



2022 ANNUAL REPORT

# IMPROVING QUALITY BY CREATING ACCESS

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(Cover) Evelyn Arnold, NCT, and Anubha Soni, RN, work with a patient at Chandler Hospital.

(Right) John Stewart, MD, examines a patient at the Polk-Dalton Clinic in Lexington.

Photography by Mark Cornelison and Shaun Ring





### **Committed to a Healthier Kentucky**

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 that we can meet our patient-centered care goals.

- Diversity
- Innovation
- Respect
- Compassion
- Teamwork

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Our work at UK HealthCare is built upon a foundation of trust, transparency and ethical conduct. We must earn the trust of our patients, team members and our community by proving reliable and always putting the interests of our mission – clinical care, research and education for Kentucky – ahead of all other interests.

**UK HealthCare  
Corporate Compliance**

# UK BOARD OF TRUSTEES

# ADVANCING KENTUCKY THROUGH HEALTH CARE

## University Health Care Committee (as of July 12, 2022)

### Appointive

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

### Community Advisory Members

Jennifer Barber  
Luther Deaton  
John G. McNeill  
Josh Proffitt  
Kevin W. Sowers

### Ex Officio Members

Eli Capilouto, DMD, ScD,  
President  
  
Charles "Chipper" Griffith III,  
MD, Acting Dean,  
College of Medicine  
  
Colleen Swartz, DNP, Vice  
President for Hospital Operations  
  
Frederick M. Zachman, MD,  
Medical Staff President

Fellow Kentuckians,

I am pleased to share this report from UK HealthCare® and the University of Kentucky College of Medicine for fiscal year 2022.

In our role providing oversight to the university and its health system, members of the University Health Care Committee are keenly aware of Kentucky's health care needs – needs aggravated by social determinants of health.

*...the University of Kentucky, through its academic health system, is making an impact.*

Compared to other states, Kentucky continues to rank at or near the bottom on many important health indicators. Out of the 50 states, Kentucky ranks 45th for obesity and blood pressure, 47th in behavioral health, 48th in preventable hospitalizations, 49th in multiple chronic conditions, 49th in smoking and tobacco use, and 50th in nutrition and physical activity according to America's Health Rankings.

As this report describes, the University of Kentucky, through its academic health system, is making an impact. We are finding

answers and providing healing through transdisciplinary research, education and service.

It is both a duty and a privilege to work alongside these clinicians, educators and researchers and ensure UK is leveraging every one of its broad capacity and deep commitment to Kentucky to meet the challenge.

The need is clear. Our commitment is unwavering. We are working together as one community to advance Kentucky.



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



Zach Warriner, MD, trauma service attending physician, and Alexis Luedke, MD, ED resident physician, in the UK HealthCare Simulation Center.

## EXECUTIVE SUMMARY

# IN PURSUIT OF HEALTH CARE QUALITY

Quality has many dimensions, and UK HealthCare's pursuit of quality in 2022 took on many forms.

### Access is critical to quality

Thanks to the direction provided by our 2025 strategic plan, we have kept a laser focus on creating access to the primary and specialized care our academic health system is uniquely equipped to provide. If patients cannot access care, it is impossible to maintain – much less improve – quality.

We are pleased to report that progress was made in fiscal year 2022 in terms of preserving and improving access despite the fact our health system is readjusting in the aftermath of the COVID-19 pandemic.

UK HealthCare supported an overall growth in outpatient visits, access and new patients by pursuing efficiencies in how clinics use schedules, determine the right visit with the right clinician, measure progress, open new locations and share resources across clinics.

In our hospitals, UK HealthCare is continuing to manage capacity and keep beds staffed and open despite workforce pressures and other stressors. Significant steps have been taken to recruit and retain talent, in addition to forming

partnerships meant to develop the workforce of the future.

Teams working on all areas of patient throughput are reducing length of stay, hospital-acquired infections, readmissions and other causes that impact quality and inhibit UK HealthCare's ability to meet patient demand (access).

### Quality is deep and wide

Improving quality, safety and experience – building value-based care – requires a broad-scale, multifaceted, collaborative approach across hundreds of sites of care. Each facet of quality requires a deep dive and a heavy lift. Fortunately, UK HealthCare has developed the infrastructure to plan and execute on this all-important work.

Focused on addressing population health challenges in Kentucky in partnership with Kentucky Medicaid, we are working to improve outcomes for chronic diseases, expand preventive services, reduce opioid use, promote access to high-quality care, and reduce unnecessary spending for vulnerable populations. This partnership demands a sustained systemwide focus that considers quality from many angles.

*If patients cannot access care, it is impossible to maintain – much less improve – quality.*

In pursuit of more patient-centered, equitable, proactive care, UK HealthCare has identified leaders who have set clear goals around quality, safety, value, equity and patient experience.

Their approach has focused on building a shared sense of purpose – fostering collective and continuous learning by clinical teams. Pairs or triads of quality leaders have been appointed to lead improvement efforts at every level in the organization down to the frontline leaders in each clinic and unit.

The quality culture was further strengthened through aligning quality goals with departmental funds flow, performance evaluations and compensation.

During the year, UK HealthCare reorganized its data and analytics infrastructure to provide the data tools and reporting for continuous feedback on performance at the organizational, unit and clinician level.

Cardiologist Andrew Kolodziej, MD, sees patient Carolyn Snow in clinic.



Quality leaders created a population health team to work alongside clinical teams in engaging patients in their care and to address social determinants of health. Improvement coaches work with clinical teams on setting goals for improvement, identifying root causes, and performing tests to close gaps in performance.

This systematic approach is having the desired impact – quality is on the rise and patients are benefiting from improved outcomes.

### **Our opportunity is significant**

UK HealthCare's patient mix includes more than 70% coverage by Medicaid and Medicare. UK is also a tertiary provider for the highest risk and most complex patients from across Central, Eastern and Southern Kentucky, one of the most challenged regions in the nation in terms of social determinants of health.

