

APPROVED BY THE  
COMMITTEE

JUL 19 2018

  
SECRETARY OF THE BOARD

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS

MARCH 14, 2018

This meeting of the University Healthcare System Committee was held in Illini Rooms B and C, Illini Union, 1401 West Green Street, Urbana, Illinois, on Wednesday, March 14, 2018, beginning at 12:30 p.m.

Trustee Stuart C. King, chair of the committee, welcomed everyone to the meeting and asked the clerk to call the roll. The following committee members were present: Mr. Patrick J. Fitzgerald; Dr. Stuart C. King; Dr. Timothy N. Koritz; Mr. Edward L. McMillan; Ms. Karina Reyes, voting student trustee, Chicago. Mr. Trayshawn M. W. Mitchell, student trustee, Urbana, attended the meeting as a guest. President Timothy L. Killeen was in attendance.

Also present were Dr. Barbara J. Wilson, executive vice president and vice president for academic affairs; Dr. Michael D. Amiridis, chancellor, University of Illinois at Chicago, and vice president, University of Illinois; Dr. Avijit Ghosh, interim comptroller (and vice president/chief financial officer); Mr. Thomas R. Bearrows, University counsel; Mr. Thomas P. Hardy, executive director for University relations; and Ms. Dedra M. Williams, secretary of the Board of Trustees and of the University.

Attached is a listing of other staff members in attendance at this meeting, as well as some members of the media.

Dr. King welcomed everyone to the meeting and asked participants to introduce themselves. He then requested a motion to approve the minutes of the meeting held January 17, 2018. On motion of Mr. McMillan, seconded by Dr. Koritz, the minutes were approved. There were no “nay” votes.

#### OPENING REMARKS

Dr. King invited Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish referred to steps being taken to improve the hospital’s ratings and said a positive financial report will be given later at this meeting. He said the hospital is focused on momentum, and he referred to improvements in quality and patient safety. Dr. Barish thanked the committee for providing direction and said a strategic plan will be presented later at this meeting.

#### REVIEW OF RECOMMENDED BOARD ITEMS FOR THE MEETING OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS ON MARCH 15, 2018

Dr. King introduced the recommended items within the purview of this committee on the Board’s agenda for its meeting on March 15, 2018. All recommended items discussed at the meeting are on file with the clerk.

Appoint Interim Dean, College of Medicine, Chicago

Dr. King asked Dr. Barish to report on the recommendation to appoint Dr. Charles E. Ray Jr., presently acting dean, professor and head, physician surgeon, and chief of service, Department of Radiology, College of Medicine at Chicago, as interim dean of the College of Medicine at Chicago. Dr. Barish said that Dr. Ray has been serving as acting dean since July 15, 2017, and that he succeeded Dr. Dimitri T. Azar, who is stepping down as dean permanently. Dr. Barish reported that this recommendation is being made in consultation with the chancellor and those in the dean's office and said that a national search will begin soon.

Approve Revisions to Mission Statement on Graduate Medical Education,  
University of Illinois College of Medicine at Chicago and  
University of Illinois Hospital and Health Sciences System

Dr. Barish then provided information on the recommendation to approve revisions to the mission statement on Graduate Medical Education at the University of Illinois College of Medicine at Chicago and the University of Illinois Hospital and Health Sciences System. He briefly discussed the proposed revisions and the Accreditation Council for Graduate Medical Education (ACGME) requirements, and he told the committee that representatives from the ACGME will be visiting the University of Illinois at Chicago in April 2018.

## Purchase Recommendations

Dr. King then asked Ms. Gloria Keeley, assistant vice president for administrative services, to discuss purchase recommendations. Ms. Keeley reported on a renewal for centralized customer access call center operations services from The Chicago Lighthouse for People Who Are Blind or Visually Impaired for the University of Illinois at Chicago Health Enterprise Customer Care Center and the University of Illinois Hospital and Health Sciences System. She described the services provided and said this contract qualifies for 100 percent Business Enterprise for Minorities, Females, and Persons with Disabilities participation.

There were no objections to the items listed above going forward to the full Board for consideration and voting.

