

REFRESHED & ADVANCING

**2023
ANNUAL
REPORT**

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Cover: The University of Kentucky is focusing its substantial portfolio of knowledge, skills and medical discovery toward creating a healthier Kentucky.

This page: A cardiac nursing team at Chandler Hospital.

Photography by Shaun Ring unless otherwise noted.

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

Our vision as one community committed to creating a healthier Kentucky always reminds us that we are in this together and we are crucial to its 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

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

BOARD APPROVES 'STRATEGIC REFRESH'

The University Health Care Committee's April 2023 retreat proved to be a historic inflection point in our mission-driven journey. Under the oversight of newly appointed Acting Co-Executive Vice President for Health Affairs Bob DiPaola and Eric Monday, a "strategic refresh" was set before us.

We were asked to consider a bold vision for health care in Kentucky – a vision that aligns with the university's role as a public land grant university dedicated to always advancing Kentucky.

After unanimously endorsing UK HealthCare's refresh of its 2025 Strategic Plan and the accompanying five-year financial projection, trustees detailed our endorsement in a resolution, which reads in part:

"Steadfast on the journey to advance Kentucky by transforming the health and wellness of Kentuckians, UK HealthCare must build on its successes and prioritize, as a guiding principle, growing as an academic health system within a university enterprise.

"This will be accomplished by providing increased access, improving the quality of care, creating new

strategic partnerships and enhancing clinical services that will meet the health care demands of Kentucky...."
– **University Health Care Committee Resolution UHCCI**

Our mission is unchanged, yet we have boldly reframed and recalibrated how we will accomplish that mission to meet Kentucky's health needs.

For Kentucky, there is only one UK HealthCare. What makes us distinctive is our capacity and commitment and the responsibility we bear to bring more healing and hope to our state.

I am excited about what is possible for our institution and for the health of the people we serve.



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

UNIVERSITY HEALTH CARE COMMITTEE (as of June 30, 2023)

Appointive

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

Community Advisory Members

- Jennifer Barber
- Luther Deaton
- William Farish
- Josh Proffitt

Ex Officio Members

- Eli Capilouto, President
- Robert S. DiPaola, MD, Co-Executive Vice President for Health Affairs
- Eric N. Monday, Co-Executive Vice President for Health Affairs
- Charles "Chipper" Griffith III, MD, Dean, College of Medicine
- Colleen Swartz, Vice-President for Hospital Operations
- Eric D. Endean, MD, President of the Medical Staff



Leaders in Internal Medicine and Health Equity collaborated to bring health screening and prevention education to groups at high-risk for colorectal cancer. Shown here, a child attending a local church learns about colon health as she walks through this larger-than-life teaching tool.



Co-Executive Vice President for Health Affairs Bob DiPaola (left) and Eric Monday (right).

OUR PATIENTS. OUR PEOPLE. OUR MISSION.

In December 2022, UK President Eli Capilouto appointed us to share the role of acting co-executive vice president for health affairs, and on August 1, 2023, that acting appointment was made permanent.

Our collective resumes and collaborative approach illustrate a distinctive strength of this university – as Kentucky’s flagship university, we can bring countless skills, insights and medical advances to bear on Kentucky’s present and future health care needs.

As we assumed this responsibility, UK HealthCare was at a key inflection point:

- A strong application had been made for comprehensive cancer center designation from the National Cancer Institute.
- Significant capital construction projects were at important stages of development.
- New and potential partnerships would need to be pursued.

Prioritizing strategic implementation

We moved quickly to gather feedback from administrative and clinical leaders. UK HealthCare’s 2020-25 Strategic Plan was carefully examined for opportunities.

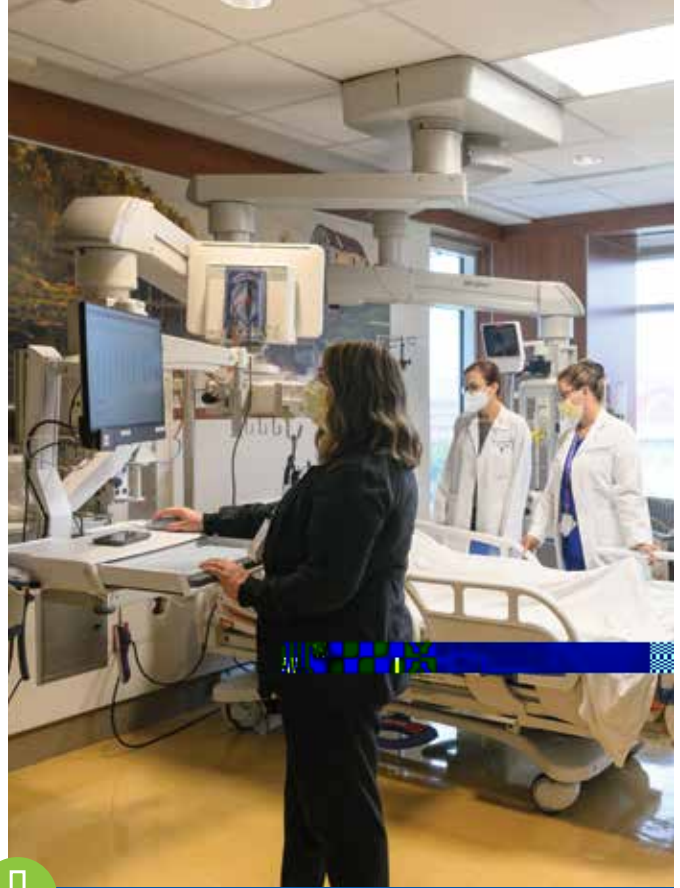
In April 2023, we presented to the UK Board of Trustees – via its University Health Care Committee – a refresh of our 2025 Strategic Plan with more precise implementation steps as well as a five-year financial plan to support implementation.

Our discussions and research determined that while our strategic plan is still good, we must prioritize and accelerate our efforts in three areas:

- Advanced subspecialty care for Kentucky and beyond
- Leveraging the strengths of an academic health system
- Taking care of our people and our community

Our strategic refresh can be summed up simply: Our Patients. Our People. Our Mission.

In July 2022, UK HealthCare unveiled a new 64-bed inpatient unit on the fifth floor of Chandler Hospital for patients of Kentucky Neuroscience Institute.



Enhance our ability to serve as the state's resource for advanced subspecialty care

Throughout its history, UK HealthCare has been recognized within Kentucky as the place to go for advanced subspecialty care. However, for too long our ability to fully meet the need has been hampered.

Kentucky's many community hospitals often look to UK HealthCare to help them with their most complicated, challenging cases.

While we make every effort to accept transfers and provide timely appointments, at times we have been limited in our capacity to do so because of space constraints and the need for even more specialists and staffing.

In FY23, UK HealthCare managed 43,302 hospital discharges. We accepted more than 19,000 transfers from other providers but, due to lack of capacity, could not accept another 2,825 who needed to transfer. While outpatient visits grew 13% to 1.4 million, our wait times in many clinics were higher than optimal, particularly in subspecialty areas.

UK's future cancer and advanced ambulatory building will significantly enhance statewide access to state-of-the-art cancer care and comprehensive spinal services. Expansion planning for inpatient services is also underway, which will increase our overall capacity for advanced subspecialty care across adult and pediatric populations.



