

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS  
NOVEMBER 14, 2018

This meeting of the University Healthcare System Committee was held in Michèle M. Thompson Rooms B and C, UIC Student Center West, 828 South Wolcott Avenue, Chicago, Illinois, on Wednesday, November 14, 2018, beginning at 12:31 p.m.

Trustee Stuart C. King, chair of the committee, welcomed everyone to the meeting and asked the secretary 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. Shaina Humphrey, voting student trustee, Springfield.

Also present were President Timothy L. Killeen; Dr. Barbara J. Wilson, executive vice president and vice president for academic affairs; Dr. Robert J. Jones, chancellor, University of Illinois at Urbana-Champaign, and vice president, University of Illinois; Dr. Michael D. Amiridis, chancellor, University of Illinois at Chicago, and vice president, University of Illinois; Dr. Susan J. Koch, chancellor, University of Illinois at Springfield, and vice president, University of Illinois; Dr. Avijit Ghosh, comptroller (and vice president/chief financial officer); Dr. Edward Seidel, vice president for economic development and innovation; Mr. Thomas R. Bearrows, University counsel; Ms. Dedra M. Williams, secretary of the Board of Trustees and of the University; and Mr. Thomas

P. Hardy, executive director for University relations. 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 those in attendance to introduce themselves. He said this will be the last meeting of this committee attended by Mr. Fitzgerald and Dr. Koritz as trustees, and he recognized them for their expertise and service to the committee.

### MOTION FOR EXECUTIVE SESSION

At 12:32 p.m., Dr. King stated: “A motion is now in order to hold an executive session to consider the discussion of minutes of meetings lawfully closed under the Open Meetings Act; and pending, probable, or imminent litigation against, affecting, or on behalf of the University.”

On motion of Dr. Koritz, seconded by Ms. Humphrey, this motion was approved. There were no “nay” votes.

### EXECUTIVE SESSION

Dr. King convened this executive session at 12:32 p.m. All committee members were present. Also present were President Timothy L. Killeen; Mr. Thomas R. Bearrows, University counsel; Ms. Dedra M. Williams, secretary of the Board of Trustees and of the University; Dr. Barbara J. Wilson, executive vice president and vice president for

academic affairs; Dr. Avijit Ghosh, comptroller (and vice president/chief financial officer); and Mr. Thomas P. Hardy, executive director for University relations.

### **Discussion of Minutes of Meetings Lawfully Closed Under the Open Meetings Act**

Dr. King asked Ms. Williams to discuss the recommendation regarding the disclosure of minutes of executive sessions of the University Healthcare System Committee held between July 2014 and July 2018. Ms. Williams outlined the requirement within the Open Meetings Act for public bodies to review minutes, at least twice annually, for purposes of protection of public interest and in the interest of protection of any individual, and to consider whether a need for these materials to be held from release continues. She stated that she has undertaken this review in conjunction with Mr. Bearrows and recommend the release of minutes from July 19, 2018. Ms. Williams described the subject matter of these minutes and said that no other minutes are proposed for release at this time.

**Material redacted pursuant to the Illinois Open Meetings Act (5 ILCS 120/2.06d)**

EXECUTIVE SESSION ADJOURNED

The executive session adjourned at 12:55 p.m.

## REGULAR MEETING RESUMES

The meeting resumed at 12:57 p.m., with all committee members recorded as being present at the start of the meeting in attendance. Dr. King stated that there was one agenda item requiring action by the committee, and Ms. Williams read aloud the title of the item, "Disclose Certain Minutes of Executive Sessions Pursuant to the Open Meetings Act." The committee agreed that one roll call vote would be taken and considered the vote on the agenda item as listed below.

Disclose Certain Minutes of Executive Sessions  
Pursuant to Open Meetings Act

(1) Under the Open Meetings Act passed by the General Assembly, public bodies subject to the Act that conduct business under exceptions specified in the Act must, at least every six months, determine whether the need for confidentiality still exists with respect to each item considered under such exception.

An item from July 2014 through July 2018 that has been heretofore unreleased is recommended for release at this time.

The University counsel and the secretary of the Board, having consulted with appropriate University officers, recommends that the following matter considered in executive session for the time period above be made available to the public at this time.

The committee action recommended in this item complies in all material respects with applicable State and federal laws, University of Illinois *Statutes*,

*The General Rules Concerning University Organization and Procedure*, and Board of Trustees policies and directives.

The president of the University concurs.

### **Executive Session Minutes Released to Public**

#### **July 19, 2018, University Healthcare System Committee**

Dr. King convened the executive session at 8:35 a.m. All committee members were present. The following were also in attendance: President Timothy L. Killeen; Mr. Thomas R. Bearrows, University counsel; Ms. Dedra M. Williams, secretary of the Board of Trustees and of the University; Dr. Michael D. Amiridis, chancellor, University of Illinois at Chicago, and vice president, University of Illinois; Dr. Robert A. Barish, vice chancellor for health affairs, Chicago; Dr. David E. Schwartz, head, Department of Anesthesiology, and assistant vice chancellor for health affairs for medical liability, Chicago; and Dr. Terry Vanden Hoek, interim chief medical officer, University of Illinois Hospital.

