

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS
NOVEMBER 17, 2021

This meeting of the University Healthcare System Committee of the Board of Trustees of the University of Illinois was held via teleconference¹ on Wednesday, November 17, 2021, beginning at 12:31 p.m.

Trustee Stuart C. King, chair of the committee, stated that the chair of the Board of Trustees determined that an in-person meeting would not be practical or prudent due to COVID-19 and that under Section 7(e)(2) of the Open Meetings Act, this meeting would be held virtually. Dr. King welcomed everyone to the meeting and asked the secretary to call the roll. The following committee members were present: Mr. Ramón Cepeda; Ms. Tami Craig Schilling; Mr. Ricardo Estrada; Dr. Stuart C. King; Ms. Sarah C. Phalen;² and Mr. Lavleen Mal, student trustee, Chicago. Mr. Donald J. Edwards and Ms. Naomi D. Jakobsson attended the meeting as guests.

Also present were President Timothy L. Killeen; Dr. Avijit Ghosh, interim executive vice president and vice president for academic affairs; Dr. Robert J. Jones, chancellor, University of Illinois Urbana-Champaign, and vice president, University of Illinois System; Dr. Michael D. Amiridis, chancellor, University of Illinois Chicago, and

¹ Per Governor J. B. Pritzker's Executive Order 2021-27 and 5 ILCS 120/7(e)(2).

² Ms. Phalen arrived at 12:33 p.m.

vice president, University of Illinois System; Dr. Karen M. Whitney, interim chancellor, University of Illinois Springfield, and vice president, University of Illinois System; Dr. Paul N. Ellinger, interim comptroller (and vice president/chief financial officer); Mr. Thomas R. Bearrows, University counsel; Dr. Joseph T. Walsh Jr., interim vice president for economic development and innovation; Ms. Adrienne Nazon, vice president of external relations and communications; and Mr. Gregory J. Knott, secretary of the Board of Trustees and of the University. Attached is a listing of other staff members and some members of the media in attendance at this meeting.

MOTION FOR EXECUTIVE SESSION

At 12:33 p.m., Dr. King stated: “A motion is now in order to hold an executive session to consider pending, probable, or imminent litigation against, affecting, or on behalf of the University; and discussion of minutes of meetings lawfully closed under the Open Meetings Act.”

On motion of Ms. Craig Schilling, seconded by Mr. Cepeda, this motion was approved by the following roll call vote:³ Aye, Mr. Cepeda, Ms. Craig Schilling, Mr. Estrada, Dr. King, Mr. Mal, Ms. Phalen; No, none.

³ Per 5 ILCS 120/7(e), all votes are conducted by roll call.

EXECUTIVE SESSION**Material redacted pursuant to the Illinois Open Meetings Act (5 ILCS 120/2.06d)****Discussion of Minutes of Meetings Lawfully Closed Under the Open Meetings Act**

At 12:45 p.m., Dr. King asked Mr. Knott and Mr. Bearrows to discuss the minutes that had been sequestered under the Open Meetings Act. Mr. Knott outlined the requirement within the Open Meetings Act for public bodies to review minutes, at least twice annually, for purposes of the public interest and in the interest of individual privacy, and to consider whether a need for these materials to be held from release still exists. Mr. Bearrows stated that he and Mr. Knott reviewed the minutes that are sequestered under the Open Meetings Act, and he briefly described the process to determine whether the need for confidentiality continues. He stated that sequestered minutes from this committee are related to employee matters and litigation, and he described the guidelines for their potential release. Mr. Bearrows stated that the only sequestered minutes recommended for release at this time relate to the discussion of sequestered minutes from May 19, 2021. No members of the committee disagreed with this recommendation.

EXECUTIVE SESSION ADJOURNED

The executive session adjourned at 12:47 p.m.

REGULAR MEETING RESUMED

The meeting resumed at 12:48 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 September 22, 2021. On motion of Mr. Estrada, seconded by Ms. Phalen, the minutes were approved by the following roll call vote: Aye, Mr. Cepeda, Ms. Craig Schilling, Mr. Estrada, Dr. King, Mr. Mal, Ms. Phalen; No, none.

Dr. King stated that there was one agenda item requiring action by the committee, and Mr. Knott read aloud the title of the item, "Disclose Certain Minutes of Executive Sessions Pursuant to the Open Meetings Act." The committee agreed that one 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 2021 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 19, 2021, University Healthcare System Committee

Dr. King convened this executive session at 12:32 p.m. All committee members except Mr. Cepeda were present.⁴ Mr. Edwards, Ms. Holmes, Ms. Jakobsson, and Ms. Bravo attended as guests. The following were also in attendance: Mr. Lester H. McKeever Jr.,

⁴ Mr. Estrada arrived at 12:32 p.m.

treasurer; President Timothy L. Killeen; Dr. Barbara J. Wilson, executive vice president and vice president for academic affairs; Mr. Thomas R. Bearrows, University counsel; Ms. Adrienne Nazon, interim vice president of external relations and communications; Ms. Kirsten Ruby, interim director for University relations; and Mr. Gregory J. Knott, secretary of the Board of Trustees and of the University.

