

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS  
NOVEMBER 13, 2019

This meeting of the University Healthcare System Committee was held in the Michèle M. Thompson Rooms B and C, UIC Student Center West, 828 South Wolcott Street, Chicago, Illinois, on Wednesday, November 13, 2019, beginning at 12:35 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. Ricardo Estrada;<sup>1</sup> Dr. Stuart C. King; Mr. Edward L. McMillan; Ms. Susan E. Panek, student trustee, Chicago. Mr. Ramón Cepeda and Ms. Jill B. Smart 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.

---

<sup>1</sup> Mr. Estrada arrived at 12:44 p.m.

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. Dr. King requested a motion to approve the minutes of the meeting held September 18, 2019. On motion of Mr. McMillan, seconded by Mr. Estrada, the minutes were approved. There were no “nay” votes.

#### OPENING REMARKS

Dr. King asked Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish said that this upcoming year will be one of the most exciting in the history of the hospital and referred to ongoing transformational projects, including the expansion of the Outpatient Surgery Center and Specialty Clinics Building, the addition of the Welcome Atrium, and the 3i project. He highlighted the hospital’s top-ranked kidney and pancreas programs and said that patient volume and revenue have increased. He also mentioned the recent successful visit by The Joint Commission. Dr. King thanked Dr. Barish for his remarks.

#### REVIEW OF RECOMMENDED BOARD ITEMS FOR THE MEETING OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS ON NOVEMBER 14, 2019

Dr. King introduced the recommended items within the purview of this committee on the Board's agenda for its meeting on November 14, 2019. All recommended items discussed at the meeting are on file with the secretary.

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

Dr. King asked Dr. Amiridis to report on the recommendation to appoint members to the advisory board of the Division of Specialized Care for Children (DSCC) in Springfield, Chicago. Dr. Amiridis said that this item recommends the appointment of Ms. Patricia R. Bellock; Dr. Rachel N. Caskey; and Dr. Paul M. Kent to the advisory board and described the backgrounds and experience of each. He said they fulfill the requirements regarding background and geographic area. Mr. Estrada indicated he is familiar with Ms. Bellock and said she would make a great addition to the advisory board.

Approve the University of Illinois  
Community Assessment of Needs Report and Implementation Plan,  
University of Illinois Hospital and Health Sciences System, Chicago

Next, Dr. King asked Dr. Jerry A. Krishnan, associate vice chancellor for population health sciences, and Mr. Michael B. Zenn, chief executive officer, UI Hospital and Clinics, to discuss the recommendation to approve the University of Illinois Community Assessment of Needs Report and Implementation Plan, University of Illinois Hospital and Health Sciences System, Chicago. Mr. Zenn referred to the requirement to conduct a triennial assessment, and Dr. Barish remarked on Dr. Krishnan's success in his field and

noted that he has secured \$72.0 million of grant funding. Dr. Krishnan then presented a summary of the assessment (materials on file with the secretary) and told the committee that 6,000 community residents were surveyed utilizing extensive outreach efforts. He said the assessment reflects an effort involving 36 hospitals and 100 community organizations, and he told the committee this cooperative effort has led to an improved capture of the disease burden and health inequities in individual neighborhoods and highlights the need to share resources.

Dr. Krishnan showed the expansion of the UI Health primary service area (PSA) from 2016 to 2019, noting that the size has doubled in that time and covers a wide spectrum of individuals. He presented demographics for the PSA and said there is an opportunity for UI Health to provide leadership in serving minority communities. Dr. Krishnan then discussed priority areas for UI Health for 2019-2021 and showed that the many programs offered by UI Health align with these priority areas. He noted that the survey of community initiatives and programs resulted in an inventory UI Health programs, which was not previously available. Next, Dr. Krishnan showed types of community programs and said that these are being studied to identify opportunities and synergies and to consider the strategic use of resources. He noted that many programs require patients to come to UI Health and said that the possibility of bringing more services out into the community is under consideration. Dr. Krishnan then reported on the implementation plan to address community health needs through 2022 and said that

the next assessment will provide an opportunity to demonstrate progress. He concluded his presentation at 12:51 p.m.

