

2025 **STRATEGIC PLAN**





TABLE OF CONTENTS

OUR VISION FOR THE FUTURE	2
MISSION, VISION AND VALUES	5
2025 STRATEGIC PLANNING PROCESS.....	6
KEY OBJECTIVES.....	8
STRATEGIC ENABLERS	16
KEY INDICATORS OF SUCCESS	20



ADVANCING THE HEALTH OF KENTUCKY

For more than a decade our focus on advanced subspecialty care and collaboration with providers across the Commonwealth of Kentucky has proven to be a tremendous success.

With Strategy 2025, our approach is to build upon that success, all the while acknowledging that our strategies must also support our ability to respond and adjust as the health care industry continues to rapidly evolve and change.

Strategy 2025 is a clear and adaptable roadmap for our organization. It begins with

a vision: **One community committed to creating a healthier Kentucky.**

One community committed to creating a healthier Kentucky

One community, an academic health system that draws upon resources from throughout the University of Kentucky to deliver on *every aspect* of a well-rounded mission: clinical care, education and research.

Our approach is to use expertise, experience, resources and insight from across the university to advance the health of Kentucky and support

our commonwealth's system of health care. Not only do we provide health care, we support a learning environment for the state's next generation of clinicians and serve as a environment where medical advances can be applied where they are most needed.

A community built on principles of service

UK HealthCare is a community committed to its vision for Kentucky, as well as to living out our values.

We draw upon the University of Kentucky's legacy as a public

land-grant institution centered in service to Kentucky. Every decision we make is grounded in a commitment of service to Kentucky and its future.

Together, we are proactively creating new approaches, new models, new relationships. With this vision as our guide, we believe we can make substantial progress toward a healthier Kentucky.

Strategic Refresh builds upon five foundational strategies

Prior to 2020, thousands of our team members were engaged in a yearlong process to establish Strategy 2025. Within these pages, you see the best of our community's thinking.

The plan outlines five key fundamentals to drive our future success:

1. Build Our Culture
2. Invest in Our People
3. Provide More Value
4. Advance Care Strategically
5. Create a Healthier Kentucky

In 2023, at a pivotal point about halfway in the plan's implementation, we considered our progress, and after conferring with key stakeholders, we developed three key insights that have challenged us to accelerate particular aspects of our work.

We refer to these priorities as our **Strategic Refresh**.

1. Leaning into our role and capabilities in advanced subspecialty care
2. Taking care of our people, our communities, and our partners
3. Leveraging our distinctive capabilities as an *academic* health system for advanced care, research, teaching and community service

This strategic refresh, approved by the UK Board of Trustees in April 2023, is driving an ambitious plan of capital investment and activities across the University of Kentucky. Strategies in education, research and clinical care are increasingly aligned as we collaborate across the breadth of UK to be the university FOR Kentucky.

Our team will define the success of Strategy 2025

A successful strategy requires an enterprisewide commitment to our vision. The engagement of our faculty, clinicians and staff will drive our success.

We will know we are successful when:

- All of us are working toward the same goals, on the same path, as one team.
- Our goals align with the real needs and high expectations

of our employees, patients, their families, the community, and our partners.

- We can identify clinical services that need to grow rapidly, while maintaining funding and operational excellence everywhere else.
- Plans are continuously monitored in relation to our goals and adjusted as needed.
- We are driven by performance standards and shared accountability to continuously improve quality and care for our patients.

We are committed to being the academic health system the Commonwealth of Kentucky so desperately needs. Lives are at stake. Working together, there is no limit to what we can do for the health of Kentucky.

Robert S. DiPaola, MD
Co-Executive Vice President
for Health Affairs & Provost
University of Kentucky

Eric N. Monday, PhD
Co-Executive Vice President
for Health Affairs &
Executive Vice President for
Finance and Administration
University of Kentucky

2025 STRATEGIC PLAN

BE A **COMMUNITY** • BE **EXCEPTIONAL** • BE **COMMITTED**



OUR VALUES

Discovery • Innovation • Respect • Ethics • Compassion • Teamwork



Three of five strategic objectives are about our culture. We must be a community.

