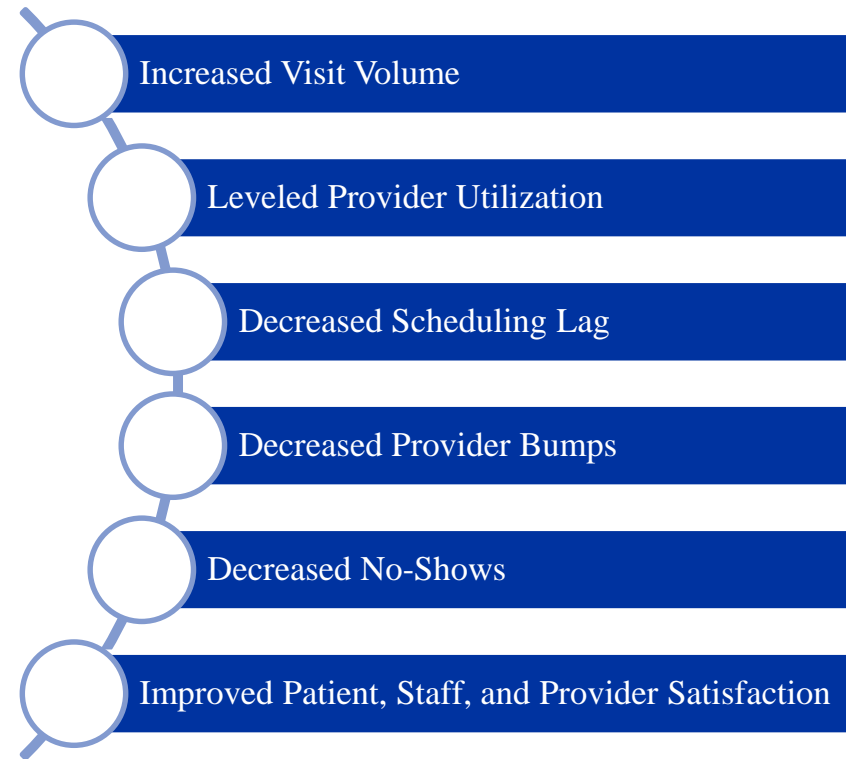
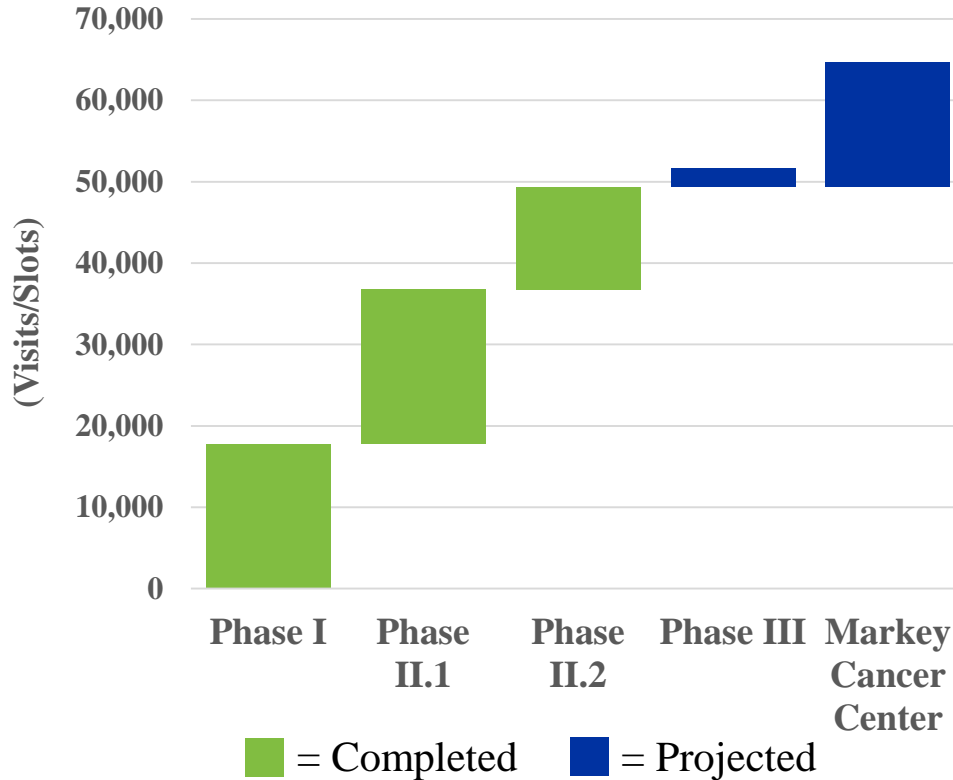


\* Building Efficiencies through Strategic Transformation



# BEST Ambulatory Access

## Increased Capacity



**Downstream Impact of  
\$40+ Million**

**Phase I:** Family Medicine, Obstetrics & Gynecology (OBGYN), Orthopedics

**Phase II.1:** Pediatrics, Interventional Pain, Physical Medicine & Rehabilitation, Neurology

**Phase II.2:** Internal Medicine, Medicine Specialties, Barnstable Brown Endocrinology Center

**Phase III:** Surgery, Ear, Nose, & Throat (ENT), Ophthalmology

**Markey Cancer Center:** Hematology, Multi-Disciplinary, Head/Neck/Respiratory, Chemotherapy Infusion, Gynecology-Oncology



# Continuing @ our BEST



**Supply Chain:** Focus on product pricing, standardization and utilization (confirmed savings to-date of \$16.5M)

**Workforce:** Focus on productivity models, contingent labor, and premium pay (confirmed savings to-date of \$6.2M)



**College of Medicine:** Focus on building efficiencies in Research and Administrative Services (launched savings to-date of \$5.7M)





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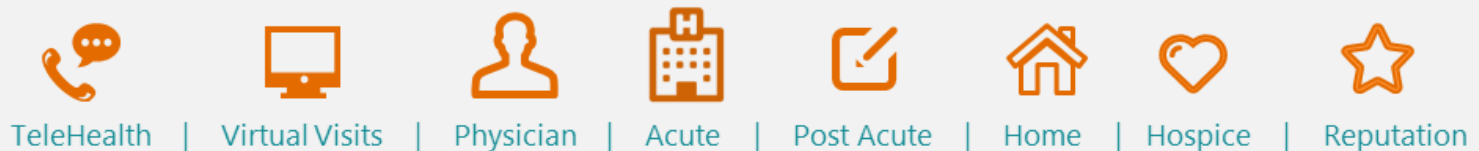