## REPORTS

### Hospital and Clinics Chief Executive Officer Report

Dr. King asked Dr. Barish and Mr. Michael B. Zenn, chief executive officer, UI Hospital and Clinics, and Ms. Jodi S. Joyce, associate vice chancellor for quality and patient safety, to provide a report (materials on file with the clerk). Mr. Zenn referred to his recent appointment as chief executive officer and said it is an honor to serve in this position. He discussed recent activities at the hospital and commented on the benefits of the renovation of the emergency department. He highlighted some community-based

activities and gave a performance summary, noting an increased operating margin and improving momentum. Mr. Zenn showed that net patient service revenue is higher than it was at this time in Fiscal Year 2017 and is higher than was budgeted. He also presented metrics reflecting improvements to the operating margin and days of unrestricted cash on hand.

Ms. Joyce presented on quality and safety and discussed the focus on mortality, sepsis, and deep vein thrombosis/pulmonary embolism. She described measures to improve the hospital's ratings that had been implemented since the January 2018 meeting of this committee and said that conversations with Rush University Medical Center and other institutions were underway on best practices and approaches. She showed the Centers for Medicare & Medicaid Services (CMS) star ratings for comparator hospitals and presented a chart depicting priorities by rating system and whether the hospital compares favorably in each area. Ms. Joyce and committee members discussed the hospital's comparison to other similar hospitals and the need to identify hospitals with attributes and patient profiles like those at the University of Illinois Hospital. Dr. Koritz commented that some of the hospitals on the comparator list have excellent reputations, despite their star ratings, and Dr. Barish agreed. Dr. Barish thanked Rush University Medical Center for offering their expertise, and Ms. Joyce said there is a great deal to learn from Rush, even though the patients at the University of Illinois Hospital have different needs.

Mr. Zenn then gave an update on the 3i project and discussed the contracting process and finalization of the request for proposal, and he said that the implementation date has been changed to March 2020. Mr. Zenn said that Cerner is challenging the denial of the procurement protest, and he provided additional information about the procurement process and involvement of the State procurement office. Dr. Koritz asked for an update on the ambulatory surgery center, and Mr. Zenn reported on its progress and said he hopes to have a proposal for the Board to review at its July 2018 meeting. Dr. Amiridis commented on funding and philanthropic support for the ambulatory surgery center project, noting that it is a critical need.

## PRESENTATION

### Strategic Plan for the Hospital

Next, Dr. King asked Dr. Barish and Mr. Zenn to give a presentation on the strategic plan for the hospital. Mr. Zenn reviewed the request from the committee and the purpose of the strategic plan and presented an overview of high-level phases of the plan's development. He showed the four phases, which conclude with the presentation of the strategic plan to stakeholders, including the Board of Trustees, and he described the components of the strategic plan. Mr. McMillan expressed appreciation for the disciplined approach and commented on the aggressive timeline. Mr. McMillan and Mr. Zenn also discussed the opportunity to learn from others and not duplicate previous efforts. Dr. Koritz referred to a prior engagement of Huron Consulting Group and asked

if it resulted in any helpful information. Mr. Zenn indicated that Huron provided an analysis and potentials but not actions or an implementation plan, noting that this engagement took place before he held this position. President Killeen added that the report focused on business operations but did not embrace the hospital's academic mission. Dr. Amiridis noted that Huron was asked to address a specific question regarding the hospital's structure, and President Killeen emphasized the hospital's academic purpose. Dr. Koritz agreed.

#### OLD BUSINESS

There was no business presented under this aegis.

#### NEW BUSINESS

Dr. King asked if members of the committee had any new business to discuss, and there was none. He announced that the next meeting is scheduled for May 16, 2018.<sup>1</sup>

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<sup>1</sup> The May 16, 2018, meeting was canceled after this announcement was made.

MEETING ADJOURNED

On motion of Mr. Fitzgerald, seconded by Mr. McMillan, the meeting adjourned at 1:33 p.m. There were no “nay” votes.

Respectfully submitted,

DEDRA M. WILLIAMS  
*Clerk*

STUART C. KING, MD, MBA  
*Chair*

EILEEN B. CABLE  
*Assistant Clerk*