MISSION, VISION AND VALUES

Through our DIRECT values, in support of our mission and commitment to patient care, education and research, our 2025 vision will inspire us toward an achievable future.

Vision

One community committed to creating a healthier Kentucky.

Values

UK HealthCare, the College of Medicine and Eastern State Hospital have implemented five values to help guide actions, behaviors and decision-making to foster a cohesive work culture focused on patient-centered care.

The DIRECT values are:

Discovery: Through discovery, we honor our past, engage fully with the present and innovate for a healthier future. Discovery is how we grow, together.

Innovation: We embrace continual learning and improvement to drive positive change.

Respect: We value our patients and families, our community, our co-workers, ourselves, and the resources entrusted to us.

Ethics: Our commitment to ethics guides us - not towards what is possible, but toward what is right. It is our promise to our patients, to science and to the future of medicine

Compassion: We express empathy for the needs, thoughts and feelings of those we serve and with whom we work.

Teamwork: We cultivate and maintain meaningful relationships to create positive outcomes.

LIVING DIRECT

DISCOVERY
INNOVATION
RESPECT
ETHICS
COMPASSION
TEAMWORK

2025 STRATEGIC PLANNING PROCESS

The process goal was to create an integrated plan around key strategic objectives, aligned to the education and research missions of the College of Medicine.

Discovery, visioning and prioritization

Enterprisewide survey and key stakeholder interviews

Gather input and feedback from all levels of the organization and external stakeholders.

August – October 2019

(2,800+ responses, 40+ patient and family/hospital auxiliary responses, 60+ key stakeholder interviews)

Visioning 2025 (Oct. 31 and Nov. 1)

An offsite workshop with senior leadership to define strategic objectives and the future vision of UK HealthCare. These sessions revealed the need for additional work around organizational culture and transparent decision-making.

(60+ attendees)

Innovation acceleration experience (IAE) sessions on culture and physician & advance practice provider (APP) engagement

Offsite workshops to accelerate grassroots plan development, obtain buy-in and create a change-agent network. The culture IAEs took place Jan. 15 and 21. Physician and APP engagement IAEs took place on March 3 and 12. *(100+ attendees)*

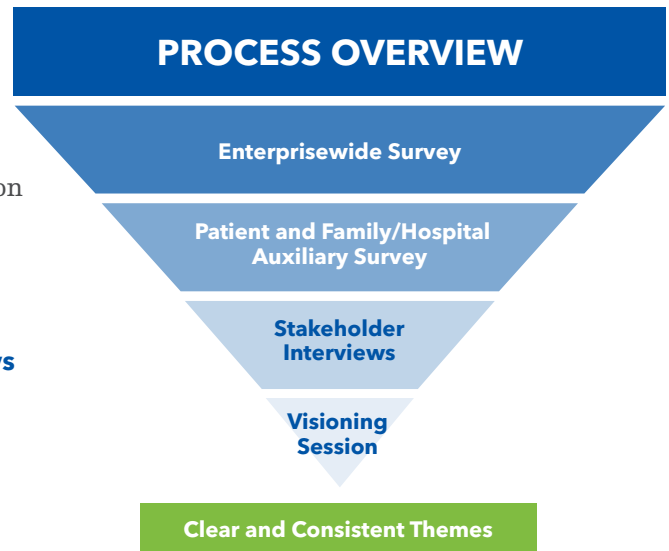
Strategy 2025 work teams

Each of the strategies within the strategic objectives has a work team assigned to it, tasked with developing initiatives, tactics and workplans. Each team's goal is to create comprehensive tactical plans for strategic objectives and identify owners.

(20+ teams; 200+ team members)

Work team milestones:

- Current state assessment and work team defined
- Strategy initiative development and prioritization
- Owners, target goals and metrics assigned
- Leadership review and feedback
- Tactics development, implementation and financial modeling



Annual planning cycle

Over time, we will shift our strategic planning cycle into a more agile operating model to ensure collaborative visioning and uniform prioritization for the enterprise on an annual basis.

- Aligns key workflows with the enterprise vision and priorities
- Allows for careful and integrated evaluation of all aligned proposals
- Simplifies the decision-making process
- Supports flexibility to meet the demands of our dynamic health care environment



Thousands of faculty and staff engaged in planning through surveys, interviews, teams and innovation acceleration events like the one pictured here.





