

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS
MAY 15, 2019

This meeting of the University Healthcare System Committee was held in Room 224, Student Union, 2251 Richard Wright Drive, Springfield, Illinois, on Wednesday, May 15, 2019, beginning at 12:30 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. Ramón Cepeda; Mr. Ricardo Estrada; Dr. Stuart C. King; 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.

MOTION FOR EXECUTIVE SESSION

At 12:31 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.”

On motion of Mr. McMillan, seconded by Mr. Cepeda, 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; and Dr. Avijit Ghosh, comptroller (and vice president/chief financial officer).

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 July 2014 through November 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 November 14, 2018, which state the discussion of review at that time. No other minutes were proposed for release at this time. Mr. Bearrows added that minutes from executive sessions containing discussions pertaining to employee matters remain sequestered until the employee is no longer living or employed at the University.

Dr. King then asked for the doors to be opened.

EXECUTIVE SESSION ADJOURNED

The executive session adjourned at 12:34 p.m.

REGULAR MEETING RESUMES

The meeting resumed at 12:34 p.m., with all committee members recorded as being present at the start of the meeting in attendance. Dr. King requested a motion to approve the minutes of the meeting held March 13, 2019. On motion of Mr. Estrada, seconded by Ms. Humphrey, the minutes were approved. There were no “nay” votes.

Dr. King then 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 November 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

November 14, 2018, University Healthcare System Committee

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.

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

OPENING REMARKS

Dr. King invited Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish highlighted the hospital's emergency room, which as a department obtained two grants from the National Institutes of Health. He said this places the hospital's emergency room in the top five for the number of grants received among emergency rooms across the country.

REVIEW OF RECOMMENDED BOARD ITEMS FOR THE MEETING OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS ON MAY 16, 2019

Dr. King introduced the recommended items within the purview of this committee on the Board's agenda for its meeting on May 16, 2019. All recommended items discussed at the meeting are on file with the secretary.

Approve Revisions to the Medical Staff Bylaws, University of Illinois Hospital and Clinics, Chicago

Dr. King asked Dr. Terry Vanden Hoek, chief medical officer, University of Illinois Hospital and Clinics, to discuss the recommendation to approve revisions to the Medical

Staff Bylaws at the University of Illinois Hospital and Clinics at Chicago. Dr. Vanden Hoek stated that these revisions were greatly needed, since the bylaws had not been updated in more than 10 years. He described the review process and said the proposed changes were approved by the medical staff committee in 2019 after being presented to the medical staff in November 2018. Dr. Vanden Hoek outlined the areas of substantive change and reiterated that the proposed revisions are a much needed change.

Approve Revisions to the Medical Service Plan Bylaws, College of Medicine, Chicago

Next, Dr. King asked Dr. Mark I. Rosenblatt, dean of the University of Illinois College of Medicine, Chicago, to report on the recommendation to approve revisions to the Medical Service Plan Bylaws at the College of Medicine, Chicago. Dr. Rosenblatt described the function of the Medical Service Plan (MSP) and said its bylaws have not been reviewed since 2007. He explained the goal of the proposed revisions was to simplify and streamline the bylaws, and he told the committee that the revisions were approved by the MSP executive committee and the MSP members. Brief discussion followed regarding the structure of the MSP, in which the dean of the College of Medicine serves as head.

Purchase Recommendations

Dr. King then asked Mr. Michael B. Bass, senior associate vice president and deputy comptroller, to report on purchase recommendations. Mr. Bass reported on the recommendation to purchase an electronic system for patient accounting at UI Health

from Experian, Inc., and explained the primary function of the system is to verify patient eligibility and submit claims electronically. He said this is needed during the transition to Epic, and he told the committee this is a sole-source purchase because it is the only vendor who can support the current system. Mr. McMillan inquired about the time frame for the conversion to Epic. Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics, said this will take place in May 2020, noting that some overlap between the two systems will be necessary.

