

ROUNDUP



Hospital & Clinics | March 2023

How We'll Achieve Success in 2023 Part 2 of our Executive Leadership Reflection



Grew our inpatient and outpatient volumes.



Selected a new on-call scheduling tool to better integrate our scheduling systems.



Established training and best practices to improve patient-centered communication.



Identified tools to improve access, no-show rates, and patient experience.



Completed a successful visit with The Joint Commission.



Developed the infrastructure for more robust compliance support services.



Enhanced the safety and security of our healthcare spaces.



Allocated resources to support success of our strategic plans.

STRATEGIC SUMMARY STATEMENT FY23-29
To maintain and enhance its essential role in the community and State, UI Health recognizes its ability to drive innovation and positioning its clinical capacity and its quality outcomes. These principles will drive...

CURRENT & NEAR-TERM INITIATIVES

Quality and Safety Transformation

- Attain Best Practice Processes
- Maintain all External Accreditation and Benchmarking Requirements

Open and optimize new/renovated locations

- Specialty Care Building
- Welcome Atrium
- 55th & Pulaski
- Dietary and Cafeteria Services
- ADA Rooms
- Sterile Processing Services

Achieve perioperative service efficiencies

- Main Hospital Operating Room
- Outpatient Surgery Center

Determine and Design Capacity Improvements

- Implement Telehealth Strategy
- Implement and Expand Bed Geography Initiative

Achieve Magnet Status Designation

- Implement an Automated Acuity System

Optimize Epic use and Information System resources

Implement activities to promote staff wellness

Advance health equity for UI Health patients

Advance diversity, equity, inclusion and belonging in the workforce

Evaluate physical infrastructure

- EEI Building
- Parking Garage
- Cancer Center
- Pediatrics Clinic
- Clinical Decision Unit and Emergency Room Expansion

Develop approaches for Advance Clinical Programs designated for Strategic Focus

- Advanced/Robotic Surgery
- Cancer Services
- Cardiovascular & Pulmonary Diseases
- Neurosciences
- Orthopedics & Spine
- Transplant

KEY PERFORMANCE OUTCOMES: FY23 STAFF MEASUREMENT

Metrics by which all staff are measured and held accountable.

Organization-level Metrics

- Reduce Adverse Patient Safety Events
- Reduce Adverse Staff Safety Events
- Improve Inpatient Hospital-Experience (HCAHPS survey results)

- Improve Outpatient Clinic Experience (CAHPS survey results)
- Improve Net Revenue
- Manage Operating Costs

Our Executive Leadership Reflection Part 2

Executive Leadership Reflection: Part 2

How We'll Achieve Success in 2023

Last month, we heard from a group of executive leaders from across UI Health about their successes from last year, and what they working to achieve in this year. Here, the second group of chiefs shares about their recent achievements and the goals they're focused on in 2023.



Susan C. Bleasdale, MD, FIDSA, FACP
Chief Quality Officer

We just wrapped up our Joint Commission visit, and there is a positivity buzzing at the organization. The surveyors commented on how staff wanted to talk to them and wanted to share with them our successes and hard work. They saw how everyone is aligned in our vision and mission: Excellent outcomes and excellent experience for communities and patients we serve. We should all be proud of the work we do at UI Health. We pay The Joint Commission to come and accredit us. This means we ask them to come and make sure that we are doing all the things we say we are doing in our policies, procedures, and guidelines to keep patients and staff safe. This visit was not a test but a validation of the hard work we put in every day. It is not about readiness but rather constant attention to safety and quality, day in and day out. We did learn some things that we can improve, and we will implement those improvements quickly. This is what we do as a learning organization and in our journey to high reliability.

This is the manifestation of the Quality & Safety Transformation. The QST is the alignment of the organization; it is the constant attention to quality and safety in everything we do, every day. Now, we don't wait for the next survey; we continue to dedicate ourselves to quality and safety today, tomorrow, and the next day. This is how UI Health will continue to transform and improve outcomes for the patients we serve.



Nicholas Haubach, MA
Chief Administrative Officer

The most critical part of my administrative leadership duties has been coordinating with the UIC Police & UI Health Security teams on our security measures and protocols to further enhance the safety of our facilities and healthcare spaces. Important progress over the past year includes:

- Hosting a dedicated Security & Safety Town Hall
- Monthly meetings for both the ED Workplace Violence Prevention Committee and the Hospital Workplace Violence Prevention Committee
- Conducting weekly Workplace Violence/Security rounding to engage with staff and gather ideas to improve safety & security at UI Health
- Hosting dedicated security-recruitment events and continually adding new permanent security personnel

I also am proud of the organization's commitment and urgency in being fully transparent about security incidences when they do occur. Security rounding will increase across all our care facilities, including in the ED. We recently implemented Evolv Express®, an AI-based touchless security screening system, in the ED and eventually will expand the system throughout Hospital & Clinics care facilities.

[\(continued next page\)](#)

How We'll Achieve Success in 2023 (continued)



Laurence S. Appel, FHFMA, CPA
Chief Financial Officer

The Hospital & Clinics' financial results for fiscal year 2022 exceeded our budget expectations. As we continued to recover from the global pandemic, we grew inpatient and outpatient volume — measured by case-mix adjusted discharges — by 6.5% over FY21 and are on track for another 4% growth in volume for FY23. This positive financial performance continues to allow us to plan for the future and invest in facilities and technology to meet the needs of our patients and communities. I am proud of the efforts of our finance teams — Revenue Cycle, Financial Accounting & Planning, Supply Chain/Logistics — who work closely with clinical departments, care providers, and the UIC Health Sciences colleges to support our patient care efforts.



