



# UofL Health

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June 6, 2024

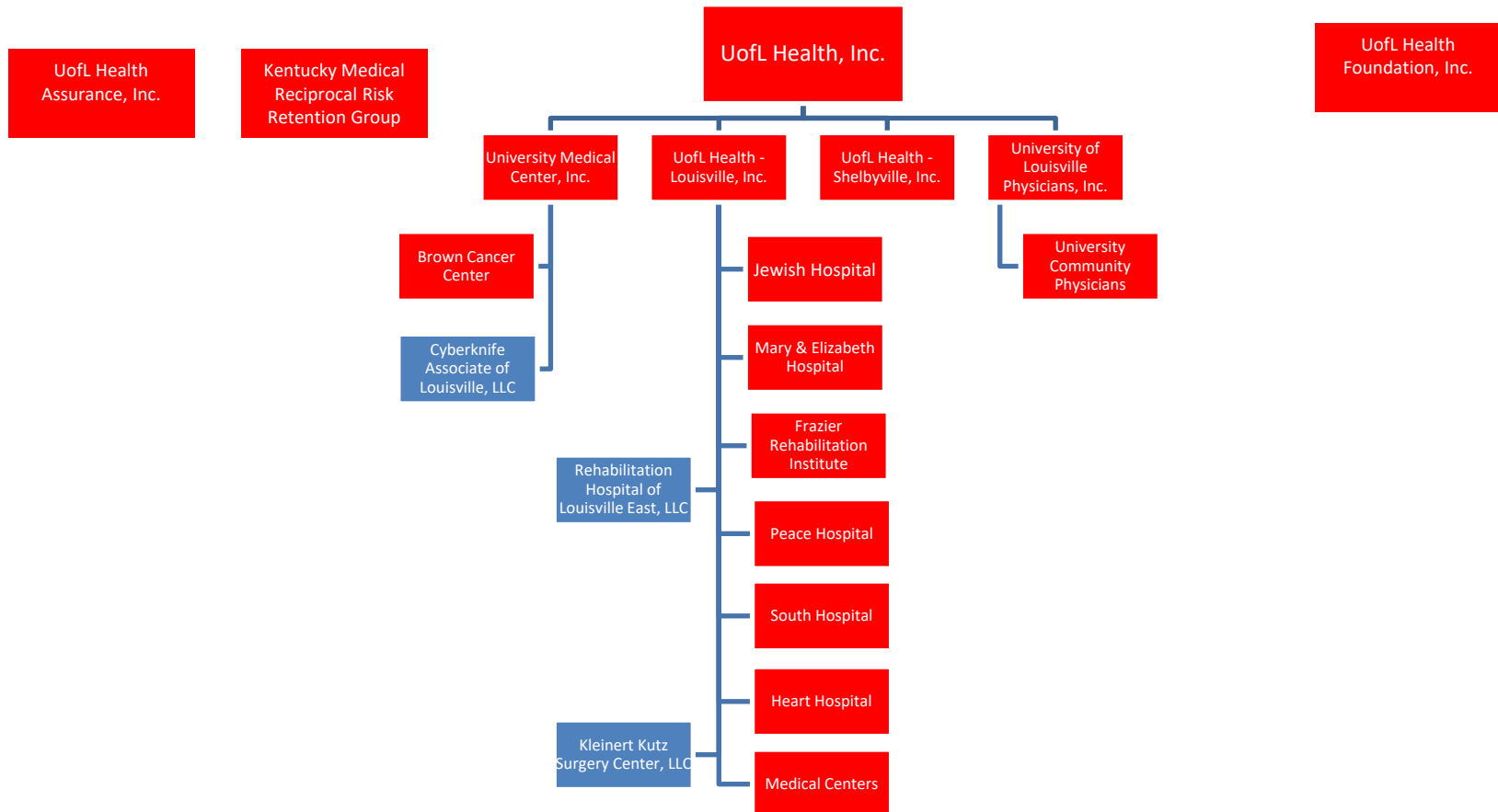
**U<sup>OF</sup>L** Health



**UofL** Health

**Who is UofL Health?**

# Organizational Structure



# System Overview

- 13,000 Employees
- 1,200 Physicians/Providers
- 167 Volunteers
- \$2.5B revenue
- 1,805 Licensed Beds
- 44,000 Admissions
- 185,000 ER Visits
- 1.5M Outpatient and Physician Visits
- 9 Hospitals
- 5 Medical Centers
- 250+ Practice Locations