IN PROCESS

- Additional hospital bed tower targeted for 2029
- Additional 8 operating/procedure rooms opening 2024
- Advanced endoscopy procedure space
- Maternal fetal medicine, Birthing Center, post-partum facilities
- 64-bed floor at Chandler Hospital to open Feb. 2024
- 500,000 square foot outpatient cancer and advanced ambulatory building opening 2027

OPENED IN FY23

- 64-bed Neurosciences floor
- 17-bed Behavioral Health Unit

APPROVED

- Additional 320 beds for next 10 years (includes 64 beds opened in 2024)



Leverage the full strength of an academic health system

At the outset we mentioned our purpose has always been to support the health care needs of the commonwealth.

We are an academic health system. We live at the intersection of clinical, research and academic expertise. It is this unique quality of who we are that enables us to do what other providers cannot and provide best-in-class preventive, primary and specialty care.

We must be prepared to treat patients along any point of the health care continuum. We must be prepared to do the difficult cases. Discovery here at UK gives patients opportunities for potentially “cutting-edge” therapy options.

Ultimately, as the university for Kentucky, we are obligated to always be working to ensure that no one needs to leave Kentucky to find the health care they need.

Our distinction as an *academic* health system truly defines UK HealthCare.



IN PROCESS

- Management of Kentucky’s Eastern State Hospital since 2013
- Health Education Building
- Transdisciplinary connection of research to clinical care

COMPLETED

- Acquisition of King’s Daughters Medical Center, Ashland, Kentucky

APPROVED

- Two teams with campuswide representation to ensure that programming and infrastructure move forward in alignment

In December 2021, UK acquired King’s Daughters Medical Center in Ashland, Ky., to support the delivery of specialty health care services in eastern Kentucky, southern Ohio and West Virginia. This partnership opens up additional avenues for other aspects of our academic mission including opportunities for learners and diffusion of clinical discoveries.

Through affiliate networks that span Kentucky, UK HealthCare expands access to advanced care options for patients in their home communities. These networks support local community providers in areas of cancer treatment and access to clinical trials, cardiovascular care, stroke care, and organ failure and transplant.

Guided by our strategic refresh and a financial plan, we expect to invest \$2.4 billion in capital improvements in the next five years. Our plan is a bold reaffirmation of UK’s commitment to Kentucky.

UK HealthCare is an academic health system growing within a university enterprise – an identity that guides all aspects of our growth.



Take care of our people and community; build our talent

Our ambition to grow as an academic health system depends heavily on our ability to add the talent necessary to deliver care within these expanded programs and facilities.

By 2031, an additional 4,800 full-time people will be needed to meet our strategic goals. Investments to recruit and retain our talent over the past four years have exceeded \$64 million, and under the leadership of UK’s new VP and Chief Human Resources Officer Melissa Frederick, we will explore innovative and best-practice approaches to attract the talent needed to serve our state.

In addition, we are expanding our efforts to improve access and meet the health care needs of the university community, the Lexington community and the underserved. We are looking for gaps in our ambulatory

coverage and doing more to offer care near where our university family and neighbors live.

We are supporting our ambulatory referral network with the expectation that we can improve care coordination and referrals to our subspecialty programs for clinical care, research and education.

And we are identifying additional ambulatory sites where our learners can continue to hone their skills under the guidance of experienced health professionals.

Finding talent, building the talent pipeline, sustaining the talent requires a tremendous lift. It will mean expanding our ability to educate here at UK, as well as partnerships, acquisitions and innovative strategies.

Our path and progress in safety, quality and value has been amazing and these areas continue to be a focus

We are particularly pleased that in 2023 UK HealthCare was selected to receive America’s Essential Hospitals Gage Award for Quality, recognition of our sustained commitment to improve quality, safety, value, patient experience, quality of care, patient engagement and harm reduction.

We continue to exceed safety, quality and efficiency benchmarks set by the Medicaid Direct Payment Program. These benchmarks are focused on transforming care around Kentucky’s toughest health

challenges. We are also driving down patient mortality; UK HealthCare’s rates are nearing those of the nation’s Top 20 academic medical centers.

Later in this report, you will read more concerning our efforts in all of these areas.

Like every health system, we must keep a close eye on performance. In order to do everything that we have outlined, it is incumbent upon us to carefully look for opportunities to improve operational and financial performance in both the short- and long-term.

Making a positive impact on every level

We are constantly impressed by the determination and resiliency of our faculty and staff. We and the people of Kentucky owe them a tremendous debt of gratitude.

These have been challenging years in health care, but even so, we find ourselves in a moment of opportunity – opportunity to serve our patients, our people and our mission.

As opportunity presents itself, we will continue to look for ways to accelerate our progress in advancing the health of Kentucky.

Co-Executive Vice President for Health Affairs

*Robert S. DiPaola
Eric N. Monday*



IN PROCESS

- Recruitment, staffing and retention dashboard
- Partnerships and pipelines

COMPLETED

- Health care recruitment leader and team established
- Recruitment outsourcing partner for attracting experienced clinical hires

APPROVED

- Bonuses, annual increase and other pay/benefit incentives
- Traveler nurse and other professional conversion to employee
- Four additional outpatient locations aligned with employee and community need
- Land purchase and design of a second comprehensive outpatient center

OUR PATIENTS. OUR PEOPLE. OUR MISSION.

ADVANCED SUBSPECIALTY CARE

We made progress solidifying our ability to be the state’s resource for advanced subspecialty care, ensuring no patient needs to leave Kentucky to access specialty services. That includes identifying the vital services, including cutting-edge treatment options, enhancing our infrastructure, and building up programmatic areas by recruiting and retaining talent.

Pediatric complex medical and developmental care

In September 2022 Kentucky Children’s Hospital announced it would expand services for children requiring complex medical and developmental care. Partnering with Easterseals Bluegrass, Kentucky Children’s Hospital leased space at the former Shriners Children’s Hospital to host four specialty clinics: Complex Care, Developmental Pediatrics, Neonatal ICU Graduates and Physical Medicine and Rehabilitation. Kentucky Children’s Hospital can now offer more advanced subspecialty outpatient care closer to home, as the first such facility in Central and Eastern Kentucky. Kentucky Children’s Richmond Road opened in October 2023.

Kentucky Children’s Hospital: Behavioral Health Unit

In June 2023, we opened a new Behavioral Health Unit at Kentucky Children’s Hospital, located on the Chandler campus. The philanthropic partner-funded area was designed with 17 inpatient child-friendly rooms and space for music, art and other therapies. Enhanced programming will help Kentucky Children’s Hospital provide greater child and adolescent behavioral health services.

Behavioral health

UK HealthCare established BERT (behavioral emergency response teams) to respond to mental health emergencies at Kentucky Children’s Hospital and Good Samaritan. In 2024, BERT will expand to Chandler Hospital.

Cancer care

The Markey Cancer Center earned NCI-Designated Comprehensive Cancer certification in 2023. Markey holds the first and only designation in Kentucky, previously

2022

FY23 STRATEGIC PROGRESS

A timeline of highlights from the past year.

July 21 >>

Kentucky Neuroscience Institute opens new inpatient unit providing comprehensive care for patients with complex neurological disorders. The floor contains progressive care, neurologic intensive care and the largest epilepsy monitoring unit in the state.



