

# UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

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AN EQUAL OPPORTUNITY UNIVERSITY

# **AMBULATORY STRATEGY**

## AMBULATORY STRATEGY

Patients served in outpatient settings

# 3.1M

**Outpatient Visits**  
(across all UK sites)

# 2 M

**Clinic Visits**  
(across all UK sites)



## AMBULATORY STRATEGY

Expanding access to primary care for our people and our partners



### Hamburg May 2024

- **4,915** patient visits May 20, 2024-February 2025
- **35%** UK HMO and PPO members

### Frankfort March 2025

- **240** scheduled appointments as of the first week of opening

### Richmond Early 2026

- **8,600** projected clinic visits in year 1, including Family Medicine and Orthopaedics
- **Physical Therapy, X-Ray, MRI, CT and Mammography** access

### Fayette Spring 2026

- **Adult and Pediatric** patient population
- **Mammography and X-Ray** access

### Hamburg East MOB Target Opening 2028



# AMBULATORY STRATEGY

Expanding access to primary care for our people and our partners

MENU

UK HealthCare

PATIENT **TOOLS**  



## WE'RE HERE WHEN IT MATTERS MOST

FIND ONE OF OUR  
DOCTORS

SEARCH DOCTORS

SCHEDULE AN  
APPOINTMENT

REQUEST APPOINTMENT

LOG IN TO  
MYCHART

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### Ambulatory Strategy Guiding Principles

#### Operations Excellence

#### Our People and Our Partners

#### Advancing Kentucky

- **Advancing Kentucky:** Maintain a focus on **quality, access and value**.
- **Strategic Alignment:** Ensure space decisions support enterprise and market strategies, existing and future facility projects, and serve the needs of **our people and our partners**.
- **Workforce Alignment:** Proactively align **recruitment** and retention strategies; accommodate capacity for **learners** in ambulatory spaces.
- **Optimize Space Utilization:** Use standard metrics, intentional design and best practices to evaluate space and space needs for improved **access** and **capacity**, including considerations for appropriate **ancillary and co-located services**.
- **Financial Stewardship:** Ensure space planning adheres to the organization's established budget and financial projections, as well as project budget; align with industry standards for project cost based on services and scope.

## AMBULATORY STRATEGY

Ambulatory strategy process

Objective: To create repeatable, standard work to support the vetting, approvals, business planning and execution of strategic and operational space requests.



Engagement with departments, ambulatory operations, strategy, facilities, finance and implementation outlined at each step in the process to be good stewards of resources and allow for leadership direction at appropriate intervals.

# **SERVING KENTUCKY AS AN INTEGRATED SYSTEM**

**KEEPING CARE CLOSE TO HOME**



## SERVING KENTUCKY AS AN INTEGRATED SYSTEM

UK King's Daughters Ambulatory Network

### Our ambulatory footprint

- Two acute care facilities
  - King's Daughters Medical Center (KDMC) Ashland — 465 beds
  - KDMC Ohio — 10 beds
- Long and short-term care facility – 137 beds
- Urgent care centers – eight
- Physician practices – 80



# Primary Care: Growing Access to Care Together

- Primary care expansion in Boyd, Carter and Greenup Counties in Kentucky, and Lawrence and Scioto Counties in Ohio
- Providing increased access to preventive, chronic and acute care to adults in multiple locations
- Added pediatric care in ambulatory settings and providers located within school systems
- Provided new behavioral medicine clinic with six physicians and advanced practice providers (APPs) to help improve mental health access

FY 2020	189,000 visits
FY 2024	254,000 visits
	<b>34.5% increase</b>

- UKHC currently has **pediatric specialists** rotating through UK KD in:
  - ✓ Cardiology
  - ✓ Pulmonology
  - ✓ Urology

