



UK HEALTHCARE NURSING **EVERY PATIENT, EVERY TIME**





DEAR NURSE COLLEAGUE,

I understand you are interested in joining the staff of UK HealthCare. First, let me congratulate you on selecting nursing as your career choice. I also want to congratulate you on your choice of application to what I believe is the most progressive and dynamic care environment in our region.

As the chief nursing executive of UK HealthCare, I want to communicate clearly the expectations of our professional nursing staff so you may make an informed decision as you progress through the recruitment process.

The nursing vision at UK HealthCare is simple: Leading the way for every patient, every time. The care provision and care coordination at UK HealthCare is some of the most complex and progressive you likely will experience in your career. Our nursing professional practice model uses some basic foundational elements upon which we expect to achieve the vision articulated. To be successful at UK HealthCare, you must follow the tenets of our professional practice model. They are:

- I believe patient/family centered care is our core element.
- I am accountable for decisions and actions.
- I am a leader committed to evidence-based practice.
- I am empowered to ask, act and decide.
- I am inspired to learn, innovate and excel.

Our professional practice model serves as the framework for our clinical practice and our daily conduct as nurses in this setting. Further, we are committed to shared governance, believing that each nurse has a right and a responsibility to participate in shaping nursing practice at UK HealthCare. We take these elements very seriously, and by way of this correspondence, I would ask you to give some thoughtful deliberation to our practice model, our vision and our accountability to our patients and their families.

We look for the best and the brightest individuals who are articulate, tenacious and passionate about patient-centered care. We intend to provide superior care and a superior experience for our patients and families, understanding that we cannot afford mediocre performance or lukewarm aspirations. Our ambition as nursing professionals is to evolve our practice to the level where each of us would be comfortable to bring our families, friends and others to receive the very best in nursing care.

UK HealthCare is not the appropriate practice venue for all clinicians. We realize the pace and complexity of our environment may not be suitable to your desires as a practicing professional. If, as you read this letter, you are excited about the prospect of working in such an environment, we welcome you. If not, I wish you well in whatever nursing path you pursue.

Again, thank you for considering UK HealthCare as your practice venue. I look forward to meeting you in person.

Colleen Swartz, DNP, MBA, RN
Chief Nurse Executive and Chief Administrative Officer

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ABOUT UK HEALTHCARE

UK HealthCare consists of the medical, nursing, health sciences, public health, dental and pharmacy patient care activities of the University of Kentucky in Lexington, and in several off-site locations. Drawing upon the clinical expertise of UK faculty in six health science colleges – Medicine, Pharmacy, Nursing, Health Sciences, Dentistry and Public Health – the UK HealthCare system is uniquely equipped to provide advanced patient care and serve as an information resource for the Commonwealth of Kentucky.

Through relationships with rural and community providers, UK HealthCare is strengthening local health care and improving Kentucky’s health care delivery system. In keeping with the University of Kentucky’s vision to be among the Top 20 publicly funded universities, UK HealthCare is advancing that vision by providing integrated, multidisciplinary health care and developing advanced medical therapeutics for the people of Kentucky and surrounding regions.

The UK HealthCare continuum of care includes UK Albert B. Chandler Hospital, Kentucky Children’s Hospital, UK Good Samaritan Hospital, Kentucky Clinic, UK Polk-Dalton Clinic, Kentucky Clinic South, the UK Family Care Center, 80 specialized clinics, more than 140 outreach programs, and a team of 6,000 physicians, nurses, pharmacists and health care workers all dedicated to patient health.

GOOD SAMARITAN HOSPITAL

UK Good Samaritan Hospital is an acute-care facility with 302 licensed beds. Founded in 1888, the hospital has a long tradition of providing exceptional patient care in a community-hospital atmosphere. Its acquisition in July 2007 by UK HealthCare added the resources of a major health care system.

With more than 600 clinical and ancillary staff and a medical staff of more than 600 physicians, UK Good Samaritan is able to offer a broad range of health care services to meet the needs of the residents of Central and Eastern Kentucky. All patient rooms in the hospital are single-occupancy, ensuring each patient privacy and individual attention.

