

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS  
SEPTEMBER 22, 2021

This meeting of the University Healthcare System Committee of the Board of Trustees of the University of Illinois was held via teleconference<sup>1</sup> on Wednesday, September 22, 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;<sup>2</sup> Dr. Stuart C. King; Ms. Sarah C. Phalen; and Mr. Lavleen Mal, student trustee, Chicago. Ms. Naomi D. Jakobsson attended the meeting as a guest.

Also present were Mr. Lester H. McKeever Jr., treasurer; 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,

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<sup>1</sup> Per Governor J. B. Pritzker's Executive Order 2021-19 and 5 ILCS 120/7(e)(2).

<sup>2</sup> Mr. Estrada arrived at 12:32 p.m.

chancellor, University of Illinois Chicago, and 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 12:32 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.”

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

#### EXECUTIVE SESSION

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

**Material redacted pursuant to the Illinois Open Meetings Act (5 ILCS 120/2.06d)**

EXECUTIVE SESSION ADJOURNED

With no other comments or questions, the executive session adjourned at 12:49 p.m.

REGULAR MEETING RESUMED

The meeting resumed at 12:49 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 July 21, 2021. On motion of Mr. Estrada, seconded by Mr. Cepeda, 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.

OPENING REMARKS

Dr. King asked Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish expressed pride in UI Health and highlighted a visit from Dr. Vivek Murthy, the U.S. Surgeon General. Dr. Barish gave an update on vaccine distribution and said the hospital is nearly at capacity. He said there are currently 17 COVID-19 patients admitted to the hospital, which is an increase over recent months but far lower than the peak of 90. Dr. Barish told the committee that UI Health posted its best financial performance on record, and he highlighted the high number of specialty care

referrals to the hospital. He reported on the success of the transplant program and said it is one of the top transplant programs in the country.

REVIEW OF RECOMMENDED BOARD ITEMS  
FOR THE MEETING OF THE BOARD OF TRUSTEES  
OF THE UNIVERSITY OF ILLINOIS ON SEPTEMBER 23, 2021

Dr. King introduced the recommended items within the purview of this committee on the Board's agenda for its meeting on September 23, 2021. All recommended items discussed at the meeting are on file with the secretary.

Approve Acquisition of Property at 5525 South Pulaski Road, Chicago, Illinois

Dr. King asked Dr. Mark I. Rosenblatt, executive dean of the College of Medicine, Chicago, to discuss the recommendation to approve the acquisition of property at 5525 South Pulaski Road in Chicago, Illinois. Dr. Rosenblatt gave a presentation (materials on file with the secretary) in which he explained that this property would make it possible to address health disparities in Gage Park, an underserved area that has been worsened by the closure of Mercy Hospital. He provided information about the property and said that a \$15.0 million Vision of Healthcare Transformation Award from the Illinois Department of Healthcare and Family Services (HFS) grant will be used to buy the property. He listed the partners of Transforming the Gage Park/West Elsdon Community through Partnership to Improve Access to Comprehensive Health Services (TARGET Health) and expressed great excitement and gratitude for the funding for this much needed project. Ms. Phalen inquired about the \$1.2 million from HFS to be used to support care coordination and

community engagement efforts for the first three years, and Dr. Rosenblatt indicated the \$1.2 million is the total to be distributed over a three- to four-year period. Dr. King noted that this recommendation was also discussed at the Audit, Budget, Finance, and Facilities Committee meeting.

### Purchase Recommendations

Dr. King asked Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics, to report on a purchase recommendation. Mr. Zenn discussed the recommendation to purchase transfusion medicine services and blood components for UI Hospital and Clinics from Vitalant. He said this purchase is exempt from competitive selection procedures in accordance with the Illinois Procurement Code. Mr. Zenn stated that Vitalant has been providing these services to UI Hospital since 2014 and has been able to meet the hospital's needs regardless of national and local blood donor shortages. He said Vitalant is the only organization that provides both blood components and transfusion-related services in the Chicago area and that the cost of the blood products and associated services from Vitalant was negotiated, vetted, and found to be comparative.

Dr. Rosenblatt then reported on the recommendation to increase the award amount to Innovista Health Solutions to include payment of out-of-network claims. He explained that Innovista Health Solutions provides administrative and management services for CampusCare, a full risk, self-funded student health plan at the University of

Illinois Chicago, and for the Managed Care Blue Cross and Blue Shield HMOs Risk Agreements. He said the initial term did not include sufficient payments to Innovista to process and pay out-of-network member claims because the number of such claims had increased due to COVID-19. He explained that students were sent home and unable to use in-network providers at UI Health, resulting in an increased use of out-of-network providers.