**Opened in 1823**

**Beds | 404**

**IP Admissions | 15,361**

**ER Visits | Over 192,000**

**OP Visits | 147,819**

- Affiliated with the University of Louisville School of Medicine
- The Region's only Level 1 Trauma Center
- Nationally Accredited Stroke Center
- Only dedicated Burn Center in Kentucky
- UofL Health is building a new seven-story tower that will anchor a \$144 million expansion and upgrade to UofL Hospital. The project will increase the UofL Hospital's operating capacity and facilitate a phased modernization to include all private beds throughout the remainder of the hospital.
  - When complete, UofL Hospital will offer more than 360 beds, 20 operating 24-bed observation unit. Alongside the increased clinical space, the expansion will include an enhanced visitor experience with a new lobby and waiting area.



**Opened in 1905**

**Beds | 356**

**IP Admissions | 13,071**

**ER Visits | Over 22,692**

**OP Visits | 45,404**

- Trager Transplant Center and Outpatient Center
- Known for specialized heart care
- World's First Successful Hand Transplantation
- Robotic Surgical Care, Pancreas Disease Center, GI Mobility Clinic, Advanced Heart Failure, Ventricular Assist Device programs

# Mary & Elizabeth Hospital



**Founded in 1874 by the  
Sisters of Nazareth**

**Beds | 258**

**IP Admissions | 6,264**

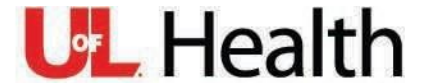
**ER Visits | 30,829**

**OP Visits | 46,732**

- Campus consists of the hospital and four medical office buildings including Brown Cancer Center
- One of the first hospitals in the nation to receive Blue Distinction Center for Bariatric Surgery
- Region's only weight-loss center using the Lap- Band System
- KHA Quality Award
- American Heart Association Stroke Award
- DNV Certification in Shoulder Surgery and Advanced Foot and Ankle Surgery



# Shelbyville Hospital



**Opened in 1906**

**Beds | 70**

**IP Admissions | 741**

**ER Visits | 14,293**

**OP Visits | 22,904**

- Full range of diagnostic, surgical and medical services
- Surgical/endoscopy services care for 2,000 patients per year
- Full range of care offered and is critical to the Shelbyville Community
- Onsite Frazier Rehab Institute







**Opened in 1951**

**Beds | 396**

**IP Admissions | 6,406**

**OP Visits | 23,233**

- One of the largest behavioral health facilities in the nation
- Children's Peace Center is the largest and most comprehensive provider of youth inpatient services
- Offers level of care assessments at Jefferson County Schools and schools in surrounding counties
- Programs for Children, Adolescents and Adults
- Mobile assessments at several other agencies and locations
- Three satellite locations (One in Lexington)



**Opened in 1954**

**Beds | 135**

**IP Admissions | 2,215**

**OP Visits | 99,160**

- Programs for Children, Adolescents and Adults
- 26 Outpatient Locations throughout Kentucky and Southern Indiana
  - Over 100,000 outpatient visits per year
- Nationally recognized Brain Injury, Spinal Cord, Pediatric and Stroke Rehab programs
- Advance Research studies for Spinal Cord Medicine
- Joint Commission and CARF Accredited for General rehab, stroke, brain injury and spinal cord injury programs

# Frazier Rehabilitation Institute – Brownsboro

- Acute rehabilitation and recovery for patients who suffer from stroke, traumatic brain injury, spinal cord injury, complex neurological disorders, orthopedic conditions, multiple traumas, amputation and other injuries or disorders.
- A secured brain injury unit with private dining and therapy gym, a therapeutic exterior courtyard outfitted with activities and equipment to promote ambulation.
- Anticipates serving more than 1,200 patients each year.