Patricia Darnell, MSN, RN, patient care manager, demonstrates lifts that help staff move patients who are not mobile.

July 15

Gov. Andy Beshear signs H.B. 219 establishing a lung cancer screening program in the Kentucky Department for Public Health, incorporating UK Markey Cancer Center’s recommendations to expand the bill’s scope.

July 25

The Sanders-Brown Memory Clinic celebrates its full opening at Turfland, providing one-stop services for memory care, support and research.





(Left) A new Pediatric Behavioral Health unit opened in June 2023 for children and youth 5-17 who may benefit from inpatient mental or behavioral health intervention.

(Right) Celebrating Markey Cancer Center’s designation as an NCI comprehensive cancer center were, l-r., UK Pres. Capilouto, Senate Pres. Stivers, Gov. Beshear, Center Dir. Mark Evers, U.S. Rep. Barr, UK medical student Susanna Goggans and Markey patient and UK medical student Anna Cox.

holding NCI-Designation for a decade. Markey has one of 56 comprehensive designations nationally, which provides greater access to clinical trials and research opportunities.

Surgical Triage Assessment and Recovery

The Surgical Triage Assessment and Recovery program improved UK HealthCare’s ability to more quickly and efficiently accept transfers, quickly getting patients the right care in the right location. Their complex intake and scheduling coordination enables physicians to review images and records from outside facilities and has increased capacity for direct transfers, to accept and treat more sick patients.

Advanced specialty services growth

A neurosciences unit opened at Chandler Hospital, enabling clinicians to better care for patients with strokes and other serious neurological conditions. A 10-bed unit on the floor provides additional capacity for epilepsy monitoring and treatment.

UK HealthCare opened a vascular wound clinic and completed planning for a dermatology clinic in Turfland, which opened after this fiscal year. Planning for other specialty areas continues, including interventional cardiovascular services.



July 26

UK HealthCare earns No. 1 hospital in Kentucky ranking from U.S. News & World Report for the seventh consecutive year. The UK Markey Cancer Center moves up to No. 33 in national ranking for cancer care, its sixth year in the Top 50.

August

QPR (question, persuade, refer) training launches, providing skills for UK HealthCare team members to become mental health champions by learning to talk with people who may be at risk for suicide and connecting them to the help they need.

August

Devastating floods hit Eastern Kentucky, and UK provides aid, including tetanus vaccines and coordinating assistance to arrive by horseback.



August 23

Kentucky Children’s Hospital celebrates its 25-year anniversary, growing from 50 beds in 1997 to 220 beds now, expanding the complexity of care offered. Services include a Level IV neonatal ICU, a Level 1 pediatric trauma center, pediatric oncology clinic and heart care program.

Flooding in Hindman, Ky.

OUR PATIENTS. OUR PEOPLE. OUR MISSION. LEVERAGING OUR IDENTITY

UK HealthCare has been an academic health system since it was created in the early 1960s, with a mandate to educate physicians, conduct research and provide patient care. This year UK HealthCare recommitted to that mission – to provide the most advanced care for patients – informed by these pillars. Seven of the 17 University of Kentucky colleges are focused on health care, helping create a pipeline for the UK HealthCare workforce needed to provide the citizens of the commonwealth with the services needed and address health care disparities.

King’s Daughters

The University of Kentucky acquired King’s Daughters in December 2022, enabling the Ashland-based health system to grow its infrastructure and expand its services in the tri-state area. Knowledge sharing between the systems has become more routine. Patients at King’s Daughters can join clinical trials conducted by UK HealthCare researchers. In addition, Kentucky Children’s Hospital offers numerous outreach clinics at King’s Daughters to extend its subspecialty reach. King’s

Daughters retains its identity as an important member of the local community and makes decisions locally.

Medical education

In 2023, UK College of Medicine graduated its largest-ever class and worked with UK HealthCare to train more medical students, addressing the state’s and the nation’s physician shortage. Educational opportunities have been created for Kentucky medical students through College of Medicine campuses in Lexington, Morehead, Bowling Green and Northern Kentucky.

UK HealthCare continues adding residents and fellows to the team, including in areas of greatest need in the commonwealth. That includes mental health professions such as adult and medical psychiatry and child psychiatry.

Pediatric specialties for Kentucky

Kentucky Children’s Hospital (KCH) continues to experience high patient volumes, so KCH is partnering with hospitals across the state, such as The Medical

FY23 STRATEGIC PROGRESS *(continued)*

September 15

Kentucky Children’s Hospital partners with Easterseals, expanding services for kids with special health care needs in the former Shriners Children’s Hospital in Lexington. It serves their outpatient needs in one location.

Massage therapist Jeresa Hammonds performs a quick chair massage for a Barnstable Brown patient as part of her role with Integrative Medicine & Health.



<< October 2

Barnstable Brown Diabetes Center hosts “Be Healthy Bash,” providing information and activities around nutrition, fitness and emotional wellness.



October 17

Fountain Court Primary and Urgent Care clinics open in Lexington, making health care more convenient and accessible.

2022

Center at Bowling Green, to provide pediatric care to kids and families in their own communities, ensuring all Kentucky kids have access to this type of specialty care close to home.

Through a partnership between KCH and Cincinnati Children’s, families seeking pediatric cardiology and cardiothoracic surgery in state are being served. During 2023, KCH expanded its outreach to additional sites across the state and broadened its telehealth outreach into Western Kentucky.

Community engagement

The Holistic Health Awareness Campaign, a month-long community outreach program, focused on colon cancer prevention efforts with community members at multiple locations. UK HealthCare clinicians reached more than 500 people through the March 2023 outreach in Black and brown communities. For these efforts, UK HealthCare won a Service Award for Colorectal Cancer Outreach, Prevention, and Year-Round Excellence (SCOPY) from the American College of Gastroenterology.



Fourth-year pediatric emergency resident Alexis Luedke, MD, demonstrates proper intubation technique on a simulated trauma patient.

October 18

The American Organization for Nursing Leadership acknowledges UK College of Nursing and UK HealthCare as a prime example of academic-clinical partnership. They cited the SNAP program expansion and leadership involvement in nursing student orientations as examples.

October 19

Markey earns three-year accreditation from the National Accreditation Program for Rectal Cancer, the first in Kentucky to hold the designation.



October 27 >>

UK opens a new retail pharmacy location at Fountain Court, serving southeast Lexington.

Jason Fowler, CPhT, is an inventory technician at the new UK Retail Pharmacy at Fountain Court.



OUR PATIENTS. OUR PEOPLE. OUR MISSION.

TAKING CARE OF OUR PEOPLE

UK HealthCare continues to commit to belonging and inclusion while recruiting, developing and retaining expertise and talent. This year we also focused on creating more health care access points for employees and their families, along with Fayette County’s underserved population.

Primary care

Primary care visits grew at 12% for the last two years. UK HealthCare is in the planning and implementation phase for additional capacity at four sites in several communities. Primary/urgent care opened at Fountain Court in Lexington.

Compensation

We continue to monitor the market to be sure we are aligned for staff compensation. Millions of dollars have been invested in our staff, providing a 4% across-the-board wage increase in fall 2022, in addition to market increases for select positions.

