

APPROVED BY THE  
COMMITTEE

FEB 24 2014

*Susan McKis*  
SECRETARY OF THE BOARD

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS  
JANUARY 13, 2014

This meeting of the University Healthcare System Committee was held in Room 414, Administrative Office Building, 1737 West Polk Street, Chicago, on Monday, January 13, 2014, beginning at 3:00 p.m. Attendance via videoconference was available in Room 1030, National Center for Supercomputing Applications, 1205 West Clark Street, Urbana; the Hatmaker Room, Room 550, Public Affairs Center, One University Plaza, Springfield; and Room S200A, 1601 Parkview Avenue, College of Medicine, Rockford. Trustee Timothy N. Koritz, chair of the committee, welcomed everyone to the meeting and asked the clerk to call the roll. The following committee members were present: Mr. Ricardo Estrada<sup>1</sup>, Mr. Patrick J. Fitzgerald, and Dr. Timothy N. Koritz. President Easter was present.

The following University officers were also present: Dr. Paula Allen-Meares, chancellor, Chicago, and vice president, University of Illinois; Mr. Walter K. Knorr, vice president/chief financial officer and comptroller; Dr. Christophe Pierre, vice president for academic affairs; Dr. Lawrence B. Schook, vice president for research; Dr.

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<sup>1</sup> Mr. Estrada arrived at 3:21 p.m.

Jerry L. Bauman, interim vice president for health affairs; Mr. Thomas R. Bearrows, University counsel; and Dr. Susan M. Kies, 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. Koritz requested a motion to approve the minutes of the meeting held November 4, 2013. On motion of Mr. Fitzgerald, seconded by Dr. Koritz, the minutes were approved. There were no "nay" votes.

## REPORTS TO THE COMMITTEE

### Hospital Financial Performance

Dr. Koritz asked Mr. Jeffrey M. Rooney, interim chief financial officer, University of Illinois Hospital, to provide a presentation on the financial performance of the hospital (materials on file with the clerk). Mr. Rooney reported on the hospital's revenues, expenses, and income through November 2013. He stated that a dialogue is ongoing to confirm a final Medicaid per diem rate and that charity care is consistent with the budget. Mr. Rooney also said that inpatient volume is steady and that there are aspirations to grow outpatient volume. He reported that an expense reduction plan is underway. Mr. Rooney reported that days of cash on hand was 136 at the end of December and indicated that this was an improvement from November.

Mr. Fitzgerald inquired about lost revenue from unsigned doctor's notes. Mr. Rooney and Dr. Bryan Becker, associate vice president for hospital operations,

provided some information about this and said they will report back at the next meeting of this committee.

### Compliance Update

Dr. Koritz then asked Dr. William H. Chamberlain, chief director of compliance, to present a compliance update (materials on file with the clerk). Dr. Chamberlin stated that the compliance plan was approved November 14, 2013, and he reported on the organizational changes that have taken place since then. He referred to an emphasis on education and listed priorities for training. Dr. Chamberlin then discussed routine reports and provided examples of issue resolution. Brief discussion regarding adequate staffing followed, and Dr. Chamberlin provided some information regarding the planned structure for compliance. Dr. Becker stated that this stage reflects the building of a foundation, and Dr. Chamberlin stated that some issues are complex and involve multiple departments. Dr. Becker also commented on budgetary issues and the source of funds for expansion in this area. Dr. Koritz expressed appreciation for the work done so far. Discussion followed regarding audits from the Federal Recovery Audit Program.

### Legislative Report

Next, Dr. Koritz asked Dr. Bauman to provide a legislative report (materials on file with the clerk). Dr. Bauman provided an update on Affordable Care Act (ACA) insurance expansions and emphasized the importance of enrolling patients and members of the community. He discussed the role of Certified Application Counselors (CACs) and



provided information regarding internal and external communication on ACA insurance expansions. Dr. Bauman then reported on the potential positive and negative effects of the federal Bipartisan Budget Act of 2013.

#### Press Ganey

At 3:40 p.m., Dr. Koritz asked Dr. Airica D. Steed, chief experience officer, to provide an update on results from Press Ganey (materials on file with the clerk). Dr. Steed indicated that patient satisfaction is moving in a positive direction and referred to a service excellence award that was recently given to the hospital. She stated that the report on patient experience reflects some decline in progress due to the expansion of Press Ganey services, and she discussed each of these areas. Dr. Steed highlighted improvements in support services and reported on key UI Health experience updates. Dr. Koritz thanked her for the report.

#### University of Illinois Hospital & Health Sciences System Quality Report

Next, Ms. Jodi S. Joyce, associate vice president for quality and patient safety, provided a retrospective of quality and patient safety over the past 12 months (materials on file with the clerk). She discussed the alignment and integration of quality and patient safety departments and described the reorganization of some offices. She reported on the work of a quality and patient safety steering committee, which she said provides leadership, direction, and oversight to quality and patient safety priorities and performance. She listed areas of focus and goals for the upcoming year. Mr. Fitzgerald stated that he

attended a meeting of this group and that it was impressive. Ms. Joyce then reported that while the results of a survey that inquired about the culture of safety indicate that there is room for improvement, monthly data shows that progress can be seen over the past 12 months. She referred to the Joint Commission visit and said it was complementary. Dr. Koritz commented on progress that has been made and commended Ms. Joyce and others on areas of improvement. He also thanked Mr. Fitzgerald for his interest and involvement in the work of this committee. Dr. Becker complemented Ms. Joyce and her team on their hard work and the progress made to date.