**Opened in 2023**

**Beds | 40**

**A joint venture with LifePoint  
Health**



# Heart Hospital

Opened in 1994  
Beds | 106

- Regional leader in Advanced Heart Failure Therapies, Heart Transplant, VAD and TAVR
- Only Academic hospital in the area exclusively dedicated to comprehensive and innovative quaternary heart care
- Ranks among the Nation's top performing hospitals for heart attack patients
- State-of-the-art facilities, including six dedicated Cardiac Cath labs, two hybrid operating rooms, and three Electrophysiology labs



# South Hospital



**Opened in 2006 as Medical Center  
Beds (beginning March 2024) | 40  
ER Visits | 29,158  
OP Visits | 21,002**

- Serving the Bullitt County area
- Full range of services
- Chest pain observation services
- UofL Health is building a new \$72 million hospital facility at Medical Center South which will be a full-service acute care hospital with capacity to increase to 60 inpatient beds, more providers, enhanced emergency capabilities, an intensive care unit, cardiac/vascular lab, increased surgical and outpatient services.



**More than 1,200 new patients seen each year**

- Academic Cancer Center
- Patients from 113 of 120 counties in Kentucky
- Kentucky's first and longest - National Accreditation Program for Breast Centers
- Global leader in clinical trials of new immunotherapies
- Nationally recognized for the development of experimental cancer therapies
- Largest clinical trials program in the region
- Leader in the treatment of Melanoma
- Multidisciplinary teams of sub-subspecialists dedicated to one cancer site: lung, breast, gastrointestinal, genitourinary, melanoma, gynecologic, BMT, neuro, head/neck and sarcoma



**Opened in 2003**

**ER Visits | 16,030**

**OP Visits | 38,191**

- Center of Excellence for Women's Care
- First in Louisville to be accredited by the American College of Radiology for Breast MRI
- Distinction as a Breast Imaging Center of Excellence
- Full range of outpatient services
- Chest pain observation services

# Medical Center Northeast



Opened in 2009  
OP Visits | 19,082

- Wide range of services
- Brown Cancer Center
- Strategically located in the fastest growing area of Jefferson County
- Urgent Care Sports Medicine Clinic
- Urgent Care *Plus*





# Medical Center Southwest



Opened in 2007

ER Visits | 26,774

OP Visits | 7,025

- Serving the underserved southwest Jefferson County area
- 24/7 Emergency Care
- Diagnostic and Medical Imaging Services



# Medical Center Southend



Opened in 2023

Outpatient Diagnostic Center

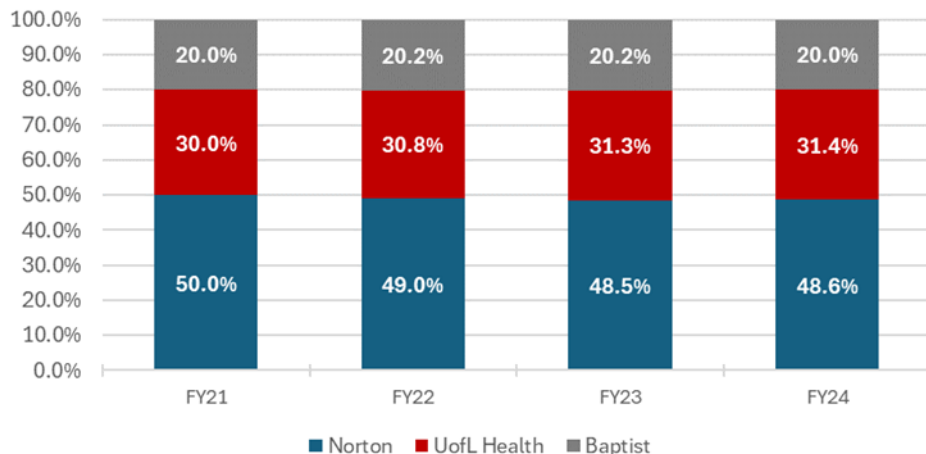
Primary Care

- Three-story medical plaza
- Home to two primary care locations
- 6,000 square-foot Outpatient Diagnostic Center with state-of-the-art medical imaging technology
- Future plans include the addition of Urgent Care *Plus*