Next, Mr. Bass provided information on the recommendation to purchase centralized customer call center services for the Health Enterprise Customer Care Center and the UI Hospital and Health Sciences System from The Chicago Lighthouse for People Who Are Blind or Visually Impaired. Mr. Bass gave an overview of the contract term and cost and said it is a not-for-profit agency that qualifies for 100 percent Business Enterprise for Minorities, Females, and Persons with Disabilities participation. Mr. Zenn described the history of the university's relationship with The Chicago Lighthouse, commented on the value of this contract to the university, and described the scope of work performed. He also reported on the vendor's service levels, which he said are in line with industry norms or better. Discussion followed regarding aspects of the contract, and President Killeen indicated that it uses a sheltered workshop approach. Mr. Zenn provided additional information about the rules and circumstances associated with a sheltered market, and he told the committee that the vendor pays its employees a living wage. Mr. Zenn and members of the committee discussed other clients of The Chicago

Lighthouse, which was followed by a discussion of the criteria that designates The Chicago Lighthouse as a 100 percent Business Enterprise for Minorities, Females, and Persons with Disabilities vendor. Mr. Bass told Mr. Estrada he would provide this information after the meeting. Mr. Cepeda added that this recommendation was also discussed at the Audit, Budget, Finance, and Facilities Committee and received support from the committee.

Hospital and Clinics Chief Executive Officer Report

Dr. King asked Mr. Zenn and Dr. Vanden Hoek to provide a report (materials on file with the secretary) on the University of Illinois Hospital and Clinics. Mr. Zenn reported on key comparison ratios used by credit rating agencies. He presented charts depicting days of cash on hand and unrestricted and restricted cash and investments, and he discussed activity and financial performance ending February 2019. Mr. Zenn then reported on quality and safety and discussed efforts to align initiatives with metrics used by external groups to rate and grade hospitals. He reported on the decline in postoperative pulmonary emboli or deep venous thromboses, and Dr. Vanden Hoek highlighted the important role of nurses and residents in this improvement. He said that this was a successful interprofessional engagement exercise that utilized educational materials and initiatives to address patients who refused needed medication. Dr. Vanden Hoek and Dr. Barish discussed aspects of this initiative and factors that led to its success, including

specific types of messaging and wording, the use of focus groups, and consideration of the role of the person that was relaying the message.

Mr. Zenn then gave an update on the 3i project and said that Epic evaluated the overall project status as satisfactory, with a score of 4.0/5.0 for readiness. He reviewed the time line and said that the go-live date is May 2020. Mr. Zenn then gave a brief update on the Ambulatory Surgery Center and Specialty Clinics Building, which he said should be complete in 2022.

Chief Medical Officer Report

Next, Dr. King asked Dr. Vanden Hoek to give the Chief Medical Officer Report (materials on file with the secretary). Dr. Vanden Hoek began his report by discussing the goal of increasing medical staff engagement. He described credentialing process improvements and efforts to create a master provider index, which he said will be going live at the end of this year. Dr. Vanden Hoek then reported on a practitioner engagement survey and said action plans will be created based on the results. He thanked hospital leadership and noted this is the first time residents were engaged in the survey. Next, Dr. Vanden Hoek discussed the peer and exemplary review committee and explained it is a positive method for engaging staff. He told the committee that the hospital's use of a patient advocacy reporting system, which is used to score and identify patient complaints, can reduce patient complaints and decrease the risk of medical malpractice cases. He noted that a coworker observation and reporting system is being added. Dr. Vanden

Hoek then discussed Graduate Medical Education (GME) engagement and highlighted efforts to streamline and provide oversight, as well as the addition of an associate chief medical officer for GME affairs. He thanked those who contributed to the revisions of the Medical Staff Bylaws.

Dr. Vanden Hoek then reported on the next goal, which focuses on interprofessional teamwork. He cited the reduction in DVT/PE risk and the sepsis alert mortality rate, which he said decreased by 21 percent as a result of interprofessional work.

Next, Dr. Vanden Hoek discussed the goal of information empowerment, and described the involvement of physicians, residents, and subject matter experts in the 3i project. He also reported on the “home without homework” initiative and discussed approaches to decrease physician burnout, including a voice dictation pilot program.

Lastly, Dr. Vanden Hoek reported on the goal of wellness and resiliency and showed a graphic that promotes professional fulfillment and advocacy for transformation through personal resilience, efficiency of practice, and a culture of wellness.

Dr. King thanked Dr. Vanden Hoek for the presentation and for supporting proactive measures to ensure the well-being of hospital staff.

OLD BUSINESS

There was no business presented under this aegis.

NEW BUSINESS

Dr. King announced that the next meeting is scheduled for July 24, 2019, at 8:30 a.m., in Chicago.

MEETING ADJOURNED

Dr. King expressed gratitude for the providers at the hospital and asked Dr. Barish to convey the Board's appreciation for the work they do.

Dr. King then asked for a motion to adjourn the meeting. On motion of Ms. Humphrey, seconded by Mr. Estrada, the meeting adjourned at 1:29 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