#### Joint Commission Survey

Dr. Becker discussed the visit by the Joint Commission and reported that of the 237 standards that were evaluated, nine areas were found to need improvement. He listed the nine areas and discussed efforts already underway to improve in these areas. He stated that the results of the visit were exceptional. Dr. Koritz and Dr. Becker discussed the frequency of Joint Commission visits, and Ms. Joyce stated that because there were no conditional findings, another visit will not take place for three years.

#### Medical Staff Credentialing Report

Dr. Becker introduced Mr. Rooney and provided some information regarding his background and experience. The medical staff credentialing report (materials on file with the clerk) was then reviewed.

REVIEW RECOMMENDED BOARD ITEMS FOR  
THE JANUARY 23, 2014, BOARD MEETING

Dr. Koritz introduced the discussion of items within the purview of the committee on the Board's agenda for its meeting on January 23, 2014. The recommended Board items discussed at the meeting are on file with the clerk.

Approve Minutes of Meeting of Wolcott, Wood and Taylor, Inc.

There were no questions or concerns regarding the minutes from the meeting of Wolcott, Wood and Taylor, Inc., that took place on November 14, 2013. Dr. Bauman told the committee that one member of the board of Wolcott, Wood and Taylor, Inc., has resigned, and that a new board member will be recommended.

Appoint Interim Dean, College of Dentistry, Chicago

Dr. Lon S. Kaufman, vice chancellor for academic affairs and provost, Chicago, commented on the agenda item recommending the appointment of Dr. George William Knight, currently executive associate dean of the College of Dentistry at Chicago, as interim dean of the College of Dentistry at Chicago. Dr. Kaufman discussed Dr. Knight's background and experience and said this recommended appointment was vetted at the appropriate levels. Dr. Kaufman stated that a search for a permanent dean is ongoing and should be complete this summer.



Appoint/Reappoint Members to the Advisory Board, Division of Specialized Care for  
Children (DSCC) in Springfield, Chicago

Dr. Allen-Meares discussed the recommendation to appoint and reappoint members to the advisory board for the Division of Specialized Care for Children in Springfield. She described the purpose of the DSCC and explained that the Board of Trustees is responsible for approving appointments to the advisory board of the DSCC. She provided information regarding the candidates and their areas of expertise.

Establish the Department of Emergency Medicine,  
College of Medicine at Peoria, Chicago

Dr. Kaufman commented briefly on the recommendation to establish the department of emergency medicine in the College of Medicine at Peoria, Chicago, and explained that emergency medicine currently exists as a section within the department of surgery. He stated that over the last decade, most sections of emergency medicine have evolved into independent departments.

Transfer the Child and Family Development Center,  
College of Education, Chicago

Dr. Kaufman discussed the proposed transfer of the child and family development center from the College of Education at Chicago to the Institute on Disability and Human Development. He discussed the mission of each and the reasons for the transfer.

Eliminate the Temporomandibular Joint and Facial Pain Research Center,  
College of Dentistry, Chicago

Next, Dr. Kaufman provided information regarding the recommendation to eliminate the Temporomandibular Joint and Facial Pain Research Center in the College of Dentistry at Chicago, stating that it is no longer active or viable.

Eliminate the Bachelor of Science in Dentistry, College of Dentistry, Chicago

Dr. Kaufman commented on the recommendation to eliminate the Bachelor of Science in Dentistry in the College of Dentistry at Chicago, stating that there is no one enrolled in this degree program and no need to award the degree.

There were no objections to any of the above items being forwarded to the full Board.

## UPDATES

### Governance Project

At 4:12 p.m., Dr. Koritz asked Dr. Bauman to provide an update on the project to reorganize the governance of the academic health center. Dr. Bauman stated that work is ongoing and that the deans of the health sciences colleges have provided recommendations. Dr. Bauman reported that that the president convened a group and that the chancellor convened a campus-based committee to focus on issues related to this



project. Dr. Avijit Ghosh, senior advisor to the president, told the committee that the president is committed to meeting the Board's timeline.

#### President's Advisory Committee

Dr. Bauman discussed a proposed committee to advise the president that would focus on health-care strategy and be comprised of national leaders in health care. He stated that work is underway and recommendations have been sent to the president. Dr. Ghosh commented that this has been discussed for some time, and explained that this committee would be an informal group of external experts with no fiduciary responsibility. Dr. Ghosh indicated that meetings may occur as needed as a group or individually. Dr. Koritz reiterated that this would be an informal group and stated that it may be helpful to get feedback from a group of advisors. Mr. Estrada commented on the benefits of this and stated that he has some concern regarding the development of ideas without any Board input. Dr. Ghosh assured committee members that the Board would be involved as ideas and plans move forward.

#### OLD BUSINESS

There was no business presented under this aegis.

#### NEW BUSINESS

Dr. Koritz asked for feedback from committee members regarding the format of meetings for this committee and indicated that some reports may not need to be included at each

meeting. Committee members discussed this and agreed to continue to include the reports that are currently on the agenda, with the caveat that these may be truncated or replaced by a brief summary when appropriate.

Dr. Koritz stated that the next meeting is scheduled for February 24, 2014, at 3:00 p.m. Dr. Bauman thanked Mr. David H. Loffing, chief operating officer, University of Illinois Hospital, and his staff for their efforts to keep the building and facilities running during the recent period of extremely cold weather.

#### MEETING ADJOURNED

With no further questions or comments, and on motion of Mr. Fitzgerald, seconded by Mr. Estrada, the meeting adjourned at 4:34 p.m. There were no "nay" votes.

Respectfully submitted,



SUSAN M. KIES  
*Clerk*



TIMOTHY N. KORITZ, M.D.  
*Chair*



EILEEN B. CABLE  
*Assistant Clerk*