# Experience and Engagement



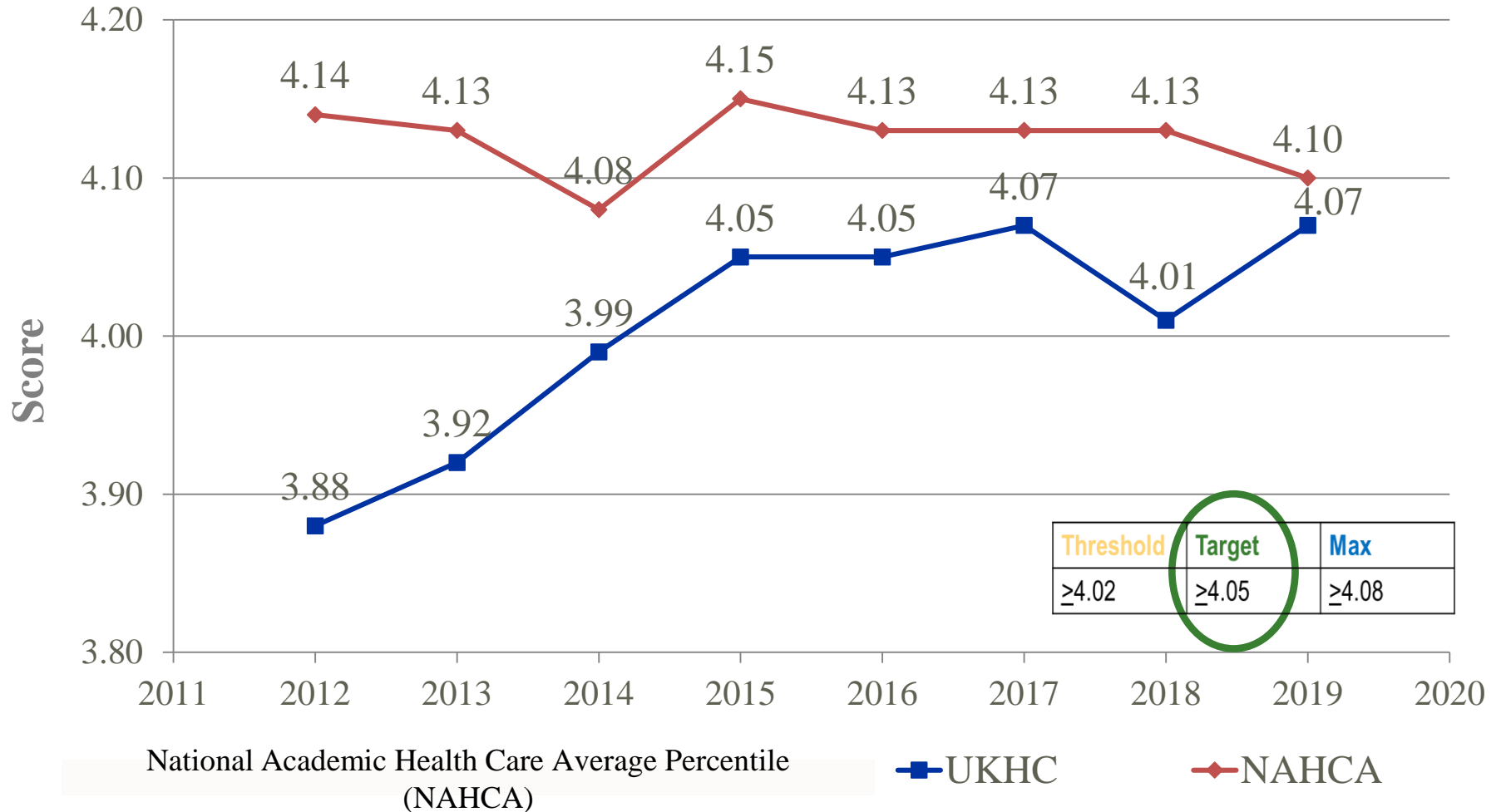
Engaged, Resilient Care Teams



CONTINUUM OF CARE

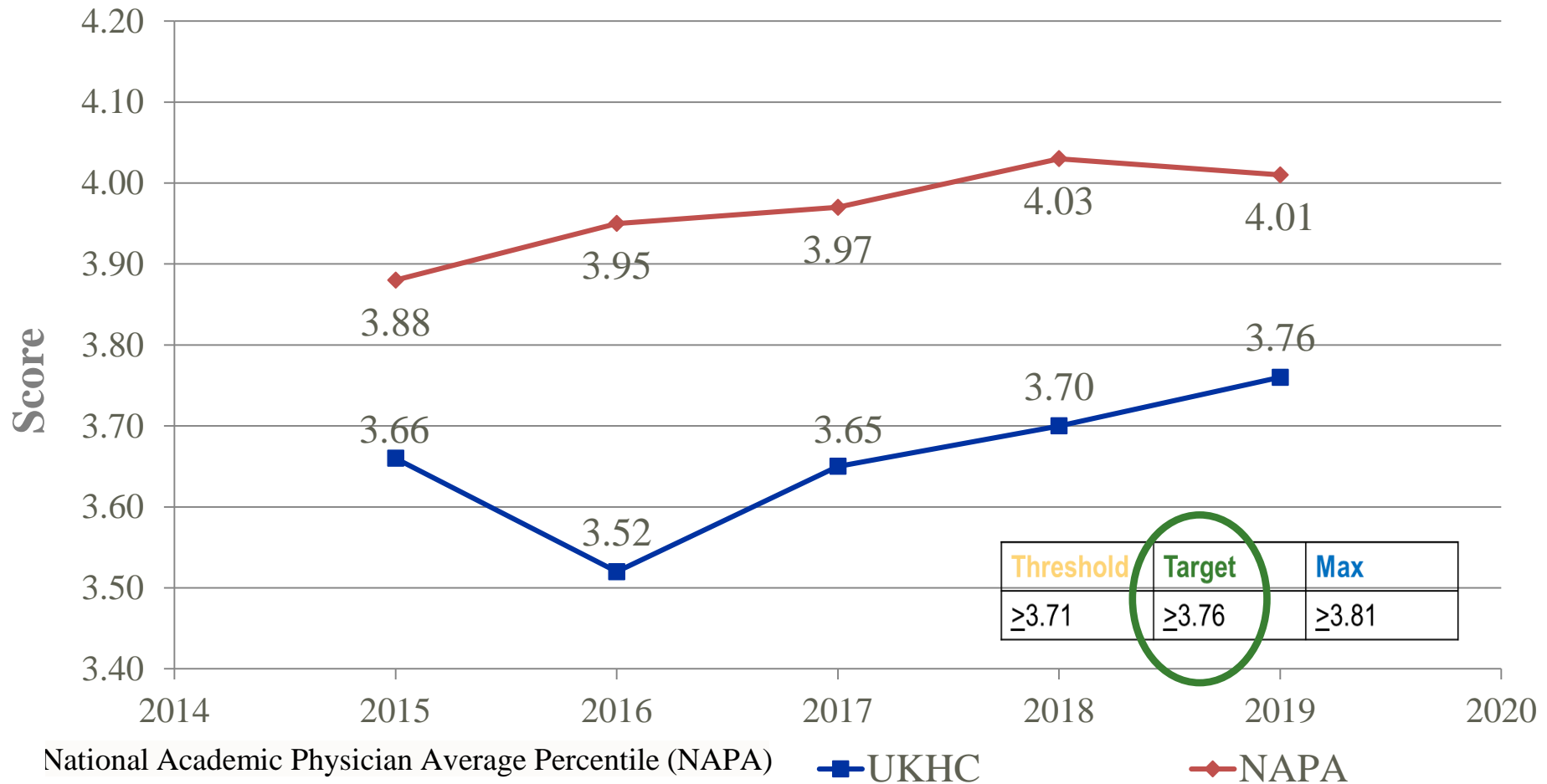


# Staff Engagement Trending





# Provider Engagement Trending





# Experience and Engagement

[Home](#) » [Find a UK HealthCare doctor or provider](#) » Jay S. Grider, DO

## Jay S. Grider, DO

Chief, Division of Pain and Regional Anesthesia  
Medical Director, UK HealthCare Pain Services

★★★★★ | 4.77 out of 5

44 ratings | [18 comments](#)

### On This Page

[Related Services](#)

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[Ratings & Reviews](#)

### Specialties

Anesthesiology

Pain Management Anesthesia



### Related Services

[Anesthesiology](#), [Interventional Pain Associates](#)

- **Physician Star Ratings** provide a level of transparency for patients in their decision-making process
- **Places the patient at the center of our efforts around improving the quality of care and patient satisfaction**

Source: Press Ganey



# EHR Enabling our Future

## Value-Based Care

- Provide risk tracking and preventative health tools
- Manage value-based care arrangements
- Provide an integrated platform

## Engagement

- Promote efficiency and integration
- Be user-friendly
- Prioritize and route messages to the correct care team member

## Quality and Patient Safety

- Reduce unnecessary care variation
- Support automated care team notification and time tracking

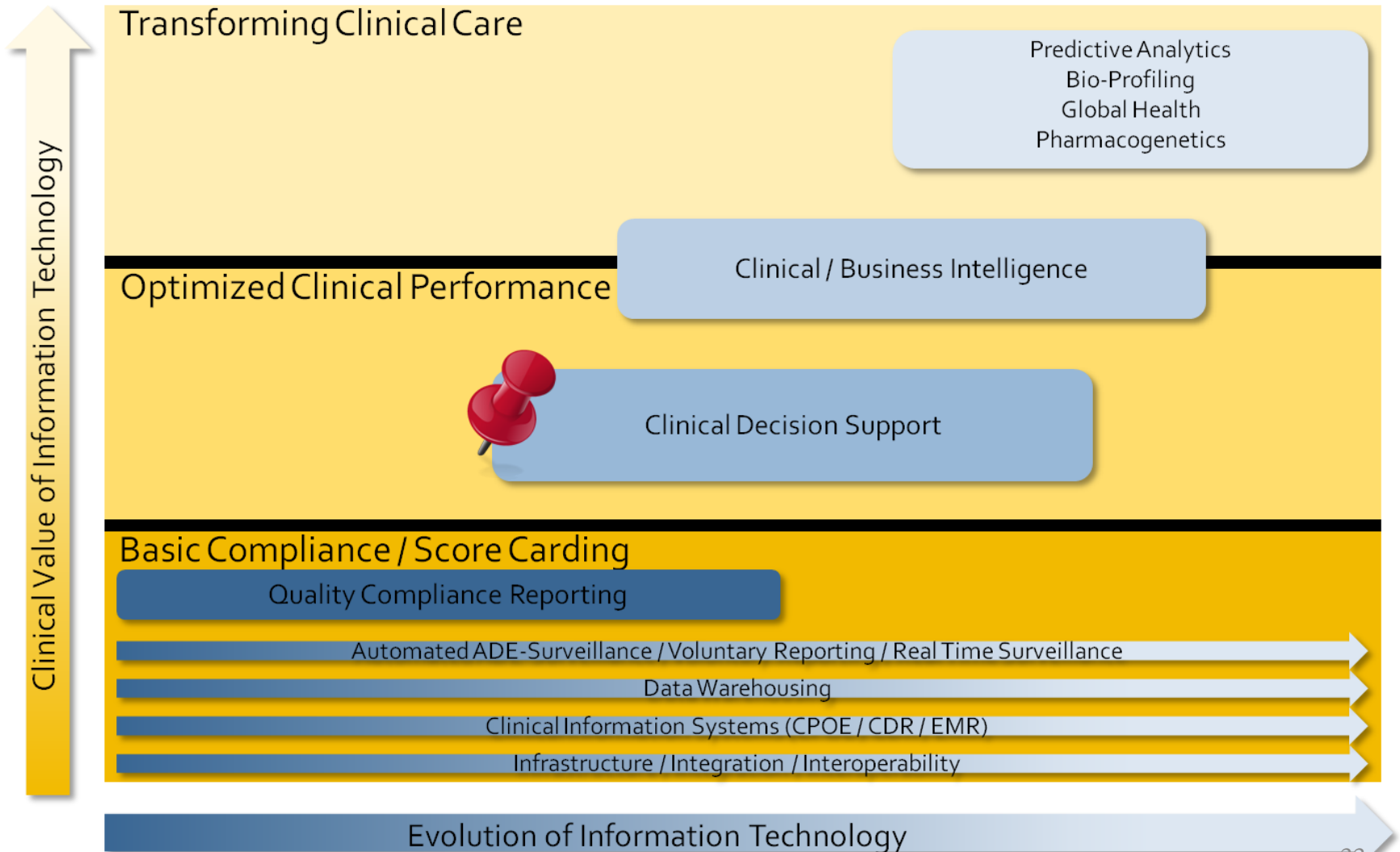
## Experience

- Improve the care experience
- Support an advanced patient portal
- Support genomics-informed medicine





# Leveraging IT as Part of the Overall Institutional Strategy





# Building the Academic Health System for the Commonwealth

2

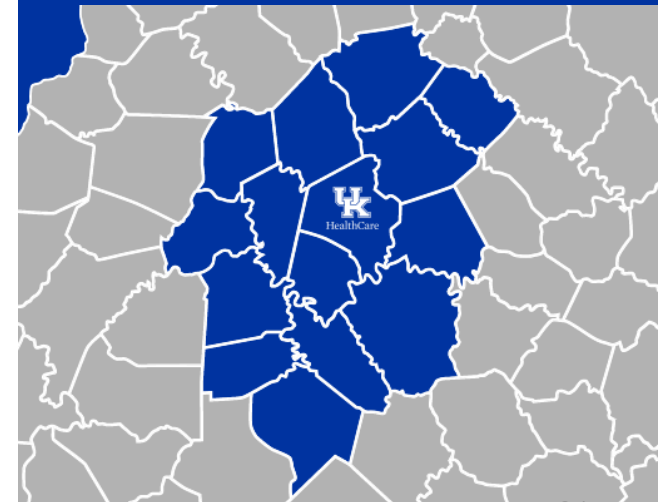
Scale our ambulatory services to match and support our exceptional growth as a system.

