Stakeholders from throughout UK HealthCare recently began developing a five-year strategic plan that will guide our system as it navigates an ever-changing and extremely complex health care industry.

Fortunately, we have significant momentum entering into these uncertain times. Improvements in patient volume, patient centeredness, quality rankings and financial stability are just some of our benchmarks of success.

Much of that success is attributable to the clear vision articulated in our original 2004 strategic plan, said Michael Karpf, MD, executive vice president for health affairs.

“The environment in which we operate is changing, and having a thoughtful, flexible, strategic approach to our future is extremely crucial to our continued success,” Karpf said. “I am confident that our organization will continue to grow and thrive. We have some of the brightest minds in academic medicine, and this team has demonstrated we have the ability to surpass even our loftiest goals.”

The strategic plan now in development focuses on both the overall enterprise and individual clinical service lines.

Phase one of our planning process will examine the current state of our organization, including existing strategies, key trends, our external market and our clinical programs. This phase will be completed by the end of January.

Phase two will focus on the development of high-level enterprise and service line strategies, taking into consideration elements such as network strength, external relationships, population health trends, changes in technology and clinical innovations. From there, tactical plans to implement the enterprise, service line and external strategies will be created.

A final draft of the 2015 strategic plan is expected to be delivered to the UK Board of Trustees in June 2015.

The Process

The eight-month process will be led by Jim Zembrodt, associate vice president of strategic planning, and Paula Chipko, director of strategic planning and market development. They will work in concert with Monitor Deloitte, a global strategic management firm hired to consult on this project, as well as members of the leadership team (see sidebar).

More than 100 current and future leaders representing clinical, operational, research and financial segments within the hospital, ambulatory and network environments are being interviewed.

Concurrently, the marketing staff is developing a strategic assessment of the UK HealthCare brand. The goal is to create a comprehensive understanding of the brand and develop an accompanying marketing plan to support the efforts of the overall strategic plan.

“Our process is as comprehensive as possible to guarantee the development of the most effective strategic plan possible,” said Mark D. Birdwhistell, vice president for administration and external affairs. “It is an exciting time to be a part of UK HealthCare.”

For additional information and future updates about this project, please visit: ukhealthcare.uky.edu/home/strategicplan
**Affiliations**

**Winchester medical center becomes network affiliate**

Clark Regional Medical Center (CRMC) is now a member of the Gill Heart Affiliate Network. The collaboration between CRMC and the Gill Heart Institute will improve access to tools for the diagnosis and treatment of cardiovascular diseases.

The medical center has also entered into a formal collaboration with Markey Cancer Center to develop its oncology service line. Markey Cancer Center is assisting CRMC in establishing its new oncology program, which will be grounded in the policies and standards at Markey. By establishing a new oncology service in Winchester, CRMC is demonstrating its commitment to providing top-notch care for its cancer patients.

The cardiology and oncology providers at CRMC will remain the same with these affiliations. Charles Salters Jr., MD, will continue to see patients in his office at Clark Cardiology; Stephen Anderson, MD, is accepting new patients at his clinic at Clark Clinic Oncology. Both clinics are located at 225 Hospital Dr. in Winchester.

**Bowling Green medical center joins stroke network**

The Medical Center at Bowling Green has become the newest member of the Norton Healthcare/UK HealthCare Stroke Care Network, a community-based stroke initiative providing the highest quality clinical and educational programs to hospital staff and the community. The Medical Center is the only hospital in south central and Western Kentucky to join the network that includes 25 affiliate hospitals.

As part of the Norton Healthcare/UK HealthCare Stroke Care Network, the medical center will continue to be a first-line stroke treatment center. The collaboration will allow for the sharing of best practices and outcomes data to promote continuous quality improvement in stroke care.

The Medical Center is the first hospital that was already designated as a Primary Stroke Center by the Joint Commission before joining the network. Other hospitals in the network obtained their Primary Stroke Center designation after becoming affiliates of the network.

**Recognition**

**Birdwhistell, Phillips honored by NAMI Lexington**

The Lexington division of the National Alliance on Mental Illness (NAMI Lexington) recently honored Mark D. Birdwhistell, vice president for administration and external affairs, UK HealthCare; and John Phillips, chief administrative officer, Eastern State Hospital (ESH), for their contributions to implementing the addition of peer support specialists at Eastern State. NAMI provides ESH with peer support specialists who provide the “lived experience.” They have the same range of mental illnesses as patients and have dealt with many of the same challenges that our patients have; they demonstrate that recovery is possible.

Birdwhistell and Phillips were recognized for opening the door to the partnership and continuing to build bridges in the community. NAMI Lexington provides assistance to families, caregivers and individuals whose life experience includes living with a serious and persistent mental illness; the organization directly serves Central Kentucky and partners to serve communities in Kentucky.
Edelstein brings wealth of experience to CRO role
Motti Edelstein is the new chief revenue officer at UK HealthCare, reporting to Murray Clark, vice president for health affairs and chief financial officer. The CRO will be the senior revenue cycle executive at UK and will have the responsibility of driving the strategy and operations for the revenue cycle for the UK HealthCare system.

Edelstein's areas of responsibility include Patient Financial Services, Patient Access Services, Managed Care Contracting, Governmental Reimbursement, Revenue Integrity, Health Information Management, Utilization Review, Clinical Documentation, Revenue Cycle System Implementation and Revenue Cycle Quality Assurance and Training. The position will also be the public and governmental advocate for all revenue cycle functions.

