

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE  
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS  
JANUARY 19, 2022

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, January 19, 2022, beginning at 12:42 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, and Ms. Sarah C. Phalen. Mr. Lavleen Mal, student trustee, Chicago, was absent. Mr. Donald J. Edwards and Ms. Naomi D. Jakobsson attended the meeting as guests.

Also present were Mr. Lester H. McKeever, 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, chancellor, University of Illinois Chicago, and vice president, University of Illinois

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<sup>1</sup> Per Governor J. B. Pritzker's Executive Order 2022-01 and 5 ILCS 120/7(e)(2).

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.

Dr. King requested a motion to approve the minutes of the meeting held November 17, 2021. On motion of Mr. Cepeda, seconded by Ms. Phalen, the minutes were approved by the following roll call vote: Aye, Mr. Cepeda, Ms. Craig Schilling, Mr. Estrada, Dr. King, Ms. Phalen; No, none; Absent, Mr. Mal.

#### OPENING REMARKS

Dr. King asked Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make some opening remarks. Dr. Barish gave an update on COVID-19 hospitalizations and vaccinations and reported on services provided by the UI Health Post-COVID Clinic. He said the clinic has received \$60.0 million in research funding, \$22.0 million of which was awarded by the National Institutes of Health. He discussed clinical expansion and referred to several locations in Chicago, and he highlighted events and achievements at the health sciences college. Dr. Barish referred to the impactful research that is underway

and told the committee that \$7.1 million was awarded to the Black midwifery program, which is a collaboration between the College of Medicine and College of Nursing to improve outcomes of Black women during pregnancy. He also reported that UI Health is now a leader in transplant surgeries in the Midwest and has performed the highest number of pancreas transplants in the country.

Brief discussion followed regarding the research funding awarded to the Black midwifery program. 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 JANUARY 20, 2022

Dr. King introduced the recommended items within the purview of this committee on the Board's agenda for its meeting on January 20, 2022. All recommended items discussed at the meeting are on file with the secretary.

Amend the Medical Staff Bylaws of the University of Illinois Hospital and Clinics

Dr. King asked Dr. Terry Vanden Hoek, chief medical officer, University of Illinois Hospital and Clinics, to discuss the recommendation to amend the medical staff bylaws of the University of Illinois Hospital and Clinics. Dr. Vanden Hoek gave a summary of the proposed amendments and briefly described the proposed changes.

Purchase Recommendations

Dr. King then asked Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics, to report on purchase recommendations. Mr. Zenn discussed the recommendation to purchase ophthalmology equipment for the new Outpatient Surgery Center and Specialty Clinics facility currently under construction. He said a competitive bid process was followed in accordance with the Illinois Procurement Code and that the vendor provided a bid on all specified items and brands and had the lowest cost and responsive and responsible bid.

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

## REPORTS

### Chief Medical Officer Report

At 12:55 p.m., Dr. King asked Dr. Vanden Hoek to give the Chief Medical Officer Report (materials on file with the secretary). Dr. Vanden Hoek discussed initiatives to increase medical staff engagement. He reported on the implementation of Epic and said that 40 percent of patients are enrolled in the MyChart system, which is higher than average for hospitals using Epic. Dr. Vanden Hoek gave examples of interprofessional teamwork and congratulated the physicians listed as Top Box Docs, a quarterly recognition awarded to the physicians with the best ambulatory site patient experience scores as measured within the Press Ganey Consumer Assessment of Healthcare Providers and Systems Clinician and Group Survey (CG-CAHPS) database. He then

showed improvements in the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores for communication with doctors.

Dr. Vanden Hoek discussed efficiency of care and referred to the role of Dr. Lauren Smith, associate chief medical officer of patient logistics and director of emergency medicine operations. Dr. Vanden Hoek shared the Fiscal Year 2022 goals and initiatives and listed examples of information empowerment. He highlighted initiatives to enable providers to be “home without homework” and to reduce the frequency of interruptive pop-ups.