In spite of these challenges and the COVID public health emergency, UK HealthCare achieved noteworthy

process and health outcome improvements July 2019 – June 2022:

- 64-point increase in depression screening
- 45-point increase in well child visits for ages 3-6 years
- 30-point increase in tobacco screening
- 27-point increase in blood pressure control (outcome measure)
- 9-point drop in uncontrolled Hemoglobin A1c rates for patients with diabetes (outcome measure)
- Greater than 1-point reduction in readmission rates

In addition, UK HealthCare achieved a 4% increase in breast cancer and colorectal cancer screening rates and a significant reduction in opioid use.

Improving population health, as well as continuous improvements to value-based care, will be extraordinarily difficult. Fortunately, as a health system we are focused on

transforming care around Kentucky's toughest health challenges, including cancer, heart disease, diabetes, obesity, behavioral health and substance use disorders.

UK HealthCare is well on its way to being a high-value, performance-driven organization united in purpose with our parent, the University of Kentucky, to improve the lives of Kentuckians.



**Eli Capilouto, DMD, ScD, President,**  
*University of Kentucky*

# 2025 STRATEGIC PLAN

## DRIVEN BY QUALITY, SAFETY AND VALUE

*One community committed to creating a healthier Kentucky*



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Candace Kidd, BS, RT (R), RDMS, radiology ultrasound sonographer, works in Chandler Hospital.





# BUILD OUR CULTURE

The entire UK HealthCare team works together to provide exceptional patient care. An inclusive and welcoming culture is key to ensuring equitable care and health outcomes across all groups. This work starts by ensuring that all team members feel respected, included and safe, which translates to our patients who recognize and need the same.

## Crucial Conversations

We continued our internal series of Crucial Conversations around diversity issues, broaching uncomfortable topics in a comfortable environment, allowing people to share their concerns, fears and suggestions. These conversations discuss sensitive and timely topics of interest. Topics have included ableism and supporting individuals with disabilities, Ramadan, Martin Luther King celebrations, meeting

Hispanic pediatric patient needs through Clinica Amiga, mental health, health equity, police brutality and Black Lives Matters. Crucial Conversations will continue in 2023.

## LGBTQ+ inclusivity efforts

UK HealthCare developed multiple efforts in the diversity, equity and inclusion space. We rolled out the Safe Pledge, so staff members can commit to creating an inclusive and safe environment. Those taking the pledge receive a lanyard badge showing they are an ally for the LGBTQ+ community and for anyone identifying differently. About 1,000 team members have taken the pledge.

UK HealthCare developed an LGBTQ+ Patient/Family Advisory Council to help direct efforts on appropriate pronoun use and inclusive language, and to help identify health care disparities and communication gaps to meet this population's needs. We worked with LGBTQ+ patients and staff to identify the best approach for requesting and documenting gender identity and sexual orientation in our electronic health record.

## Leadership restructuring

In January 2022, we restructured our leadership teams, creating a triad approach. Each hospital and major entity transitioned to triad leadership. The triad includes

*This work starts by ensuring that all team members feel respected, included and safe, which translates to our patients who recognize and need the same.*

an administrative, nursing and physician leader, working together closer to the front line to represent different stakeholder interests and perspectives.

## BRIC Academy

UK HealthCare implemented the BRIC Academy (Building Relationships through Intentional Communications). This program, aimed at physicians and advanced practice providers, teaches empathetic communications to strengthen relationships with patients. This program is peer-led and conducted in person. While optional, some department chairs find it so valuable they require it or highly recommend it.



**BUILD OUR CULTURE**



Erin Morris, BSN, RN, interim nursing director for behavioral health, took the SAFE Pledge to ensure everyone feels safe and supported.

#### The SAFE Pledge:

*"I believe that all people, regardless of sexual orientation or gender identity, deserve to feel safe and supported. I value a work place and community that is diverse and welcoming for all, including, but not limited to people within the LGBTQ\* community.*

*Although LGBTQ\* refers to Lesbian, Gay, Bisexual, Transgender, and Queer/Questioning, I recognize that this abbreviation is not all inclusive. I agree that labels, pronouns, and identities are personal and must be respected. I am committed to respecting and giving space to all sexual and gender identities.*

That means I pledge to:

- Recognize the importance of the language I use and how everyday conversations can sometimes include unintended, hurtful words. I pledge not to use anti-LGBTQ\* language or slurs, to educate myself if I unintentionally do so, and to educate others when I hear such language being used.
- Advocate for a safe and supportive environment within the College of Medicine and remain committed to working toward providing a safe support network for people who self-identify as being a member of the LGBTQ\* community.
- Advocate for the rights of transgender persons and stand in opposition of anti-LGBTQ\* policies and practices.
- Serve as a trans affirming ally, using the preferred name and pronouns of trans and non-binary persons regardless of perceived gender.
- Treat everyone with the dignity and respect to which they are entitled as human beings, to support efforts to end bullying and harassment, and to encourage others to be allies and safe persons."



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Investing in employees such as (from left) Jans Ibisate, LPN; Evelyn Arnold, NCT; and Smarika KC, RN, is a strategic priority.

# INVEST IN OUR PEOPLE

Our ability to deliver exceptional care relies upon talented and dedicated people. Recruiting, developing and retaining good people has never been more important.

## Recruitment and retention

UK HealthCare implemented several initiatives this year to stabilize our workforce and support our ability to meet patient demand. A recruitment and retention pilot deployed in 14 hospital units helped stabilize the nursing staff. We implemented signing and retention bonuses and used metrics to assess turnover, overtime and surge pay usage. The pilot is being expanded in 2023. Another program sought to convert travel nurses (employed by third-party agencies) to full-time employees of UK HealthCare.

UK HealthCare invested \$41 million in fiscal year 2022 for compensation programs to raise the minimum wage to \$15/hour, annual salary increases to ensure competitive rates, hiring and retention bonuses, market rate adjustments, annual increases and merit raises. UK HealthCare also invested \$500,000 in funding to encourage, promote and support recruitment of underrepresented people in medicine, recognizing the power of representation at the bedside and its impact on patient experience and outcomes.