A 50,000-square-foot medical office building is conveniently connected to the hospital by a pedway and is home to specialty physicians including orthopaedics, internal medicine and plastic surgery.



EASTERN STATE HOSPITAL

Managed by UK HealthCare, Eastern State Hospital opened in September 2013, providing a modern, comfortable setting for state-of-the-art inpatient mental health services. Designed and built with patients’ recovery in mind, the bright, airy 300,000-square-foot hospital has space for 239 beds.

The hospital consists of three patient care towers of three floors each. The Allen, Gragg and Wendell towers are similar in layout and features. The Allen Tower houses the Long Term Care Facility, which includes an Acquired Brain Injury Unit and a Geriatric Unit. The campus also includes the Central Kentucky Recovery Center, four personal care homes designed to help individuals transition to the community.

Located on the University of Kentucky’s Coldstream Research Campus, the state-owned facility provides care for patients from Fayette and 49 surrounding counties.

Eastern State Hospital’s staff consists of more than 500 employees, including mental health associates (MHAs), RNs, LPNs, SRNAs, social workers, psychologists, psychiatrists and other health care professionals, as well as administrative staff. As UK HealthCare employees, ESH staff enjoys an exceptional benefits package that includes an outstanding retirement plan; competitive health, dental and vision coverage; and extraordinary educational programs.

To learn more about a career at Eastern State Hospital, and to apply, visit careers.esh.ukhc.org or call ESH Human Resources at 859-246-8563.

UK... A GREAT PLACE TO WORK!

EXCEPTIONAL BENEFITS

The University of Kentucky is proud to offer a variety of benefit plans. Our benefits include an outstanding retirement plan; competitive health, dental and vision coverage; and extraordinary educational programs.

As an employee eligible for benefits, you may choose to cover yourself, your children up to the age of 26, and your spouse or sponsored dependent and children of a sponsored dependent up to age 26 who live in your household. Verification of relationships may be required (birth certificate, marriage license, etc.). For a more complete listing of UK's benefits and eligibility, visit uky.edu/HR/benefits.

Retirement plan: 200 percent match

Retirement savings are an important part of your total compensation package and help ensure a more financially secure future. Under the 403(b) retirement plan, you contribute 5 percent of your base salary, and UK proudly contributes an amount equivalent to 10 percent of your base salary. Participation in this plan is mandatory for employees age 30 and over. You will be fully vested after three years of continuous, regular, full-time service.

Paid leave

Regular, full-time staff initially accrue 10 to 15 vacation days per year, and up to 20 days per year with additional years of service. Regular, full-time staff also accrue 12 paid holidays annually. Regular, full-time staff accrue 12 days of Temporary Disability Leave (TDL), or "sick leave," per year.

Staff may use sick leave for themselves or to care for children, spouses/sponsored dependents, parents, grandchildren, grandparents, brothers and sisters, and others residing in the household. UK also covers employees who work 12 months in a regular position of at least .75 FTE on a long-

term disability (LTD) plan. For additional details, see www.uky.edu/HR/policies.

Health plan coverage

UK offers four health plan options. You can decide on the plan and coverage that is best for you and your family's needs. To learn more about the options, visit www.uky.edu/HR/benefits/employee-medical-plans.

Prescription benefits

Express Scripts administers the prescription benefit for UK. Employees are automatically enrolled in the pharmacy benefit program when enrolled in a health plan. The plan provides 24-hour customer service, web-based drug information and an integrated mail service pharmacy. We also have dedicated pharmacists on staff to provide prescription co-pay counseling to help you find the most cost-effective medications.

Dental insurance

UK offers dental plans through two carriers: UK Dental Care and Delta Dental. All plans offer a benefit toward basic preventive services for cleaning and two office visits per year. Additional benefits may be available based on the plan you choose.

Vision insurance

Vision insurance is available through EyeMed. The plan offers savings on eye exams, contact lenses, lens options and accessories, as well as vision-correction procedures. You can choose either the Essential or Enhanced plans.

