

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

JULY 24, 2019

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, July 24, 2019, beginning at 8:31 a.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. Ramón Cepeda; Dr. Stuart C. King; Mr. Edward L. McMillan; Ms. Susan E. Panek, student trustee, Chicago. Mr. Ricardo Estrada and Mr. Trayshawn M. W. Mitchell¹ were absent.

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); Mr. Thomas R. Bearrows, University counsel; Ms.

¹ Mr. Mitchell is no longer a member of this committee.

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 and some members of the media in attendance at this meeting.

Dr. King welcomed everyone to the meeting and asked those in attendance to introduce themselves. He requested a motion to approve the minutes of the meeting held May 15, 2019. On motion of Mr. McMillan, seconded by Mr. Cepeda, the minutes were approved. There were no “nay” votes.

OPENING REMARKS

Dr. King welcomed Ms. Panek, newly appointed student trustee from the University of Illinois at Chicago, and asked Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish remarked on a successful year for Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics, and highlighted the hospital’s positive cash position and increase in surgical volume. Dr. Barish also referred to the improved relationship between the hospital and College of Medicine under the leadership of Mr. Zenn and Dr. Mark I. Rosenblatt, dean of the College of Medicine at Chicago. Dr. Barish then highlighted the visit to the university from Dr. Jerome M. Adams, U.S. surgeon general, who participated in a discussion regarding the opioid crisis.

REPORTS

Hospital and Clinics Chief Executive Officer Report

Dr. King asked Mr. Zenn and Dr. Terry Vanden Hoek, chief medical officer, UI Hospital and Clinics to provide a report (materials on file with the secretary) on the University of Illinois Hospital and Clinics. Mr. Zenn said it has been a successful year, and he reviewed the hospital's preliminary positive results for the 11 months ending May 2019 and noted that final numbers will be available within the next two weeks. He reported on the key comparison ratios used by credit rating agencies and showed days of cash on hand, stating that the hospital is improving in this area. Mr. Zenn presented a chart reflecting unrestricted and restricted cash and investments and showed the number of outpatient clinic visits for Fiscal Year 2019. Next, Mr. Zenn compared payer mix trends from Fiscal Year 2014, which was when the Affordable Care Act was being implemented, and Fiscal Year 2019 through the end of May. He emphasized the growth of Medicaid Managed Care and said this trend is unlikely to change. Mr. McMillan asked if the growth of Medicaid Managed Care contributed to accounts receivable issues. Mr. Zenn indicated that it did, and while it has become more stable, it still needs improvement.

Next, Mr. Zenn highlighted aspects of the Quality and Safety Report and said that Ms. Jodi S. Joyce, chief quality officer, UI Hospital and Clinics, was available to answer any questions that may arise. He showed a list of quality and safety priorities and reported that some areas that showed improvement while others declined. Mr. Zenn discussed the sepsis mortality index and areas that need improvement. He told the

committee that these priorities drive activities planned for the hospital. Dr. King asked if it is possible to benchmark this data against national standards, and Ms. Joyce indicated there is additional benchmark data available in the hospital dashboard that is distributed to trustees.

Next, Mr. Zenn referred to nursing staffing and safety and told the committee that Dr. Shelly Major, chief nursing officer, was in the audience and could provide information or clarification if needed. He said that the nursing department is working toward Magnet Recognition through the American Nurses Credentialing Center. He then gave an update on the 3i project and said the hospital is on track for the go-live date on May 9, 2020, noting the magnitude of the endeavor. Mr. McMillan asked if Epic found any issues in the preparation process, and Mr. Zenn said they expressed concern regarding appropriate space for training. Mr. Zenn then gave an update on the new Welcome Atrium and described problems with the current space that will be alleviated with this project. He said construction is expected to begin in May 2020 with completion in July 2021 and is integrated with the Outpatient Surgery Center and Specialty Clinics Building project. Mr. Zenn showed a video featuring a rendering of the atrium and highlighted the bridge that will connect the atrium to the Outpatient Surgery Center.

Lastly, Mr. Zenn discussed goals and initiatives for Fiscal Year 2019 through 2022 and highlighted the performance goals for Fiscal Year 2020. When he concluded his report, Mr. McMillan inquired about parking considerations at the hospital, particularly for patients accessing the Outpatient Surgery Center. Mr. Zenn stated that

the design allows for ease of drop off for patients and acknowledged that parking capacity is an issue. Dr. Amiridis also commented on parking and said that work is underway to determine options for adding parking capacity. Mr. Zenn concluded his portion of the report by giving a brief update on the strategic plan.

