UNIVERSITY OF KENTUCKY
BOARD OF TRUSTEES

Nancy Cox, Vice President for Land-Grant Engagement and Dean of the Martin-Gatton College of Agriculture, Food and Environment

Rob Edwards, Vice President and Chief Strategy and Growth Officer, UK HealthCare
PROJECT ACCELERATE
ACCELERATE GROWTH TO DO MORE AND BE MORE FOR KENTUCKY

Work Group 3: More Partnerships
WORK GROUP 3: MORE PARTNERSHIPS

Charge per CR 1

Expanding the university’s impact through partnerships, acquisitions, new initiatives with schools, governments, non-profits, industry and corporations that enhance UK’s ability to meet the state’s needs through its mission of education, research, service and care.
Focus on developing deeper relationships with partners to drive impact.

**WORK GROUP DELIVERABLES AND MILESTONES**

**DELIVERABLES**

1. **UK HealthCare Partnership Strategy**
   - Outline status of current UKHC acquisitions and partnerships and enumerate strategic imperatives for future acquisitions and partnerships.

2. **Increase Health Care Workforce Pipeline**
   - Assess potential for partnerships with local universities/community colleges to create larger pipeline and expansion of student population in key areas to help meet health care workforce needs.

3. **Addressing Local Challenges**
   - Work with public/private sector partners to assess how university can collaborate in addressing local challenges to growth (e.g., employment, housing, childcare).

4. **Urban to Rural Partnerships**
   - Identify potential urban, suburban and rural partnership opportunities that will leverage relationships with public and private sectors to advance Kentucky’s workforce needs.

**KEY MILESTONES**

- **Benchmark academic institutions partnerships**
- **Determine if Academic Medical Center (AMC) partnership benchmarks exist**
- **Make preliminary partnership recommendations**

University of Kentucky
# ECONOMIC DEVELOPMENT COLLABORATIVE MEETING | DISCUSSION THEMES

UK’s Economic Development Collaborative met to discuss Work Group 3 with the conversation resulting in next steps across four key partnership themes.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Question</th>
<th>Next Steps</th>
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</thead>
<tbody>
<tr>
<td><strong>Strategic Expansion and Community Engagement</strong></td>
<td>Are there specific locations where you think UKHC should have a clinic and/or pharmacy presence?</td>
<td>• Identify and recruit target businesses and enhance community attraction</td>
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<td></td>
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<td>• Strategically locate clinics and pharmacies to determine gaps; identify telehealth solutions for niche expertise in rural areas</td>
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<td>• Foster university partnerships to enhance career exploration programs and infrastructure development</td>
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<td><strong>Education and Workforce Development</strong></td>
<td>What specific partnerships should UK pursue with other universities, community colleges or K-12 systems?</td>
<td>• Partner with educational institution for K-12 programming and infrastructure enhancements; encouraging Advanced Placement (AP) and International Baccalaureate (IB) classes</td>
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<td>• Offer flexible credentials for internship opportunities to support student success and career readiness</td>
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<td>• Address community problems through workforce training programs and initiatives</td>
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<tr>
<td><strong>Community Impact and Social Responsibility</strong></td>
<td>How can UK impact solving community problems — employment, affordable (or available) housing, wellness, childcare, transportation?</td>
<td>• Streamline hiring process to benefit neighborhoods facing community problems</td>
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<td>• Provide employee benefits like childcare vouchers, parental leave and housing assistance</td>
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<td>• Engage in regional transportation and housing initiatives</td>
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<td><strong>Brand Expansion and Collaboration</strong></td>
<td>How can UK have a bigger presence in Louisville, NKY, West KY, East KY?</td>
<td>• Enhance brand presence through satellite campuses and strategic partnerships</td>
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<td>• Collaborate with colleges on joint degree programs and establishing innovative hubs</td>
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<td>• Support regional education and workforce development through experiential programs and housing solutions</td>
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HEALTHCARE BENCHMARKS: MEASURING THE BENEFITS OF PARTNERING WITH UNIVERSITIES WITH ACADEMIC HEALTH SYSTEMS