## Workforce development

Workforce development staff created short-term strategies to solidify staffing, and long-term strategies to grow employee pathways. We worked with outside entities to help those interested in becoming state registered nursing assistants, medical assistants or nurses, providing scholarship opportunities. These initiatives yielded new applicants and employees. We also increased the number of UK Masters in Healthcare Administration students as on-site apprentices, with 17 apprenticeships, up from the previous 10.

## Worker safety

The UK Police Department and UK HealthCare's facilities team conducted a physical security assessment and created a plan, including control points access, security cameras and enhanced weapons screening to increase safety of the physical environment. The team also established collaborative groups to assess all health care spaces on and off campus to improve security within UK HealthCare facilities.

UK HealthCare invested in personnel and in emergency management. The organization revisited workplace safety training to ensure staff members know what to do in an event, providing de-escalation

*Recruiting, developing and retaining good people has never been more important.*

training and revised active shooter response training for new employees and departments during unit onboarding. An emergency management police captain and educator were assigned to UK HealthCare to bridge emergency management and hospital planning, with the entire UK campus now working from a common platform. We also more than doubled the number of police officers dedicated to UK HealthCare this year.



**INVEST IN  
OUR PEOPLE**

# PROVIDE MORE VALUE

UK HealthCare strives to be a high-value, performance-driven organization. We set and track goals to ensure success. Great strides were made this year in accomplishing our safety, quality and experience goals, in turn providing more value to patients.

## Performance Services

UK HealthCare consolidated its wide-ranging performance improvement efforts into a single Performance Service Group, with dedicated leadership and oversight. This enables us to better integrate and strengthen our efforts around reputation management, care redesign, performance improvement and data/accountability, supporting the entire enterprise in achieving its 2025 Strategic Plan goals.

## Measuring success externally

Our efforts to provide exceptional patient care are carefully measured

internally and benchmarked against several external measures of health care quality. In the Centers for Medicare & Medicaid Services (CMS) ranking, UK HealthCare is working to earn a five-star rating by 2025. This year, we moved from two stars to three.

Chandler Hospital proudly achieved a “B” in Leapfrog’s Hospital Safety Grades, en route to our 2025 goal to earn an A. UK HealthCare continues to be the No. 1 health system in Kentucky according to U.S. News and World Report rankings. And we are performing above required quality levels in the Medicaid Directed Payments Program. Using a Whole System Quality approach, UK HealthCare significantly improved metrics for depression screening, diabetes management, well child visits, colorectal cancer screening and readmission rates.

## Pharmacy

UK HealthCare Pharmacy Services expanded patient access by opening the Bluegrass Clinic Pharmacy at Beaumont Centre and expanding pharmacy services into subspecialty areas with more than 40 clinic-based pharmacists. The Kentucky Children’s Hospital Pharmacy was remodeled and expanded. New this year, Pharmacy Services began answering phones for more than 47 clinics to triage prescription-related needs.

UK HealthCare pharmacies also began offering point-of-care testing,

*Great strides were made this year in accomplishing our safety, quality and experience goals, in turn providing more value to patients.*

with pharmacists testing and treating urinary tract infections, strep throat, the flu and COVID-19. Our retail pharmacies filled record prescription volumes in 2022.

In the aftermath of July 2022 floods in Eastern Kentucky, a team of UK HealthCare pharmacists vaccinated community members against flood-borne diseases and transported medical supplies to this hard-hit area.

## Kentucky Children’s Hospital

Kentucky Children’s Hospital implemented a unique and child-friendly COVID-19 vaccine model. Children received a treasure map taking them through the clinic, with prizes at the end. This trauma-informed approach provided an intentional and child-centered model to reduce fear and instill pride at receiving their first COVID-19 vaccination. KCH administered more than 5,800 vaccines in 2022.

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Mallory Megee, PharmD, BCPS, associate pharmacy director, shown in the remodeled and expanded inpatient pharmacy at Kentucky Children’s Hospital.







# KING'S DAUGHTERS PARKVIEW PATIENT TOWER

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Throughout FY 2022, UK HealthCare and King's Daughters Health System worked together in a joint venture that proved beneficial to both parties.



# ADVANCE CARE STRATEGICALLY

UK HealthCare's goal is to advance care strategically in high-impact areas, improving patient access to the care they need. That effort can include expanding the number of locations, the services offered, and ensuring available appointments or beds.

## Markey Cancer Center and NCI Status

Increasing access to care across the commonwealth includes providing better cancer care access. The UK HealthCare 2025 Strategic Plan identified the need for a state-of-the-art, centralized cancer center. This year, the UK Board of Trustees approved our plan to begin the design phase for a building to bring together outpatient cancer services. Other advanced ambulatory care is also planned for the site. To meet increasing demand in the interim, we completed a \$15 million project that included multiple new clinic and treatment spaces in the Markey Cancer Center.

Part of UK HealthCare's strategic plan includes obtaining cancer center redesignation from the National Cancer Institute. This is a status we have held since 2013 but one that requires continued assessments to retain the designation. The Markey Cancer Center is supporting these efforts while going a step beyond to strive for comprehensive cancer center status in 2023.

## Fountain Court and Ambulatory Care

UK HealthCare grew new patient access of primary care by 12% this year, repurposing existing space at Fountain Court for urgent and primary care clinics. These clinics will support first-contact, accessible, comprehensive and coordinated patient-centered care for the community and our employees. Our ambulatory care facility planning process continues, to ensure we are able to continue providing greater access to the commonwealth.

## King's Daughters Medical Center

UK HealthCare and King's Daughters created a powerful partnership in 2021 to enhance each system's ability to serve people in northeast Kentucky and beyond. In December 2022, King's Daughters fully joined UK as an affiliated corporation, continuing its century-long history in the Tri-state region and guaranteeing its service there for years to come.