Life and accidental death & dismemberment insurance

Basic life insurance and accidental death & dismemberment coverage in the amount of one times your salary is available at no cost. You may purchase additional term life insurance in an amount up to eight times your annual salary. You may also purchase additional accidental death & dismemberment insurance.

Flexible spending accounts

This benefit is administered by ConnectYourCare and allows you to pay for eligible health and child/dependent care expenses with tax-free dollars through flexible spending accounts. For the health care FSA, you will receive a flexible spending debit card in the mail to use for eligible purchases.

Voluntary benefits

Additional benefits are available to purchase with automatic payroll deductions. Benefits include long-term care, universal life insurance, short-term disability, cancer insurance, and home and auto insurance. These benefits are administered by the MPM Group, LLC.

Employer-assisted housing

Regular, full-time faculty and staff may be eligible for "forgivable loans" of up to \$15,000 to purchase homes, condominiums, townhouses and duplexes in designated neighborhoods. The loans can be used for down payment and closing costs, rehabilitation or renovation assistance.

Employee discounts

Our employees receive discounts and other incentives with a wide array of businesses. Businesses include: bookstores, amusement/entertainment, apartments, home loans, retail and sales, travel, and more. Discounts are also available on tickets to some UK athletic events.

Education programs

Regular, full-time staff may receive a tuition waiver for up to 18 credit hours per academic year through the Employee Education Program. Eligible employees with at least one year of continuous, regular, full-time service who are not using the Employee Education Program may choose to receive a tuition discount (10 percent to 50 percent) for their child or spouse/sponsored dependent through the Family Education Program.

Financial well-being

Financial counseling is a free, voluntary counseling and referral service for UK employees who are interested in gaining greater control over their finances. Eligible employees can schedule up to five sessions per fiscal year.

Professional development

Improve your skills or learn new ones through computer classes, supervisory training, GED classes, The Learning Center (hospital training) and more.

Health & Wellness

Our Health & Wellness team is dedicated to helping employees, retirees and their spouses/sponsored dependents achieve a higher quality of life and take preventive, life-changing measures. Programs include:

MoveWell – We offer two on-campus gyms and group fitness classes for \$7 per month (or \$3.50 bi-weekly). You can also meet one-on-one with a fitness specialist who will help you identify and reach your goals.

EatWell – This 10-week weight-loss program helps you set your own goals and then work with a registered dietitian to meet them. Our staff can also connect with you in person, over the phone or by email.

BeWell – This is a phone-based health program that provides highly personalized, one-on-one coaching. Programs include weight management, stress management, tobacco cessation and more.

Work-Life Office

Our Work-Life team provides strategies and support to help employees successfully

manage work, family and personal responsibilities. We offer support for flexible work schedules and telework, finding child care, managing stress, and lactation after returning to work. A few of our offerings include:

Elder Care – Resources and support for employees who are caring for an aging parent or relative.

Counseling – Supporting healthy minds through free, voluntary counseling by a licensed therapist for employees, their spouses/partners and their children.

Child Care – In addition to help with finding local child care vendors, our Big Blue Family Care program makes it simple for UK families to connect with UK students for occasional, part-time child care needs.

EDUCATIONAL OPPORTUNITIES

EDUCATIONAL PROGRAMS/SUPPORT

Our educational programming includes full orientation programs for new Registered Nurses (RN), Nursing Care Technicians (NCT) and Patient Clerical Assistants (PCA) as well as ongoing education and training for employees:

- Critical Care and Progressive Care Orientation Program including the nationally acclaimed self-paced learning module developed by the American Association of Critical Care Nurses, ECCO: Essentials of Critical Care Orientation.
- Acute care area-specific content including disease process and use of patient population-specific equipment and nursing techniques.
- American Heart Association-sponsored certifications including: ACLS, PALS, NRP, TNCC and ENPC.
- Kentucky Board of Nursing-approved continuing education courses designed to meet the learning needs of staff.
- Nurse Residency Program for new, focusing on the transition to professional practice. New graduates receive support from nurses, professional career development assistance, leadership and role-transition assistance through workshops and group interaction.
- Preceptor Development and Training Program is continuing education program for the experienced nurse who is serving in the role of preceptor to new staff.