KEY STRATEGIC OBJECTIVES

2025 vision: One community committed to creating a healthier Kentucky

BE A COMMUNITY



BUILD OUR CULTURE

Deliberately develop a DIRECT, values-based culture



INVEST IN OUR PEOPLE

Intentionally recruit, develop and retain expertise and talent.

BE EXCEPTIONAL



PROVIDE MORE VALUE

Strive to be a high-value, performance-driven organization.



ADVANCE CARE STRATEGICALLY

Strategically develop in high-impact areas.

BE COMMITTED



CREATE A HEALTHIER COMMUNITY

Advance the health of our Campus, Community and Commonwealth.



Productive pairs of physicians and administrators, known as dyads, form the backbone of UK HealthCare's quality improvement efforts.

BE A COMMUNITY

Deliberately develop our expertise and culture through engagement of our staff and providers, development of our workforce and leadership, and living our values in a diverse and inclusive environment. Enhance organizational resiliency and create a positive environment that fosters well-being, equity, collaboration and trust.



KEY OBJECTIVE: **BUILD OUR CULTURE**

Deliberately develop a DIRECT, values-based culture

Strategies

Physician and APP engagement: Develop, support and encourage an environment where a focus on well-being, equity, collaboration and trust enables providers to improve patient care and further the UK HealthCare mission.

Staff engagement: Create a culture where unity, passion, and commitment drive UK HealthCare to be a highly engaged workforce among our academic peers.

Values: Inspire behaviors throughout UK HealthCare that embody our DIRECT culture in order to achieve our 2025 vision.

Diversity, equity and inclusion: Foster and support a diverse, inclusive community of care providers who continually strive for equity-mindedness to ensure quality care to patients from all backgrounds, and who actively engage team members from all backgrounds to achieve patient outcomes, enterprise goals and optimal personal achievement.



KEY OBJECTIVE: **INVEST IN OUR PEOPLE**

Intentionally recruit, develop and retain expertise and talent

Strategies

Integrated medical group: Better integrate the faculty's clinical practices with advanced practice providers, future community practices and ambulatory operations in order to position clinicians to enable enterprisewide goals.

Workforce development: Proactively recruit and retain high-impact individuals aligned to UK HealthCare values, particularly in critical-to-fill areas. Develop a systematic workforce planning structure, identifying progress toward benchmark goals and anticipating staffing needs against market shifts and expansion efforts.



Across care locations, creating an excellent patient experience is a key strategy.

BE EXCEPTIONAL

Evolve as a high-value organization by becoming extremely reliable in our quality, safety and patient experience, and by appropriately managing costs and building efficiencies throughout our health system. Strategically grow in high-priority areas and enhance ambulatory access in our local communities, employ innovative care models and grow specialty services where opportunities exist to meet the demands of our market and consumer expectations.



KEY OBJECTIVE: **PROVIDE MORE VALUE**

Strive to be a high-value, performance-driven organization

Strategies

Quality and safety: Achieve demonstrable improvements in care delivery assessments (e.g., mortality, PSIs, standardization of processes with minimization of variation) to document achievement of being a high reliability, high-value organization viewed as a leading learning health system.

Innovative care models: Transform the care experience for Kentuckians' through innovative care models focusing on the needs of patients throughout their care continuum.

Patient experience: Empower UK HealthCare to create a patient-centered environment where patients feel valued and respected so that they are confident in their care and engage with us to focus on their health.

Efficiency and throughput: Continually improve clinical and business processes throughout the organization to maximize the patient experience, positively impact clinical outcomes and optimize our financial performance.