## Supporting the tripartite mission

This year UK HealthCare implemented a new funds flow model, an innovative way to support clinical departments in its resource allocation decisions and in funding academic research. The 18 departments using this model

*UK HealthCare's goal is...improving patient access to the care they need. That effort can include expanding the number of locations, the services offered, and ensuring available appointments or beds.*

share in the upside of increased productivity, with funds applied to hiring more exceptional talent, and improving patient experience and quality.



**ADVANCE CARE  
STRATEGICALLY**

# CREATING A HEALTHIER KENTUCKY

UK HealthCare wants to not only advance the health of our campus but that of the community and commonwealth as well. We continue making progress in this area with targeted programming for historically underserved populations. We tailor clinical and nonclinical programs to provide opportunities for intervention and health improvement.

## **QPR suicide prevention training**

Just as CPR has successfully helped prevent deaths from heart attacks, QPR (question, persuade, refer) is providing skills for UK HealthCare team members to help those in need survive a mental health crisis. QPR teaches people to become mental health champions with suicide prevention skills gained in a self-paced online course. This year we completed the QPR planning process and a pilot program. QPR

was officially launched for campus employees soon after the fiscal year ended and will continue expanding in 2023.

## **Community commitment website**

UK HealthCare is engaged within the community and commonwealth to create a healthier Kentucky. We share these programs and resources through storytelling on a newly launched interactive website to showcase our community commitment. The site includes information about and resources on mental health, screening and prevention, supporting healthy lifestyles, health equity efforts, COVID-19 responses, health care workforce development and UK's health partners. It provides a holistic view of what UK HealthCare is doing to make healthy living more accessible in our community while sharing UK initiatives to broaden the health care workforce.

## **Project SEARCH**

With Project SEARCH, UK HealthCare will work with people who have intellectual and developmental disabilities to gain on-the-job-training. The goal is for these individuals to gain competitive employment at UK HealthCare or other facilities, if more appropriate. The program provides a nontraditional pathway to employment for those who may not otherwise have the opportunity.

*We tailor clinical and nonclinical programs to provide opportunities for intervention and health improvement.*

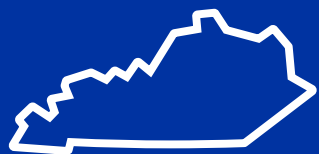
Part of a multiyear effort, UK HealthCare completed the bulk of the Project SEARCH planning this fiscal year and intends to launch the program in 2023.

## **Advisory team**

UK HealthCare created a new advisory group focused on external community engagement and health equity. Members were recruited from across campus to incubate ideas, share gaps and advise us about potential initiatives. They will help elevate external, community-focused work, centered on how UK HealthCare can help individuals access healthier behaviors and choices on a public health level.

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In FY 2022, Kentucky Children's Hospital opened a vaccination clinic for children at UK HealthCare's Fountain Court location. A treasure map turned their visit into an adventure. More than 5,800 doses were dispensed that year.



**CREATE A  
HEALTHIER  
KENTUCKY**



# FY22 STRATEGIC PROGRESS

*UK HealthCare teams were busy this year creating initiatives, building programs, earning designations and opening new facilities. These highlights show some of the milestones and successes.*

## 2021

### June 24

UK HealthCare and its partners are awarded a prestigious \$1.8 million Paul Coverdell National Acute Stroke Program Grant by the CDC to improve stroke care and outcomes in Kentucky.

### July 12-23

The Markey Cancer Center, with funding from the American Cancer Society, held its first Summer HealthCare Experience (SHE) in Oncology program, aimed at empowering Kentucky's high school girls to learn more about cancer medicine and research.▼



SHE in Oncology participants tour UK's campus this summer with SHE in Oncology Director Nathan Vanderford (right).



### ▲ July 27

UK HealthCare is ranked the No.1 hospital in Kentucky and the Bluegrass Region by the U.S. News & World Report for the sixth consecutive year. Other important U.S. News rankings: Markey Cancer Center ranks 41st in the country for cancer care (in the Top 50 for five years); Kentucky Children's Hospital ranks 16th for pediatric cardiology and heart surgery, and 45th for pediatric orthopedics.

### August 17

Markey Cancer Center kicks off initiative to create a connected, integrated statewide cancer provider network, helping affiliates deliver cancer care closer to home. It includes upgraded infrastructure for collaborative discussions and implementing a single cancer care platform to facilitate multidisciplinary care across the entire network.



### August 26

Kentucky Children's Hospital and Markey Cancer Center jointly launch the Pediatric Neuroendocrine Tumor Clinical and Research Program for children diagnosed with or at high risk for developing rare neuroendocrine tumors. This is one of only a handful of centers specializing in this field globally. ▼



From left, David Worhunsky, MD; Caryn Sorge, MD, and Aman Chauhan, MD, lead a clinical and research program for children diagnosed with rare neuroendocrine tumors.

**October 1**

Kentucky Children's Hospital opens specialty infusion clinic as the state's primary site for pediatric COVID-19 monoclonal antibody infusions.

**October 11**

UK receives \$22 million gift from UK alum Michael Rankin to transform medical education in Kentucky.

**October 13**

UK HealthCare sponsors National APP week with leadership development and celebratory events for our valued advanced practice providers.

**October 27**

Gill Heart & Vascular Institute Affiliate Network expands to 20 affiliate hospitals across the commonwealth. Since 2014, the network has worked closely with regional hospitals to provide the highest quality cardiovascular care.

**November 1**

The Discharge Clinic at UK HealthCare – Turfland opens to help people navigate from the inpatient to outpatient setting, reinforcing the path to recovery and reducing the need to readmit patients for hospital care.

**November 30**

UK HealthCare/Norton HealthCare – Stroke Care Network adds its 37th affiliate. The Stroke Care Network helps hospitals provide the highest quality clinical stroke care.

**December 9**

Markey Cancer Center initiates two-year Appalachian Career Training in Oncology Program for underrepresented high school and college students in Kentucky who are interested in pursuing a career related to cancer.