Hiring experienced professionals

As we open new floors, our nursing needs are growing. We hired a new enterprise director of health care recruiting who revamped the hiring process, making it consistent, easier and less time-consuming for nurse managers. It also improved the candidate experience. AMN Healthcare was contracted to recruit 300 experienced professionals over several years in our identified areas of need. Already, they identified and we onboarded 60 nurses and surgical techs through this initiative. Three full-time health care recruiters now support nonnursing hires in various specialties.

Nurse retention

We are successfully retaining new nurses. Our experienced staff turnover rate is in the top quartile for academic medical centers.

Nursing schools and new graduates

We revamped our program to hire new nursing graduates, condensing the timeframe it normally takes. We are building new collaborations with other Kentucky nursing schools to provide education and job opportunities, and expanding scholarship and tuition loan repayment options when committing to work at UK HealthCare upon graduation.

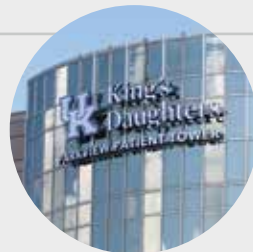
FY23 STRATEGIC PROGRESS *(continued)*

November 29

UK HealthCare hosts the annual Cardio-Oncology Symposium for clinicians at all levels as part of UK’s educational mission.

December 1

UK HealthCare acquires Ashland-based King’s Daughters’ assets, having already worked together for two years. The largest employer in northeastern Kentucky, King’s Daughters serves 16 counties, and its two hospitals have 465 licensed beds.



December 5

June Buchanan Clinic in Hindman reopens four months after the July 2022 massive flood that devastated many areas of Eastern Kentucky. While closed, UK teams in Hazard and Hindman worked with charities and community health workers to provide local health care.

2022



Through Project SEARCH, UK HealthCare is offering integrated work experience to several Fayette County students who have intellectual or developmental disabilities. Shown here, Jared Weber, enterprise central sterile manager, with student intern Alvin Warner.

Care tech initiatives

We expanded scholarship opportunities beyond nursing. UK HealthCare runs a state-registered nursing assistant (SRNA) program and the majority receive positions here upon completion.

DEI efforts

The Diversity, Equity and Inclusion (DEI) team introduced two initiatives. The L3 Luncheon Series brought together UK HealthCare leaders with affinity group members to identify ways to increase an inclusive culture. The Equity Ambassador Program now has 41

ambassadors and staff DEI champions, who help staff find needed DEI resources.

Project SEARCH

Project SEARCH's first phase of planning ended in FY 2023, launching soon after. Through Project SEARCH, UK HealthCare works with people who have intellectual and developmental disabilities by offering training through internships and preparing them for competitive employment. This nontraditional pathway to employment can assist those who may not have the opportunity otherwise. The initial class includes seven interns.



<< December 7

Markey receives a renewed \$370,000 American Cancer Society grant to help junior faculty establish and advance cancer research programs.

Fanny Chapelin, PhD, assistant professor of biomedical engineering, received an award to support research on magnetic resonance (MR) imaging methods. Photo by UK College of Engineering

December 8

UK HealthCare Rehabilitation Services opens a new outpatient therapy clinic at Cardinal Hill in Lexington. It serves patients needing orthopedic and neurological rehabilitation along with comprehensive speech language pathology services and occupational therapy.

December 13

The UK Board of Trustees approves construction and expansion of an outpatient cancer and advanced ambulatory complex across from Chandler Hospital.



SPOTLIGHT SAFETY, QUALITY, VALUE

UK HealthCare strives to be a high-value, performance-driven organization. In 2023, great progress has been made toward this goal. While progress can be measured in metrics and awards, our best improvement tool is a culture that values safety, quality and efficiency in every aspect.

Ambulatory improvements: Medicaid Directed Payment

In 2019, UK HealthCare collaborated in designing a new value-based Medicaid Directed Payment program focused on transforming care around Kentucky’s toughest health challenges. We exceeded required thresholds for 8 of 14 measures. Since the program began, UK HealthCare has improved significantly on 12 of 14 measures. Our greatest improvements were ensuring our Medicaid patients receive breast and colorectal cancer screenings, depression screenings, well child visits, lowering all-cause readmission rates, controlling hypertension, receiving tobacco screening and cessation interventions, and controlling A1C levels for those with diabetes. These activities improved the care and health for thousands of patients.

Gage Award for Quality

This year, UK HealthCare was lauded for the success of our whole system transformation to improve quality, safety, value, patient experience, patient quality of care, patient engagement, and harm reduction. We received the Gage Award for Quality from America’s Essential Hospitals for these accomplishments, which originated as part of the Medicaid Directed Payment program. The positive changes are yielding success and cascading throughout the health system.

Other quality recognition and metrics

UK HealthCare has driven down its mortality metrics, in large part due to better documentation reflecting patient acuity and medical complexity. The improved metrics also reflect that patients are in the appropriate care settings, including at the end of life. UK HealthCare mortality rates are close to those of the nation’s Top 20 academic medical centers.

FY23 STRATEGIC PROGRESS *(continued)*

2023

January 6

Markey Cancer Center launches a large-scale study on precision medicine outcomes, examining the impact that molecular tumor board review has on patient outcomes.

January 11

A new pediatric mobile clinic from Kentucky Children’s Hospital makes its debut at Georgetown Community Hospital. It will visit parts of the state lacking access to specialty care and provide seasonal vaccinations.

February 3 >>

UK HealthCare was named a Gold Class Center of Excellence by the International Cardio-Oncology Society, one of 27 hospital systems in the U.S. and 11 hospitals worldwide.



Amit Arbune, MD, FACC, leads UK HealthCare’s Cardio-Oncology Center.
Photo: Arden Barnes, UK

(Right) Sr. VP and CAO Mark D. Birdwhistell represented UK HealthCare in accepting the 2023 Gage Award for Quality from America's Essential Hospitals. Shown here with Susan Cooper, chair of the Essential Hospitals Institute.

(Below) Savanna Carroll, BSN, RN-BC, patient care manager, leads a Good Samaritan Hospital team huddle using a board that tracks their safety/quality performance.



Vizient – a company that collects data from member academic health systems to provide quality benchmarking – ranked UK HealthCare in the Top 25 for ambulatory quality and accountability, demonstrating steady improvement over previous years.

Opioid stewardship

Our Opioid Stewardship Program continues to help UK HealthCare decrease the number of patients using opiates, with only four patients in our entire system on high doses. This is among the best rates in the nation for systems our size.



February 8

St. Claire HealthCare joins the Gill Heart & Vascular Institute's Affiliate Network, a partnership that ensures the full complement of heart care is accessible to network hospitals. Includes program development, clinical training, community outreach and Gill physician collaborations.

March 10

Kentucky Children's Hospital celebrates 30 years of keeping kids safe from preventable injuries with the Safe Kids® program that teaches car seat and teen driver safety, drowning prevention, firearm safety, medication storage and bike safety.

March 14

UK HealthCare's Transplant Center celebrates the 500th lung transplant since the program began in 1991. Typically, more than 200 solid organ transplants are performed annually at UK HealthCare.

SPOTLIGHT MEETING CHALLENGES IN BEHAVIORAL HEALTH

Addressing access to care

The global pandemic had a devastating impact on behavioral health, straining an already thin patchwork quilt of treatment and support options.

From children to adults, more Kentuckians than ever need all levels of behavioral health services, particularly emergent and inpatient care. In 2021 alone, nearly 60% of emergency department visits in the state were related to substance abuse or mental health, up from 44% in 2016.