Next, Dr. Vanden Hoek reported on the Press Ganey employee engagement survey and remarked on the high participation rates, stating that they exceeded the national average. He said the hospital improved most in the area of alignment and gave a brief overview of the results of other areas surveyed. Dr. Vanden Hoek said he hopes to use the results as a mechanism for change and told the committee that the 3i project will help address some issues that were identified. He also highlighted the hospital's successful electronic dictation project that helps physicians decompress from work and prevent burnout. Dr. King thanked Mr. Zenn and Dr. Vanden Hoek for their reports.

Dr. Barish told the committee that Dr. Vanden Hoek and Dr. Heather M. Prendergast, professor in the Department of Emergency Medicine, were recently listed as being in the top 0.1 percent of medical researchers for emergency medicine research nationally. He congratulated them on this achievement.

Compliance Update

Next, Mr. Zenn gave a compliance update and announced that Ms. Nicole Almiro, interim chief compliance officer, was unable to attend this meeting. He said a search is underway for a permanent chief compliance officer and he referred to the compliance

report, noting that Medicare compliance audits are the top issue at any health-care organization.

PRESENTATION

Overview of the University of Illinois College of Medicine and Vision for its Future

Dr. King asked Dr. Rosenblatt to give a presentation on the University of Illinois College of Medicine and Vision for its Future (materials on file with the secretary). Dr.

Rosenblatt thanked the committee for inviting him and gave an overview of the vision of the College of Medicine. He emphasized the dedication and collegiality of the faculty of the College of Medicine and expressed appreciation for the executive leadership team of the college. Dr. Rosenblatt told the committee that the three pillars of the academic missions of the college – education, clinical care, and research – are all interrelated and form a strong base for its success. He shared his predictions for the future of medical colleges. Dr. Rosenblatt then discussed the opportunities provided by the multiple campuses in the College of Medicine and said the college has a statewide presence and impact. He reported on the use of technology to connect the campuses and told the committee that improvements and investments are needed. Dr. Rosenblatt then reported on the research mission of the college and showed departments with high National Institutes of Health award rankings, discussed the need to enhance the college's infrastructure to better accommodate research, and provided examples of modernization. Dr. Rosenblatt then reported on innovation and gave examples of programs, laboratories,

partnerships, patents and intellectual property, and start-up businesses that reflect the college's focus on innovation. He also commented on opportunities provided through the Discovery Partners Institute.

Dr. Rosenblatt then reported on the college's clinical enterprise and discussed its unification and growth. He highlighted Centers of Excellence in robotic surgery, solid organ transplant programs, and the UIC Sickle Cell Center. Dr. Rosenblatt discussed education and said the college is creating the next generation of clinicians and scientists, referring to a new curriculum that is cross-disciplinary and more flexible for residencies. He said the College of Medicine is creating the physician workforce for Illinois, stating that one in five physicians in the state is a College of Medicine graduate. Dr. Rosenblatt described options to personalize medical education, and he reported on the advantages of utilizing the UI College of Medicine Simulation Institute and Clinical Performance Center. Dr. Rosenblatt also discussed graduate student education and told the committee a new curriculum was implemented that is organized by discipline.

Lastly, Dr. Rosenblatt reported on strategic planning and showed the areas of focus for several working groups. He showed a timeline and progress and emphasized that it is critical that the college's strategic plan is aligned with the strategic plan of the hospital. He also commented on collaborative partnerships. Dr. Rosenblatt then discussed philanthropy and the need to build a world-class advancement team, and he highlighted the impact of a new vice chancellor for advancement and the need to engage alumni and grateful patients. He remarked on the importance of diversity and the diverse

student body of the college, stating that two-thirds of Illinois physicians from categories underrepresented in medicine were trained at the UI College of Medicine. He said the college ranks first nationally in the training of Latinx physicians and third nationally in the ranking of African American physicians. He concluded his presentation by giving a summary of the college's path toward a bright future.

Mr. Cepeda inquired about the college's history of philanthropy, and Dr. Rosenblatt said that it has been successful but needs larger goals. Dr. Amiridis remarked on changes in advancement that will provide a better structure going forward and agreed that more needs to be done. Mr. Zenn said there is also an opportunity for philanthropy on the hospital side, and Dr. Amiridis noted this is limited to an extent by the hospital's payer mix. Dr. King thanked Dr. Rosenblatt for his presentation and said that it is an exciting time in the College of Medicine, adding that good leadership is key.

OLD BUSINESS

Dr. King indicated that a follow up to questions regarding The Chicago Lighthouse for People Who Are Blind or Visually Impaired was distributed to members of this committee along with the other materials for this meeting.

NEW BUSINESS

Dr. King announced that the next meeting is scheduled for September 18, 2019, at 12:30 p.m., in Urbana.

MEETING ADJOURNED

Dr. King then asked for a motion to adjourn the meeting. On motion of Mr. Cepeda, seconded by Mr. McMillan, the meeting adjourned at 9:37 a.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