#### **Discussion of Minutes of Meetings Lawfully Closed Under the Open Meetings Act**

Dr. King asked Ms. Williams to discuss the recommendation regarding the disclosure of minutes of executive sessions of the University Healthcare System Committee held between July 2014 and November 2017. Ms. Williams outlined the requirement within the Open Meetings Act for public bodies to review minutes, at least twice annually, for

purposes of protection of public interest and in the interest of protection of any individual, and to consider whether a need for these materials to be held from release continues. She stated that she has undertaken this review in conjunction with Mr. Bearrows and recommend the release of minutes from November 15, 2017. Ms. Williams described the subject matter of these minutes and said that no other minutes are proposed for release at this time.

On motion of Mr. Fitzgerald, seconded by Ms. Humphrey, this recommendation was approved by the following vote: Aye, Mr. Fitzgerald, Dr. King, Dr. Koritz, Mr. McMillan, Ms. Humphrey; No, none.

Dr. King then requested a motion to approve the minutes of the meeting held September 26, 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 ongoing momentum in the University of Illinois Hospital and Health Sciences System and told the committee that the College of Nursing hosted the U.S. Surgeon General, Dr. Jerome Adams, at an October 18 event focused on health disparities in maternal mortality and morbidity in Illinois.

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

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

Name the Dr. Cynthia Barnes-Boyd/Mile Square Drake Health and Wellness Center,  
University of Illinois Hospital and Health Sciences System, Chicago

Dr. King asked Dr. Barish to report on the recommendation to name the Dr. Cynthia Barnes-Boyd/Mile Square Drake Health and Wellness Center, University of Illinois Hospital and Health Sciences System, Chicago. Dr. Barish said that Dr. Barnes-Boyd was an esteemed administrator and faculty member of the University of Illinois at Chicago for 44 years who worked tirelessly to reduce health disparities and ensure that children and families in some of the most vulnerable communities had access to health care and health information. Dr. Barish provided additional information about Dr. Barnes-Boyd's background and also reported on the construction of a new Mile Square Health Center school-based site that is underway at Drake Elementary School, a Chicago Public School (CPS). Dr. Barish said that Dr. Barnes-Boyd played a key role in negotiations with CPS, and he said that more than \$12,000 in private donations was raised from many individuals whose lives Dr. Barnes-Boyd impacted to help establish the new center. He reported on the cost and financing of the renovations for the health and

wellness center and said it is being recommended that it be named in memory of Dr. Barnes-Boyd.

Name the Dr. Richard P. Perry Surgical Suite,  
College of Dentistry, Chicago

Next, Dr. Barish provided information on the recommendation to name the Dr. Richard P. Perry Surgical Suite in the College of Dentistry, Chicago. He said that Dr. Richard P. Perry was a board member of Delta Dental and that this recommendation is being made in recognition of the \$500,000 commitment from Delta Dental of Illinois that will be used to support the construction of the Pediatric Dentistry Ambulatory Surgery Center. Dr. Barish provided information about the surgical suite and said it will be used primarily for pediatric dentistry cases. He told the committee that an average of 220 children and adolescents are treated under general anesthesia by the College of Dentistry per year and that this center will enable a 568 percent increase in the number of children that can be treated.

Name the Illinois Children's Healthcare Foundation Pediatric Dentistry  
Ambulatory Surgery Center, College of Dentistry, Chicago

Dr. Barish then discussed the recommendation to name the College of Dentistry's Pediatric Dentistry Ambulatory Surgery Center in recognition of Illinois Children's Healthcare Foundation's \$2.0 million grant to support the cost of demolition, construction, and equipping of the Ambulatory Surgery Center (ASC). He said the

Department of Pediatric Dentistry at the College of Dentistry is the largest provider of dental care for underserved children in the State of Illinois and receives an average of 50 to 70 daily referrals from throughout the state for children in need of dental care, in addition to the almost 9,000 active pediatric patients currently served. Dr. Barish told the committee that many of these pediatric patients need dental care under general anesthesia and said the construction of the Pediatric Dentistry Ambulatory Surgery Center will address the patient care experience, overall population health, and cost.

#### Purchase Recommendations

Dr. King then asked Ms. Gloria Keeley, assistant vice president for administrative services, to report on purchase recommendations. Ms. Keeley provided information on the recommended purchase of expertise and services for the implementation of the 3i initiative for UI Health administration at Chicago. She listed the areas of expertise included in this purchase and said that services will be used on an as-needed basis at a cost not to exceed \$27,063,000. Ms. Keeley told the committee that competitive selection procedures were followed in accordance with the Illinois Procurement Code.