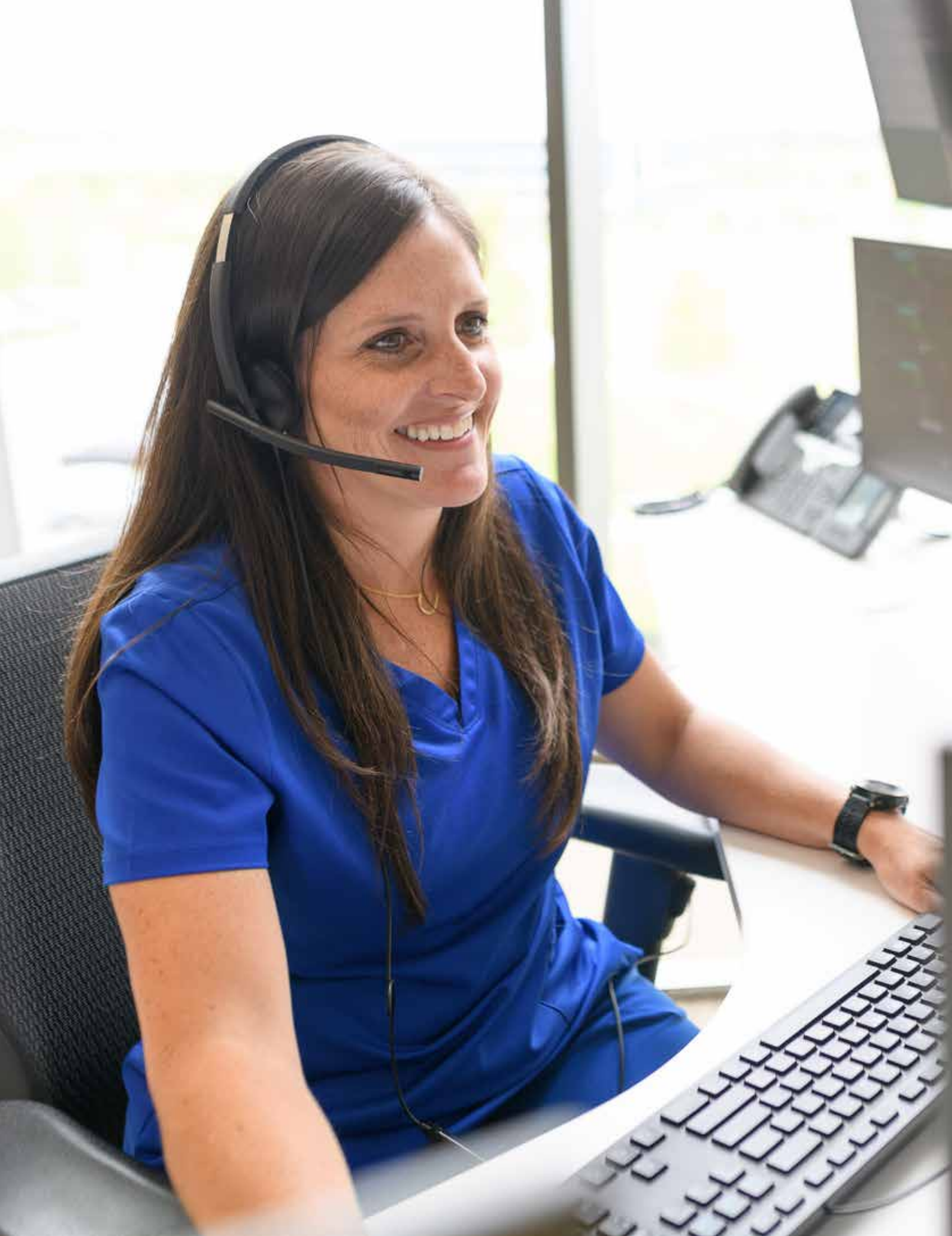
KEY OBJECTIVE: **ADVANCE CARE STRATEGICALLY**

Strategically develop in high-impact areas

Strategies

Local market and ambulatory strategy: Create a delivery model in the local market focused on exceeding patients' expectations to position us as the "provider of choice" with an expanded footprint and access for primary care, specialty care, and core services that meet the needs of the university and our local community.

Strategic specialty growth: Strategies focused on targeted growth areas in a phased approach to respond to patient needs and market dynamics while continuously evaluating and recognizing opportunities.



BE COMMITTED

Positively impact the commonwealth and community by understanding and responding to their health needs through engagement, outreach and collaboration. Develop a scalable model for population health and value-based care by beginning with our own UK health plan participants and moving outward to the rest of Fayette County, the Bluegrass region and the state.