UK HealthCare has taken the lead in addressing the state's behavioral health challenges, forging strong community partnerships that improve access to the right level of care to meet individuals' diverse needs.

Meeting people where they are, we provide several interdisciplinary approaches to address individual needs while we continuously work to improve our systems of care through multiple behavioral health care delivery sites and services.

Children and adolescents

UK Psychiatry aims to expand care for children in crisis through an operations, prevention and training approach.

In June 2023, a 17-bed Behavioral Health Unit opened at Kentucky Children's Hospital to meet the needs of children and adolescents who would benefit from more intensive mental and behavioral health interventions.

On the outpatient side, UK Psychiatry developed and successfully implemented an intensive outpatient program for adolescents in need of multidisciplinary, comprehensive psychiatric care in a less restrictive setting. Collaboration between Psychiatry and Pediatrics has resulted in an improved integration of health care through a multidisciplinary, blended psychiatry/pediatrics clinic.

The departments are partnering to double the number of residents in a triple board program that trains residents as child psychiatrists, psychiatrists and pediatricians.

FY23 STRATEGIC PROGRESS *(continued)*

April 28

The UK Board of Trustees endorses planning for a new patient care tower at Chandler Hospital. The board also endorses renovation and expansion projects for Mother Baby and Labor and Delivery units, operating suites and advanced endoscopy services.

May 4

Markey Cancer Center earns the National Pancreas Foundation Center of Excellence designation.

Robert J. Baumann, MD, received a Lifetime Achievement Award for 50+ years of practice in child neurology and a role in developing a network of regional medical clinics for children with special health care needs.

Photo: Mark Cornelison, UK

<< May 17

Gov. Andy Beshear recognizes UK HealthCare child neurologist Robert J. Baumann, MD, with a Lifetime Achievement Award. It was presented at the Governor's Service Awards, acknowledging outstanding volunteerism and service contributions in Kentucky.



(Front) Sirah Kolstedt, BSN, RN, PMH-BC; (rear, from left) Rev. Christine Ross, M.Div., BCC; Mary Wethington, DNP, RN, CPEN, CEN; members of the Behavioral Emergency Response Team (BERT).



In addition, plans are in development for an innovative program to train pediatricians to become child psychiatrists.

Adults

Eastern State Hospital and UK Psychiatry are partnering with community agencies and initiatives to address larger systems issues and expand opportunities for care to ensure individuals receive access to the right level of care.

Eastern State Hospital opened an additional unit and expanded Recovery Mall activities for the post-pandemic population. Good Samaritan Hospital's adult behavioral health unit underwent renovation and expansion.

Across the health system, behavioral health has increasingly become more integrated into care. A new Behavioral Emergency Response Team (BERT) is trained to respond to situations across any inpatient location to help de-escalate. Hiring more social workers and advanced practice providers supports behavioral needs across a variety of settings. Telehealth expansion provides a mechanism for increasing access to care for much-needed mental health and substance use treatment.

UK HealthCare will open and operate Kentucky's first Emergency Psychiatric Assessment, Treatment and Healing facility in spring 2024. EmPATH, which will be

operated by UK HealthCare and located within leased space at Eastern State Hospital, will provide dedicated emergency services for adults with behavioral health needs. The evidence-based model has been shown to significantly reduce hospital admissions by using rapid crisis stabilization and close connection to community resources.

UK HealthCare is making a robust and innovative response to the growing need. We are focused on addressing the short-term need and contributing to a sustainable system of care that provides access to care when and how it is needed.

June 16

UK HealthCare receives the Gage Award for Quality from America's Essential Hospitals.



June 21

U.S. News & World Report ranks Kentucky Children's Hospital as a Best Children's Hospital, No. 7 for pediatric cardiology and heart surgery (with Cincinnati Children's), and No. 42 for pediatric orthopedic care and pediatric urology (with Shriners' Children's).



June 20

A Pediatric Behavioral Health Unit opens at Kentucky Children's Hospital. The inpatient space is designed to meet the unique needs of children and adolescents who would benefit from more intensive mental and behavioral health interventions.



2023 ANNUAL REPORT



College of
Medicine

MESSAGE FROM THE DEAN

What a historic year it has been for the University of Kentucky College of Medicine.

When our college embarked on our regional campus expansion efforts, we dreamed of the moments we celebrated this past spring. In May 2023, we graduated our first class of the UK College of Medicine-Northern Kentucky Campus, one year after celebrating our inaugural graduates of the Bowling Green Campus.

There was so much joy across our college, mainly for our students who took a leap of faith and entrusted us to prepare them for exceptional medical careers. Their successful entry into residency was a highlight of my career, but also the college as a whole. With increased capacity to train more doctors, we also continue to grow

our graduate medical education programs, as well as our graduate biomedical programs, providing a wide range of possibilities for our trainees to help address growing health care needs in Kentucky and beyond.

None of our expanded footprint would be possible without our partners across the state: St. Elizabeth Healthcare and Northern Kentucky University (Northern Kentucky Campus); Med Center Health and Western Kentucky University (Bowling Green Campus); and St. Claire HealthCare and Morehead State University (Rural Physician Leadership Program, Morehead).

Speaking of collaboration, this year, we continued to build and strengthen interdisciplinary research teams. This included joint ventures within our many centers and the launch of the second round of the Alliance Research Initiative. Our work within the college and

FY23 BY THE NUMBERS

1,340 FACULTY MEMBERS

801 MEDICAL STUDENTS across four campuses

932 RESIDENTS & FELLOWS

300 MASTER'S & PHD STUDENTS
including CTS, radiation medicine & science

HEED AWARD WINNER
FOR THE THIRD YEAR IN A ROW

\$211,849,306 RESEARCH FUNDING

923 RESEARCH AWARDS

357 PRINCIPAL INVESTIGATORS



Allison Anstead, a graduate of the UK College of Medicine-Northern Kentucky Campus, celebrates a match into the University of Cincinnati's internal medicine residency program at the campus' first Match Day ceremony in March 2023.
Photo: Brittany Orth

across the university will lead us to advancements in critical health care solutions.

In addition, we are on the verge of exciting possibilities as the Office of Diversity, Equity, and Inclusion welcomed new leadership, and our innovative Office of Wellness and Well-Being was established to build the framework that provides our faculty, staff, and learners the support they need. This year, we fostered programs and initiatives that will help us build a stronger, more inclusive health care workforce.

There are even more exciting moments ahead as we continue to make progress on the Michael D. Rankin MD Health Education Building. This interdisciplinary training facility encompassing four colleges and one center will allow us to greatly expand training opportunities, and as a result, help Kentuckians live healthier lives.

After such a momentous year, it is exciting to now serve as the official dean of the college. I look forward to what can be achieved through a shared vision for a healthier Kentucky.



Charles "Chipper" Griffith, MD, MSPH
Dean, College of Medicine



On Match Day, nearly 42% of the Class of 2023 matched in-state for residency, while 32% matched at the University of Kentucky.
Photo: Mark Mahan

IMPROVING ACCESS TO QUALITY HEALTH CARE

The Commonwealth of Kentucky faces a burdening physician shortage, particularly in rural underserved areas. The UK College of Medicine has stepped up to expand medical training and improve access to vital care.