**▲ December 14**

The UK Board of Trustees approves \$6.9 million to purchase land for a new Markey Cancer Center outpatient treatment center and an advanced ambulatory complex across from Chandler Hospital.

View of proposed outpatient cancer building from corner of Cooper and S. Limestone.

**December 20**

The new Sanders-Brown Center on Aging Memory Clinic opens, providing a one-stop shop for memory care and support. It more than doubles the previous capacity to serve patients and conduct research. ▼



Alexandra Curtis, MPH, CCRP, clinical trials research manager, Aging Memory Clinic.

**2022****January 24**

Chandler Hospital, Good Samaritan Hospital, Kentucky Children's Hospital, Eastern State Hospital and Ambulatory Services begin operating under a new triad leadership structure.

**February 18**

Central Bank gifts \$10 million to expand Markey Cancer Center patient care. This is the largest gift in UK HealthCare history and the foundational gift in an initiative to raise \$90 million to improve cancer care in the commonwealth.

**March 16**

UK HealthCare begins recruiting for the first clinical trial globally to treat a new form of dementia discovered by a UK researcher at the Sanders-Brown Center on Aging.

## FY22 STRATEGIC PROGRESS

### March 28

UK HealthCare receives a perfect score of 100 and the designation of LGBTQ+ HealthCare Equality Leader in the Human Rights Campaign Foundation's HealthCare Equality Index, the nation's foremost benchmarking survey of health care on policies and practices dedicated to the equitable treatment and inclusion of LGBTQ+ patients, visitors and employees. ▼



Keisa Fallin-Bennett, MD, MPH, lead clinician. The Family Medicine Transform Health Clinic meets many of the unique medical needs of lesbian, gay, bisexual and transgender individuals in Kentucky.

### April 11

The Children's Sedation and Procedure Unit at Kentucky Children's Hospital is redesignated a Center of Excellence by the Society for Pediatric Sedation. It is one of only four worldwide to receive this designation twice. ▶

### April 14

Markey Cancer Center joins the Caris' Precision Oncology Alliance global network to advance precision oncology research.

### April 24 ▶

The Kentucky General Assembly passes a resolution recognizing UK HealthCare and celebrating Albert B. Chandler Hospital Appreciation Day, marking 60 years of service to the commonwealth.

### May 12

UK College of Medicine's Bowling Green campus celebrates first graduating class.



Senate President Robert Stivers reads a resolution honoring the 60th anniversary of UK Albert B. Chandler Hospital. UK President Eli Capilouto participated in the ceremony.

### May 16

The Kentucky Cancer Needs Assessment report, driven by the Markey Cancer Center, is released.



Lindsey E. Proud, BSN, RN, CPEN, pediatric sedation and outpatient coordinator, Children's Sedation and Procedure Unit.

It combines data and community perspectives on how social determinants of health, behaviors and biology intersect in telling the story of cancer in Kentucky and highlighting opportunities.

### May 17

UK HealthCare signs first school system to the HealthCare Jumpstart Program that will accelerate the path for high school students to a health care career.

### June 2

The Farish Fund gives \$5 million to establish a Markey Urologic Cancer Program.

### June 8

Cardinal Hill Rehabilitation Hospital opens the Physical Medicine and Rehabilitation Clinic to offer a more seamless continuum of care for patients transferred from UK to Cardinal Hill as inpatients. It enables patients to see their UK doctors for follow-up care and receive ongoing therapy at Cardinal Hill. ▼



At the Cardinal Hill clinic, an overhead track system and harness supports patients as they work on walking, gait training and other physical skills.



Newly opened Chandler Hospital inpatient floor for Kentucky Neuroscience Institute.

### July 14

Chandler and Good Samaritan hospitals receive improved safety scores as determined by Leapfrog Hospital Safety Grade. UK HealthCare is proactively working systemwide to improve patient outcomes and measures of quality, safety and experience.

### June 17

UK HealthCare enters agreement to purchase land in Hamburg as a future home for a medical campus that could include a regional hospital facility, a medical office building and/or other clinical facilities.

### ▲ July 21

Culminating two years of construction, Kentucky Neuroscience Institute unveils a new inpatient floor focused on providing comprehensive care for patients with complex neurological disorders in one centralized location. It includes a 12-room epilepsy monitoring unit, the largest in the commonwealth.







# ANNUAL REPORT

## 2022

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Residents and fellows in the UK College of Medicine benefit from state-of-the-art training and mentorship from exceptional physicians across our departments.

# UK COLLEGE OF MEDICINE

# MESSAGE FROM THE DEAN

*Expanding Access to Excellent Education, Advanced Clinical Care and Paradigm-Shifting Research*

At the University of Kentucky College of Medicine, we keep Kentuckians at the heart of everything we do. Our successes of the past year are demonstrated by our tenacity in finding solutions for challenges – one of which is expanding access to medical school training and innovative research.

We celebrated pivotal milestones in our expansion of educational opportunities. Our first four-year regional campus in Bowling Green, Ky., graduated its inaugural class, and our biomedical programs have continued to grow. At the same time, we developed additional professional development opportunities for graduate medical students and faculty to ensure that learning never stops. Continuous education means more access to advanced care and treatments that will improve the lives of those in the Commonwealth and beyond.

Thanks to our progress, we can look ahead excitedly to a future that correlates with our mission. This year, UK launched the Provost's web page to keep the community informed on the construction of the new Health Education Building, a collaboration among four health care colleges to advance and expand training for health care professionals in

*Thanks to our progress, we can look ahead excitedly to a future that correlates with our mission.*

Kentucky. Meanwhile, through partnerships with other UK colleges and community organizations, the College of Medicine established inclusive programming to enhance the pipeline for underrepresented students in health care and research.

In the end, we do all of this work because we want to prepare doctors and scientists who care about Kentuckians and who step up in ultimate times of need.