# Inpatient Services – Primary & Secondary Market (16.1% 2019)

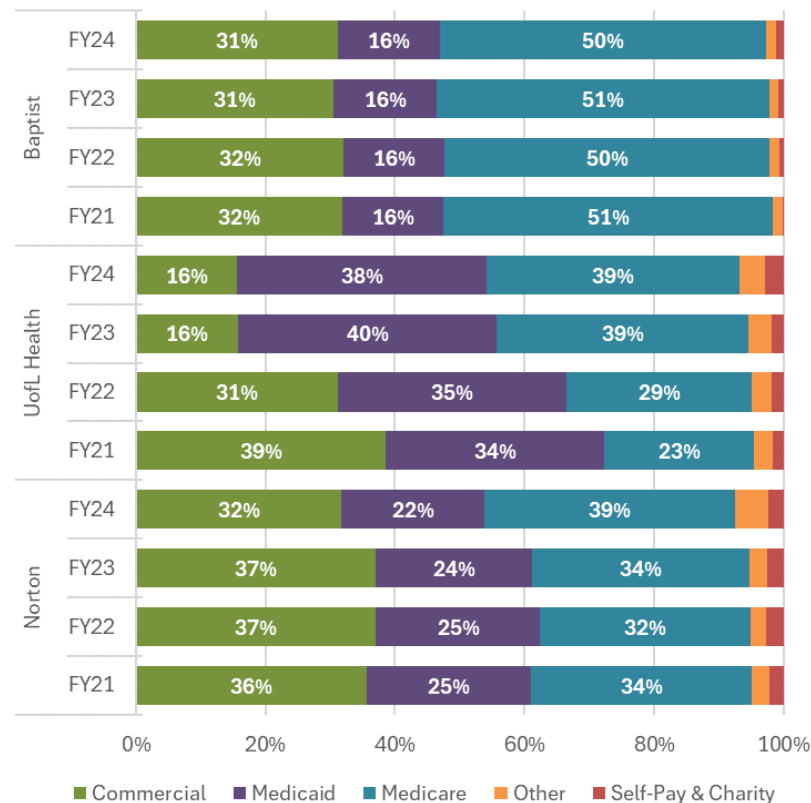
Inpatient Market Share - Primary & Secondary Markets  
(FY24 through Dec 2023)