In the spring of 2023, the college celebrated key milestones in this goal with the first Match Day and graduation at its Northern Kentucky Campus. The campus opened in 2019, offering medical students exceptional education through UK's integrated curriculum, St. Elizabeth Healthcare's outstanding network of physicians, and Northern Kentucky University's cutting-edge facilities and resources.

The campus' first graduation marked a monumental moment for the college. Across all four sites of the UK College of Medicine – Lexington, Morehead, Bowling Green, and Northern Kentucky – a record-setting class of 190 medical students graduated, the college's largest class ever. But even more important is the match rate of students remaining in Kentucky. Historically, 25-30% of UK medical students matched to a residency in the state. This year, with the inaugural graduates from the Northern Kentucky Campus, 42% of UK graduates matched in-state to begin practicing medicine as a resident. About 32% of this class matched at UK, joining the college's growing graduate medical training programs.

Since 2017, UK has more than doubled the number of new physicians remaining in-state – fulfilling its mission of training more physicians to address the gap.

The Michael D. Rankin M.D. Health Education Building, when completed, will be the largest academic building in the history of UK.
Photo: HOK



Associate Professor Melinda Wilson, PhD, teaches medical students about the endocrine and reproductive systems.
Photo: Arden Barnes, UK Photo



Michael Kuduk, MD, (center) works with students Hanna Fischer (left) and Amber Schifano in UK's nursing simulation lab.
Photo: Mark Cornelison, UK Photo

As the college expands its footprint across the state, it also celebrates the development of the new University of Kentucky Health Education Building. The construction phase was approved by the UK Board of Trustees. When completed, the 500,000-square-foot, world-class medical education facility will house the Colleges of Medicine, Public Health, Health Sciences, and Nursing. The larger

space will enable the College of Medicine to position itself among the largest medical schools in the country.

The building will be named the Michael D. Rankin MD Health Education Building, honoring alumnus Dr. Rankin who has devoted himself to the success of the college and its learners.



In the lab of Analia Loria, PhD, trainees like Nermin Ahmed, RD, (left) and Gertrude Arthur study cardiovascular disease. Photo: Arden Barnes, UK Photo

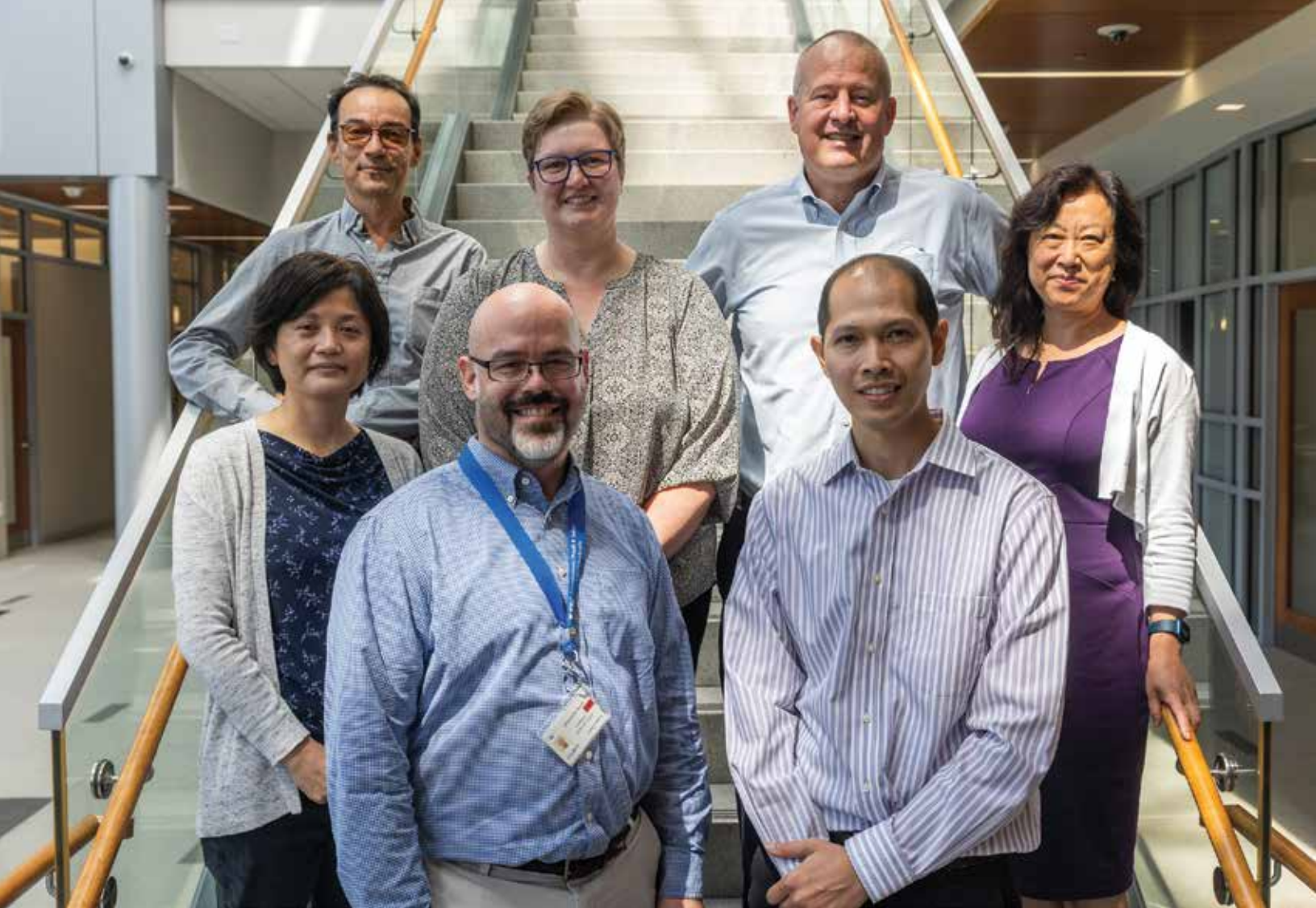
FORGING COLLABORATIONS FOR INNOVATIVE SOLUTIONS

Important research cannot be conducted alone. To be a successful research institution, the UK College of Medicine must include diverse perspectives and multiple areas of expertise.