KEY OBJECTIVE: **CREATE A HEALTHIER COMMUNITY**

Advance the health of our campus, community and commonwealth

Strategies

Campus

Work collaboratively to advance the health of all learners, staff and faculty.

Community

Improved access: Develop an enhanced care delivery footprint in our local market via program expansion, partnerships, etc. to improve access to both ambulatory and inpatient services.

Commonwealth

Outreach, affiliations and partnerships: Continue to develop relationships that allow us to expand the delivery of our specialty services throughout the commonwealth in order to keep patients and their families closer to home.

Community health needs: Use community health needs assessments developed throughout the commonwealth as a guide for future care models.

Innovative care models: Use new technology as a tool to expand and optimize the delivery of health services to broad geographic areas.

Innovative care models, such as the eICU, will be used to expand and optimize access to advanced care across the state.

STRATEGIC ENABLERS

Successful implementation of the 2025 strategy will require alignment with the following strategic enablers. These foundational enablers are critical to realizing the goals of the strategic plan efficiently and effectively. Enterprisewide commitment to integrating the 2025 strategic tactics throughout these core support areas is essential to achieving success.

Digital health and transformative analytics

In response to a changing health care landscape, UK HealthCare is pursuing a ubiquitous digital ecosystem as fundamental to the health system's ability to realize its full potential. Strategies include digital transformation to a single patient record across the continuum. This single record must be inclusive of all modalities and support telehealth, communication networks, patient engagement and care outcomes.

Data and analytics platforms must become more mature for high-quality data use in support of a data-driven culture and the leveraging of advanced capabilities. This digital transformation must connect the community through data exchange across care transitions. IT service management must be embraced as an operating framework supporting the ever-changing competency growth of the workforce. Finally, we must provide a cyber resilient environment that can protect, detect, respond and recover from any threat landscape.

Brand and marketing strategy

Brand Strategy works closely with key leaders throughout the enterprise to strategically tell consumers the UK HealthCare story through advertising campaigns, web presence and optimization, social media, multimedia, community engagement and publications.

Our dedicated team of market development and integrated marketing specialists use high-quality market research data to target audiences at every step along their healthcare consumer journey. We raise consumer awareness and understanding of the UK HealthCare brand; enhance our reputation locally, regionally and nationally; build loyalty among those who have experienced our care; and make sure consumers and referrers view UK HealthCare as their provider of choice when expert care is needed.

As protectors of the UK HealthCare brand, we enforce rigorous guidelines to safeguard our logos, visual and verbal identity so we can effectively bring *The Power of Advanced Medicine* to life.

Philanthropy

Excellent health care and medical institutions rely on philanthropy to provide the margin of excellence, especially in times when reimbursements are stretched to their limit. As we embrace new technologies, implement new models of health care delivery, and confront new challenges to meet the growing needs of our patients, philanthropic support is essential to our success.

The Office of Philanthropy works with internal partners to identify strategic priorities and connect them with benefactors who share an affinity for our mission, including: grateful patients and families, alumni, parents, faculty and staff, and other members of the community.

Donor support fuels enterprise growth and helps UK HealthCare and the College of Medicine educate growing numbers of tomorrow's healers, expand medical knowledge, and invest in technology, staff, programs and space, all in pursuit of our mission: to create a healthier Kentucky.



Key strategic enablers are represented here: (above) production of a brand campaign, (left) a single electronic health record spanning all care locations, and philanthropic support.





(top) Installation of a new MRI suite at Good Samaritan Hospital. Facilities planning is key to our ability to deliver on our plan, as well as support from areas such as communications, employee engagement, financial and operational planning, and human resources.



STRATEGIC ENABLERS

Communications and engagement

High physician and staff engagement is fundamental in providing exceptional care to our patients and their families. Research has long shown that employee engagement is highly correlated with patient satisfaction and experience. It stands to reason, highly engaged employees understand the organization's mission and service expectations. They have had a role in articulating the organization's values, and because the values reflect the people, they live them.

Communication is tightly integrated with engagement. If communication at any level is poor or lacking, one may expect a comparable decline in engagement as well. The two go hand in hand, which is why they are often considered together at UK HealthCare. Expectations for leader rounding, coupled with the tools to support manager to team communication, are an example of how closely the two areas must work together.