<table>
<thead>
<tr>
<th>Engagement Description</th>
<th>Hypothesized Benefits of AMC Partnerships</th>
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<tbody>
<tr>
<td>Conduct research and measure the positive impact of universities with Academic Medical Centers (AMCs) and the power of partnerships based on publicly available information</td>
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<tr>
<th>Engagement Objectives</th>
<th>Examples of Metrics to Measure Benefits¹</th>
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<tr>
<td>Quantify the mutual benefits (financial, academic and community) of AMC partnerships for both universities with AMCs and their partner entities and their communities</td>
<td>1</td>
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<tr>
<td></td>
<td>• Cancer screening programs</td>
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<td>• Vaccination/immunization rates</td>
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<td>• Hospital readmissions</td>
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<td>• Timely and effective care</td>
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<td>• Utilization of preventative services</td>
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<td>• Job growth</td>
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<td>• Education programs / community events impacting health</td>
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<td>• Brand perception</td>
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<td>• Research projects benefiting the local community</td>
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<td>• Change in local policies affecting public health</td>
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</table>

¹. Publicly available metrics from the following sources: Centers for Medicare and Medicaid Services (CMS) Hospital Compare, Healthgrades, US News & World Reports, the Agency for Healthcare Research and Quality (AHRQ), Council of Teaching Hospitals.
HEALTHCARE BENCHMARKS: MEASURING THE BENEFITS OF PARTNERING WITH UNIVERSITIES WITH ACADEMIC HEALTH SYSTEMS

**Engagement Approach**

**Align on Metrics**
- Identify in-scope benefits of partnerships to assess
- Determine the type of data needed to measure each benefit (e.g., operational data, interviews, etc.)
- Select quantifiable and validated metrics, mapped to identified benefits

**Determine Comparison Groups**
- Identify pool of potential partnerships to be included in analysis
- Define criteria for comparison group, potentially including data availability, comparability of partnerships, patient population and demographics
- Determine comparison groups based on identified criteria

**Perform Research**
- Collect relevant metrics from comparison groups
- Compare trends in selected metrics over time before and after partnership formation
- Utilize appropriate statistical tests to evaluate the significance of observed differences in metrics

**Conduct External Interviews**
- Identify relevant stakeholders from comparison groups
- Gather feedback from AMC executives who worked through the partnership, focusing on patient satisfaction, access to services and overall care experience
- Engage other relevant leaders (e.g., target C-Suite) to understand their perspectives on partnership’s impact

**Disseminate Findings**
- Present research findings and interview insights in comprehensive report
- Present findings to client leadership
- Assess opportunity and approach to publishing findings publicly

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## BENCHMARKING PEER GROUPS

### SEC
- University of Alabama
- University of Arkansas
- Auburn University
- University of Florida
- University of Georgia
- Louisiana State University
- University of Mississippi
- Mississippi State University
- University of Missouri
- University of South Carolina
- University of Tennessee
- Texas A&M University
- Vanderbilt University

### “The Eight”
- The Ohio State University
- Rutgers University
- University of Arizona
- University of Florida
- University of Kentucky
- University of Minnesota–Twin Cities
- University of Wisconsin–Madison
- West Virginia University (WVU)

### Kentucky (4-year public)
- Eastern Kentucky University
- Kentucky State University
- Morehead State University
- Murray State University
- Northern Kentucky University
- University of Kentucky
- University of Louisville
- Western Kentucky University

### Example AMC Partnerships
- University of Pittsburgh Medical Center and Mercy Health
- Michigan Medical and St. Joseph Mercy Chelsea
- University of Missouri and Capital Regional Medical Center
- WVU and Thomas Health System
- University of California Los Angeles and MORE Health
- Keck School of Medicine and Arcadia Hospital
- Keck School of Medicine and Ventura County Health Care Agency
- Louisiana Childrens Medical Center and Tulane
- University California San Diego and Tri-City Healthcare
- University California Los Angeles and MORE Health
UK Launches OneUK

On January 17, 2024, OneUK was launched to deepen relationships with strategic industry partners.