There was no objection to these items being forwarded to the full Board for voting.

## REPORTS

### Hospital and Clinics Chief Executive Officer Report

Next, Dr. King asked Mr. Zenn; Dr. Susan Bleasdale, chief quality officer, University of Illinois Hospital and Clinics; and Dr. Shelly Major, chief nursing 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 referred to the many challenges faced this year, including COVID-19, the installation of Epic, and organized labor activities, and said that despite these and other challenges, the hospital reported one of its best financial performances in years. He acknowledged Dr. Rosenblatt for his efforts, and he asked Mr. Laurence Appel, chief financial officer, University of Illinois Hospital and Clinics, to give an overview of the Fiscal Year 2021 financial results.

Mr. Appel showed the Fiscal Year 2021 financial results for the hospital and clinics and highlighted the record-breaking bottom line. He showed the 10-year trend of revenue and expenses, which showed increases in revenue. Mr. Appel showed a 10-year trend of the operating margin and said that the operating margin as a percentage is 4.4 times higher in Fiscal Year 2021 than it was in Fiscal Year 2012. He presented days of cash on hand as of June 2021 and the 10-year trend of capital expenditures and long-term debt. Mr. Zenn commented on the efforts of those throughout the hospital and clinics leadership team and on the impact of collaboration with the health sciences colleges and said it has been a busy time. Mr. Estrada and Mr. Zenn briefly discussed hospital capacity and growth.

Mr. Zenn then asked Dr. Major to report on nursing staffing and safety at the hospital. Dr. Major said that in the fourth quarter of Fiscal Year 2021, two reports of less-than-optimal staffing were entered into the safety event reporting tool, and there were zero instances of less-than-optimal staffing that resulted in patient harm or a sentinel event. She told the committee the College of Nursing received the New Era Award from the American Association of Colleges of Nursing, and she provided information about the award. Dr. Major then acknowledged the many contributions of Dr. Terri E. Weaver, outgoing dean of the College of Nursing, who is retiring. She thanked her for her leadership and said that Dr. Eileen G. Collins, professor, Department of Biobehavioral Health Science, and associate dean for research in the College of Nursing, has been selected to be the next dean of the college. President Killeen acknowledged Dr.

Weaver's contributions and referred to Dr. Collins's impressive credentials and background.

Next, Dr. Bleasdale began the report on quality and safety and discussed strategies and Fiscal Year 2022 goals. She highlighted efforts to reduce rates of sepsis and showed the sepsis mortality index and the inpatient mortality index, and she commented on the impact of treating patients with COVID-19. Dr. Bleasdale reviewed the 2021 Leapfrog survey results and fall safety grade and discussed the impact of the Leapfrog enhancement tool with Epic optimization. She then gave a brief update on COVID-19 and provided information about the COVID-19 vaccination requirement for employees of UI Health. Dr. Bleasdale gave an update on the administration of booster vaccines for COVID-19.

Mr. Zenn then gave an update on the Outpatient Surgery Center and reported on its status and budget. He also provided information regarding efforts to support local hiring and utilize state-certified Business Enterprise Program (BEP) vendors. He gave a brief operational planning update and shared a high-level summary of the last 18 months, emphasizing the hospital and clinics' success despite many challenges. Lastly, he showed Fiscal Year 2022 strategic goals and initiatives. Dr. King commented the UI Health team for their amazing work.

## OLD BUSINESS

There was no business presented under this aegis.



## NEW BUSINESS

Dr. King asked if there was any old business to discuss. He shared a story about a colleague's mother who had a positive experience being treated at the University of Illinois Hospital, stating that she said it was the first time she felt heard and understood. Ms. Craig Schilling referred to her tour of the hospital and conveyed appreciation for all the work being done by UI Health staff. She said their work is valued by the Board, and Mr. Cepeda and Mr. Estrada both echoed her comments and shared positive comments on the care provided by the hospital.

Dr. King announced that the next meeting is scheduled for November 17, 2021, at 12:30 p.m., at a location to be determined.

## MEETING ADJOURNED

Dr. King asked for a motion to adjourn the meeting. On motion of Mr. Cepeda, seconded by Mr. Estrada, 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*