#### Hospital and Clinics Chief Executive Officer Report

Dr. King asked Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics; and Ms. Jodi S. Joyce, chief quality officer, UI Hospital and Clinics, and associate vice chancellor for quality and patient safety, Chicago, to provide a

report (materials on file with the secretary) on the University of Illinois Hospital and Clinics. Mr. Zenn introduced Mr. Laurence S. Appel, chief financial officer, University of Illinois Hospital and Clinics. Mr. Zenn then asked Ms. Joyce to report on service excellence, noting that Ms. Joyce would be providing this presentation on behalf of Dr. Shelly Major, chief nursing officer, who could not attend this meeting. Ms. Joyce presented overall outcomes and percentile rank for several metrics, noting that plans are underway to improve the hospital's scores in many of the areas shown. Ms. Joyce and members of the committee discussed the hospital's Press Ganey ranking, and she and Mr. Zenn referred to a multifaceted plan for improvement. Ms. Joyce told the committee that patient experience accounts for a significant part of the formula used to calculate rankings.

Next, Ms. Joyce presented areas of focus in quality and safety and showed the hospital's rankings in safety, mortality, patient experience, readmission, and other areas. She reviewed areas of focus for Fiscal Year 2019 in quality and safety and showed metrics related to mortality and post-operative pulmonary emboli or deep vein thromboses. Ms. Joyce emphasized that the hospital's dashboard report that was made available to members of the committee reflects improvements in many areas and that this particular presentation focuses on areas that pose a challenge.

Mr. Zenn then gave a presentation on nursing staffing and safety on behalf of Dr. Major. He stated that 11 staffing related reports were made in the fourth quarter of Fiscal Year 2018 and told the committee that there were no instances of less than optimal

staffing that resulted in a sentinel event. He said that analysis revealed these reports were resolved in real time and were not associated with patient harm.

Mr. Zenn then discussed financial stewardship and showed that the operating margin for Fiscal Year 2019 is ahead of budget. He presented charts depicting inpatient volume, average length of stay, outpatient clinic visits, unrestricted and restricted cash and investments, and days of cash on hand. He then discussed net accounts receivable over 60 days for Medicaid managed care organizations and all other payors. Brief discussion followed. Mr. Zenn concluded his presentation by reporting on health system bond rating medians for A-rated hospitals and discussing the hospital's Standard and Poor's credit rating of A- stable. Brief discussion followed regarding efficiencies and other factors contributing to the hospital's finances.

Next, Mr. Zenn gave an update on the 3i project and presented an updated roadmap. He discussed the EPIC implementation approach and gave an overview of the implementation plan, and he commented on the time frame and goals for implementation. Mr. Zenn also gave brief remarks on the strategic plan, and he thanked the committee members for their input and guidance. Mr. Fitzgerald thanked Ms. Joyce for her work in quality and patient safety and expressed appreciation for her ongoing reporting on both areas that that pose a challenge and those in which progress has been made.

## Graduate Medical Education Report

At 1:48 p.m., Dr. King asked Dr. Raymond Curry, senior associate dean for educational affairs, College of Medicine, Chicago, to give a report on graduate medical education (materials on file with the secretary). Dr. Curry stated that this report is a requirement of the Accreditation Council for Graduate Medical Education (ACGME) and that the full report was provided to members of the committee. He then gave highlights from the report and discussed the size, complement, accreditation, and enrollment of programs. He also reported on the National Resident Matching Program and said that 190 out of 194 positions were filled. Dr. Curry told the committee that the percent of positions filled by students from University of Illinois College of Medicine campuses fell slightly, which is being investigated. He also noted that the pediatric anesthesiology program withdrew its ACGME status because of a lack of clinical case volume. Dr. Curry acknowledged the efforts of the Office of International Services in assisting its student throughout the year, and he referred to complicated issues related to immigration and visas faced by its students. He said that Graduate Medical Education is a joint effort between the College of Medicine and UI Health, and he acknowledged support from UI Health that is essential to the program's success. Brief discussion followed regarding the pediatric anesthesia program, and Dr. Barish and Mr. Zenn indicated that further discussion would take place to determine if an adequate number of cases may be available.

OLD BUSINESS

There was no business presented under this aegis.

NEW BUSINESS

Dr. King announced that the next meeting is scheduled for January 30, 2019, at 12:30 p.m., in Chicago.

MEETING ADJOURNED

Dr. King emphasized that colleagues in health care are working hard to save lives and reminded the committee of the importance of this work. Dr. Barish remarked on the success and expansion of the bone marrow transplant program, which has existed for 20 years and has seen significant increases in patient volume in the last year. He commented on treatment of sickle cell and said the bone marrow transplant program's presence in 7 countries. He thanked Dr. Damiano Rondelli, professor of hematology in the College of Medicine, Chicago, for his work in this area and efforts to expand the program.

Dr. King then asked for a motion to adjourn the meeting. On motion of Mr. Fitzgerald, seconded by Ms. Humphrey, the meeting adjourned at 1:55 p.m. There were no "nay" votes.

Respectfully submitted,

DEDRA M. WILLIAMS  
*Secretary*

STUART C. KING, MD, MBA  
*Chair*

EILEEN B. CABLE  
*Special Assistant to the Secretary*