Our team demonstrated this when tornadoes devastated western Kentucky in December 2021. Trainees, staff, and faculty from across our sites in Kentucky immediately asked, "How can we help?" Just months before the UK College of Medicine-Bowling Green Campus was to celebrate its first Match Day and graduation, students were leading supply and monetary donation drives to help their community. (In my opinion, our students have already proven themselves to be great doctors.) And when Eastern Kentucky was

severely impacted by flooding, our students jumped to action, and our clinicians and staff provided critical onsite care.

This is what our mission is really all about. With a team like ours, and when compassion is at the root of what we do, there's no stopping what we can accomplish for the health and well-being of Kentuckians.



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

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Marilia Manta, MS, is a visiting scholar gaining hands-on experience in the laboratory of Natalia Korotkova, PhD, assistant professor of microbiology, immunology and molecular genetics.





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Medical students in the UK College of Medicine-Bowling Green Campus Class of 2022 gathered in downtown Bowling Green, Ky., on Match Day to learn where they matched into residency.



## EDUCATION

# EXPANDING ACCESS TO EXCEPTIONAL TRAINING

The UK College of Medicine's impact was felt across the Commonwealth of Kentucky in the fiscal year 2022. The college's first four-year regional campus in Bowling Green, Ky. – which trains up to 30 future physicians each year to help address Kentucky's physician shortage – celebrated its inaugural class with its first Match Day and graduation in the spring. In 2023, the UK College of Medicine-Northern Kentucky Campus will celebrate this same accomplishment.

We will be able to train even more medical students when the new UK Health Education Building is constructed. Thanks to a generous \$22 million donation from Michael D. Rankin, MD, the college will be able to provide additional scholarships and develop the new building that will expand our capacity for training. Updates on the new building can be found at <https://provost.uky.edu/heb>.

For learners who pursued advanced training in graduate medical education and biomedical education, the college expanded professional development opportunities.

*We will be able to train even more medical students when the new UK Health Education Building is constructed.*

The Office of Graduate Medical Education celebrated the first class of chief residents who graduated from the Emerging Leaders program, part of the GME Institutional Initiatives. The UK College of Medicine Department of Radiation Medicine hosted the first annual DeMasi Lecture to promote continuous learning in memory of residency program graduate John DeMasi, MD.

Meanwhile, the college's biomedical programs made strides in participation growth, diversity and training. For example, the MD/PhD Program saw increased interest over the fiscal year and filled six slots in 2022, its largest class ever.

## DIVERSITY AND INCLUSION

# IMPLEMENTING SUSTAINABLE INITIATIVES FOR CONTINUED PROGRESS

This fiscal year was one of sustainable growth for the Office of Diversity, Equity, and Inclusion (ODEI). The team took purposeful steps, not only to expand programming and advance the current infrastructure but also to ensure withstanding progress for the future.

Much of this year's work involved building bridges for underrepresented groups to pursue careers in medicine and research. The UK College of Medicine celebrated the first graduates of its African American Research Training Scholars (AARTS) program, a collaboration with the UK College of Arts and Sciences, to address underrepresentation in the field of neuroscience. The UK College of Medicine also partnered with Black Male Working Academy to continue the great work of its Black Boys and Men in Medicine (BBAMM) program, which introduces middle school students to medicine to address the need for Black male physicians.

Through this progress, ODEI was intentional in its work so all college community members could feel their input was welcomed and valued. The office launched the Inclusive Education Advisory Committee to build community and provide sufficient resources. Meanwhile, ODEI restructured its Diversity and Inclusion Ambassadors program, so each department and center has a representative who remains connected with the ODEI team. This allows for continuous feedback but also fosters relationships among different departments and has even led to collaborative community events.

ODEI's efforts have put the UK College of Medicine in the national spotlight. The college received the Health Professions Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity magazine.

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The UK College of Medicine Office of Diversity, Equity, and Inclusion fosters opportunities for students to connect with faculty. Pictured: Syed Z. Ali, MD, associate professor of anesthesiology, speaks with students in Albert B. Chandler Hospital.





Health Care

Syed Z. Ali, MD  
Associate Professor  
Department of Anesthesiology







## RESEARCH

# LEADING PROJECTS TO SERVE UNDERREPRESENTED GROUPS

With Kentuckians at the heart of our research, our team of clinicians and basic scientists have dedicated the past fiscal year to increasing access to quality health care and treatment, particularly for underserved populations.

The college's research teams have worked diligently to obtain grant funding for pivotal projects. The Center for Health Equity Transformation, led by Nancy Schoenberg, PhD, established Addressing Rural Cancer Inequities Through Scientific Excellence (ARISE), a program funded by the National Cancer Institute to prepare postdoctoral researchers to address cancer-related health disparities in Appalachian Kentucky. Dr. Schoenberg co-directs the project with Mark Dignan, PhD, a professor in the College of Medicine

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The Center for Health Equity Transformation - led by Nancy Schoenberg, PhD, (third from left) - conducts impactful research that has potential to reduce well-documented health disparities.

*The college's research teams have worked diligently to obtain grant funding for pivotal projects.*

Department of Internal Medicine and co-leader of the Cancer Prevention and Control Research Program at Markey Cancer Center.

Matthew Bush, MD, PhD, MBA, professor of otolaryngology, joined Duke University's Susan Emmett, MD, MPH, to lead the first study of its kind to improve school-based health screening in rural communities, Specialty Telemedicine Access for Referrals (STAR). Called the "Appalachian STAR trial" or "AppSTAR," the project investigates the perspectives of educational leaders throughout those counties regarding school hearing programs. Based on that information, Dr. Bush and his team will adapt and evaluate the AppSTAR school-based telehealth hearing screening program in Kentucky elementary schools in 14 counties throughout Appalachia.

