

Minutes of the University Health Care Committee
University of Kentucky Board of Trustees
Monday, May 3, 2021

The University Health Care Committee of the Board of Trustees of the University of Kentucky met on May 3, 2021, via Zoom Webinar.

A. Meeting Opened

Barbara Young, chair of the University Health Care Committee (Committee), called the meeting to order at 3:45 p.m. Chair Young asked Leigh Bays Donald to announce the members present.

B. Roll Call

The following members of the University Health Care Committee were in attendance: Ray Daniels, Ron Geoghegan, Hollie Swanson and Barbara Young; Community Advisory members Britt Brockman, Robert Clay, Luther Deaton, John McNeill and Nick Nicholson.

The meeting was live-streamed to the UK HealthCare community.

C. Approval of Minutes

Chair Young stated that the minutes of the February 18, 2020 meeting had been distributed and asked for a motion. Trustee Daniels moved approval, and Trustee Swanson seconded the motion. The motion carried without dissent. (See meeting minutes on the Board of Trustees website, www.uky.edu/Trustees, under "Agenda".)

D. Executive Vice President for Health Affairs Report

Executive Vice President for Health Affairs Mark F. Newman, MD, reviewed the agenda for the meeting and began his presentation by briefly updating the Committee on UK HealthCare's continued efforts to battle COVID-19 and administer vaccinations. Dr. Newman reported that as of April 23, 2021, 237,000 vaccine doses had been administered. In addition to the Kroger Field location, Dr. Newman advised that mobile pop-up clinics were being held in collaboration with state, local and community leaders to provide access to medically underserved populations in Fayette County. In addition to vaccinating the public, Dr. Newman reported that a record 93% of UK HealthCare's staff and faculty have received at least one vaccine and thanked them for their participation and dedication to the health and safety of their patients.

As the #1 transfer center in the United States, Dr. Newman outlined the importance of the new Kentucky Centralized Access and Transfer System (K-CATS). He explained that K-CATS is a new access and transfer system staffed with physicians, patient facilitations and nurse navigators that allows expedited access to the electronic intensive care unit, telemedicine options, care navigation, direct admission and clinic appointments to outside hospitals and physicians requesting their patient be transferred to UK

HealthCare. Dr. Newman added that the goal of the new system is to make sure the right patient receives care at the right time at the right location.

Chief Nursing Officer Gwen Moreland, DNP announced that UK HealthCare and Eastern State Hospital have achieved Magnet status, the gold standard for nursing excellence. This was the first time that Eastern State Hospital was included in the Magnet Designation.

Dr. Newman commented that patient access remains important and much of the reason for new facility improvements and partnerships such as UK HealthCare's recent joint venture with King's Daughters Health System (KDHS) in Ashland, KY. KDHS' Chief Executive Officer Kristie Whitlatch joined the meeting and reiterated the importance of the partnership to grow access and serve patients from the greater Ashland and Tri-State communities.

E. Integrated Planning

Chief Operations Officer Peter N. Gilbert and the Director of Markey Cancer Center B. Mark Evers, MD, FACS presented a new integrated planning process that increases communication, promotes a clear process for decision making, defines major capital investments and drives the UK HealthCare annual budget development. Mr. Gilbert illustrated the new process and the goal for two-way communication. One area of focus for the new integrated process is the master plan refresh delayed by the pandemic. Dr. Evers discussed the recent accomplishments and growth of the Markey Cancer Center and the importance of receiving a National Cancer Institute (NCI) Comprehensive Cancer Center designation. The designation increases: funding, advanced clinical studies, special initiative grants, private donations and community engagement while attracting recruits. Dr. Evers further outlined the need for a new advanced ambulatory and cancer center. Trustee Swanson inquired about the possible number of NCI Designated Cancer Centers and the process to become designated. Dr. Evers explained that there is no limit to the number of Centers and that each Center may be on a different level of designation adding that preparation is key.