Nearly three years ago, the UK College of Medicine launched the Alliance Research Initiative to promote collaboration and mentorship through interdisciplinary research teams. With members spanning across UK departments and colleges, these teams were established

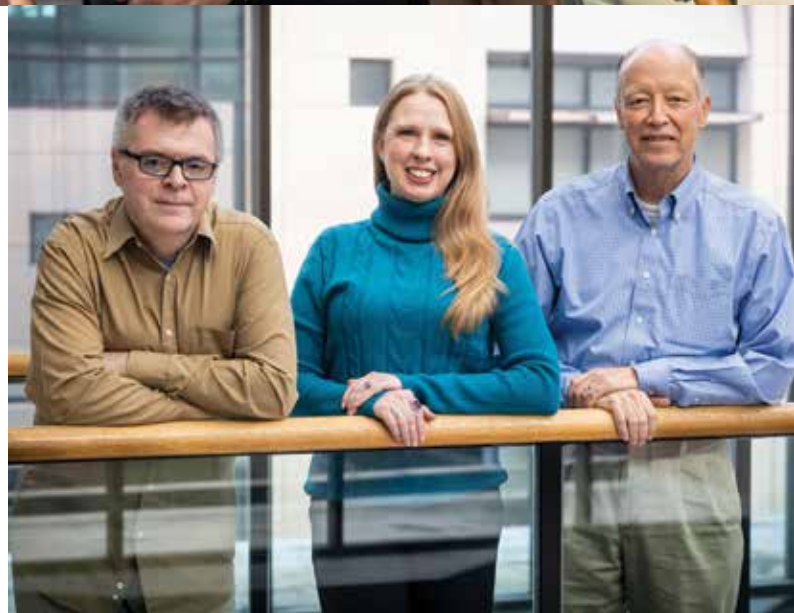
to address Kentucky's most urgent health needs. The second round of the Alliance Research Initiative, "Alliance 2.0," officially launched in January 2023. Six Alliance teams from the previous round successfully competed for additional funding through one of three award mechanisms, six Alliance teams are still completing their previously granted Alliance award, and four brand new Alliance teams were funded. Alliance 2.0 will promote innovative research in new areas of study while building upon the successes of existing collaborations.

Meanwhile, UK College of Medicine researchers were part of teams receiving national grants to propel



A \$20.5 million NIA grant supports a collaborative team of researchers from the Sanders-Brown Center on Aging to study the role of astrocytes in dementias. Photo: Arden Barnes, UK Photo

important research forward. As a few examples, the National Institutes of Health (NIH) awarded UK a \$5.6 million center grant to lead national efforts to build diverse academic research environments through a national Support of Research Excellence (SuRE) Resource Center. In addition, a team of researchers at the Sanders-Brown Center on Aging (SBCoA) was awarded a \$20.5 million grant from the NIH to support about 35 researchers across six different labs who will be working on four main projects, all with a common theme. The large project is named Strategies for Targeting Astrocyte Reactivity in Alzheimer's Disease and Related Dementias (STAR-ADRD). Alzheimer's disease and other forms of dementia are diseases caused by various pathologies. With this grant, the research team plans to study the role of astrocytes in these disorders.



Supported by a \$5.6 million National Institute of General Medical Sciences U24 grant, the national SuRE Resource Center at UK will help fulfill the NIH's commitment to expanding the number of academic institutions participating in biomedical and behavioral research. Photo: SuRE Resource Center



CREATING OPPORTUNITIES FOR FUTURE HEALTH CARE LEADERS

The UK College of Medicine Office of Diversity, Equity, and Inclusion (ODEI) has built partnerships across the university to diversify the medicine and research workforce.

Through these initiatives, the college will create an inclusive environment giving everyone the chance to fulfill their dreams. The past year, programs and initiatives have been created and supported to open opportunities for students at all ages:

- The Black Boys and Men in Medicine (BBAMM) program continued its successful run, bringing medical activities and hands-on simulations to Black middle-schoolers to address the underrepresentation of Black men in medical careers. The program is possible through a partnership with Black Male Working Academy.
- The STEM Through Authentic Research and Training (START) program received a Golden Apple Award for its work to enhance the pipeline into college for first-generation and traditionally underrepresented students. The program, which is spearheaded by UK colleges and local organizations, focuses on

Through Black Boys and Men in Medicine, middle school-aged children gain early exposure to the possibilities of a career in health care.

Photo: Mark Mahan

introducing students early to science, technology, engineering, and mathematics careers by integrating academic, social, and professional experiences.

- The Markey Science Training in Research, Oncology, Networking and Professional Growth (STRONG) Scholars program continues to provide opportunities for shadowing and mentorship with Markey Cancer Center experts, networking and career development activities, and in-depth research experiences. It is supported by funding from ODEI, the American Cancer Society, the UK Diversity and Inclusion United In

True racial Equity (UNITE) Research Priority Area, the Markey Cancer Center, and the Markey Cancer Foundation.

The college is also committed to recruiting and retaining diverse faculty. The Dynamic Appointments in the Research Title Series (DARTS) program was created as an innovative four-year program that provides support, structured mentoring, grant writing assistance, and professional development to enhance competitiveness for a tenure-track faculty position.

“As a young faculty member, it’s essential to have mentors and individuals who are fully invested in your success,” said Cheavar Blair, PhD, a UK College of Medicine alumnus who joined the faculty through the DARTS program.

“To be a part of the department where the faculty have prioritized my scientific and professional development as an independent investigator means a lot.”

Dr. Blair’s research will be vital in UK’s work toward solutions for two of Kentucky’s most urgent health care needs – cardiovascular disease and cancer. His lab seeks to understand how genetic mutations, chemotherapies, and other factors that alter the mechanical function of cardiomyocytes lead to myocardial dysfunction that ultimately develops into heart failure.

(left) Cheavar Blair, PhD
Photo: Audrey Kirby O’Gara

(right) Na’Tasha Evans, PhD, MEd
Photo: Jorge Castorena

The UK College of Medicine welcomed Na’Tasha Evans, PhD, MEd, to a newly created vice dean for diversity, equity, and inclusion position. Dr. Evans, associate professor of behavioral science, joined us from Kent State University, where she served in multiple capacities, including the strategic planning fellow for the Anti-Racism and Equity Institute Division of Research and Sponsored Programs; associate professor of health education and promotion in the College of Education, Health, and Human Services; and founder and director of the Research and Education Collaborative for Health Disparities.

Dr. Evans’ academic portfolio is focused on health disparities and minority health with an emphasis on maternal, child, and infant health, patient-provider communication, and women’s health. The success the College of Medicine realized under former Associate Dean for Diversity and Inclusion Stephanie White, MD, MS, led to the decision to elevate the position to vice dean of diversity, equity, and inclusion.





FOSTERING A CULTURE OF BELONGING

Wellness and well-being are crucial areas of focus and need a comprehensive framework to ensure progress. In August 2022, the UK College of Medicine established the Office of Wellness and Well-Being to respond to the need for lasting solutions to burnout and lack of professional fulfillment.

Under direction of Associate Dean Lisa Williams, MSSA, the office will help develop and execute structural improvements to the college's overall culture of well-being. This includes enhanced support for faculty, advanced practice providers, staff, and trainees. The Office of Wellness and Well-Being is the only one of its kind at the University of Kentucky designed with a full-time staff, and one of a handful nationwide.

The team includes Williams and:

- Rachel Wilson, PhD, director of organizational well-being
- LeAnn Barber, MPA, provider engagement manager
- Renee Gallagher, MEd, administrative operations coordinator



(This page and opposite) First-year anesthesiology residents invited their families to get an inside look at what their training entails at the University of Kentucky College of Medicine during their department's annual Family Wellness Day. Photos: Audrey Kirby O'Gara

Together, the office will develop innovative, data-driven solutions to the wellness and well-being needs of the college. "Everyone needs to feel seen, heard, and valued," Williams said. "We are here to help people. And our door is open."

The team has partnered with department leadership to develop an understanding of the major concerns at the department level. Darwin Conwell, MD, MSc, the Jack M. Gill Endowed Chair in Internal Medicine, and William Inabnet, MD, MHA, the Johnston-Wright Endowed Professor and Chair of Surgery, were the first two leaders to partner with the Office of Wellness and Well-Being on the department improvement projects (DIPs). Rick Endean, MD, and Erin Burke, MD, lead the well-being coalition for surgery, and Angela Webb, MD, leads the well-being task force for internal medicine. Many faculty, advanced practice providers, and residents have participated in focus groups and coalitions. DIPs utilize engagement surveys and other data to determine well-being needs. Clinicians and researchers become the decision-makers to help create structural change.