## UK HEALTHCARE BY THE NUMBERS FY22



# 38,400 DISCHARGES PER YEAR

# 1,029 LICENSED BEDS

# 1.3 MILLION OUTPATIENT ENCOUNTERS/YR



# >15,700 TRANSFERS

# TOP 10 NATIONAL

# 3 HOSPITALS 2 MANAGED



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



**\$99.5 MILLION**  
in combined National  
Institute of Health funding:  
**A 51% 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, 2022

Discharges	2022	2021	2020
Medicare	13,456	13,502	14,330
Medicaid	14,149	13,562	13,912
Commercial/Blue Cross	10,079	9,997	10,323
Patient/Charity	684	446	801
<b>Total Discharges</b>	<b>38,368</b>	<b>37,507</b>	<b>39,366</b>
Licensed Beds	1,029	965	945
Average Daily Census	832	787	754
Average Length of Stay	7.92	7.66	7.01
Case Mix Index	2.25	2.24	2.17
<b>Surgery</b>			
Operative Cases	34,418	34,192	32,079
<b>Hospital-based Outpatient</b>			
Emergency Visits	110,524	94,459	104,116

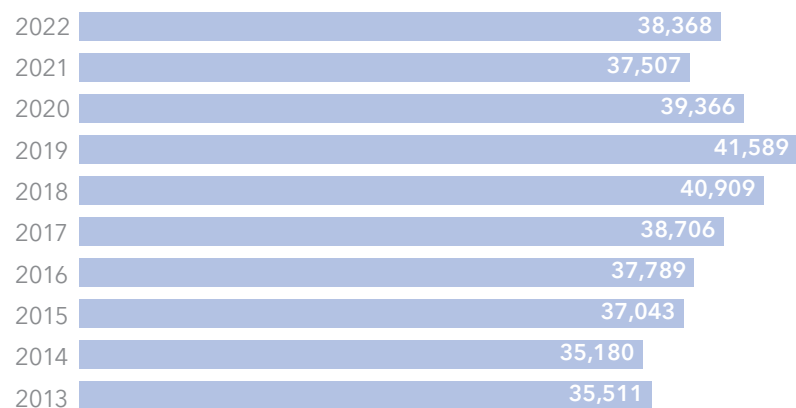
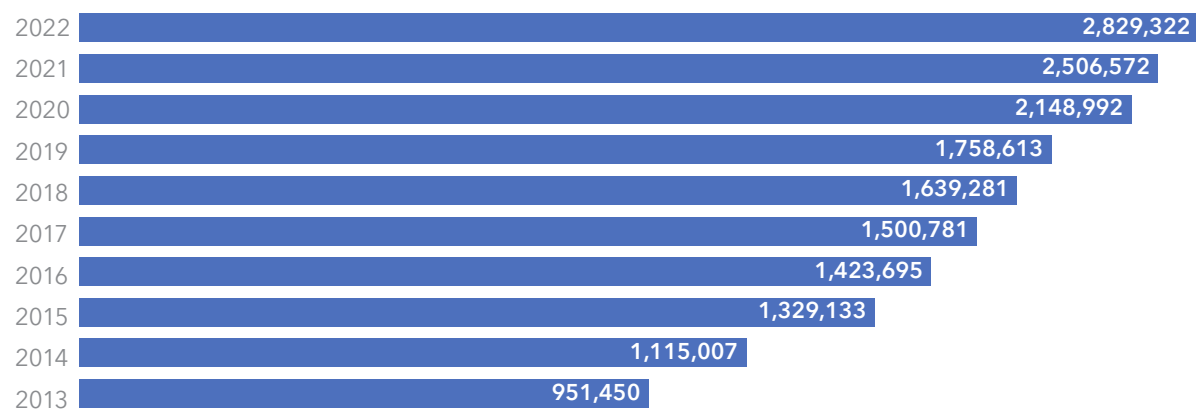
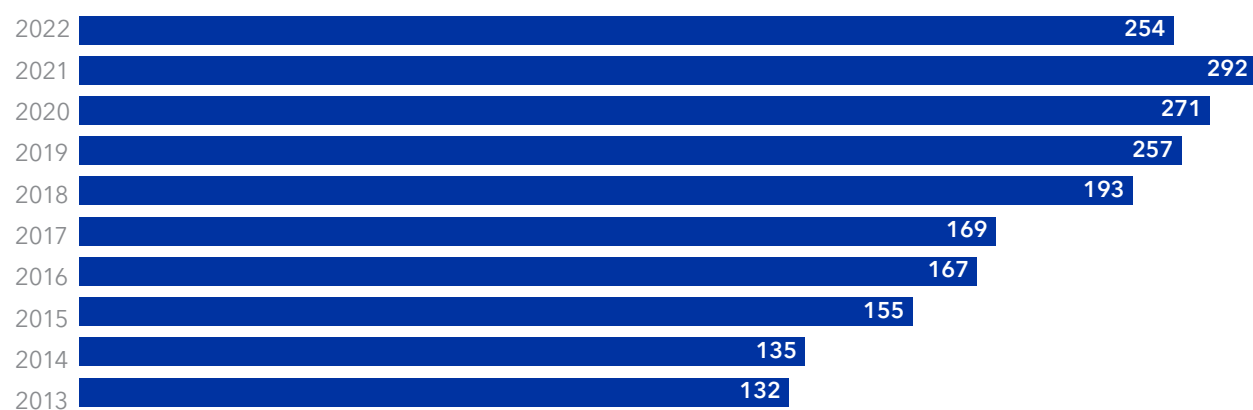
### OTHER OPERATING INDICATORS

For year ending June 30, 2022

Ambulatory Services	2022	2021	2020
Ambulatory Physician Visits*	1,154,865	992,904	888,845
Professional Net Revenue	\$292,043,768	\$279,323,536	\$259,545,707**

\*Includes advanced practice providers.

\*\*For purposes of comparison, 2020 professional net revenue has been adjusted in keeping with new accounting standards adopted by Kentucky Medical Service Foundation in fiscal year 2021.