OUR MISSION IS TO PROVIDE NURSING STAFF WITH QUALITY EDUCATIONAL PROGRAMMING AND RESOURCES THROUGH CREATIVE LEADERSHIP AND QUALITY INITIATIVES.



NURSE RESIDENCY PROGRAM

The UK HealthCare Nurse Residency is a national program offered locally. It is a one-year educational and support program for new graduate nurses in a bedside role, providing regular contact with expert nurses, peers and facilitators as you transition from student to your new nurse professional role within UK Chandler Hospital, UK Good Samaritan Hospital or Kentucky Children's Hospital. To facilitate your transition, the program is offered as a partnership between the hospital setting and the UK College of Nursing.

Visit ukhealthcare.uky.edu/professionals/nursing for more information.

Other support

- RN internships
- Scholarships
- Student nurse academic practicum
- Tuition reimbursement

The Nursing Career Resource Center is available to all UK HealthCare nurses, nurse administrators, nursing care technicians (NCTs) and UK College of Nursing students. We offer assistance for all phases of a career.

Our services include:

- One-on-one career coaching.
- Exploring different career opportunities.
- Customizing a job search campaign.
- Identifying marketable skills.
- Polishing a resume or CV.
- Preparing for an interview or refining interview skills.
- Researching employers.
- Exploring educational options.
- Mock/practice interviews.
- Group career planning presentations given by Sue Strup.

Career services for nurses and students are available in person, by phone or through email. For more information on the Career Center and Career Planning please see ukhealthcare.uky.edu/professionals/nursing/career.