## Current Focus

1. **Lexington Clinic – Oncology**
2. **Markey Cancer Center Expansion**
3. **Kentucky Clinic Projects**
4. **Turfland Campus**
5. **Lexington Surgery Center**
6. **Specialty Pharmacy**
7. **Non-Chemotherapy Infusion**



## Future Vision





# Lexington Clinic Medical Oncology



**“Go-Live”** for Cancer Collaboration is June 24, 2019



# Markey Cancer Center Expansion

## GOALS:

- Create five years of additional capacity coverage
- Expand clinic capacity
- Optimize experience, throughput, and capacity (patient, provider, and staff)
- Maintain a multidisciplinary clinical care model
- Ensure services revolve around the patient
- Incorporate patient supportive services back into the clinical practice
- Further integrate clinical research into daily practice

**Expansion will result in estimated 7,200 additional chemotherapy slots and 13,720 visits**

**Anticipated Completion June 2021**





# Kentucky Clinic Projects

## GOALS:

- Expand Clinic Capacity
- Improve Patient Experience
- Enhance Access and Throughput



Department	Project Started	Phase I complete	Project Completed
Ear, Nose, and Throat			✓
Medicine Specialties	✓	✓	
Obstetrics and Gynecology at Maxwell	✓		
Pediatric Specialty			✓
Speech Services			✓
Imaging (KY Clinic South Mobile MRI)			✓





# Turfland Campus

## Turfland Second Floor Build-Out



- 40,000+ Square Feet
- 40 Exam Rooms
- Multi-Specialty Clinic Concept
- Tentative Opening Late 2020

## UK HealthCare Urgent Care Clinic



- Consumer Demand for Convenient, Same-Day Care
- Utilized Existing Location
- Leveraged Existing Family and Community Medicine Clinical Strategy to Emphasize Quality
- Opened June 1, 2019



# Lexington Surgery Center

**Transition of cases to  
Lexington Surgery Center  
began on November 29, 2018  
743 cases have been  
performed to date**

Department	Integrated
Endoscopy	
Nephrology	
Oculoplastics	✓
Ophthalmology	✓
Ortho-Sports Medicine	✓
Interventional Pain Management	✓
Pediatric Dentistry	
Pediatric ENT	✓
Pediatric Ophthalmology	✓
Plastics-Hand	✓



- **Established Right Patient, Right Care, Right Location Goal**
- **Clinical Operations Integration Steering Committee formed to optimize:**
  - Clinical outcomes, throughput, patient experience, and economic advantages
- **Operating Room (OR) Optimization Executive Steering Committee formed to:**
  - Evaluate clinical operations integration requests
  - Develop programmatic collaborative efforts
  - Evaluate and secure optimal OR backfill opportunities
  - Monitor OR goals and measure and track progress
- **Opening July 1, 2019**
- **Ribbon-cutting ceremony July 29, 2019**





# Specialty Pharmacy

## UK Specialty Pharmacy

- Provides access to limited distribution drugs and high-cost specialty pharmaceuticals through a high-touch, patient-centered management approach optimizing the patient's medication experience
- Cares for more than 5,000 patients suffering from rare and chronic diseases
- Accredited and nationally recognized presence



### Goal

- Proposed plan for off-campus Specialty Pharmacy in 2020 with growth capacity through 2025
- Will allow for Markey Pharmacy expansion in Pavilion H and ability to provide expanded service to our patients and partners



### Enhanced Services

- Initiate an Ambulatory Infusion Pharmacy
- Centralize mail order prescription services for all seven UK Retail Pharmacy operations
- Centralize prescription support tasks for UK Clinics





# Non-Chemotherapy Infusion

## GOALS:

- Increase total infusion chairs over the next five years and allow for better, more convenient care of patients and strategic growth
- Provide off-campus infusion center options in response to payer demands
- Create models that neutralize Centers for Medicaid and Medicare Services (CMS) payment reductions of 30%
- Be co-located with Specialty Pharmacy

**\$24,751**

*Average drug cost per patient based upon the 25 most frequently infused drugs*





# EHR Enabling our Future

## Ambulatory Strategy

**Support advanced scheduling of patients** to decrease cancellations and adjustments by accounting for utilization loads and special requests

**Accommodate rapid ambulatory growth** to allow for UK HealthCare to continue to expand

**Mitigate referral leakage** to boost UK HealthCare's revenue





# Low-Cost Care in Ambulatory Settings





# Organizational Position Assessment

*Completed*

*Education and Prioritization*

Current  
Capacity  
Assessment

Market  
Prioritization

Consumer  
Alignment  
Assessment

*Market Development*

Service Line &  
Geographic  
Prioritization  
(What, Where,  
& How)

*Planning for our Future*

*Strategic & Operational Modeling*

Consumer  
Cultivation  
Strategy

Facilities  
Strategy

Recruitment  
Strategy

Strategy  
Scenario  
Models

Primary Care (Fayette versus Bluegrass)

Critical Core Services (i.e. Endoscopy, Imaging, Retail Pharmacy, Infusion, etc.)

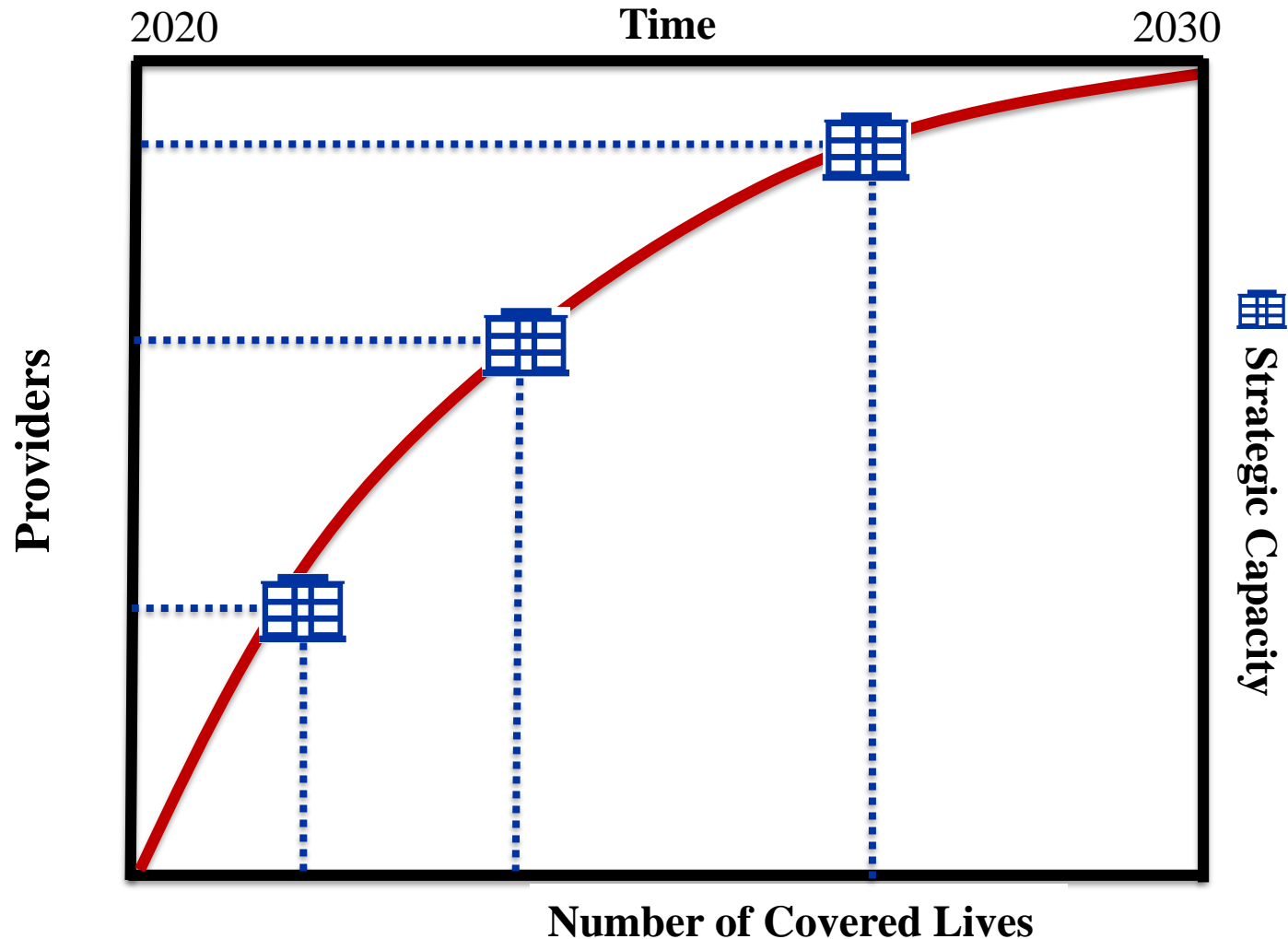
Specialty Care (Service Lines)

External Market Opportunities

Financial Modeling



# Impacting More Kentuckians Through Strategic Growth







# Building the Academic Health System for the Commonwealth

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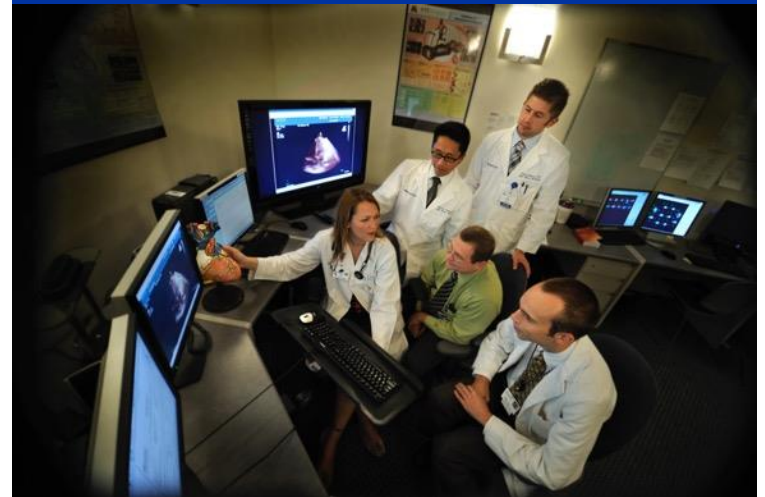
Continued focus on advanced sub-specialty care using innovative models, partnerships, and expertise in clinical care, research, and teaching.

