

MEETING OF THE UNIVERSITY HEALTHCARE SYSTEM COMMITTEE
OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS
MARCH 19, 2025

This meeting of the University Healthcare System Committee of the Board of Trustees of the University of Illinois was held in the Student Union Ballroom, Room 224, 2251 Richard Wright Drive, Springfield, Illinois, on Wednesday, March 19, 2025, beginning at 12:26 p.m.

Trustee Jesse H. Ruiz, chair of the committee, convened the meeting and asked the secretary to call the roll. The following committee members were present: Ms. J. Carolyn Blackwell; Mr. Ramón Cepeda; Dr. Suzet M. McKinney; Ms. Sarah C. Phalen; Mr. Jesse H. Ruiz; and Mr. Quinn S. Basta, student trustee, Chicago. Ms. Tami Craig Schilling; Mr. Joseph Gutman;¹ Mr. Wilbur C. Milhouse III; Ms. Ariana A. Mizan, student trustee, Urbana; and Mr. Christian Johnson, student trustee, Springfield, attended as guests.

Also present were President Timothy L. Killeen; Mr. Lester H. McKeever Jr., treasurer;² Dr. Nicholas P. Jones, 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. Marie Lynn Miranda,

¹ Mr. Gutman attended via remote videoconference.

² Mr. McKeever attended via remote videoconference.

chancellor, University of Illinois Chicago, and vice president, University of Illinois System; Dr. Janet L. Gooch, chancellor, University of Illinois Springfield, and vice president, University of Illinois System; Dr. Paul N. Ellinger, comptroller (and vice president/chief financial officer); Dr. Joseph T. Walsh Jr., vice president for economic development and innovation; Ms. Adrienne Nazon, vice president of external relations and communications; Mr. Scott E. Rice, University counsel; and Dr. Jeffrey A. Stein, secretary of the Board of Trustees and of the University.

MOTION FOR EXECUTIVE SESSION

Mr. Ruiz stated: “A motion is now in order to convene an executive session to consider the following topics as permitted under Section 2(c) of the Illinois Open Meetings Act: pending, probable, or imminent litigation against, affecting, or on behalf of the University (subsection 11).” On motion of Mr. Cepeda, seconded by Mr. Basta, 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 12:43 p.m.

REGULAR MEETING RESUMED

The meeting resumed at 12:46 p.m. Mr. Ruiz gave an overview of the meeting. He welcomed Dr. McKinney, who was recently appointed to the Board. This was followed by a round of applause. He then requested a motion to approve the minutes of the meeting held January 22, 2025. On motion of Mr. Cepeda, seconded by Ms. Blackwell, the minutes were approved. There were no “nay” votes.

OPENING REMARKS

Mr. Ruiz asked Dr. Robert A. Barish, vice chancellor for health affairs, Chicago, to make opening remarks. Dr. Barish referred to the record-setting number of applicants expressing interest in the University of Illinois College of Medicine and said these applicants account for more than 20 percent of all applications to colleges of medicine nationwide. He said there has been a 17 percent increase in interest in the college over the previous year, and he told the committee that the College of Medicine is well-positioned to address trends and challenges across the United States. Dr. Barish said that Match Day would be taking place on March 21, 2025, with students across the country learning about their matches for training. He said he would share data on the outcomes at the next meeting of the committee.

Dr. Barish highlighted the Certified Nurse Anesthetist program, which he said will fill a gap and a growing need in Illinois. He said the first cohort would be admitted later this year. Dr. Barish stated that it was established with a \$10.0 million gift

from Ms. M. Christine Schwartz. Dr. Barish referred to the experienced faculty and resources in the College of Nursing, and he reported on the need for more registered anesthesia providers in both rural and urban areas in Illinois. He shared information about the nurse anesthesia Doctor of Nursing Practice (DNP) program and said it is expected that 20 students would be admitted for the 2028 graduating class. He said there have already been 200 initial inquiries about the program.

REPORTS

Hospital and Clinics Chief Executive Officer Report

Mr. Ruiz asked Dr. Mark I. Rosenblatt, chief executive officer, University of Illinois Hospital and Clinics, and G. Stephen Irwin Dean, College of Medicine, Chicago, to give the Hospital and Clinics Chief Executive Officer Report (materials on file with the secretary). Dr. Rosenblatt shared points of pride and highlighted the UI Health Specialty Care Building (SCB) that opened for patient care in September 2022. He gave an overview of the building and reported on clinic volumes, total visits, pharmacy performance, and surgical volumes, stating that there has been a 15 percent increase in outpatient surgeries since the opening of the SCB. Dr. Rosenblatt discussed innovation and highlighted the ability to perform same-day robotic surgeries, stating that this has transformed outpatient care. He said the SCB has exceeded expectations and lowered cost and time, and he shared the experience of one of his patients who had cataracts and was

able to have all appointments, including those in preparation for surgery and the surgery itself, in the SCB.

