

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS

JULY 20, 2022

This meeting of the University Healthcare System Committee of the Board of Trustees of the University of Illinois was held at the I Hotel and Conference Center, Heritage Hall, 1901 South First Street, Champaign, Illinois, on Wednesday, July 20, 2022, beginning at 12:40 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, Ms. Tami Craig Schilling, Dr. Stuart C. King, Ms. Sarah C. Phalen,¹ and Mr. Mohammed A. Haq,¹ student trustee, Chicago. Mr. Joseph Gutman was absent. Mr. Donald J. Edwards, Ms. Naomi D. Jakobsson², and Mr. Will Formea, student trustee, Springfield, attended the meeting as guests.

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. Javier Reyes, interim chancellor, University of Illinois Chicago, and vice president, University of Illinois

¹ Ms. Phalen and Mr. Haq attended via remote videoconference.

² Ms. Jakobsson joined the meeting at 12:51 p.m.

System; Dr. Janet L. Gooch, 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., 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 12:40 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, the motion was approved. There were no “nay” votes.

EXECUTIVE SESSION

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

EXECUTIVE SESSION ADJOURNED

With no additional questions or comments, the executive session ended at 12:50 p.m.

REGULAR MEETING RESUMED

The meeting resumed at 12:51 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 May 18, 2022. On motion of Ms. Craig Schilling, seconded by Mr. Cepeda, 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 opening remarks. Dr. Barish referred to the new 55th and Pulaski Health Collaborative and described its role in the community and the services that will be provided there. He announced that the University of Illinois Cancer Center received a \$4.0 million grant from the American Cancer Society to establish the Illinois Cancer Health Equity Research Center (I-CHERC) and told the committee that UI Health received a 100 percent score on the Healthcare Equality Index 2022 from the Human Rights Campaign, making the hospital an LGBTQ+ health-care equality leader. Dr. Barish stated that 10 students at the University of Illinois Chicago received Albert Schweitzer Fellowships. He then discussed capital investments for updates to the College of Medicine East Tower; reported on legislation increasing access for prostate cancer screenings; and referred to a visit from Senator Dick Durbin to the Mile Square Health Center at John B. Drake Elementary School. Dr. Barish concluded his remarks by giving a brief update on the

transplant program, stating that UI Health is number one for the most pancreas transplants in the United States and number one for the highest volume of kidney transplants in the Midwest.

REVIEW OF RECOMMENDED BOARD ITEMS
FOR THE MEETING OF THE BOARD OF TRUSTEES
OF THE UNIVERSITY OF ILLINOIS ON JULY 21, 2022

Dr. King introduced the recommended items within the purview of this committee on the Board's agenda for its meeting on July 21, 2022. All recommended items discussed at the meeting are on file with the secretary.

Amend the Bylaws of Wolcott, Wood and Taylor, Inc., Chicago;
and Approve Minutes of the Board of Trustees as
the Sole Member of Wolcott, Wood and Taylor, In., Meeting

Dr. King asked Dr. Mark I. Rosenblatt, dean, College of Medicine, Chicago, to discuss the recommendation to amend the bylaws of Wolcott, Wood and Taylor, Inc. (WWT).

Dr. Rosenblatt provided information about WWT and said that the Board, as the sole member of WWT, has the authority to amend its bylaws. He gave a brief overview of the recommended changes. Dr. Rosenblatt said that the minutes of the July 22, 2021, meeting of the Board of Trustees as the sole member of WWT would also be on the Board's agenda for approval at its meeting the next day.

REPORTS

Hospital and Clinics Chief Executive Officer Report

At 12:58 p.m., Dr. King asked Mr. Michael B. Zenn, chief executive officer, University of Illinois Hospital and Clinics, and Dr. Susan Bleasdale, chief quality 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 introduced Dr. Jonathan Radosta, interim chief medical officer, and described his background and experience.

Mr. Zenn then reported on finances, highlighting several metrics for Fiscal Year 2022 through May 2022. He commented on the operating margin and improvements in year-over-year activity. Mr. Zenn showed the Fiscal Year 2022 11-month results, with \$5.3 million over budget, and reported on unrestricted days of cash on hand. He then discussed key comparison ratios for health system bond rating medians with data for A-rated hospitals. Ms. Craig Schilling inquired about the impact of supply chain issues and inflation, and Mr. Zenn said that these impacts will be discussed at the next meeting. He also noted that the hospital no longer relies on just-in-time inventory.

Mr. Zenn then gave a nursing services update, as Dr. Tiesa Hughes-Dillard, chief nursing officer, was not in attendance. Mr. Zenn told the committee that the hospital is in the process of gaining Magnet designation, and he described Magnet model components and requirements. He reported on staffing trends, emphasizing the low use of nursing agency utilization, and described the approach and advantages to using a low number of contract staff. Ms. Phalen asked for additional information on the hospital's ability to attract and retain nursing staff when competing against high agency pay. Mr.

Zenn stated that the hospital is always recruiting and pays well, provides good benefits, and is an exciting place to work. Mr. Cepeda and Mr. Zenn discussed the advantages of utilizing a low percentage of agency staff, and Mr. Zenn stated that it is better for quality and the hospital's bottom line. Dr. Barish added that agency nurses also require additional training, resulting in downtime, and Mr. Zenn added that the approach to using a low number of nursing agency staff was part of the hospital's operational strategy. Mr. Zenn concluded this portion of the presentation by stating there were no sentinel events involving less than optimal nursing staffing.

Mr. Zenn reported on patient experience and said inpatient experience improved by nine percentage points, noting that Press-Ganey considers an improvement of 7 percentage points to be good. He also discussed improvements in the hospital rating.

Next, Dr. Bleasdale gave a report on quality and safety transformation and discussed foundational work to achieve a five-star CMS rating. She showed a time line of foundational work and discussed a culture of safety at UI Health. Dr. Bleasdale said the goal is to identify and reduce clinical variation through data feedback and discussed aspects of building a structure of accountability. She presented 11 True North quality measures for Fiscal Year 2023 and commented briefly on each, and she provided additional information about perioperative process work. She highlighted efforts to reduce the number of pulmonary embolism or deep vein thrombosis (DVT) and said that the use of Epic and timely assessment led to an increase in intervention and a significant reduction of patients with pulmonary embolism or blood clots. Dr. Bleasdale noted that a

dashboard with additional information was provided to members of the committee with an updated format intended to improve readability.

Mr. Zenn concluded the presentation by giving an update on the University of Illinois Hospital and Clinics strategic goals and initiatives. He provided information about each initiative and emphasized these are important areas of focus. Dr. King remarked on the importance of credentialing, and Dr. Bleasdale commented on the relationship to quality and patient safety. President Killeen inquired about the commonality of improvements in sentinel events and rates of pulmonary embolism or DVT, and Dr. Bleasdale remarked on processes for sustained improvements in these areas. Mr. Zenn stated he believes the hospital will be a positive outlier in these areas.

HIPAA Directive Update

Dr. King announced that the HIPAA Directive Update could be found in the committee's meeting materials and noted that Ms. Donna S. McNeely, executive director of University Ethics and Compliance, was unable to attend the meeting.

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 September 21, 2022, at 12:30 p.m., at Urbana.

MEETING ADJOURNED

Dr. King asked for a motion to adjourn the meeting. On motion of Mr. Cepeda, seconded by Ms. Craig Schilling, the meeting adjourned at 1:40 p.m. There were no “nay” votes.

Respectfully submitted,

GREGORY J. KNOTT
Secretary

STUART C. KING, MD, MBA
Chair

EILEEN B. CABLE
Special Assistant to the Secretary