## Current Focus

1. **Transfer Shaping Strategy**
2. **eICU**
3. **Interventional Suite**
4. **Additional Operating Rooms**
5. **EHR Impact**



## Future Vision







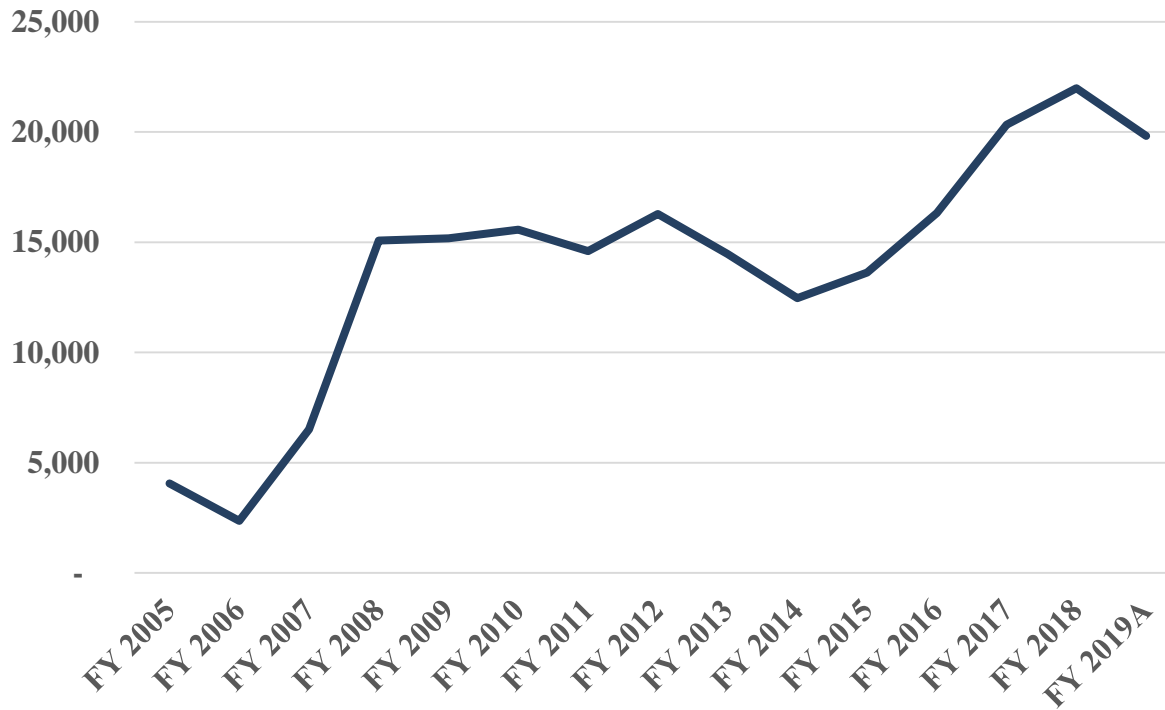
# Transfer Shaping Strategy

## Overview



## Strategies

UKHC Patients Transferred In



- Increase utilization at Good Samaritan Hospital
- Optimize all operating room capacity
- Reverse transfers
- Leverage external partnerships while providing full oversight of transfers
- Remote hospitalist care
- Physician placement in community settings
- eICU/eAcute



# eICU Strategy

- The **eICU** program is a transformational critical care telehealth program
- It combines A/V technology, predictive analytics, data visualization, and advanced reporting capabilities
- Caregivers are empowered to care for the patients who need it the most in the moments that matter the most





# Interventional Suite



- Investment decision made to fit-out approximately 49,000 SF of new Interventional Suite on the first floor of Pavilion A
- Allows for expanded Vascular Interventional, Neuro Interventional, and Computed Tomography (CT) Interventional access
- Enhanced patient throughput with additional levels of prep, recovery, and support spaces

High Level Schedule	May 2019	June 2019	September 2020	December 2020
Project Steering Team Kick-Off	✓			
Construction Begins		✓		
Target Substantial Construction Completion and Activation			✓	
Target Opening				✓ <sup>49</sup>



# Additional Operating Rooms

- Opened four additional operating rooms in August 2018
- Opening two additional operating rooms in September 2019
- Allowed for initial expanded access for Urology, Adult Cardiovascular, Adult Cardiothoracic, Vascular, and Transplant
- Projected increase of more than 3,000 additional cases and almost 8,000 additional OR hours over the next four years







# EHR Enabling our Future



## **Interoperability with Community Affiliates**

**Allow affiliates to view and contribute  
information to the EHR**  
to support transitions of care with external  
providers

**Interoperate with external organizations and  
health exchanges**  
to create a comprehensive record of care

**Support telehealth and eICU**  
to allow for the next generation of patient care



# Future Vision - Strategy 2025

3

Continued focus on advanced sub-specialty care using innovative models, partnerships, and expertise in clinical care, research and teaching.

- **Continue to ensure we have capacity to meet advanced sub-specialty inpatient needs of the Commonwealth**
- **Use innovative partnerships to promote high-quality, safe, and effective care in the appropriate settings**
- **Leverage advanced technologies to efficiently provide high-value care**



# Building the Academic Health System for the Commonwealth

4

Empower our clinicians to lead our growth and sustainability in clinical care, research, and teaching.

## Current Focus

1. Integrating all components of the system
2. Empowered and aligned physicians and funds flow
3. Integrated physician practice
4. Strategically aligned facilities and physician recruitment



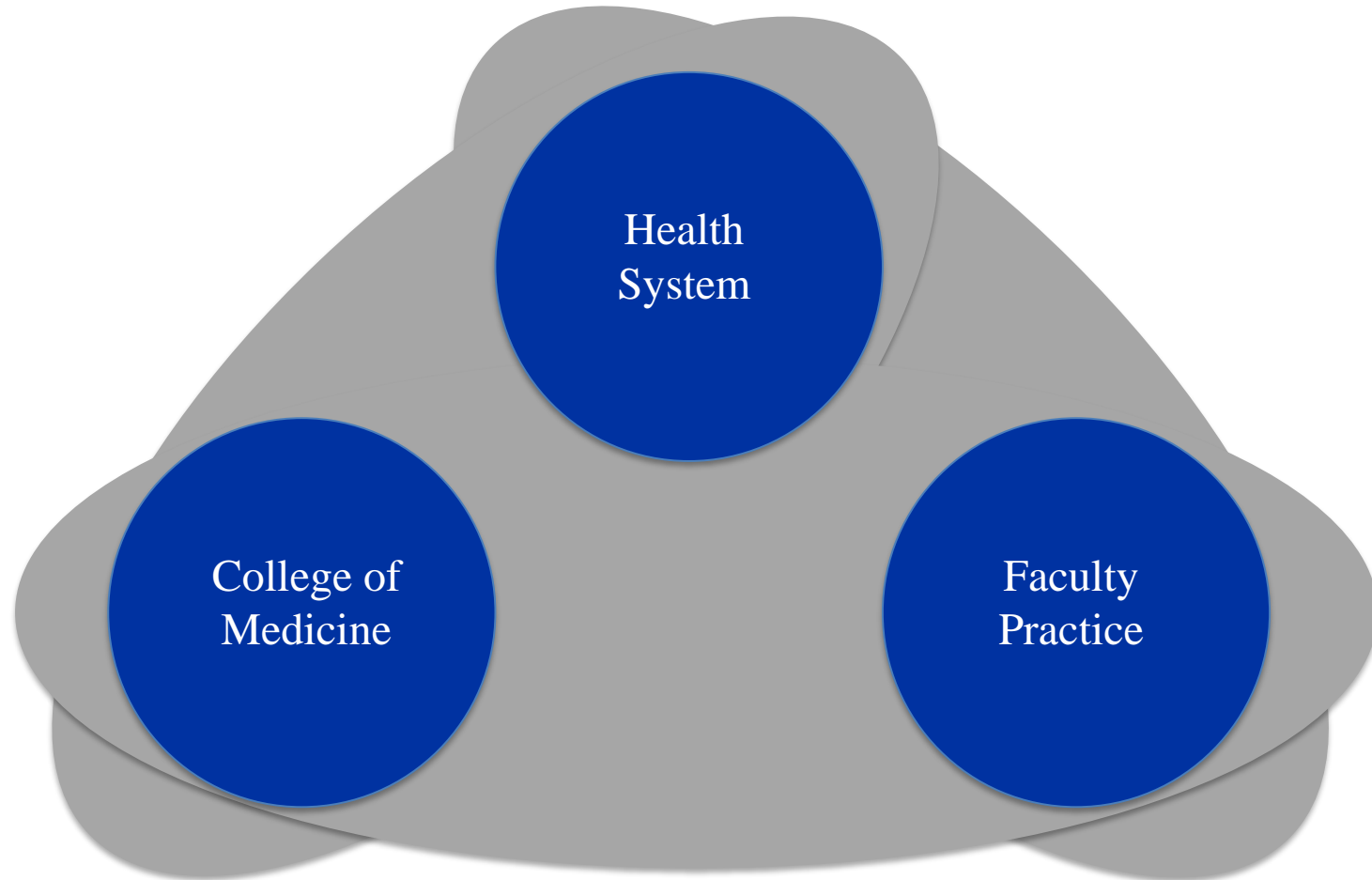
## Future Vision







# Academic Health System Alignment





# Forces of Change

- Changing Medicare and private reimbursement
- Population health initiatives
- Private accountable care organizations
- Narrow networks
- Competition
- Reduced research funding
- Changing physician reimbursement and practice economics

Academic Medical Center or Teaching Hospital      Other Teaching Hospital, Community Hospital, or Providers