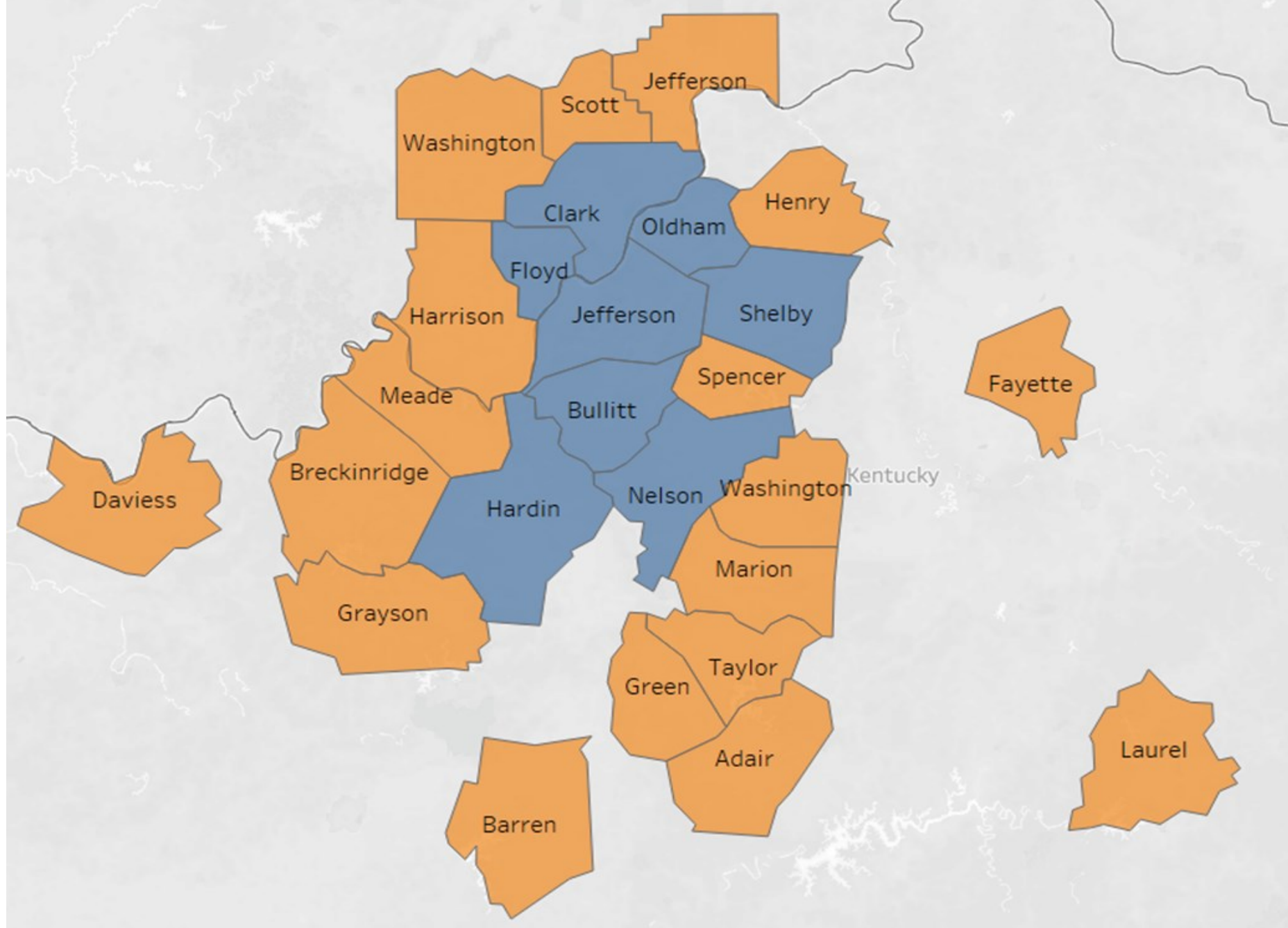
**Market Share FY22 → FY23:** UofL Health has continued along the trajectory of growth from the previous period, taking another half a percent of the inpatient market from Norton.

**Payor Mix FY22 → FY23:** UofL Health realized a substantial increase in payor mix in both the Medicaid (+5 percentage points) and Medicare (+10 percentage points) financial