Mr. Zenn emphasized that the continuum of activities had not been inventoried and commented on the importance of implementation. He thanked the group who contributed to this assessment. President Killeen remarked that this appears to be an emergent plan and asked how health equity and inequity will be measured. Dr. Krishnan commented on measuring impacts and indicated a number of metrics are available at the federal and State level. He discussed the need to identify additional trends in health disparities and identify synergies at the State and local level.

#### Purchase Recommendations

At 12:55 p.m., Dr. King asked Mr. Michael B. Bass, special advisor to the president, to report on purchase recommendations. Mr. Bass provided information on the recommendation to purchase surgical supplies from Medline for the University of Illinois Hospital and Health Sciences System. He said this recommended purchase is for the purchase and distribution of medical supplies through the Medline Vizient consortium contract and is exempt from Illinois Procurement Code regulations. He told the committee that Medline will warehouse adequate inventory and distribute products at agreed upon schedules. He described the benefits to the Hospital and Health Sciences System and estimated costs.

Mr. Bass then discussed the recommended change order to increase the existing contracts for implementation of the 3i initiative to augment internal UI Health teams. He gave an overview of the original contract and said that the need for additional support and consultants is resulting in the need to increase the contract amount by \$15,928,009 for a total of \$42,991,009. Mr. Bass said this initiative is being closely monitored and that no additional cost increases are expected. He told the committee that this award included a 20 percent Business Enterprise Program (BEP) goal and a 3 percent veterans goal, which are applicable to this increase. Mr. Bass then asked Mr. Zenn to comment. Mr. Zenn apologized to the members of the Audit, Budget, Finance, and Facilities Committee and University Healthcare System Committee for initially setting the budget lower than was necessary. He reviewed the Request for Proposal (RFP) process and history of this initiative and noted that some of the cost increase is due to moving the timeline ahead by six months. Mr. Zenn said the growth and complexity of the hospital since the original RFP was issued in 2017 also impacted the cost, and he briefly discussed other reasons for the increase. He said risk is being mitigated as much as possible, and he said that there are no additional anticipated overages, noting that they are well into the testing phase at this point.

Mr. Estrada asked for additional information regarding the BEP status of the vendors listed in the agenda item, and Mr. Zenn said he would provide this after the meeting. Mr. Estrada also inquired about funding for this cost overage, and Mr. Zenn stated that this will be paid from reserves and revenues. He told the committee that the

return on investment and rate of return is almost the same as it was previously because the increased cost is offset by a greater benefit. Committee members indicated this was also discussed at the Audit, Budget, Finance, and Facilities Committee, where Mr. Donald J. Edwards, chair of the Board and member of that committee, asked several questions.

## REPORTS

### Hospital and Clinics Chief Executive Officer Report

At 1:10 p.m., Dr. King asked Mr. Zenn to give a report on the hospital and clinics (materials on file with the secretary). Mr. Zenn referred to the recent disappointing rating of the hospital by Leapfrog and indicated that hospital leaders do not feel it accurately reflects the patient care being provided, noting that some metrics are based on data from 2016 and 2017. He began the presentation by presenting highlights from Fiscal Year 2019 and showed that the operating margin was better than expected. Mr. Zenn showed days of cash on hand, unrestricted and restricted cash and investments, and 2018 data for A-rated hospitals.

Next, Mr. Zenn presented on quality and safety and reiterated the disappointment with the Leapfrog rating, which downgraded the hospital from a C to a D. He stated that the hospital is focused on providing quality patient care and showed the final Fiscal Year 2019 results for progress on quality and safety priorities, noting sustaining and enhancing improvements in most areas. He showed Fiscal Year 2020

areas of focus in quality and safety and highlighted a new focus to improve documentation and coding performance.