AAMC Mergers and Acquisitions

## Changes Relationships (Alignment) Between

University or School of Medicine

Health System or Teaching Hospital

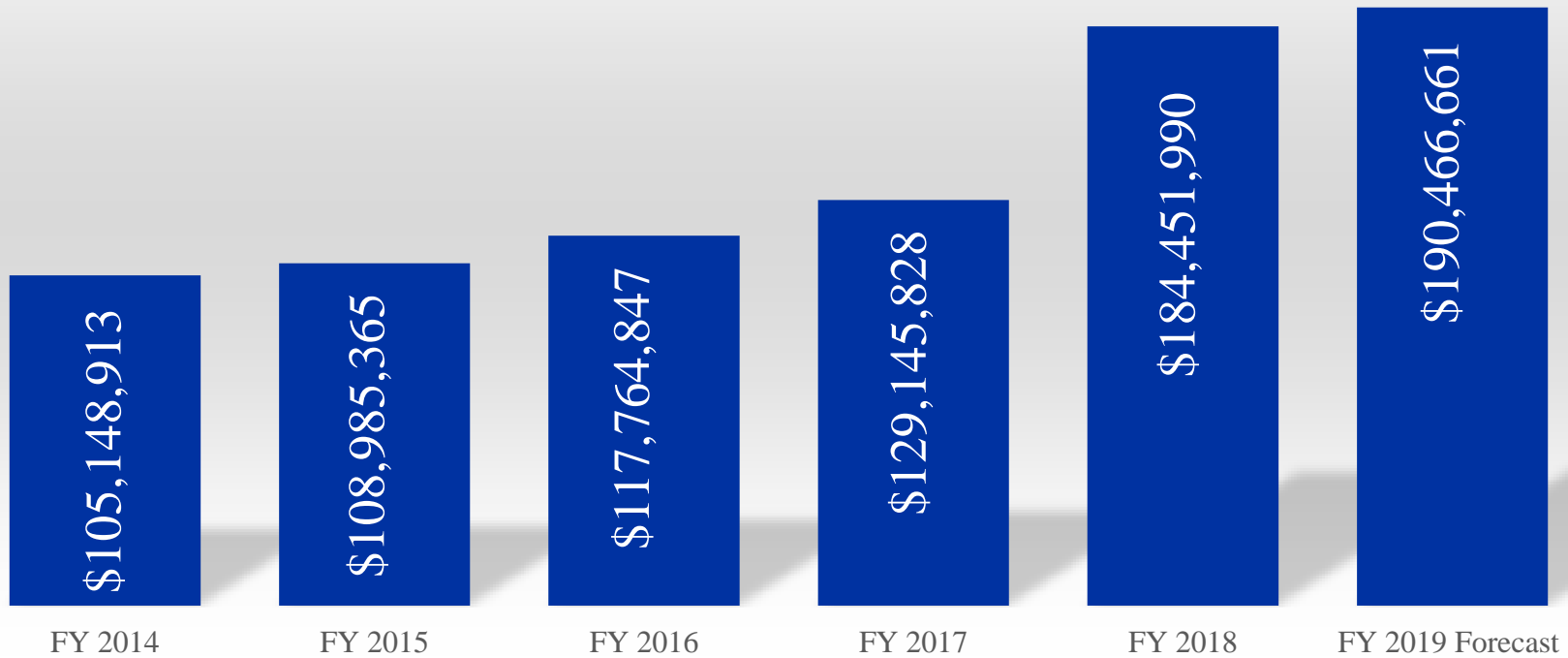
Faculty Practice



# College of Medicine

## Enterprise Investment Request (EIR) and Direct Graduate Medical

■ Amount Transferred





# Aligned Integration



Advancing the Academic Health System for the Future

**Figure 2: Five Levels of Integration for an Academic Health System**



**Organizational Integration** *Governance; Organizational Alignment; Brand Experience; Physician Alignment; Academic Mission*



**Financial Integration** *Aligned Financial Incentives; Cost Management; Confidence with New Payment Models; Population Management; Economies of Scale*



**Clinical Integration** *Continuum of Services; Access to Services; Care Coordination; Medical Home; Innovative Delivery Models; Clinical Integration*



**Information Integration** *Reporting Infrastructure (metrics); EHR; Patient Portal; Health Information Exchange; Data Warehousing/Business Intelligence*



**Community Health Engagement** *Community Health Programs; Linkage with FQHCs; Community Health Status; Partnerships with Payers*

*Source: Manatt Health Solutions*

manatt



Tomorrow's Doctors, Tomorrow's Cures®

## *Future of Academic Medicine Series*

# Next-Generation Funds Flow Models

## *Enhancing Academic Health System Alignment*

October 2018



# Funds Flow

**Funds Flow is the funding of innovation across the Clinical, Research, and Education missions**

- **Enables faculty recruitment and program development**
- **Supports investment in new areas of research**
- **Facilitates delivery of educational programs insufficiently supported by tuition or public funds**



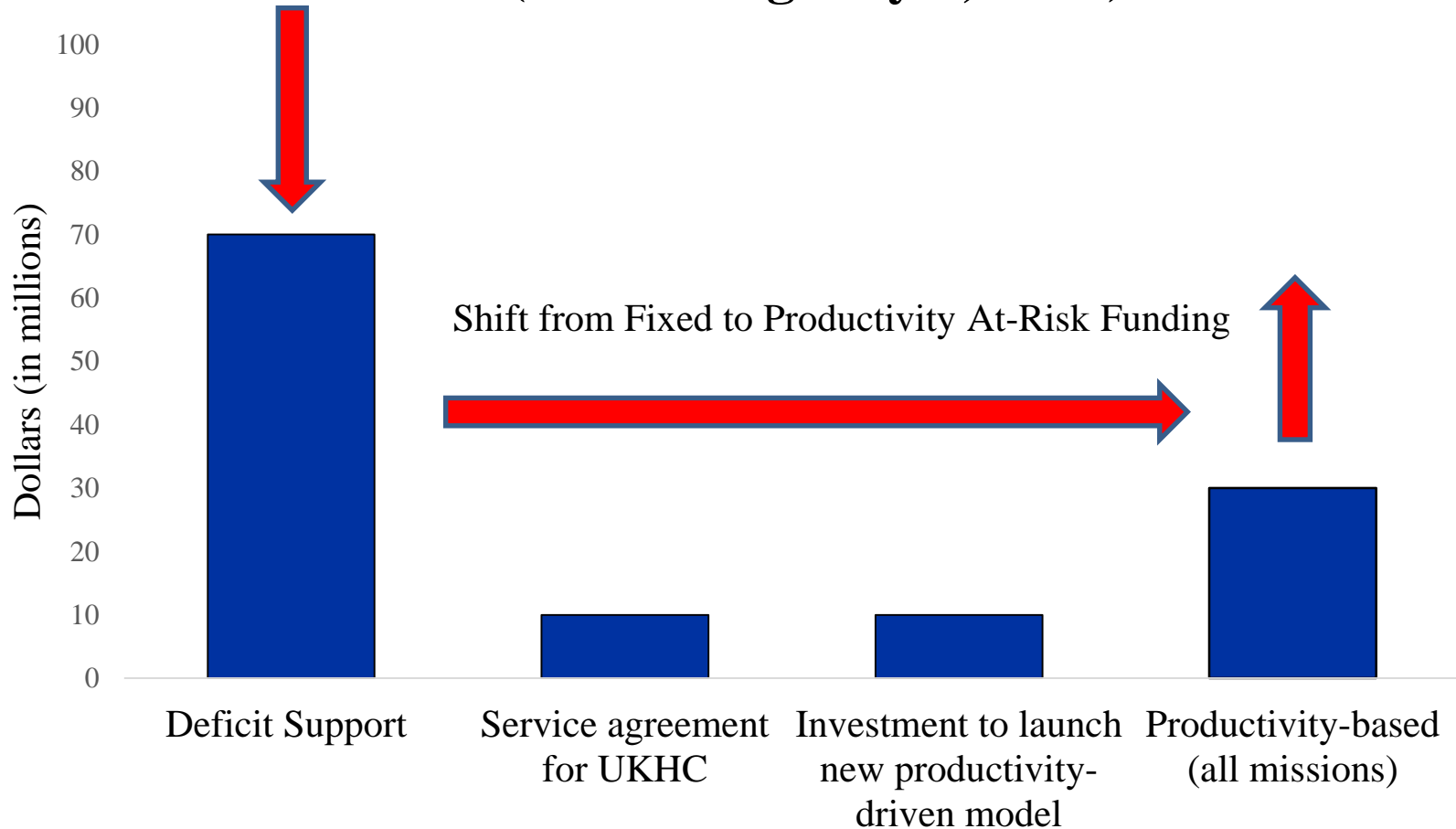
# Funds Flow Goals

- **Alignment of hospital, practice plan, College of Medicine, and ambulatory**
- **Enable the delivery of value-based, high-quality care**
- **Engagement of faculty and staff**
- **Integrated and aligned faculty practice plan**
- **Department discretionary decisions and resources**
- **Create resources to support all missions**
- **Enhanced productivity and fiscal accountability**
- **Full commitment of faculty and staff (aligned compensation)**
- **Competitive and transparent compensation**