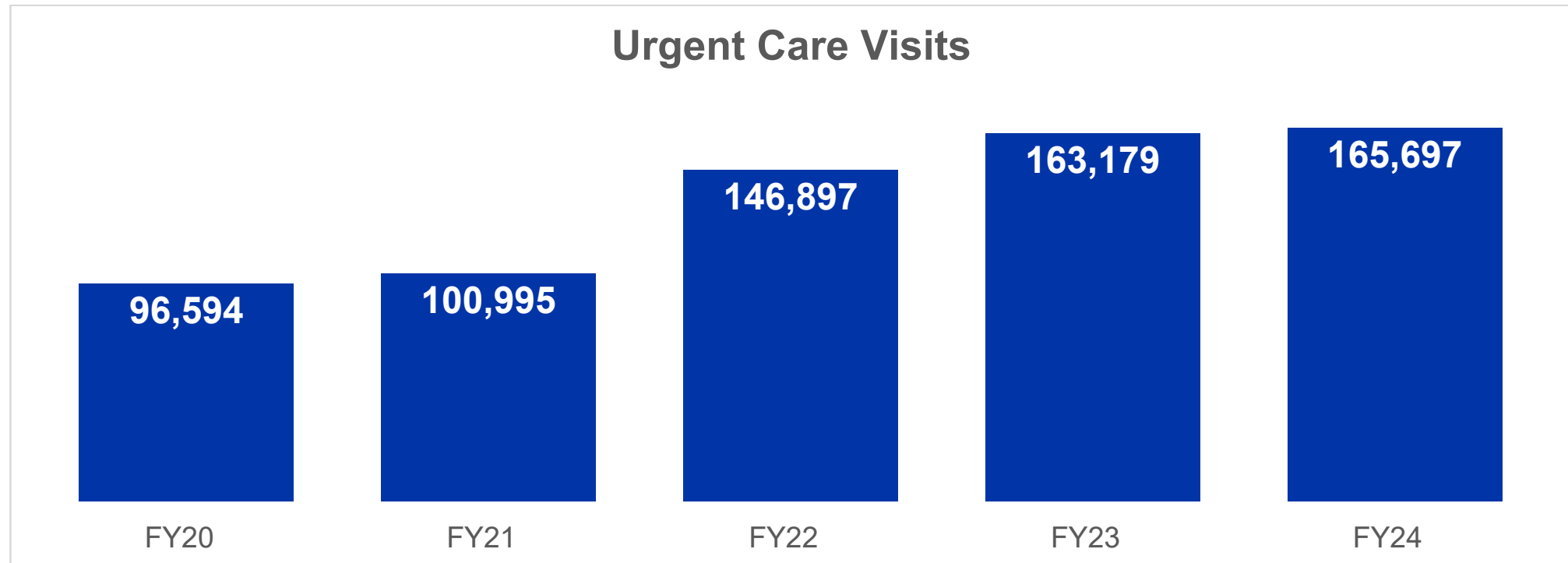
# 2021 to 2025: Physicians Who Joined UK King's Daughters

- 36 primary care physicians to support preventive medicine and wellness as well as acute care across all ages
- 31 medical specialties in key services:
  - Dermatology
  - Hematology/oncology
  - Nephrology
  - Neuroscience
  - Psychiatry
  - Pulmonary
  - Rheumatology
- 12 cardiovascular specialists to manage heart and vascular disease
- 21 surgical specialties in key services:
  - Gastroenterology
  - General surgery
  - Neurosurgery
  - OB/GYN
  - Plastics
  - Pain-Anesthesia
  - Physical Medicine and Rehabilitation
  - Podiatry
  - Urology
- Eight cancer care specialists to provide medical oncology, hematology and radiation oncology services
- 15 anesthesia and radiology



## Kentucky and Ohio: Urgent Care Center Growth

- Eight Urgent Care Centers located in five counties in Kentucky and Ohio
- New Urgent Care Center opening Summer 2026 to serve Greenup County





# Subspecialty Care: Growing Access to Care Together

- Physician-supported outreach in ambulatory centers in Carter, Greenup, Lawrence and Boyd Counties in Kentucky; and Lawrence and Scioto Counties in Ohio:
  - Strategically expanded to assist community need for cardiovascular services in electrophysiology, cardiology, advanced heart failure and vascular surgery.
  - Gynecology, pulmonology, podiatry and rheumatology.
  - Enhanced imaging services available so patients do not have to travel.



## Programs: Ambulatory Growth Since 2021

- Walk-in care for schools
  - Added four new school districts/independent schools
  - Total FY24
    - 49 schools within nine districts
    - 5,757 visits
    - 3,999 vaccines
- Mobile mammography
  - New state-of-the-art unit added in early 2024
  - Older unit stationed in Floyd County





## SERVING KENTUCKY AS AN INTEGRATED SYSTEM

UK King's Daughters Ambulatory Network

### Community Wellness Center

- Open to public, November 2023
- Currently 1,400+ members
  - 660 UKKD employee members
- Fitness classes included with membership
- Weekly adult fitness program



## SERVING KENTUCKY AS AN INTEGRATED SYSTEM

Specialty Growth — UK King's Daughters Radiation Oncology Practice Background

# Ashland Radiation Oncology dba Tri-State Regional Cancer Center



- Independent radiation medicine practice located at 706 23rd Street, Ashland, KY.
- Only radiation oncology center in the Ashland market.
- Owns two Certificate of Need licenses for megavoltage radiation linear accelerators in Boyd County.
- Located directly across from the current emergency department on UK King's Daughters main campus.
- Current practice owners are nearing retirement (within 3-5 years) and are actively looking for options to sell the practice.



# Ashland Radiation Oncology dba Tri-State Regional Cancer Center

- The practice appraised for \$13.7M, including costs of appraisals, land surveys, closing costs and other capitalized costs.
  - Acquisition includes purchase of 8,224 sq. ft. building including two lead-lined vaults for radiation therapy.
  - Acquisition includes purchase of two licensed Linear Accelerators — a True Beam and older Varian. The Varian is nearing or at end of life.
- UK King’s Daughters cancer program currently does not have radiation oncology services; this is an opportunity to enhance the clinical program.