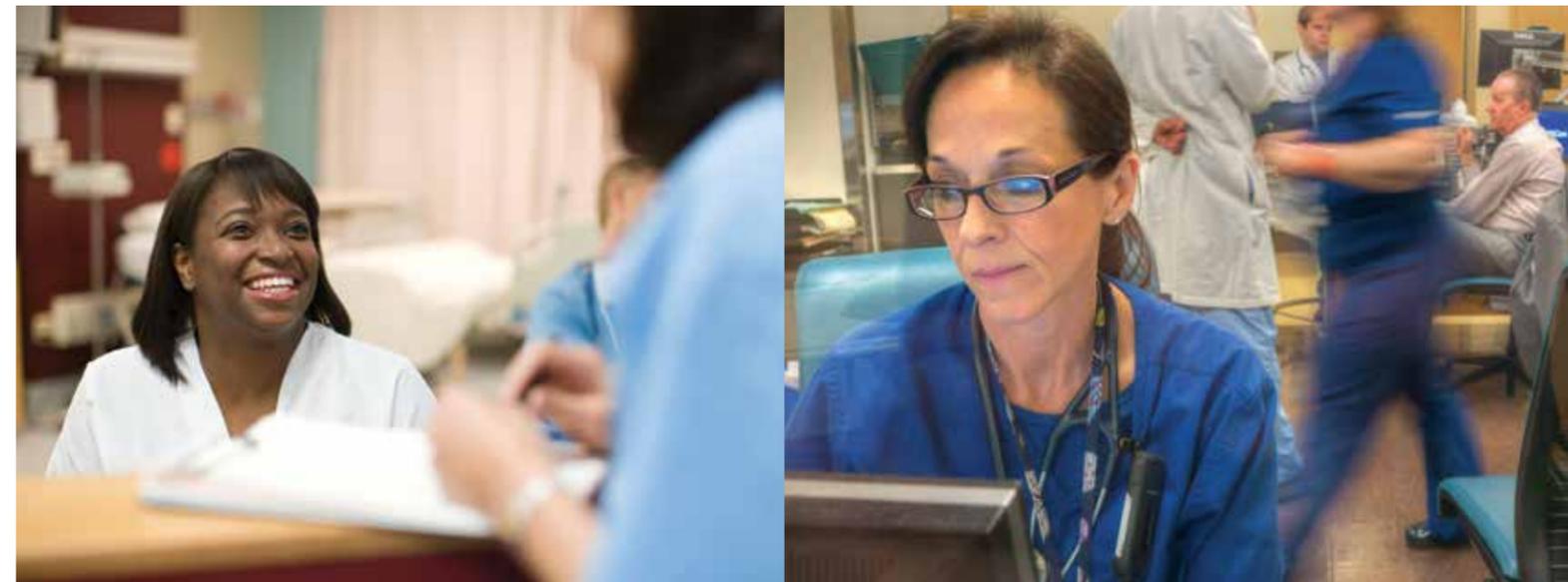
PATIENT CARE AREAS

Close collaboration with the College of Nursing creates a unique environment where both the patient and the nurse benefit from the experience. Nurses at UK HealthCare work in a variety of roles and locations, including:

- Kentucky Children's Hospital.
- Maternal Care Services.
- Markey Cancer Center.
- OR/PACU (Good Samaritan Hospital, Chandler Hospital, Center for Advanced Surgery).
- Endoscopy
- Emergency Department (Chandler or Good Samaritan hospitals).
- Ambulatory.
- Trauma/Acute Care Surgical Services/Dialysis.
- Cardiovascular Services/Gill Heart Institute.
- Neurosurgery/Neurology.
- Eastern State Hospital.
- Medicine/Pulmonary.
- Capacity Command (Per Diem Pool).
- Good Samaritan Hospital ICU/Progressive Care.
- Good Samaritan Hospital Acute Care/Behavioral Health.
- Interventional Radiology
- Diagnostic Radiology
- Transitional Care Unit

For more information, visit ukhealthcare.uky.edu/nursing.

OUR CARING UK HEALTHCARE NURSES PLAY A VITAL ROLE IN ENHANCING OUR PATIENTS' HEALING PROCESS.



NURSING PROFESSIONAL PRACTICE MODEL

There are five values at the core of UK HealthCare nursing:

1. Empowerment
2. Teamwork
3. Innovation and learning
4. Learning patient-centered care
5. Evidence-based practice

Professional practice model, based on Swanson's Theory of Caring

Caring: I believe that patient/family-centered care is our core element of nursing.

Knowing and being with: I am accountable to myself, my patients, my team, my organization and my profession for my decisions and actions.

Doing for: I am a leader committed to evidence-based practice, a safe environment and quality outcomes.

Enabling: I am empowered to ask, act and decide.

Maintaining belief: I am inspired to learn, innovate and excel.

A positive working environment underpinned by the behavioral standards program provides the framework whereby interdisciplinary, professional relationships are developed. Benner's theory, Novice to Expert, serves as the foundation for nursing education and development and is enhanced by:

- Nurse Residency Program.
- Nursing Professional Advancement Program.
- Perioperative internships.
- Emergency Department internships.
- Nursing certifications.

Continuing formal education is valued, and provisions for tuition benefits are provided by the university. The Nursing Professional Advancement Program provides the opportunity for recognition and funding for continued educational programs. Sharing of knowledge with peers, other health care providers and patients/families throughout the Commonwealth is supported through various outreach programs and opportunities.

The nursing council structure provides the avenue for shared governance and decision-making within nursing.



UK HEALTHCARE CARE DELIVERY MODEL

The care delivery model is led by a triad – a nurse, a physician and an administrator – that functions as a team and has the operational responsibility and accountability for patient care quality, service excellence and overall efficiency of care delivery.

As much as possible, patient populations are grouped in service lines that represent the continuum of critical, progressive and acute care. Roles that make up the nursing care team include staff nurses and nursing care technicians (NCTs). Registered nurses plan and deliver nursing care to each patient and may be assisted by the NCT.

Additional members of the care delivery team include clinical nurse specialists and clinical nurse experts. These two roles ensure that staff nurses, and thereby patients, have access to the evidence that supports nursing excellence. They serve as expert consultants to the staff nurse and ensure that standards of care are in place and the latest evidence is being used to promote nursing excellence.

Staff development specialists are also available to support the professional development of nursing staff, as UK HealthCare nurses are committed to learn, innovate and excel in the practice environment.