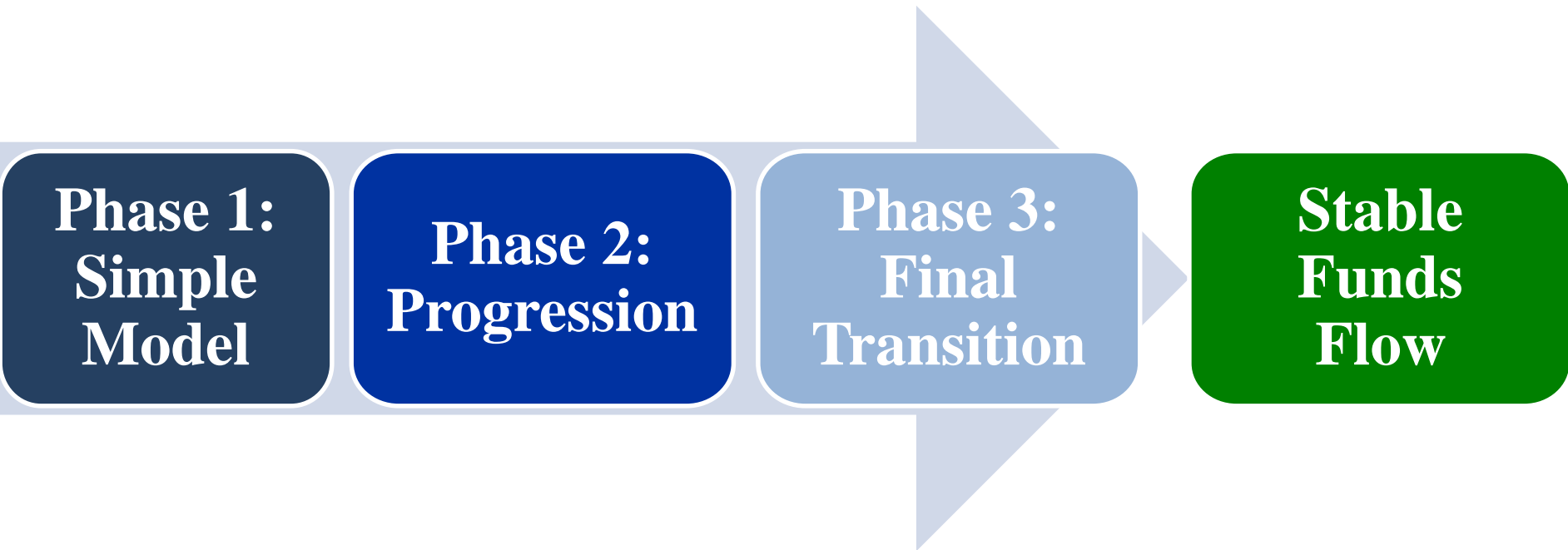


## New Productivity-Driven Model for College of Medicine (Launching July 1, 2019)





# Funds Flow Model Development





# Compensation Goals: Productivity Advisory Group

## Why a new model?

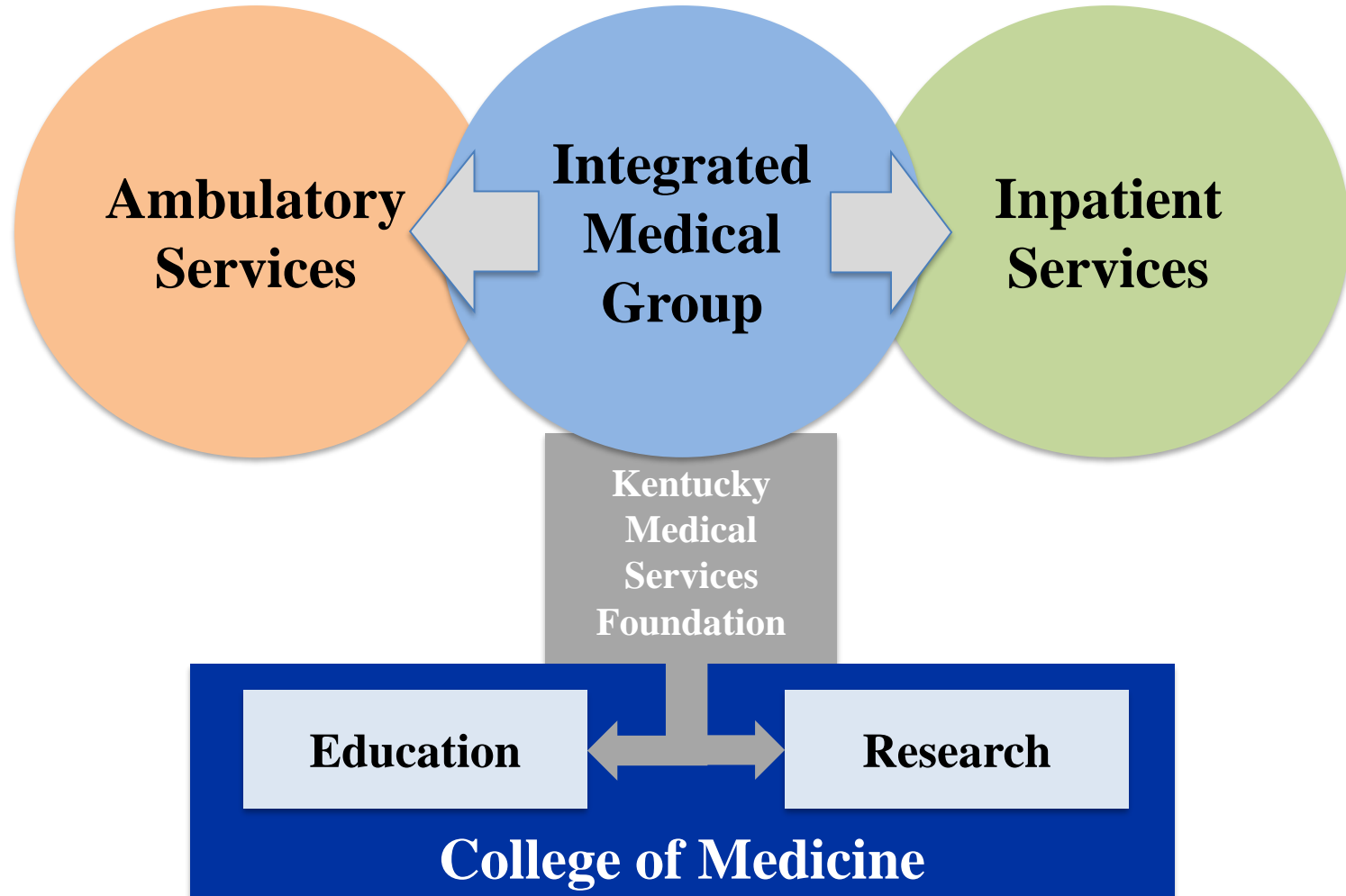
To better align compensation and productivity, appropriately measured, in a fair and transparent manner that provides informed choice and is supported financially through funds flow.

## Compensation Model Goals





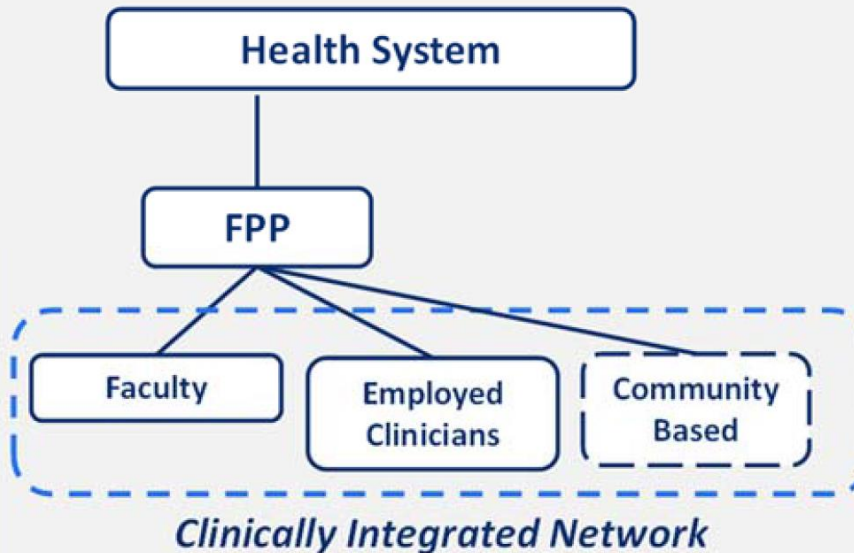
# Physician Engagement and Redesign Initiative