Discussion of Minutes of Meetings Lawfully Closed Under the Open Meetings Act

Dr. King asked Mr. Knott and Mr. Bearrows to discuss the minutes that had been sequestered under the Open Meetings Act. Mr. Knott outlined the requirement within the Open Meetings Act for public bodies to review minutes, at least twice annually, for purposes of the public interest and in the interest of individual privacy, and to consider whether a need for these materials to be held from release still exists. Mr. Bearrows stated that he and Mr. Knott met to review minutes that are sequestered under the Open Meetings Act, and he briefly described the process to determine whether the need for confidentiality continues. He stated that sequestered minutes from this committee are related to employee matters and litigation, and he described the guidelines for their potential release. Mr. Bearrows stated that the only sequestered minutes recommended for release at this time relate to the discussion of sequestered minutes from November 11, 2020. No members of the committee disagreed with this recommendation.

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

OPENING REMARKS

Dr. King asked Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish highlighted the important role played by UI Health in the community and referred to its pursuit of strategic priorities. He reported on a collaboration with Cook County Health to establish the Partnership for Pediatric Care, which will enable sharing of expertise, best practices, and resources in key pediatric specialty and subspecialty areas. He described the benefits of this partnership and said it will reduce health-care costs while improving health and developmental outcomes for children in Cook County and Chicago.

Dr. Barish then referred to the purchase of a clinic at 55th Street and South Pulaski Road, which was funded by the Healthcare Transformation Collaborative Award, and emphasized the goal of reducing health disparities and increasing access to healthcare. He provided information about the project at the Auburn Gresham Healthy Lifestyle Hub, located at 79th Street and Halsted Avenue in Chicago, and said that Mile Square Health Center will be the sole health-care provider at that location.

Lastly, Dr. Barish congratulated the College of Dentistry on their impressive credential review by the Commission on Dental Accreditation, which resulted

in a recommendation with zero citations. He concluded his remarks by briefly referring to the strong financials of the hospital and clinics, noting that more details will be shared later in the meeting. 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 18, 2021

Dr. King introduced the recommended items within the purview of this committee on the Board's agenda for its meeting on November 18, 2021. All recommended items discussed at the meeting are on file with the secretary.

Purchase Recommendations

Dr. King asked Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics, to report on a recommended change order to increase the amount of current contract and renewal periods for processing, cleaning, sterilization, and assembly of surgical trays and instruments. Mr. Zenn described the rationale for the increase, referring to increased surgical and sterile procedure volumes and enhanced cleaning requirements due to the COVID-19 pandemic.

There was no objection to this item being forwarded to the full Board for voting.

REPORTS

Graduate Medical Education Report

Dr. King asked Dr. Raymond Curry, senior associate dean for educational affairs, College of Medicine, Chicago, to provide the 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, and that the written report was provided to members of the committee. He described the size and scope of the program. He told the committee that a site visit from the ACGME resulted in renewed accreditation with the resolution of all previous citations and only one new minor citation, noting that one program received continued accreditation with probation status. He stated that the warning designation was removed from the “continued accreditation with warning” status carried by the general surgery residency at Mount Sinai Medical Center.

Dr. Curry reported on recruitment and said that all positions offered through the National Resident Matching Program were filled. He referred to new and developing programs and briefly commented on the impact of the sale of Mercy Hospital and Medical Center. He concluded his report by stating that the Graduate Medical Education program is thriving, playing an essential role in medical education. He told the committee that 40 percent of physicians currently licensed in Illinois received their MD degree from University of Illinois Chicago and/or completed postgraduate training in one of its residency and fellowship programs. Dr. Curry expressed appreciation for UI Health, the

Jesse Brown Department of Veterans Affairs Medical Center, and other affiliates across the State, and he thanked the committee for the opportunity to share this report.

Mr. Estrada inquired about recruitment and enrollment and referred to media reports of high numbers of medical professionals leaving the field. Dr. Curry described a 20 percent increase in applications to the medical school each year and said that the college has no difficulty recruiting a diverse pool of applicants. Dr. Barish also commented on the diversity of students enrolled in the University of Illinois College of Medicine. Dr. Mark I. Rosenblatt, dean of the University of Illinois College of Medicine, also remarked on the increase in applications and said that the college is proud to contribute to the health-care workforce. Additional discussion followed regarding the increase in applications, as well as metrics for measuring diversity.