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

## \$1 MILLION OR GREATER DONORS

### Central Bank

Project funded:  
Markey Cancer Center

### William Stamps Farish Fund

Project funded:  
Markey Cancer Center

### Markey Cancer Center Foundation

Project funded:  
Markey Cancer Center

### Mr. Oscar Penn, Jr. and Mrs. Eloise Griffith Penn

Project funded:  
Markey Cancer Center

### Mr. Manuel Lee Boggs

Project funded:  
Kentucky Children's Hospital

### Dr. Carolyn F. Purcell

Project funded:  
College of Medicine  
Scholarships

### Mrs. Jacqueline M. Cain

Project funded:  
College of Medicine  
Scholarships

### Dr. J. Williams Holmes

Project funded:  
Endowed Professorship in  
Pediatric Neurology

### The Map Foundation, Inc.

Project funded:  
Kentucky Children's Hospital

### The Bill Gatton Foundation

Project funded:  
College of Medicine  
Scholarships

## COMMUNITY SUPPORT

# A COMMUNITY COMES TOGETHER TO SOLVE A THORNY PROBLEM FOR KENTUCKY'S CHILDREN

Far too often, children cannot get to Lexington to get the specialized medical care they need. Their parents have difficulty getting enough time off work to make the trip (from Harlan, Lexington is a three-hour drive) or – even worse – parents do not have access to reliable transportation.

“One in four children in Kentucky don’t even have a pediatrician in their home county, let alone a specialist,” said Scottie B. Day, M.D., physician-in-chief for Kentucky Children’s Hospital. “Those kids end up missing medical appointments, which puts them at risk for poor health in the long term. If the kids can’t get to us, it’s imperative that we go to them.”

Heeding that call was a group of philanthropists who banded together to solve that problem. A lead gift from the Colonel Harland Sanders Foundation paved the way for other gifts from the Coaches for the Kids Foundation, the Kentucky Forest Industries Association/Log A Load for Kids, Claudia and Kelly Healy and other donors to purchase and outfit a mobile clinic.

*“Those kids end up missing medical appointments, which puts them at risk for poor health in the long term.”*

The 35-foot Ford F-550 will traverse Kentucky providing a range of primary and specialty care, including pediatric cardiology, adolescent medicine, vaccinations and more. Telemedicine and interpreter services will provide more specialty care, and the mobile clinic even has sensory equipment for children with anxiety or unique developmental needs. In the event of an emergency or natural disaster, it can be dispatched to provide care and support to children in the affected areas.

When fully operational, the clinic will be able to accommodate more than 1,000 patient appointments a year.

“It’s just like Kentucky to band together to solve a problem for those less fortunate,” Day said. “This mobile clinic will help us meet our mission to create a healthier Kentucky.”



The Kentucky Children's Hospital Mobile Clinic will provide specialized pediatric care to kids in rural parts of the Commonwealth.





## COMMUNITY SUPPORT

# \$10M GIFT FROM CENTRAL BANK LAUNCHES CAMPAIGN FOR MARKEY CANCER CENTER

A \$10 million gift from Central Bank – the largest gift in UK HealthCare’s history – launched a \$90 million campaign to support expanded patient care at UK Markey Cancer Center.

Kentucky ranks No. 1 in the U.S. in both cancer incidence and mortality. As the only National Cancer Institute (NCI)-designated center in Kentucky, Markey is able to offer leading-edge and early phase therapies not available to patients being treated anywhere else in the state.

Since becoming an NCI-designated center in 2013, Markey outpatient clinic visits have increased by 57%, including more than 120,000 patient visits in fiscal year 2021.

Additionally, cancer-related research funding has increased by 109% since 2012; as of June 30, Markey researchers hold grants in excess of \$59.3 million in total costs.

The campaign will designate \$30 million to expanded cancer research and programs and \$60 million for a new outpatient cancer treatment complex that will be built across from Albert B. Chandler Hospital’s Pavilion A.

“Too many Kentucky families have been devastated by cancer, and it is our hope that this gift will help future generations of Kentuckians avoid this terrible diagnosis,” said Luther Deaton, chairman/president and CEO of Central Bank.



(Above) This rendering shows the preliminary design of new outpatient center for cancer services.

(Top) Central Bank gave the largest gift in UK HealthCare’s history: \$10 million to UK Markey Cancer Center. Pictured here are Luther Deaton, chairman/president and CEO of Central Bank, and Joan Kincaid, owner of Central Bank.



## COMMUNITY SUPPORT

# THE BARNSTABLE BROWN LEGACY

Known internationally for their annual star-studded Derby Party, the Barnstable Brown family is also recognized by Kentuckians for their unwavering commitment to improving the health of people across the Commonwealth. Established in 2008 by twin sisters Patricia Barnstable Brown and Priscilla Barnstable and their mother Wilma, The Barnstable Brown Diabetes Center serves Kentuckians from all walks of life and parts of the state.

Over the past 13 years, the Barnstable Brown family has raised and donated approximately \$17 million to the

Barnstable Brown Diabetes Center. In 2017, the Center relocated to UK HealthCare - Turfland, doubling the size of the previous clinic and allowing patients to be treated over the full course of their lives without traveling to another location.

The Barnstable Brown Diabetes Center provides a multidisciplinary team of endocrinologists, advanced practice providers, registered nurses, diabetes care and education specialists, and other experts working together with the singular goal of providing patients comprehensive, convenient care. This exceptional care would not be

possible without the generosity of the Barnstable Brown family.

Wilma Barnstable, affectionately known as Willie by those close to her, passed away recently at the age of 94. Described as a “force of nature,” Willie will be remembered by her loved ones and those whose lives she’s forever changed through the Barnstable Brown Diabetes Center.

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Thanks to the family’s efforts to raise money to fight diabetes, Wilma Brown, center, and her family have forever changed lives through the Barnstable Brown Diabetes Center, which relocated to UK HealthCare’s Turfland location in 2017.



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*\*As of June 30, 2022*



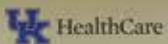


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Throughout 2022, UK HealthCare celebrated the 60th anniversary of UK Albert B. Chandler Hospital.



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