Edelstein brings to UK a wide range of revenue cycle leadership experience. He held the role of director of revenue cycle at North Shore Long Island Jewish Health System in New York, N.Y.

Caban new environmental services director at Chandler
Joseph Caban is the new director of environmental services at Chandler Hospital. He was previously resident regional manager at Mount Sinai Roosevelt in New York where he oversaw environmental services and laundry.

His career accomplishments include implementing systems to consistently increase HCAHPS scores, leading the facility through successful The Joint Commission surveys, and overseeing several accounts through flawless government regulatory audits.

Chipko is the new director of strategic planning, market development
Paula Chipko has accepted the newly created role of director of strategic planning and market development reporting to Jim Zembrodt, associate vice president for strategic planning. In this new role, Chipko will take a lead role in enterprise-wide strategic planning, including the creation of the overall system strategic plan, clinical service-level plans, individual affiliate/partner strategic plans, market development plans, and assessing opportunities for future payor/reimbursement models. In addition, Chipko will also oversee the certificate of need (CON) process and monitor applications statewide to determine impact on UK HealthCare.

In doing so, Chipko will work closely with our clinical leadership team — as well as affiliates and outreach sites — to facilitate the evaluation, development, implementation, and tracking of our strategic goals and business objectives.

Schnurr named new food service director
Terri Schnurr is the new enterprise director of food services. As she gets acclimated to her new position, Schnurr will be reaching out to many of you to introduce herself while working to improve the overall food service experience for our patients, visitors and staff.

Schnurr has over 20 years of management experience in the food service industry with the last 15 years being in an acute care hospital setting. She has worked in the Norton Healthcare System in various management roles within food and nutrition since 1999. For the last seven and a half years, she served as the director of food and nutrition at Norton Suburban Hospital. During her time as director, she led her team to achieving outstanding results in patient satisfaction, customer service, regulatory compliance, patient safety standards and employee engagement.

Distinguished Pittsburgh professor named new dean at UK
Scott Lephart, PhD, is the new dean of the UK College of Health Sciences. He is currently a distinguished professor and chair of sports medicine and nutrition at the University of Pittsburgh. He will take over as dean at UK on March 1, 2015, pending board approval.

Lephart received a strong recommendation from both the search committee and the groups within the college that he met with during his visits to UK. He said he was attracted to the UK position because of the college’s longstanding reputation for excellence, its outstanding students, faculty and staff, and its commitment to innovation in the classroom and in clinical activities, research and service.

Recognition

Phillips named president-elect of chest medicine organization
Barbara Phillips, MD, professor of pulmonary, critical care and sleep medicine, College of Medicine, and medical director of the Good Samaritan Sleep Disorder Center, has been named president-elect of the American College of Chest Physicians — the global leader in advancing best patient outcomes through innovative chest medicine education, clinical research and team-based care. Phillips’ research focuses on the effects of sleep apnea on performance and outcomes, genetic risk factors for sleep apnea, nonpharmacologic treatment of sleep apnea and sleep in aging.

Clinical Nurse Excellence Awards

Melinda Sidles, RN
Chandler Hospital
Emergency Department
November
Snapshots

UK Transplant Center reaches 50-year milestone

Faculty, staff, community partners, referring providers, former patients and honored guests gathered at the Chandler Hospital Pavilion A auditorium in October to celebrate 50 years of transplant innovation, expertise and patient-centered care at the UK Transplant Center.

Ronald Busuttil, MD, UCLA, internationally known as a leading expert in live transplantation, was the keynote speaker.

Susan Smyth, MD, PhD, medical director, Gill Heart Institute (center, dark suit), was one of several physicians and staff members who attended the event.

Physician liaisons Susan Farley, Rochelle Silvernail and Tarra Crane with Joseph Zwischenberger, MD, chair of Surgery.

Michael Karpf, MD, executive VP for health affairs, UK HealthCare; Ronald Busuttil, MD, UCLA; and Bruce Lucas, MD, UK HealthCare, share stories during a break.

The transplant event was well attended.

Making progress

The exterior of UK HealthCare at Turfland is taking shape. Substantial completion and move in is scheduled for spring 2015.
Snapshots

New heart care floor is impressive

Before patients were moved on Dec. 7 to the new Cardiovascular Services floor of Chandler Hospital Pavilion A, hundreds of employees were treated to a sneak peek in November. Many found the floor to be an impressive combination of high-end technology and time-saving workflow designed to provide the safest, most efficient care for patients.
In no other business are personal dress, cleanliness, conduct and appearance as important as they are in health care services. First impressions count not only in the way we help and treat patients and visitors but also in our appearance.

Standard dress guidelines were created to ensure that our professionalism and our integrated service approach as UK HealthCare are part of the first impression a patient receives upon entering our hospitals or clinics.

The UK HealthCare LookBook was created to reinforce the importance of standard dress and serve as a guide for managers and frontline staff. The Look Book is an electronic publication that will be located on the For Staff page of the UK HealthCare website. More information and a link will be sent out soon in the weekly e-newsletter In the Loop. If you don’t receive In the Loop, send an email to Steve Harris, internal communications manager, at steve.harris@uky.edu.

Professional dress is as important as being knowledgeable about your job and helpful to patients and visitors. Your dress tells our patients and guests you are a caring professional who values the quality of care UK HealthCare has to offer. When they see you, they know they are in the right place and that you are here to help.