

Board Meeting
March 6, 2014

APPROVE PLAN FOR REORGANIZATION OF
THE ACADEMIC HEALTH CENTER

Action: Approve Plan for Reorganization of the Academic Health Center

Funding: No New Funding Required

The Academic Health Center (AHC) at the University of Illinois is comprised of the hospital, clinics, and the health science colleges at the campus of the University of Illinois at Chicago (UIC), together with regional sites at Peoria, Quad Cities, Rockford, and Urbana. The AHC provides multiple benefits to the people of Illinois, including patient care, teaching, and research activities. These crucial benefits have continued unabated since the founding of the University.

At the meeting of the Board of Trustees in November 2013 the President recommended certain organizational changes to enable the AHC to more effectively serve the healthcare needs of the State, respond to rapid changes in the health care environment, and achieve stronger alignment among its multiple missions. The Board of Trustees, after careful consideration, endorsed the proposed plan, and asked that a final reorganization plan be presented for the Board's consideration no later than its meeting on March 6, 2014.

In accordance with the Board's request, the President, with input from UIC campus representatives, the deans of the health science colleges at UIC, a committee of the UIC Senate, and an advisory committee organized by the UIC Chancellor, recommends the following changes:

- The position of the Vice President for Health Affairs (VPHA) will be eliminated.
- The position of Vice Chancellor for Health Affairs (VCHA) will be established; the VCHA will report to the Chancellor of the UIC campus.
- The head(s) of the AHC units who now report to the VPHA will report to this campus-led position. The line of authority for the hospital and clinics will flow from the VCHA to the Chancellor to the President rather than flowing directly to the President through the VPHA.
- The deans of the seven health science colleges and schools at UIC -- the Colleges of Applied Health Sciences, Dentistry, Medicine, Nursing, Pharmacy, and Social Work and the School of Public Health -- will report to the VCHA. The units of the Colleges of Medicine, Nursing, and Pharmacy located at Peoria, Quad Cities, Rockford, and Urbana will continue to report to the deans of those respective colleges at UIC, as they do currently.¹
- Given the importance of the University of Illinois Hospital and Health Sciences System to the University's overall mission, its mandate to serve all citizens of the State and its significant portion of the University budget, the President will continue to provide broad oversight of the AHC, especially its clinical operations. For this purpose the President will convene regular meetings of a group comprising the VCHA, UIC Chancellor, UIC Provost, and the University CFO.

The organizational chart attached provides a schematic representation of the proposed organizational structure. The proposed AHC structure, with its unified

¹ Academic programs offered by the health sciences colleges will continue to be subject to campus policies governing academic programs.

leadership, will lead to greater organizational alignment and more nimble decision-making resulting in greater organizational effectiveness.

A major responsibility of the VCHA will be to develop and implement a comprehensive strategy for responding to the changes in the health care delivery environment and the challenges facing AHCs, including, but not limited to, developing new value-based care delivery model, enhancing quality of service, and expanding the range of services provided to benefit citizens across the State.

The VCHA will be accountable for the success of the health science colleges including the recruitment and hiring of the deans of those colleges. The VCHA will work with the deans to align the strategies of colleges in mutually beneficial ways and to develop unified strategy for the UIC health care enterprise. The VCHA must facilitate greater collaboration among the health science colleges to foster collaborative research, inter-professional education, and innovative care delivery practices. Equally important is collaboration with other units within UIC and the rest of the University.

The VCHA, working with the provost and chancellor, will develop a unified AHC budget and be responsible for reaching financial targets. The colleges within the AHC will continue to receive financial resources from the campus in accordance with current practices. Changes to this budget model in the future will be jointly determined by the VCHA and the Provost in consultation with the Chancellor.

The VCHA will also have a significant external role in representing the AHC, the campus, and the University in discussions with other providers and payers, especially State agencies and departments. The VCHA must serve as a spokesperson for the University's role in providing patient care and health care education to serve the needs of the State. The VCHA must also lead an active effort to increase philanthropic support for the hospital and clinics and work with the deans to support fund-raising efforts at the colleges.

Contingent on approval of this proposal by the Board of Trustees necessary changes to the University of Illinois *Statutes, General Rules Concerning University Organization and Procedures*, and current campus administrative guidelines will be completed as expeditiously as possible and the recruitment of a VCHA initiated. The organizational structure recommended in this resolution will be implemented by the UIC Chancellor as soon as the new VCHA is in position.

The Board 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.

ACADEMIC HEALTH CENTER PROPOSED ORGANIZATIONAL DESIGN