Mr. Zenn then gave an update on The Joint Commission visit and thanked Ms. Smart and Ms. Panek for their involvement with The Joint Commission surveys. He said accreditation was achieved with one finding that required a return visit on November 1, 2019. He said the finding was cleared, which he said is uncommon. He said members of The Joint Commission were complimentary regarding hospital staff and told Mr. Zenn it was unusual to see that level of engagement. He said they asked to pass their compliments on to the Board, and he thanked all who were involved with The Joint Commission visit.

Mr. Zenn then gave an update on the 3i project. He said the go-live date is in 178 days, and he showed the Epic progress report that showed an overall score of 3.5 out of 5. He briefly discussed training that is underway and referred to a high level of engagement.

Next, Dr. Barish gave an update on the new Outpatient Surgery Center and Specialty Clinics Building. He gave a brief overview of the project and said it will be transformational for the hospital. Dr. Barish described the strategic value and use of the space and asked Mr. Loffing to comment. Mr. Loffing showed a project stacking diagram and presented aspects of the project budget and the project schedule. He concluded his remarks by showing depictions of the building. This concluded the Hospital and Clinics chief executive officer report.



Ms. Panek asked why the score from Epic was not higher, and Mr. Zenn described Epic's criteria and said that all areas identified are being mitigated and do not pose a risk to implementation. He said testing has been successful, and he and Ms. Panek discussed the potential for getting a higher score in the future.

### Graduate Medical Education Report

At 1:28 p.m., Dr. King asked Dr. Raymond H. Curry, senior associate dean for educational affairs, College of Medicine, Chicago, to give a graduate medical education report (materials on file with the secretary). Dr. Curry stated that this report is provided at the request of the Board and to fulfill Accreditation Council for Graduate Medical Education (ACGME) requirements. He told the committee that all programs received full accreditation, noting that one program received a warning. Dr. Curry discussed the results of the ACGME Clinical Learning Environment Review (CLER), which he said was positive. He then reported on recruitment and said that all positions offered through the National Resident Matching Program were filled. He said 17 percent of those matching in Chicago were graduates of the College of Medicine at Chicago. Dr. Curry then described changes in Graduate Medical Education leadership due to retirements. He concluded his report by telling the committee that 43 percent of physicians currently licensed in Illinois received their MD degree and/or completed postgraduate training at the University of Illinois at Chicago.

OLD BUSINESS

There was no business presented under this aegis.

#### NEW BUSINESS

Dr. King asked Dr. Barish to confirm that Dr. Mark R. Hutchinson, professor of orthopaedics and head of sports medicine services at the University of Illinois at Chicago, has been named as a physician for the Tokyo Olympics in 2020. Dr. Barish confirmed this was correct. Dr. King commented on the amazing group of physicians and researchers at UI Health and said they deserve world-class facilities. He suggested they create a wish list to provide to the committee for a capital request.

Dr. King then announced that the next meeting is scheduled for January 15, 2020, at 12:30 p.m., in Chicago.

#### MOTION FOR EXECUTIVE SESSION

At 1:35 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. Estrada, seconded by Panek, this motion was approved.

There were no “nay” votes.

#### EXECUTIVE SESSION

Dr. King convened this executive session at 1:36 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 July 2019. 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 May 15, 2019, which state the discussion of review at that time. No other minutes were proposed for release at this time.

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

**EXECUTIVE SESSION ADJOURNED**

The executive session adjourned at 1:39 p.m.

## REGULAR MEETING RESUMES

The meeting resumed at 1:40 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. Pursuant to the Act, “[m]inutes of meetings closed to the public shall be available only after the public body determines that it is no longer necessary to protect the public interest or the privacy of an individual by keeping them confidential....” [5 ILCS 120/2.06(f)].

An item from July 2014 through July 2019 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**

#### **May 15, 2019, 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; 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 Audit, Budget, Finance, and Facilities 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.

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

#### MEETING ADJOURNED

Dr. King then asked for a motion to adjourn the meeting. On motion of Mr. Estrada, seconded by Ms. Panek, the meeting adjourned at 1:40 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*