Hospital and Clinics Chief Executive Officer Report

At 1:16 p.m., Dr. King asked Mr. Zenn; Dr. Susan Bleasdale, chief quality officer; Mr. David H. Loffing, chief operating officer; and Mr. Scott Jones, chief ambulatory officer, University of Illinois Hospital and Clinics, to give the hospital and clinics chief executive officer report (materials on file with the secretary). Mr. Zenn provided information on the Partnership for Pediatric Care, a collaboration between Cook County and UI Health. He described the purpose, outlined aspects of the shared services agreement, listed the phase one shared services, and showed the time line. Mr. Zenn informed the committee that the staff at UI Health's 5 East Medical-Surgical Unit received the Academy of Medical-

Surgical Nurses (AMSN) Prism Award for the third time, and he said the Prism Award celebrates medical-surgical units that achieve sustained excellence.

Mr. Zenn then reviewed the Fiscal Year 2022 financial results and presented highlights through September 2022. He called attention to the operating margin and improvements in year-over-year activity, noting that the hospital has been busy. He showed a chart depicting the September year-to-date operating margin from Fiscal Year 2019 through September 2021. He reported on days of cash on hand and discussed unrestricted and internally restricted cash and investments, and he presented key comparison ratios for health system bond ratings for A-rated hospitals. Mr. Zenn then reviewed a list of current challenges, including supply chain disruptions, and he described some of the responses to these challenges from UI Health.

Mr. Zenn then reported on behalf of Dr. Shelly Major, chief nursing officer, UI Hospital and Clinics, that there were zero instances of less-than-optimal staffing that resulted in patient harm or a sentinel event. He recognized the nursing staff and said it has been a challenging time due to high patient volumes.

Next, Dr. Bleasdale began the report on quality and safety and discussed the Fiscal Year 2022 safety plan and goals. She listed areas identified to have the highest impact on scores from Leap Frog and Centers for Medicare and Medicaid Services (CMS), and she gave a summary of Fiscal Year 2022 actions to improve quality and safety. She referred to an effort to focus on measures that impact external ratings and improve outcomes, noting that this includes improvements to the patient experience. Dr.

Bleasdale discussed the CMS Patient Safety and Adverse Events Composite (CMS PSI 90) and current actions for Fiscal Year 2022, and she concluded her report by discussing efforts to identify and reduce clinical variation through data feedback.

Dr. Bleasdale gave a brief update on COVID-19 and said hospital admissions for COVID-19 have increased, along with cases, and she referred to continued administration of vaccines.

Mr. Zenn then asked Mr. Loffing to give an update on the Outpatient Surgery Center and announced that Mr. Loffing will be stepping down after 26 years of service at the university. Mr. Loffing gave a summary of the project and said it is ahead of schedule despite delays. He told the committee that 35 percent of construction contracts were awarded to minority-, women-, or veteran-owned businesses, exceeding the Business Enterprise Program (BEP) goals for the project, and he referred to a focus on hiring locally. He said that occupancy is scheduled for just under one year from now. Mr. Estrada requested additional details regarding the breakdown of the BEP spend, and Mr. Loffing indicated he would provide this after the meeting.

Next, Mr. Zenn introduced Mr. Jones, who commented on the role of the facility, as well as the implementation plan. Mr. Jones emphasized the patient-focused nature of the facility and described the phases and processes needed for the building to be operational. Mr. Jones concluded his remarks by listing the key operational items related to this process.

UI Health Mile Square Health Center Primary and Immediate Care Center
in Chicago's Auburn Gresham Community

At 1:46 p.m., Dr. King asked Mr. Henry Taylor, executive director, Mile Square Health Center, and Dr. Ian Jasenof, chief medical officer, Mile Square Health Center, to give a presentation on the UI Health Mile Square Health Center Primary and Immediate Care Center in Chicago's Auburn Gresham Community (materials on file with the secretary). Mr. Taylor gave some background on the project, stating that UI Health Mile Square Health Center is serving as the sole medical provider in the Auburn Gresham Healthy Lifestyle Hub. He described some of the support services that will be available at this facility. Mr. Taylor then provided data on the Auburn Gresham community and described some of the health disparities and challenges faces by residents in this area. Dr. Jasenof stated that this project utilizes an innovative integrated health model, and he showed a diagram depicting the use of space in the building. He reported on clinical services that will be available and discussed the projected volume of patients. Mr. Taylor showed the project time line and expressed appreciation for the support this project has received. Dr. King thanked the presenters for their reports.

OLD BUSINESS

There was no business presented under this aegis.

NEW BUSINESS

Dr. King asked if there was any new business to discuss, and there was none. He announced that the next meeting is scheduled for January 19, 2022, at 12:30 p.m., in Chicago.⁵

MEETING ADJOURNED

Dr. King asked for a motion to adjourn the meeting. On motion of Mr. Estrada, seconded by Mr. Cepeda, the meeting adjourned at 1:54 p.m. by the following roll call vote: Aye, Mr. Cepeda, Ms. Craig Schilling, Mr. Estrada, Dr. King, Mr. Mal, Ms. Phalen; No, none.

Respectfully submitted,

GREGORY J. KNOTT
Secretary

STUART C. KING, MD, MBA
Chair

EILEEN B. CABLE
Special Assistant to the Secretary

⁵ The January 19, 2022, meeting was held virtually due to the COVID-19 pandemic.