The practice of nursing at the unit level is a shared responsibility. Patient care managers (PCMs) and staff nurses, via the unit based council, collaborate to address care delivery matters, and when appropriate, determine needed changes that support quality improvement and/or adherence to practice standards. Each nurse is accountable for her/his decisions and actions related to the care of patients.

OUR NURSING MISSION, VISION, VALUES AND PHILOSOPHY

Mission

Provide leading-edge patient care while advancing professional nursing practice.

Vision

Leading the way for every patient, every time: Practice, patient care and scholarship.

Values

- Empowerment
- Teamwork
- Innovation and learning
- Patient-centered care
- Evidence-based practice

Philosophy

- We consider our work as nurses to be an honor, and we strive for continuous improvement in order to provide excellence in all that we do.
- Nursing care is delivered in a complex environment that supports the trifold mission of patient care, education and research. As nurses we participate in each aspect of the mission with patient care holding the principal position in our daily efforts.

AT UK HEALTHCARE, WE ARE PROUD OF OUR GREAT NURSING SERVICES.

- Organizationally, we are committed to shared governance for nursing practice. Therefore, UK HealthCare nurses' practice is of an autonomous nature with the commensurate accountability for nursing process and outcomes.
- The dynamic nature of patient care dictates that we support ongoing education for all nurses, including the goal of the baccalaureate degree as the entry level for the majority of our nursing staff. Our nurses are expected to meet patient and organizational goals. Through education, coaching and mentoring, we are committed to developing expert nurse clinicians and leaders.
- By means of clinical inquiry, research and a work environment that fosters learning and expert practice, we continuously strive to add to the body of knowledge that supports and improves nursing quality and patient outcomes.

- As a patient's right to participate in care planning and choices is a held nursing value at UK HealthCare, we understand that patient and family education regarding treatment and care options is a nursing responsibility, held jointly with our physicians and other members of the team. We accept that responsibility.

NURSING PROFESSIONAL ADVANCEMENT

Mission Statement

To provide a structure where nurses can be recognized for achieved and sustained nursing excellence with performance and contributions to their workplace, organization and the community.

Requirements

A registered nurse (RN) must meet all of the following criteria:

- The recognition of achieving Professional Nurse bronze, silver, gold or platinum level is open to all registered nurses employed by UK HealthCare.
- Completed RN competency packet with supportive documents in areas of:
 - Efficiency.
 - Quality and safety.
 - Service excellence.
 - Professional development for level desired.
- A current performance evaluation that reflects the applicant consistently meets or exceeds performance standards. Ask your patient care manager (PCM) or direct supervisor to complete your performance evaluation early if not in sync with the review times.
- Two peer evaluations that say the applicant consistently achieves or exceeds peer performance standards. (One to be chosen by applicant; the second completed anonymously by someone the PCM or direct supervisor

chooses). Pool RNs must have feedback from a co-worker from a unit on which they consistently work.

Rewards

Recognition available to RNs EMPLOYED in a hospital unit or hospital-based clinic:

- Non-salaried RNs at a grade level 10 or 11 who provide direct patient care (0.2 FTE must document a minimum of 480 hours annually). Direct patient care is defined as:
 - Provides direct hands-on patient care (e.g. takes patient assignments, performs patient evaluation at bedside, monitors/manages patients post change in level of care) and/or
 - Provides direct patient/family education and teaching and/or
 - Provides bedside coaching of other nurses.
- Non-salaried RNs at a grade level 10 in a job title.
- Non-salaried RNs at a grade level 10 not in a job title who successfully document they meet the above criteria, including the actual number of hours spent providing direct patient care.
- Non-salaried RNs at a grade level 11 who successfully document how they meet the above criteria including the actual number of hours spent providing direct patient care.

Are eligible for the following recognition:

- Recognition of achieving the level status.
- Portfolio may be used to support performance evaluation.
- Level differentials, conference money and professional leave:

Novice: no level differential, professional leave or conference money.

Advanced Beginner: no level differential, professional leave or conference money.