From left to right: Rachel Wilson, PhD; Associate Dean Lisa Williams, MSSA; Renee Gallagher, MEd; and LeAnn Barber, MPA. Photo: Audrey Kirby O'Gara

UK HEALTHCARE OPERATIONAL STATISTICS

HOSPITAL* OPERATING STATISTICS

For year ending June 30, 2023

Discharges	2023****	2022	2021
Medicare	14,786	14,149**	13,502
Medicaid	15,008	14,032**	13,562
Commercial/Blue Cross	11,742	10,473**	9,997
Patient/Charity	766	691**	446
Total Discharges	42,302	39,345**	37,507
Licensed Beds	1,086	1,029	965
Average Daily Census	886	832	787
Average Length of Stay	7.65	7.72**	7.66
Case Mix Index	2.26	2.27**	2.24
Surgery			
Operative Cases	38,278	34,418	34,192
Hospital-based Outpatient			
Physician Visits***	1,300,411	1,154,865	778,108
Emergency Visits	123,415	110,524	94,459
Total Hospital-based Outpatient	1,423,826	1,265,389	872,567
OTHER OPERATING INDICATORS			
Professional Net Revenue	\$325,227,447	\$292,043,768	\$279,323,536

*UK Albert B. Chandler Hospital, UK Good Samaritan Hospital, Kentucky Children's Hospital

**Updated due to a change in methodology.

***Includes advanced practice providers.

****Combined operating revenues of UK HealthCare; Surgery Blue, LLC; and Beyond Blue Corporation

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

KING'S DAUGHTERS

OPERATIONAL STATISTICS

HOSPITAL OPERATING STATISTICS

For year ending June 30, 2023

Discharges	2023*	2022	2021
Medicare	7,717	10,175	9,846
Medicaid	3,859	5,271	5,308
Commercial/Blue Cross	2,559	3,548	3,624
Patient/Charity	201	258	207
Total Discharges	14,335	19,252	18,986
Licensed Beds	465	465	465
Average Daily Census	223	240	227
Average Length of Stay	4.15	4.49	4.29
Case Mix Index	1.75	1.79	1.80
Surgery			
Surgical Procedures	42,590	54,080	51,228
Hospital-based Outpatient			
Emergency Visits	53,733	69,751	64,714

OTHER OPERATING INDICATORS

For year ending June 30, 2022

Ambulatory Services	2023*	2022	2021
Physician Visits**	642,642	775,302	660,062
Professional Net Revenue	\$46,662,236	\$54,108,327	\$45,009,628

*Nine-month period due to change in fiscal year following acquisition by the University of Kentucky.

EASTERN STATE HOSPITAL/ CENTRAL KENTUCKY RECOVERY CENTER

OPERATIONAL STATISTICS

HOSPITAL OPERATING STATISTICS

For year ending June 30, 2023

	2023	2022	2021
Total presentations	3,964	4,202	3,996
Average daily census	135	118	111
Average length of stay	15.33	13.22	13.62
Readmission rate	10.12	11.39	9.51
Admissions from UK HealthCare	474	478	493
Research/Education			
Presentations	15	19	10
Publications	5	8	4
Grants	2	2	2
Learners trained	865	N/A	N/A

PHILANTHROPY & COMMUNITY SUPPORT A FAMILY FOUNDATION'S GIFT TO OVERCOME CHILDHOOD ADVERSITY

Every child deserves the chance to reach their full potential, but it's an uphill battle for some. Children struggle to thrive through family instability and other traumatic experiences – the worst being abuse and neglect. That kind of traumatic stress has lasting negative effects on mental health, life opportunities and even physical health.

Kentucky Children's Hospital provides care that goes far beyond treating kids in the hospital: For example, UK Pediatric Forensic Medicine works to break the cycle of abuse by helping children recover their resiliency after trauma and educating the community to recognize the signs of abuse or neglect and intervene early.

Since it was established in 2015, Division Chief Christina Howard, MD, FAAP, has grown the program's catchment area to 69 counties in Kentucky and recruited more

pediatricians who specialize in child abuse. In fact, four of the five child abuse pediatricians in Kentucky are at UK HealthCare.

Their work is paying off. Kentucky was once No. 1 in the nation in the rate of child abuse, but the state has now dropped to No. 6. That's progress, but Kentucky Children's Hospital dreams of a commonwealth where every child can thrive.

A \$2 million gift from the Goodman family is giving wings to that dream.

The Goodmans are longtime partners of UK HealthCare who have supported various programs for Kentuckians in need. Their gift, along with a \$1 million match from the Research Challenge Trust Fund (aka "Bucks for Brains"), establishes the endowed Goodman Family Chair in Pediatric Forensic Medicine Research.

\$26,893,956 TOTAL PHILANTHROPIC GIVING IN FY23*

**Does not include sponsored project funding or matches from the Research Challenge Trust Fund*

6,694 DONORS

9,429 GIFTS

28 CAREGIVERS HONORED by patients and families through Expressions of Gratitude

111 KENTUCKY COUNTIES

50 STATES

6 COUNTRIES

\$1,660,323 COLLECTED FOR KENTUCKY CHILDREN'S HOSPITAL

by Children's Miracle Network Hospital fundraising partners in CY2022

Thanks to the Goodman family gift, Dr. Christina Howard and team, including Darcy the therapy dog, will explore new ways to protect child resiliency after trauma and break the cycle of child abuse.



Research in pediatric forensic medicine can produce insights into the causes of child maltreatment, leading to more effective prevention strategies. It can improve methods of early intervention into abuse and programs of support for victims and families, minimizing the harmful effects of traumatic stress. It can find ways to break generational cycles of abuse.

The Goodman family's foresight for future generations of Kentuckians will help Kentucky Children's Hospital continue to move the needle so that childhood adversity does not define a child's destiny. Their gift sows the seeds of a more nurturing, more resilient commonwealth.

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Senior Vice President & Chief Administrative Officer

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Peter N. Gilbert
Senior Vice President & Chief Operations Officer

Jay S. Grider, DO, PhD, MBA
Chief Physician Executive; CEO, Kentucky Medical Services Foundation

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

R. Brett Short, CHC, CHPC, CHRC
Chief Compliance Officer

Colleen H. Swartz, DNP, MBA, RN, NEA-BC
Vice President for Hospital Operations

Tukea L. Talbert, DNP, RN, CDP
Chief Diversity & Health Equity Officer

**As of June 30, 2023*

(Left) Surgical oncologist Mautin Barry-Hundeyin, MD, and medical oncologist Reema Patel, MD, with a patient.

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Direct comments or questions to:

Office of the EVPHA
900 South Limestone
Wethington Building, Suite 317
Lexington, Kentucky 40536
859-323-5126

 UK HealthCare

 @UK_HealthCare

 UKHealthCare

 UK HealthCare

 UKHealthCare.uky.edu



900 South Limestone
Wethington Building, Suite 317
Lexington, Kentucky 40536
859-323-5126

ukhealthcare.uky.edu

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