Dr. Vanden Hoek stated that UI Health was selected as the first health system in Chicago to receive funding from a Blue Cross Blue Shield of Illinois as part of a new pilot program aimed at improving health equity. He reported on the diversity of patients treated at UI Health, discussed an outreach program targeting patients who have tested positive for COVID-19 and are at high risk for decompensation, and showed diversity among medical students, residents, and fellows. Dr. Vanden Hoek noted that trends in College of Medicine admissions have reflected increases in students from underrepresented groups, and he commented on the areas of focus for the second year of the grant.

Brief discussion followed regarding the residency application and selection process. Committee members also discussed the gap in the number of full professors who are female, and Dr. Susan Bleasdale, chief quality officer, referred to robust programs that have been established to rectify this gap. She thanked Dr. Mark I. Rosenblatt, dean of

the College of Medicine, Chicago, for these initiatives, and Dr. Rosenblatt commented on the recent increase in women enrolled in colleges of medicine throughout the country. Dr. Barish referred to the Executive Leadership in Academic Medicine (ELAM) program, which focuses on women in leadership positions in medicine, dentistry, public health, and pharmacy. Mr. Estrada recognized Dr. Bleasdale for her piece on COVID-19 that was featured in the *Chicago Tribune*.

#### Hospital and Clinics Chief Executive Officer Report

At 1:18 p.m., Dr. King asked Mr. Zenn and Dr. Bleasdale to give the hospital and clinics chief executive officer report (materials on file with the secretary). Mr. Zenn provided some history and background on the strategic plan for UI Health and emphasized the important relationship between the College of Medicine and the hospital. He highlighted aspects of the plan and gave a summary of market dynamics and the positioning of the UI Hospital and Clinics. He discussed the impact of COVID-19, service area hospital closures, and capacity constraints. Mr. Zenn gave an overview of the situational assessment summary and executive summary, which included challenges, priorities, and vision, goals, and strategies through 2026.

Next, Dr. Bleasdale gave a report on quality and safety and discussed initiatives to improve incidents of retained foreign objects. She listed process improvements that have been implemented to date and showed the hospital's Leapfrog score for retained foreign objects compared to the best, worst, and average scores. Dr.

Bleasdale said they are aiming for zero occurrences. She concluded her presentation by referring to Fiscal Year 2022 hospital goals and noting that these types of improvements have a positive impact on patient experience.

Mr. Zenn then gave a brief overview of Fiscal Year 2022 financial results and highlighted the hospital's upgraded bond rating. He said the Standard and Poor's rating is A- with a stable outlook, and he commented briefly on the hospital's finances.

## PRESENTATION

### Improving Health Requires More Than Healthcare

At 1:41 p.m., Dr. King invited Dr. Jerry A. Krishnan, professor of medicine and public health and associate vice chancellor for population health sciences, to give a presentation entitled "Improving Health Requires More Than Healthcare" (materials on file with the secretary). Dr. Krishnan began his presentation by discussing the link between life expectancy and place of residence. He showed the distribution of federally qualified health centers in Chicago and presented a map of Illinois with the life expectancy associated with each area. He noted that despite the presence of many health-care facilities, a dramatic difference in life expectancy exists. Dr. Krishnan listed the factors outside health care that may impact life expectancy and highlighted the Program for Non-Emergency Transportation (PRONTO), which offers an on-demand Lyft ride to UI Health patients living in Chicago who are being transitioned home from the medical surgical and critical care units and do not have transportation. He described the benefits

of this service to the patients and to the hospital. Dr. Krishnan also reported on the Better Health Through Housing program, which aims to reduce health-care costs and provide stability for the chronically homeless by moving individuals from hospital emergency rooms into stable, supportive housing with intensive case management. He concluded his presentation by giving examples of integrated health care and its advantages. Brief discussion followed regarding the impact of gun violence on life expectancy in certain communities.

#### 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 March 16, 2022, at 12:30 p.m., at Urbana.

#### 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 1:58 p.m. by the following roll call vote: Aye, Mr. Cepeda, Ms. Craig Schilling, Mr. Estrada, Dr. King, Ms. Phalen; No, none; Absent, Mr. Mal.

Respectfully submitted,

GREGORY J. KNOTT  
*Secretary*

STUART C. KING, MD, MBA  
*Chair*

EILEEN B. CABLE  
*Special Assistant to the Secretary*