classes at the expense of Commercial (-15 percentage points). These shifts hurt in the short run, with the shift in Medicare hurting the most given that ~50% is Medicare Advantage which realizes less than Traditional Medicare from the perspective of payment yield.

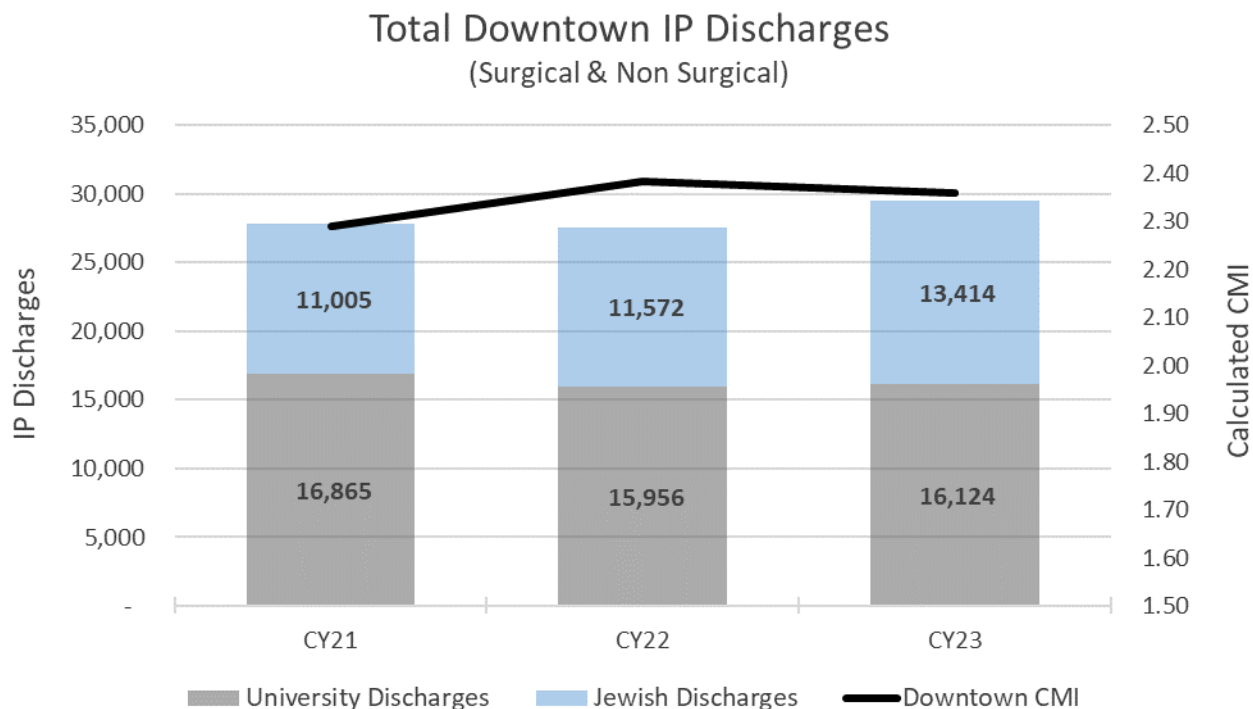
Inpatient Payor Mix - Primary & Secondary Market  
(FY24 through Dec 2023)