Dr. Rosenblatt reported on financial results and gave a summary of Fiscal Year 2025 six-month year-to-date results. He referred to increased costs, especially labor costs, which he said led to a six-month operating loss of \$39.6 million. Dr. Rosenblatt showed the Fiscal Year 2024 six-month operating margin and Fiscal Year 2025 six-month budget margin. He noted that the past two months have had positive margins as expected following extraordinary expenses resulting from the labor disruption at the beginning of the year. Dr. Rosenblatt said strengthening revenues in the second half of the year are expected and that margins should be significantly improved by year end. He showed the income statement and said revenues are close to budgeted. Dr. Rosenblatt presented unrestricted and internally restricted cash and investments, and he said that average expense per day is \$3.6 million.

Dr. Rosenblatt gave a quality update and showed progress on Fiscal Year 2025 True North metrics, noting continued and steady improvement and overall positive trends. Mr. Ruiz thanked Dr. Rosenblatt for the presentation.

Mr. Blackwell asked Dr. Rosenblatt to comment on the impact of the labor disruption on labor costs. Dr. Rosenblatt said this accounts for approximately half of the increase in cost, and he described a variety of services that account for the other half.

Hospital and Clinics Chief Nursing Officer Report

Mr. Ruiz asked Dr. Tiesa Hughes-Dillard, chief nursing officer, University of Illinois Hospital and Clinics, to give the Chief Nursing Officer Report (materials on file with the secretary). Dr. Hughes-Dillard stated that agency utilization, staffing, and patient experience have been primary areas of focus. She reported on safe staffing, noting that there have been no incidents of patient harm related to staffing, and she said no agency nurses are used in the inpatient environment. She said the agency contract utilization rate is 2.2 percent throughout UI Health, and she reported that no agency nurses are used in the Emergency Department. Dr. Hughes-Dillard shared key performance indicators and described efforts to improve communication. She referred to the second Nursing Annual Report and shared information about the nursing staff and their levels of education. Dr. Hughes-Dillard gave an update on the path to achieve Magnet status designation and said Magnet status is nationally recognized, with only 10 percent of hospitals in the United States and 52 hospitals in Illinois having such designation. She stated that UI Health is on an accelerated timeline to achieve this designation and highlighted the progress that has been made to date. Dr. Hughes-Dillard said the site visit will take place from May 12 to 14, 2025. She emphasized that Magnet designation is applied to the entire hospital. Dr. Hughes-Dillard concluded her remarks by sharing a letter written by a patient who nominated a specific nurse for the Daisy Award, which is an international award recognizing nurses for their skills and compassion. The letter described the nurse's exceptional work and demonstrated her communication, advocacy, and compassion.

Mr. Ruiz and Dr. Hughes-Dillard discussed the low use of contract nurses at UI Health. Dr. Hughes-Dillard stated that many area hospitals utilize 30 percent to 40 percent. Mr. Johnson asked how progress on improved communication is measured, and Dr. Hughes-Dillard referred to the use of Press Ganey surveys.

Chief Medical Officer Report

Next, Mr. Ruiz asked Dr. Jonathan M. Radosta, chief medical officer, University of Illinois Hospital and Clinics, to provide the Chief Medical Officer report (materials on file with the secretary). Dr. Radosta discussed the culture of safety and quality and safety transformation. He announced that Dr. Sagar Harwani was recently appointed as chief quality officer at UI Health, and he described his background and experience. Dr. Radosta then discussed physician resilience and said physicians surveyed at UI Health scored very high on resilience. He gave examples of challenges and said the response of the physicians consistently demonstrates resilience. Dr. Radosta presented a list of UI Health physicians selected as the Top Box Docs, which he said is derived from Press Ganey patient surveys, and a list of UI Health physicians selected by colleagues as top doctors in Cook County that was published *Chicago Magazine*. He concluded his presentation by showing photographs from the second annual medical staff recognition dinner. Mr. Johnson asked how many physicians practice in Cook County, and Dr. Radosta said they would provide this information after the meeting.

OLD BUSINESS

There was no business presented under this aegis.

NEW BUSINESS

Mr. Ruiz asked if there was any new business to discuss, and there was none. He announced that the next meeting is scheduled for May 21, 2025, at 11:00 a.m., in Urbana.

MEETING ADJOURNED

Mr. Ruiz then asked for a motion to adjourn the meeting. On motion of Mr. Milhouse, seconded by Mr. Basta, the meeting adjourned at 1:19 p.m. There were no “nay” votes.

Respectfully submitted,

JEFFREY A. STEIN
Secretary

JESSE H. RUIZ
Chair

EILEEN B. CABLE
Special Assistant to the Secretary