Key Objectives

For Partners

• Conduct research that benefits our partners.
• Receive early notification and exclusive access to new industry-university shared spaces, labs and events.
• Publicly recognized our high-performing partnerships.
• Communicate business and industry needs and priorities to inform UK curriculum development.

For UK

• Maximize talent pipelines for UK students and alumni with OneUK partners.
• Boost investments in student projects and collaborative research from OneUK partners.
• Enhance internal communication, coordination and collaboration among multiple colleges and units working with OneUK partners.
• Benefit from streamlined communication and support as OneUK partners.
QUICK WINS: PUBLIC AND PRIVATE SECTOR PARTNERSHIPS

Focusing on fewer, but deeper partnerships, the University of Kentucky has partnered with public and private sector companies that can help address local challenges to growth.

- In addition to the university wide relationship with Apple, the Cancer and Advanced Ambulatory Facility team is working on incorporating e-way finding as well as other novel technologies as part of its design process.

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- Deloitte employs 125+ UK Alumni with 30+ senior leaders, consistently a top commercial recruiter from the MBA program.
- Deloitte consultants are lending practical experience in the classrooms and on advisory boards of graduate programs.

- Partners with the university in first-of-its-kind initiative in higher education — UK Invests — in which every student has access to an investment account as part of a holistic approach to financial education.

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- CompassOne has been directly incorporated into the planning of the Cancer and Advanced Ambulatory facility, the Chandler Expansion planning, the Hamburg East Medical Office Building planning; also discussing workforce collaborations

- In addition to the university wide relationship with Apple, the Cancer and Advanced Ambulatory Facility team is working on incorporating e-way finding as well as other novel technologies as part of its design process.

- UK HealthCare and JMI are finalizing discussions to dramatically extend the UK HealthCare brand and commitment to supporting UK Athletics.

- UK and UK King’s Daughters are finalizing a new relationship based on expanded scale from a purchasing perspective leading to savings for both UK and UK-KD.

In addition to OneUK and the partnerships above, UK will host an upcoming partnership summit to discuss innovation and employer needs on the horizon.
PARTNERSHIPS TO INCREASE HEALTH CARE WORKFORCE PIPELINE

Assess potential for partnerships with Kentucky universities/community colleges to create larger pipeline that will allow for expansion of student population in key areas to help meet health care workforce needs (nursing, physical therapists, physicians, etc.)

INDUSTRY OUTLOOK IN KENTUCKY

Five of the 10 jobs that will grow by largest numbers and require a postsecondary degree

- Medical & Health Services Managers, $140K
- Physicists, $100K
- Medical & Health Services Managers, $140K
- Pharmacist, $127K
- Nurses Practitioners, $115K
- Project Management Specialist, $85K
- Management Analysts & Marketing Specialists, $53K
- Software Developers & Software Quality Assurance Analyst, $69K
- Radiologic Technologists & Technicians, $53K
- Registered Nurses, $79K
- Medical Assistants, $50K
- Medical Assistants, $50K
- Cooks, Restaurant $29K
- Healthcare Support, $23K
- Bachelor’s, $33K
- No formal educational credential
- Basic high school diploma or equivalent
- Post-secondary non-degree credential
- Associate’s degree, Bachelor’s degree, or higher

Note: Size of the bubble represents expected amount of job growth by 2021.

Source: Kentucky Center for Statistics and Department of Labor

A. Understand Broader Outlook:
Preliminary analysis indicates UK’s colleges are aligned with future job growth in the Lexington market.

B. Evaluate Strengths and Gaps:
Determine where UK is well-positioned to meet future demands and where partnerships could fill in gaps in Lexington and throughout the Commonwealth.

C. Identify Potential Partners:
Identify potential partners with local universities and community colleges to accelerate UK’s ability to fulfill workforce needs across the Commonwealth.
QUESTIONS