FCR 12 Construct Ambulatory Facility – UK HealthCare (Cancer Treatment Center/Ambulatory Surgery Center) Capital Project (Design Only)

The recommendation seeks approval for the initiation of the design phase only of the Construct Ambulatory Facility-UK HealthCare (Cancer Treatment Center/Ambulatory Surgery Center) Capital Project. UK HealthCare has identified a need for a Cancer and Advanced Ambulatory Complex. This site will include multiple clinical care buildings and structured parking with an anchor of approximately 260,000 square feet for cancer-specific services. Other services targeted for this location include, but are not limited to, outpatient operating rooms, minor procedures, diagnostics and imaging services, pharmacy, retail, outpatient clinics, meeting spaces and necessary support spaces. The design phase is not expected to exceed \$30 million which is within the 2020 Kentucky General Assembly legislative authorization of \$50 million. Chair Young asked for a motion to recommend approval of FCR 12. Trustee Geohegan moved approval, and Trustee Swanson seconded the motion. The motion carried without dissent.

FCR 11 Construct/Expand/Renovate Ambulatory Care – UK HealthCare (Pavilion HA Forensics/Pediatric Sleep Study) Capital Project

The recommendation seeks approval to initiate the Construct/Expand/Renovate Ambulatory Care-UK HealthCare (Pavilion HA Forensics/Pediatric Sleep Study) Capital Project. The capital project will renovate and improve approximately 7,000 square feet of space on the ground level of Pavilion HA to provide three sleep study rooms, three forensic exam rooms, consult spaces as required for each practice and staff spaces. The goal is to provide a pediatric friendly sleep study space to better serve the needs of pediatric patients. The \$4.4 million project is within the total legislative authorization of \$20 million and will be funded with \$3.8 in private funds and \$600,000 in agency funds. Chair Young asked for a motion to recommend approval of FCR 11. Trustee Geohegan moved approval, and Trustee Daniels seconded the motion. The motion carried without dissent.

F. Key Performance Indicators

Vice President for Hospital Operations Colleen H. Swartz, DNP was joined by Executive Chief Medical Officer Emily L. Sedgwick, MD to discuss FY2021 March inpatient key performance indicators. Dr. Swartz reported the total number of discharges for the month of March were 3,322 and 378 below budget. Dr. Swartz contributed the continued safety precautions and high case-mix index to the decrease in discharges. She added that the average length of stay was above budget by .51 and also was impacted by the acuity of patients. Dr. Swartz reported the 3,132 operating room cases were above budget by 78 and were returning to normal volumes after the COVID-19 closures. Dr. Sedgwick added that a new committee had been formed and charged with increasing throughput for inpatients within the UK HealthCare hospitals.

Vice President for UK Medical Group Tim Gaillard and Chair of Family and Community Medicine and Interim Chief Medical Officer for Ambulatory Services Roberto Cardarelli, DO reported on ambulatory activities for clinical departments. Mr. Gaillard presented patient care access, ambulatory 14-day access and UK HealthCare all clinic visits were all currently exceeding the budget. Mr. Gaillard identified that one area, ambulatory new patient visit lag, did not meet budget and continues to be an area of focus. Dr. Cardarelli discussed UK HealthCare's current performance for quality based payments. He reported that UK HealthCare is currently exceeding requirements to meet four of 14 measured areas to receive these payments by achieving required goals in 13 of the 14 areas.

G. Electronic Health Record Project

Chief Information Officer Cecilia K. Page, DNP reminded the Committee of the 21-month timeline to implement the new electronic health record and discussed the positive impacts the new system will have on the Enterprise. She detailed the project successes and steps needed to make the system go-live in 33 days. Dr. Page stated that UK HealthCare is currently in the last two phases of readiness and execution and has sought feedback along the way from staff and faculty to ensure they will be confident and ready for the go-live on June 5, 2021. Trustee Swanson inquired about the impact to patient

billing. Dr. Page stated that UK HealthCare patients will now have access to online billing and the new integrations will help with billing errors. Trustee Shuffett inquired about key performance indicators and the impact from telehealth visits. Chief Physician Executive Jay Grider, DO stated that the number of telehealth visits and access to telehealth appointments have helped increase, and contributed to, the positive total number of outpatient visits. Trustee Shuffett also inquired about the neonatal intensive care unit (NICU) census and if there's a need for additional beds. Dr. Swartz stated that it depends on the success and progress in length of stay initiatives. She advised that the Kentucky Children's Hospital NICU currently has an average census of approximately 70 babies and has grown from an average census of 50 in recent years.