Payor mix above configured as a function of patient encounters as reported by KHA, official payor mix as a function of charges and payments comes from Finance.



# Finance / Performance Trends: IP Discharges & CMI by Calendar Year – Downtown<sup>1</sup>



After an effectively flat CY21 – CY22, inpatient discharges were up 7% (2,010 discharges) calendar YoY across the downtown academic hospital campuses. Increases in inpatient discharges were realized both at Jewish +16% (1,842 discharges) and at University +1% (168 discharges)

# UofL Physicians

- Visits per year: 1,235,000
  - 103,000 visits per month
  - 9,000 new patients each month
- 250+ locations
- ULP breakdown 1,189
  - Community Medical Group 605
  - Academic Medical Group (AMG) 584





**UL** Health

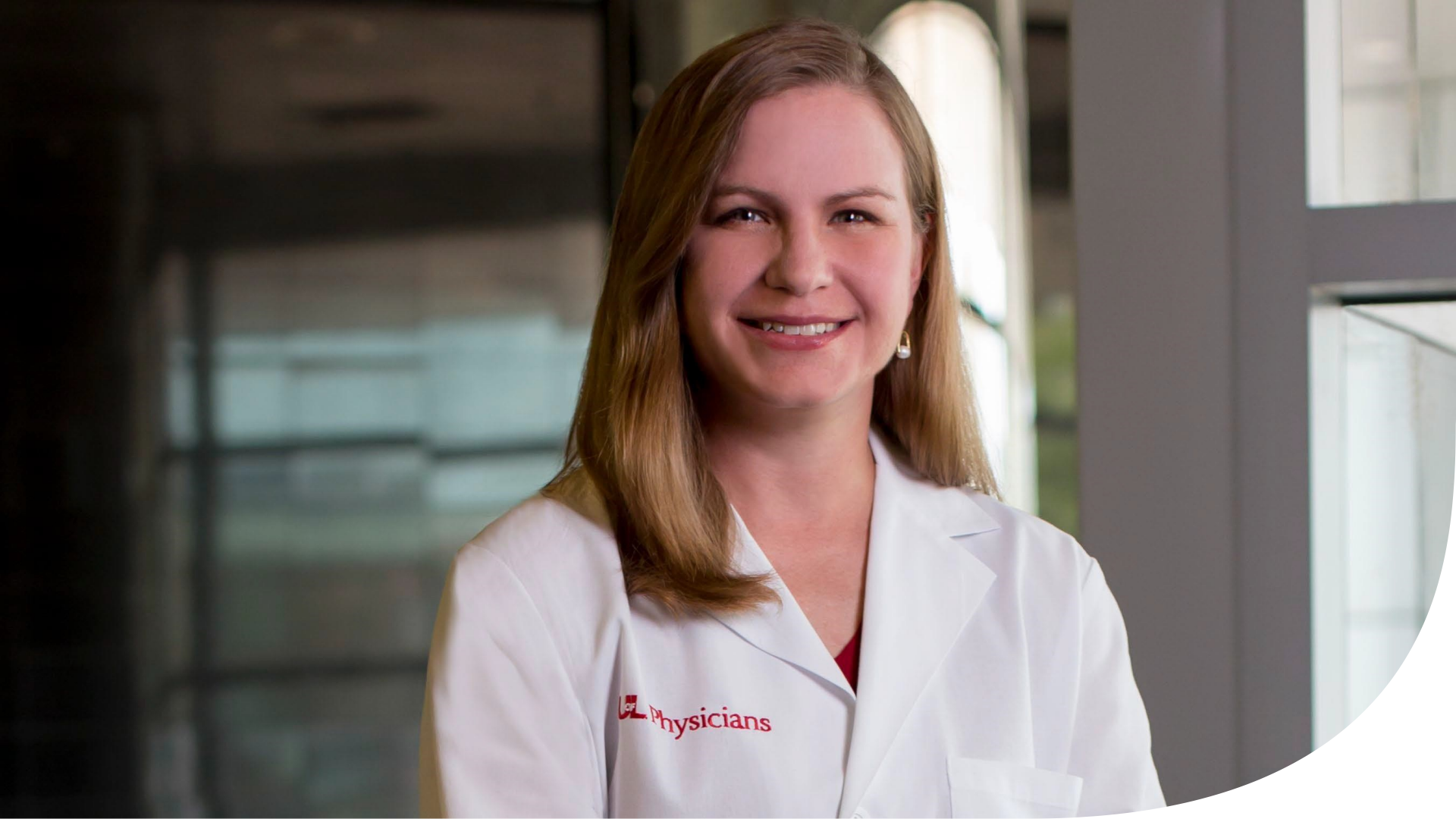
**U of L Health Board**

# Governance

- **UofL Health Board of Directors**
  - 11 member Board
  - 5 University appointed
  - Chair is University President
- **ULP Board**
- **Eight other Hospital Board**
- **Four specialty Boards**
  - Transplant, Heart Hospital, Oncology, Mental Health







**UL**<sup>of</sup> Health

# Relationship with the University of Louisville

- Academic Affiliation Agreement
- Health System exists for the Academic and Research Mission of the University
- Strategic areas of focus together
  - Academics
  - Research
  - Cancer Care
  - Neurosciences
  - Cardiovascular
  - Mental Health

# Academic Affiliation Agreement

- UofL School of Medicine, as part of their educational curriculum, require their students to complete internships or clinical placements with outside facilities as part of their degree requirements.
- An Academic Affiliation Agreement outlines the roles and responsibilities between the clinical provider and educational institution. It may include specifics on how medical residents will work within the system and receive pay for providing care along with requirements regarding liability insurance, confidentiality, and general working terms between the two parties.
- This agreement is a critical part of the UofL Health mission and vision statement. Our agreement with the UofL School of Medicine covers hospital and physician practices throughout our system.



- The charitable purpose of UofL Health are the charitable and educational purposes of the University of Louisville
- Financial support is provided by UofL Health to the University of Louisville and the School of Medicine through:
  - Academic Affiliation Agreement, including GME, residencies, Dean's tax and mission support
  - Leases of facilities that are owned by the University of Louisville
  - License agreements for use of University of Louisville marks
- University of Louisville is not responsible for the financial obligations of UofL Health.
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# Financial Relationship

- Revenues of \$2.5 Billion dollars
- Took care of over 2 Million patients
- Invested in about \$50 M capital this year
- Earnings budget is \$85 M
- 1150 inpatients each day
- 50 patients don't get a bed on most days
- Safety Net Hospital for the community
- No rate increase in 6 years

- **Complete downtown tower add 98 beds**
- **Expand services outside Jefferson County**
  - **Acquisitions/Affiliations**
- **Improve access to care**
  - **130 MD recruitment**
  - **Additional UrgentCare+, free standing ED**
- **Successful opening of South Hospital**
- **Grow Services (Cardiac, Neurosciences, Cancer, Psych)**
- **Expand Peace, Mary & Elizabeth**
- **Improve overall Quality of Care**