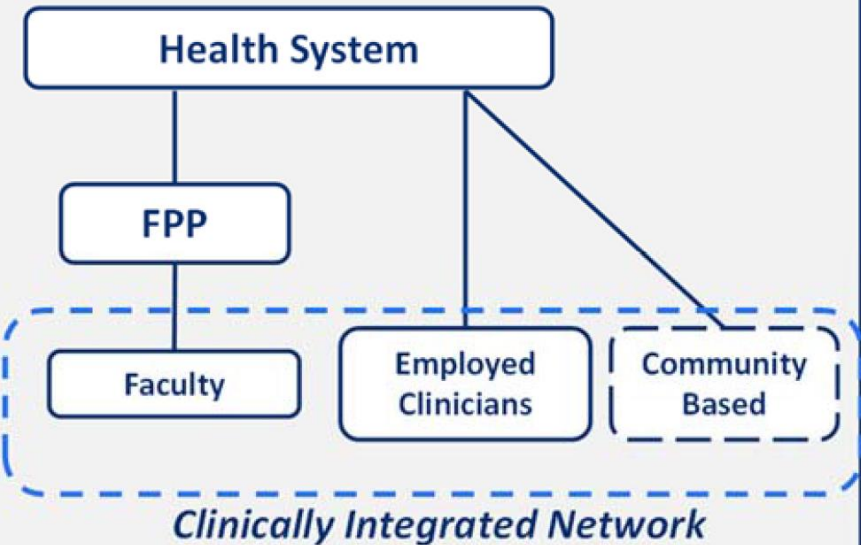
# Aligning for a Complex Future

*Option A: FPP as a Platform*



Examples: UCLA, VUMC

*Option B: Distinct Physician Platforms - Coordinated*

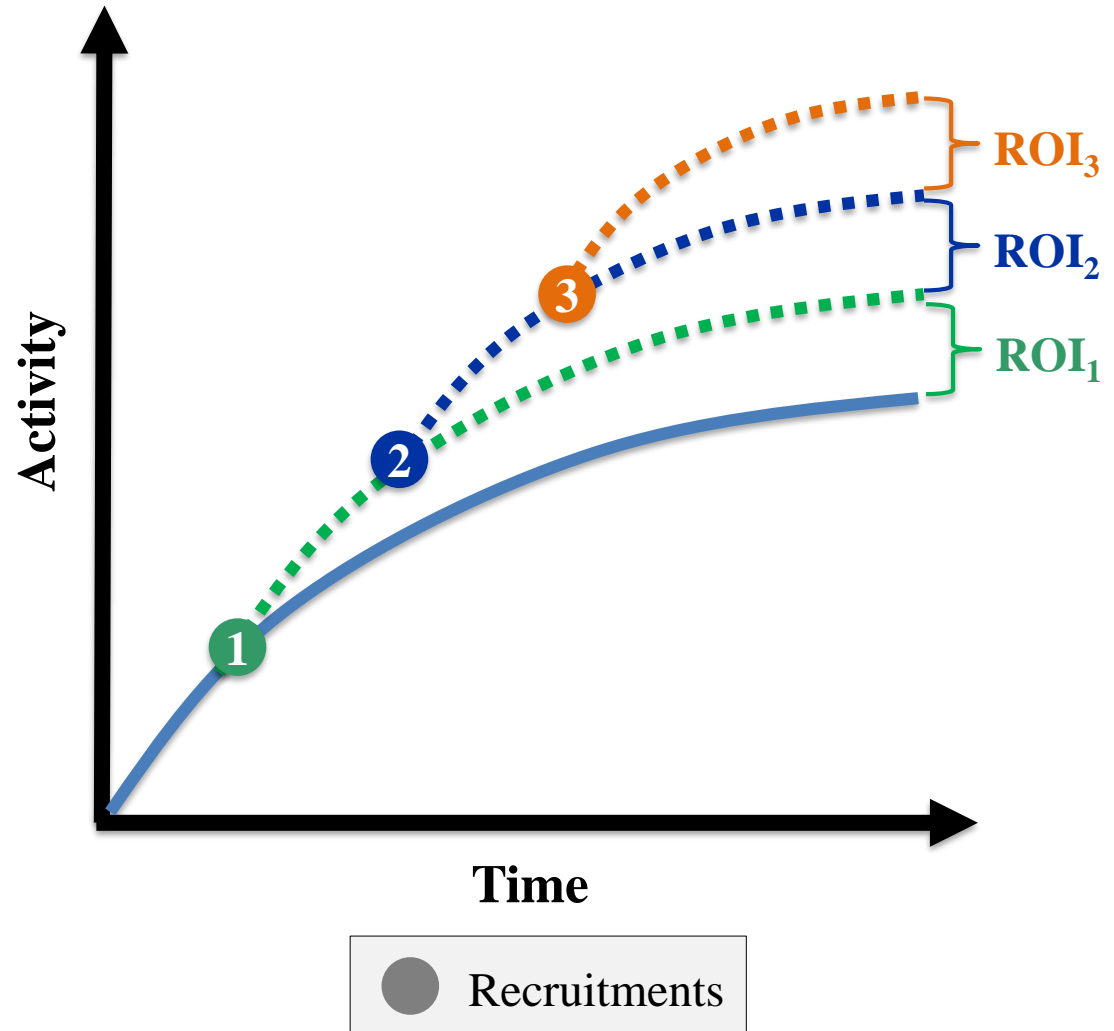


Examples: YNHHS, Emory, Penn



# Strategic Recruitment

- Recruitment Types:
  - Strategic Growth
  - Core Clinical Services
  - Replacements
  - Academic Mission
- Since FY 2016, the number of faculty has increased by 127
- Continued focus on aligning our clinician resources with our strategic growth







# Future Vision

- Align the integrated physician enterprise and the health system to ensure performance excellence
- Create an empowered faculty model
- Continued enhancement of physician engagement
- Financial sustainability





# UKHC Strategy 2025

**Building the  
Academic Health  
System for the  
Commonwealth**





## Vision

**Vision without execution is...**

***Hallucination!***



# Key Components of the Strategy

- **Finish strong on the “refined” 2020 Strategic Plan**
- The new “UK Way” – Investment in data and analytics capability to drive quality and value
  - Team- and data-driven
  - Evidence-based value
  - Patient-centered
  - Innovation
- Strategic investment in infrastructure, facilities, faculty, and partnerships to support access for patients in the Bluegrass
- Aligned enterprise funds flow to drive investment in all missions
- Build on the 2020 Plan to create the 2025 Strategy to “Build the Academic Health System for the Commonwealth”

## EVALUATE

Collect data and analyze results to show what works and what doesn't.

## ADJUST

Use evidence to influence continual improvement.

## DISSEMINATE

Share results to improve care for everyone.

## IMPLEMENT

Apply plan in pilot and control settings.

## DESIGN

Design care and evaluation based on evidence generated here and elsewhere.

In a learning health care system, research influences practice and practice influences research.



Internal

External



# “UK Way”

## EVALUATE

Collect data and analyze results to show what works and what doesn't.

## ADJUST

Use evidence to influence continual improvement.

## DISSEMINATE

Share results to improve care for everyone.

## IMPLEMENT

Apply plan in pilot and control settings.

## DESIGN

Design care and evaluation based on evidence generated here and elsewhere.

## INTERNAL AND EXTERNAL SCAN

Identify problems and potentially innovative solutions.

Internal

External





# Key Components of the Strategy

- Finish strong on the 2020 Strategic Plan
- The new “UK Way” – Investment in data and analytics capability to drive quality and value
  - Team- and data-driven
  - Evidence-based value
  - Patient centered
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# Low-Cost Care in Ambulatory Settings

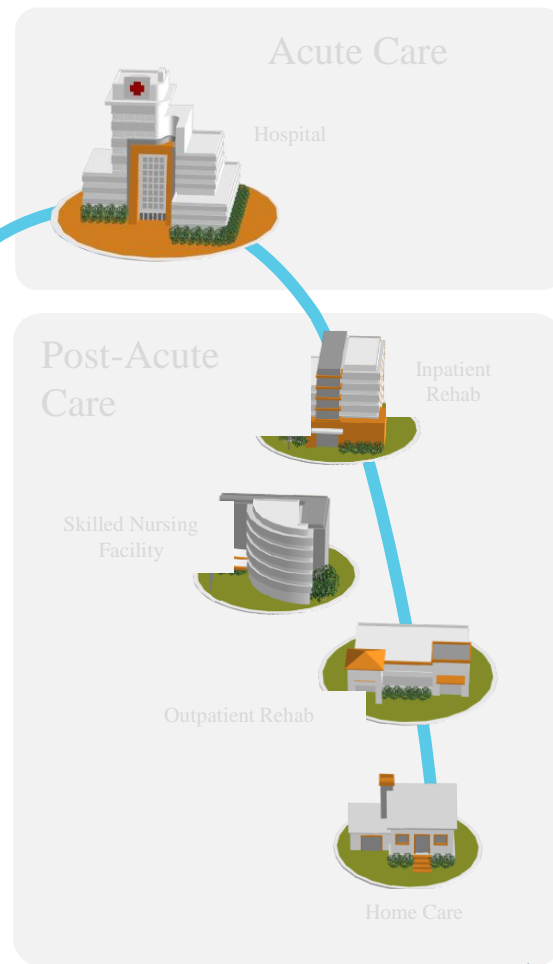
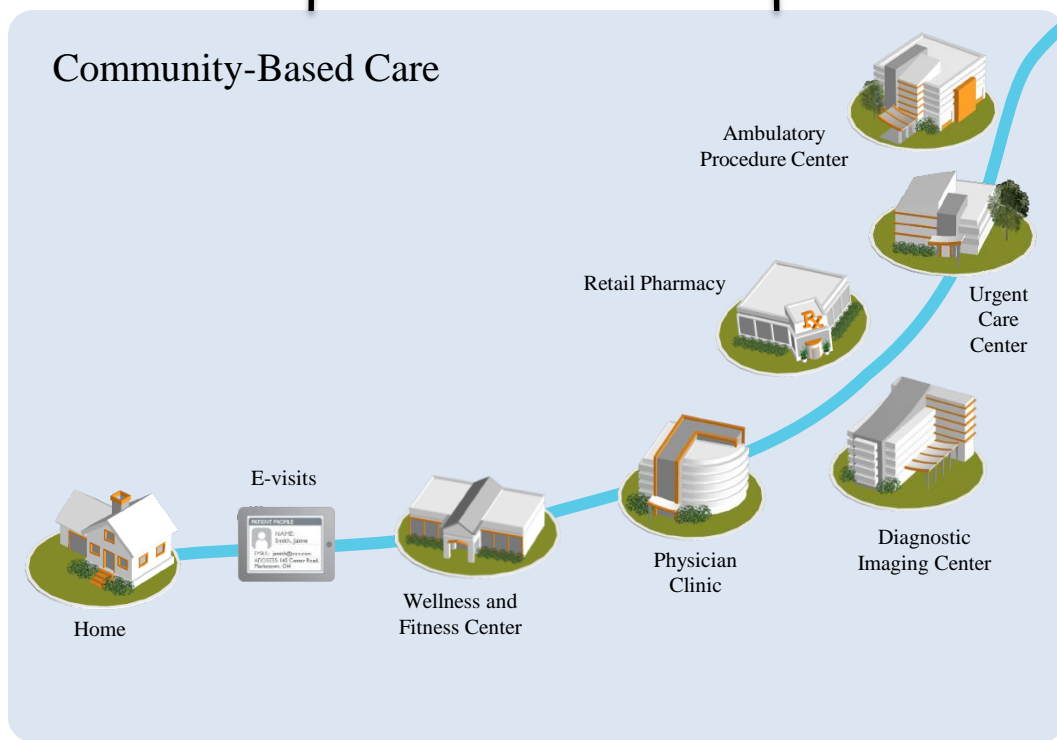
High

Refined strategies will incorporate additional community-based care to ensure our ability to treat patients across the entire care continuum