H. Employee and Provider Engagement Survey

Program and Provider Officer Lindsay B. Ragsdale, Chief Experience/Operations Officer Angela Lang and Press Ganey Workforce Solutions Advisor Heather Sager presented the 2021 UK HealthCare Provider and Staff Engagement Survey results. Dr. Ragsdale reminded the Committee that 2021 was not a typical year for UK HealthCare and the pandemic may have potentially impacted the results. Dr. Ragsdale presented the UK HealthCare provider overall Enterprise performance score had increased .06 from 2020 and currently was in the 31st percentile. She reported there was a 67% response rate. Ms. Lang discussed the UK HealthCare staff overall performance score which had remained flat from the prior year but still above the National Academic Health Care Average.

I. FY21 March Financial Update

Senior Vice President for Health Affairs and Chief Financial Officer Craig Collins reported a net income of \$38.8 million compared to a budget of \$49.9 million. He discussed a year-to-date net income of \$399.6 million. Investment income continues to drive the positive variances to margin.

FCR 5 Approval of Lease (Hand Center)

The recommendation seeks approval to authorize the Executive Vice President for Finance and Administration to negotiate and execute a lease for clinical space for the Hand Center. University of Kentucky HealthCare will lease space located at 2195 Harrodsburg Road, Lexington, Kentucky from Kentucky Medical Services Foundation. The Hand Center requires suburban clinical and administrative space off campus to accommodate their high patient volume, easy access (parking, entryway, check-in) and proximity to lab, pharmacy and radiological services in the same building. The leased space will comprise 8,121 square feet with an annual rent of \$257,517.00 and will be funded with agency funds. Chair Young asked for a motion to recommend approval of FCR 5. Trustee Geohegan moved approval, and Trustee Swanson seconded the motion. The motion carried without dissent.

FCR 6 Approval of Lease (Physical Medicine and Rehabilitation)

The recommendation seeks approval to authorize the Executive Vice President for Finance and Administration to negotiate and execute a building lease between the University of Kentucky (UK) and Encompass Health Rehabilitation Hospital of Cardinal Hill, Inc., LLC (Cardinal Hill) to be used by UK Physical Medicine and Rehabilitation (PM&R). The university desires to expand and relocate the Good Samaritan outpatient PM&R Clinic and consolidate it with outpatient therapy currently offered at Cardinal Hill. Areas of expertise for PM&R include neuro-rehab post-concussive, musculoskeletal/orthopedic and spine therapy. This lease will create a one-stop shop for UK patients once they are transferred from UK to Cardinal Hill inpatient. The space will be divided into two leases: PM&R Clinic, 13,835 feet at an annual cost not to exceed \$325,000 and Outpatient Therapy, 19,457 square feet at an annual cost not to exceed \$450,000. Chair Young asked for a motion to recommend approval of FCR 11. Trustee Geohegan moved approval, and Trustee Daniels seconded the motion. The motion carried without dissent.

J. Privileges and Appointments

Chief Physician Executive Jay Grider, DO, presented the list of credentials for approval presented by the UK HealthCare Medical Staff. Chair Young called for a motion to approve the list of providers. Trustee Daniels moved to approve the list. Trustee Geohegan seconded the motion, and it passed without dissent.

K. Other Business and Adjournment

Chair Young called for new or other business that needed to be brought before the University Health Care Committee or questions for the presenters. Hearing no further business, the meeting was adjourned at 4:53 p.m.

Respectfully submitted,

Barbara S. Young
Chair, University Health Care Committee