Competent RN: no level differential, professional leave or conference money.

Bronze Level: \$1.00/hr differential, 16 hours of external professional leave biannually, no conference money.

Silver Level: \$1.25/hr differential, 16 hours of external professional leave biannually, \$750 for conference attendance biannually.

Gold Level: \$1.75/hr differential, 32 hours of external professional leave biannually, \$1,000 for conference attendance biannually.

Platinum Level: \$2.00/hr differential, 40 hours of external professional leave biannually, \$1,500 for conference attendance biannually.

B. Non-salaried RNs at grade level 10 or 11 who do not perform 50 percent of their FTE in direct patient care, non-salaried RNs at grade level 12 or above and all salaried RNs are eligible for the following recognition:

- Will receive the recognition of achieving the level status.
- Portfolio may be used to support performance status.
- Will be given first consideration when selecting individuals to travel for educational opportunities, recruiting events and other forms of recognition by Nursing Services.

C. Recognition available to RNs NOT EMPLOYED in a hospital unit or hospital-based clinic:

- Will receive the recognition of achieving level status.
- Portfolio may be used to support performance status.

ADVANCED PRACTICE PROVIDERS

In 1992 the American Nurses Association Congress of Nursing Practice approved the following definition of advanced clinical nursing practice:

Nurses in advanced clinical practice have a graduate degree in nursing and they:

- Conduct comprehensive health assessments.
- Demonstrate a high level of autonomy.
- Possess expert skills in the diagnosis and treatment of complex responses of individuals, families and communities to actual or potential health problems.
- Formulate clinical decisions to manage acute and chronic illness and promote wellness.
- Integrate education, research, management, leadership and consultation into their clinical role and function in collegial relationships with nursing peers, physicians, professionals, and others who influence the health environment.

There are four types of advance practice registered nurses (APRNs): nurse practitioners, CRNAs, nurse midwives and clinical nurse specialists.

Certified registered nurse anesthetists (CRNAs)

Being a CRNA at UK HealthCare is a challenging and rewarding experience.

UK HealthCare provides a broad range of comprehensive surgical services that includes: Orthopaedics, ENT, vascular, CT, neurosurgery, OB-GYN, dentistry, ophthalmology, organ transplantation, plastic surgery, general surgery, minimally invasive surgery, interventional radiology and trauma surgery.

CRNAs are a vital part of the surgical team and are autonomous in their practice.

The nurse anesthetist works with a supervising anesthesiologist to provide safe intraoperative patient care for a wide variety of complex cases, which span all age groups.

Nurse practitioners

UK HealthCare employs APRNs in a variety of clinical areas and specialties, including:

- Anesthesiology
- Emergency Medicine
- Family and Community Medicine
- Cardiovascular Medicine
- Endocrinology
- Gastroenterology
- General Internal Medicine
- Hematology, Blood & Marrow Transplantation
- Medical Oncology
- Neonatology
- Nephrology
- Neurology
- Neurosurgery
- OB-GYN
- Ophthalmology and Visual Sciences
- Orthopaedic Surgery
- Otolaryngology
- Palliative Medicine
- Pediatrics
- Psychiatry
- Pulmonology
- School-based University Health Services
- Surgery
- Transplant
- Women's Health



NURSING RESEARCH

The mission of nursing research at UK HealthCare is to advance evidence-based and research-based nursing practice. Our vision is to aid the people of Kentucky and beyond in optimizing health by excellence in nursing care.

Research Priorities

The research priorities for Nursing Research at UK HealthCare have been established in conjunction with nursing services and the College of Nursing to build on existing programs

Research Philosophy

The philosophy of Nursing Research at UK HealthCare is to apply clinical and basic research to the practice of evidence-based nursing care to:

- Understand and ease symptoms of acute and chronic illness.
- Prevent or delay the onset of a disease or disability or slow its progression.
- Improve clinical settings in which care is provided.
- Assess the quality of care as perceived by our patients.
- Determine, test or implement strategies to improve patient care.

UK HealthCare supports collaboration between the academic and clinical sectors to support an environment of clinical inquiry.



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