Additional Practice Information	
Providers	Physicians: 2 (Dr. Jeffrey P. Lopez and Dr. Terry E. Justice) Radiation Therapists: 5 Dosimetrists: 2 Physicists: 1
Services	<b>External Beam Radiation Therapy:</b> <ul style="list-style-type: none"><li>• IGRT — Image Guided Radiation Therapy</li><li>• IMRT — Intensity Modulated Radiation Therapy</li><li>• VMAT — Volumetric Modulated Arc Therapy</li><li>• SRS — Stereotactic Radiosurgery</li><li>• SRT — Stereotactic Radiotherapy</li><li>• SBRT — Stereotactic Body Radiotherapy</li><li>• Three-Dimensional Conformal Radiation Therapy</li><li>• Respiratory Motion Gated Radiation Therapy</li></ul> <b>Internal Radiation Therapy:</b> <ul style="list-style-type: none"><li>• Prostate Seed Implantation</li></ul>
Practice Volumes	<b>2023 Annual Megavoltage Radiation Services Report</b> <ul style="list-style-type: none"><li>• Linear Accelerator Procedures: 9,267</li><li>• Simulations: 539<ul style="list-style-type: none"><li>• Linear Accelerator Simulations: 41</li><li>• CT Simulations: 498</li></ul></li></ul> <b>2023 Ambulatory Claims</b> <ul style="list-style-type: none"><li>• Radiation Therapy: 23,090</li><li>• CT Guidance: 6,690</li><li>• E&amp;M Visit: 1,482<ul style="list-style-type: none"><li>• New: 616, Established: 866, Other: 3</li></ul></li></ul>

# Emergency, Imaging and Entrance Construction Update

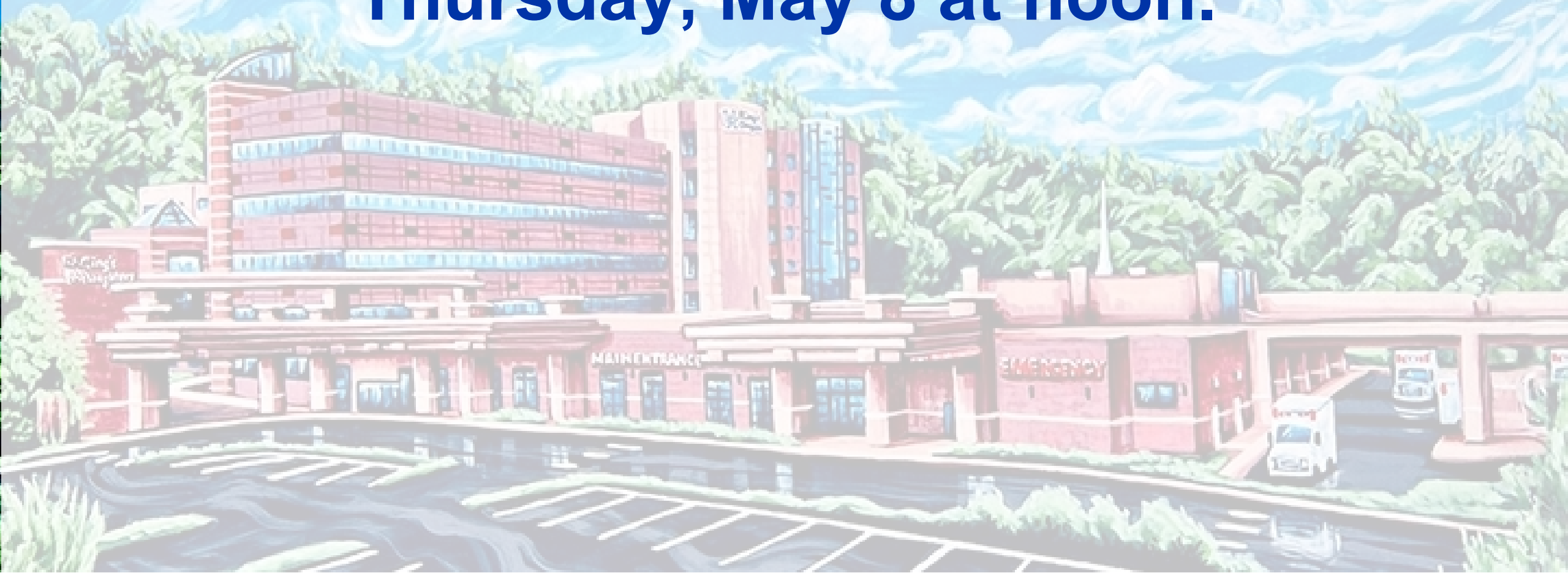
- Construction overview
  - 200,000 square feet
  - Completed, the cost will be \$160M
  - 200 construction workers on campus
- Main entrance open May 12, 2025
  - Opens 250+ prime parking spots
- Patient registration opens shortly after
- Emergency Department — June 2025
- Other departments to follow



**SERVING KENTUCKY AS AN INTEGRATED SYSTEM**

UK King's Daughters Ambulatory Network

**You are invited to our ribbon cutting  
Thursday, May 8 at noon.**





# QUESTIONS