Community-Based Care

Acuity

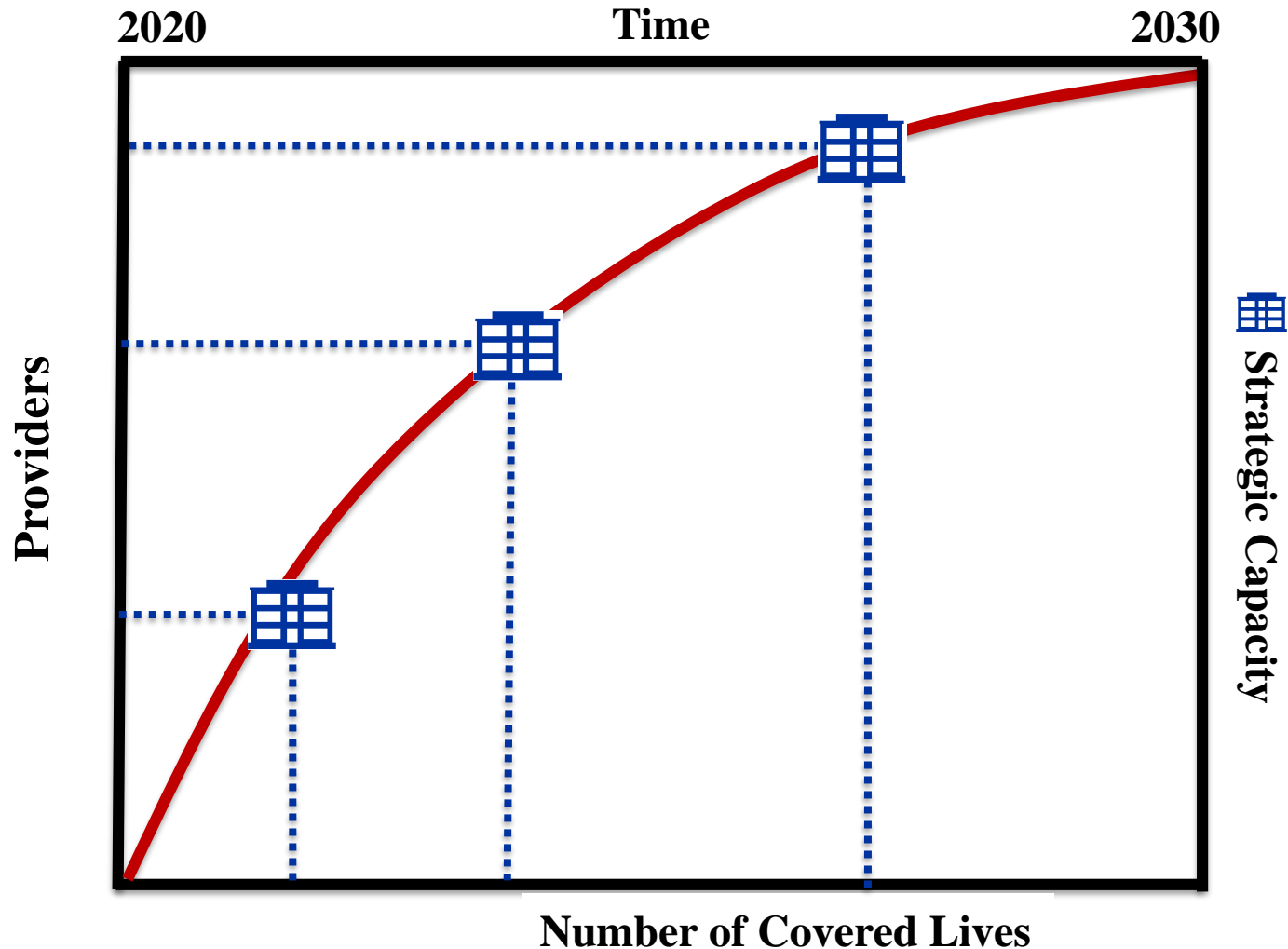
Low



Care Continuum



# Impacting More Kentuckians Through Strategic Growth



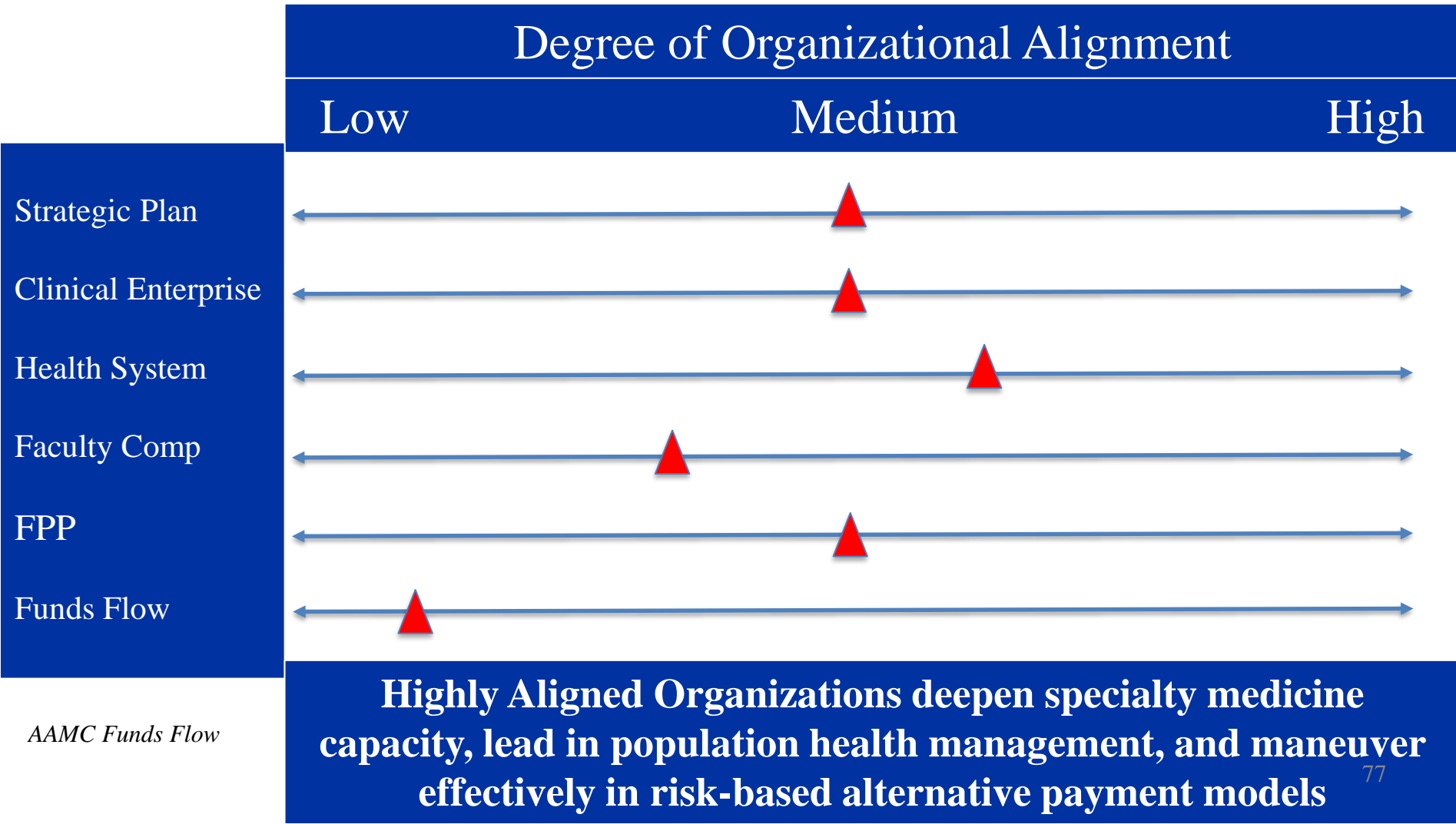


# Key Components of the Strategy

- Finish strong on the 2020 Strategic Plan
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# Organizational Alignment





# Enterprise Opportunity

Enhanced philanthropy as a key component to support all missions

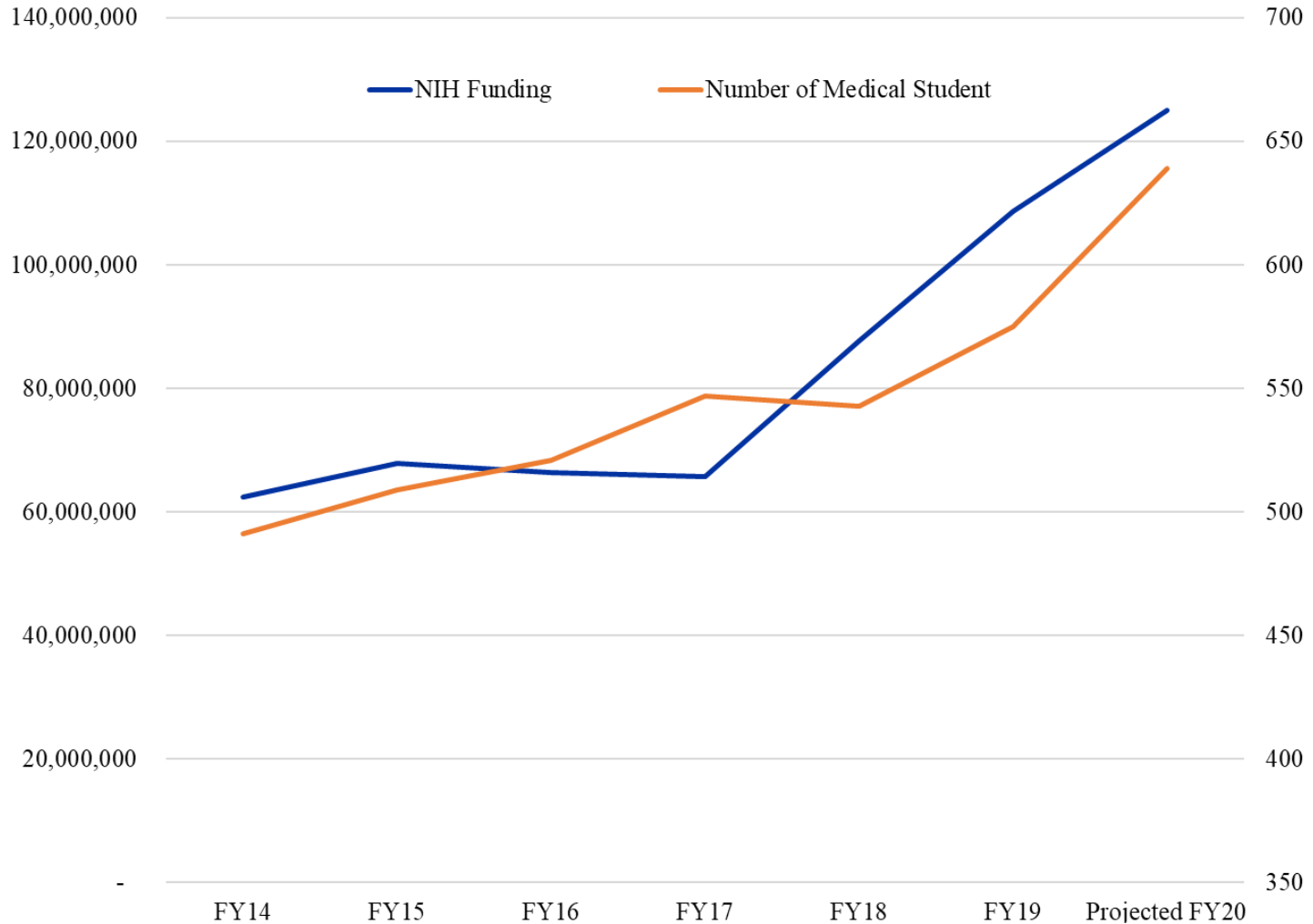






# Growth in Research and Medical Education

NIH Funding (Millions of Dollars Annually)



Number of Medical Students



# Key Components of the Strategy

- Finish strong on the 2020 Strategic Plan
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- **Build on the 2020 Plan to create the 2025 Strategy to “Build the Academic Health System for the Commonwealth” – Fall**



# UKHC Strategy 2025

**Building the  
Academic Health  
System for the  
Commonwealth**