Communication must continue to be a priority in order to ensure our UK HealthCare community has the information and tools needed to facilitate engagement. A strong structure supporting continuous, multidirectional communication throughout the entire health system is required. If executed well, we ensure alignment with our strategy, high levels of engagement impacting patient-family experience, collaboration across areas, and all activities promoting the impact our vision asks of us.

Financial and operational forecasting, capital planning

Continued focus on long-range planning is essential to ensure we have the resources needed to achieve our vision. Sustained funding that is aligned to our objectives allows us the flexibility to adjust quickly to market conditions and challenges.

Facilities planning

In today's competitive market, it is important to make certain that patients receive care in appropriate, state-of-the-art settings. Coordinating facilities planning and financial allocation to facilities maintenance with our efforts in strategic growth is key to achieving our 2025 vision and ensuring we see the right patient at the right time and in the right setting.

Human resources

Human capital is the foundation of our enterprise, requiring innovative talent management and retention strategies throughout the employment lifecycle. Staff physician and advanced practice provider recruitment and engagement initiatives are critical to maintaining a workforce that will live our values and help UK HealthCare achieve its mission.

KEY INDICATORS OF SUCCESS

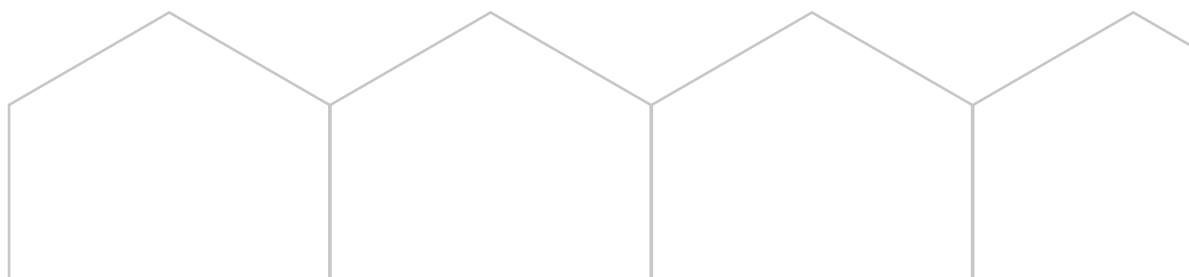
Alignment of strategic plan objectives, initiatives and tactics to operational and performance goals creates the ability to impact more Kentuckians and support the needs and high expectations of patients, their families, the community and even our own employees. Establishing benchmarks and aligning key performance indicator metrics to each strategy creates transparent accountability across the full spectrum of the organization, drives strategic planning through metric management and focuses our efforts around patient centered care.

Key indicators of success:

- Improved patient outcomes and experience for each patient every time.
- Improved communication and engagement with physicians, advanced practice providers and staff.
- Increased patient health equity and enterprisewide diversity, equity and inclusion.
- A streamlined, proactive hiring process and reduced turnover through development and retention efforts.
- Increased patient access and availability to primary care, specialty care and core services.
- Increased number of people seeking service at UK HealthCare through targeted local and regional market expansion.
- Continued improvement in our key performance and quality metrics.
- Increased trust in senior leadership through efficient and transparent decision-making.
- Improved financial metrics and increased market presence.
- Optimized use of our facilities and technology.

To Read More About Strategy 2025

Visit the UK HealthCare website, ukhealthcare.uky.edu. Faculty and staff will find more detail in The Loop.



Overall performance is measured in many ways, none more important than the outcome of a single patient encounter. Here, Khay Douangdara, RN, in the Chandler Emergency Department cares for a patient.





900 S. Limestone
Charles T. Wethington Building Suite 317
Lexington, KY 40536
859-323-5126
ukhealthcare.uky.edu

Non-Profit Org.
US Postage
PAID
Lexington KY
Permit #51

The University of Kentucky is committed to a policy of providing opportunities to people regardless of economic or social status and will not discriminate on the basis of race, color, ethnic origin, national origin, creed, religion, political belief, sex, sexual orientation, marital status, age, veteran status, or physical or mental disability.