David Chestek, DO
Chief Medical Information Officer

Since our Epic launch in 2020, continual optimizations of our electronic health record (EHR) platform have helped us to identify new opportunities to improve workflows and care delivery. As providers, we must be able to find each other to effectively practice medicine. Our patients' lives can sometimes depend on it.

To improve physician communication and scheduling, we recently selected a new enterprise on-call provider scheduling vendor, QGenda, after a rigorous RFP process. Qgenda will tightly integrate all our scheduling systems, including New Innovation for our residents' duty hours, Morrisey for our Medical Staff Office, Microsoft Outlook, and, most importantly,

Epic via Secure Chat and On-Call features. I'm excited to announce that we will kick off this work in the spring. We expect the process to go in two overlapping waves, lasting about six to seven months per wave. Expect to hear more about this in more detail in the coming weeks and months.



Crystal Singleton, JD, CHC, CRCR
Chief Compliance Officer

The newly formed Compliance Department is focused on developing the necessary infrastructure to deliver more robust compliance support services to the organization, and it is charged with implementing a compliance program based on the seven-element framework outlined for hospitals by the Department of Health & Human Services Office of Inspector General (HHS-OIG).

One crucial element is effective lines of communication. Compliance programs must provide multiple avenues for employees to communicate their concerns to compliance staff. One of the most important communication tools is the compliance hotline. The Compliance Department is working to refresh the compliance hotline intake platform for quicker and more thorough resolution of reported concerns. Compliance also will be formalizing the policy and procedures for investigation to ensure accuracy and impartiality.

In the year ahead, Compliance will relaunch the compliance hotline to refamiliarize our staff with this important reporting tool. The Compliance hotline is a critical communication tool because unlike other reporting mechanisms, it allows the reporter to submit concerns anonymously. By revamping the compliance hotline,

(continued next page)

How We'll Achieve Success in 2023 (continued)

Compliance will establish credibility and trust with the UI Health workforce by giving the assurance that all voices are heard and that we take action on reported concerns.



Sheila Cook, MS, RN, ACNS-BC, CPXP

Chief Experience Officer

With a focus on improving the experience of our patients and families through both enhancement of the Patient Experience across UI Health and expansion of collaborative partnerships, we made significant strides in 2022. Some notable accomplishments include:

- Successfully launching HL7 integration, resulting in faster access to patient experience data
- Achieving above-standard Pediatric Patient Experience Leapfrog data
- Successfully launching a systemwide Patient Experience Collaborative Committee
- Cultivating Emergency Department Patient Experience Provider Champions
- Implementing a quarterly GME/Residents Patient Experience Education series

Our PX leaders also took a hands-on approach to enhancing patient-centered communication by providing training and validation of evidence-based practices, including:

- Leader rounding on staff and patients
- Bedside shift report
- AIDET with clinical and non-clinical staff and leadership
- These efforts led to improvement and achievement of PX targets in several service lines along with a continuous decrease patient complaints and grievances.

In 2023, the Patient Experience team is committed to a program of continual improvement through the advancement of engagement strategies, sustainable solutions, collaborative partnerships, and strategic alignment to support our Quality & Safety Transformation, Magnet® designation, health equity, and staff wellness.



Rakhi Thambi, MD

Interim Chief Ambulatory Medical Officer

The main areas of focus for Ambulatory have been:

- Improving patient access
- Improving no-show rates
- Improving patient experience
- Decreasing physician burnout

Increasing patient MyChart utilization, and increasing ticket scheduling, will give patients with more control over their schedules. This will help with many of the issues at hand. To assist with physician burnout, we are working on policies around Epic In Basket messaging with more standardized approaches. Our wait times for new patients are up to 100 days. Analyzing clinic cancellations, clinic efficiencies, and provider needs will give us some answers to improving access for our patients.



Chuck Ray, Jr., MD, PhD

Associate CEO, Strategic Alignment

The University of Illinois Hospital and the University of Illinois College of Medicine continue to

implement their strategic plans, developed since 2020. As the plans are operationalized, it becomes increasingly important to be certain the organizations remain focused on aligning their strategic plans, missions, and visions. Most importantly, strategic plans are bound to fail if they are not seen as part of an iterative process, particularly in institutions that strive to be nimbler and more responsive to opportunities that arise unexpectedly. Frequent re-evaluation of the plans, in addition to constant communication between the two organizations, is essential to the health of both organizations. Allocating shared resources, financial and otherwise, through these strategies are a vital component to the combined success of both the Hospital and College of Medicine. ■



MIKE'S CORNER

A Bright Future

As you may be aware, I have reached the point in my life that I need to reduce the effort associated with my career endeavors. As such, I will be stepping down as CEO this May. As I do so, I would like to reiterate a few thoughts that I have expressed over the past years and even the past month.

Since I began my career in healthcare, it has evolved in incredible ways. And since the time when I began my responsibilities at UI Health, we have evolved in incredible ways, too. For those who were here in 2015, please consider the perspective as to where we were then versus now. The list of our achievements over the past few years are significant. Epic. The Specialty Care Building. Our COVID-19 response. The Welcome Atrium. The QST. These are just some of the many successes we have experienced. We have accomplished much together, for which we all can be very proud. Certainly, I am proud to say I have been a part of your achievements here at UI Health. Because of these achievements, it is a better place for our patients and communities.

These accomplishments will continue into a bright future. Under Vice Chancellor Barish's visionary leadership, I know UI Health will continue its

upward trajectory. It will sustain our Quality & Safety Transformation; complete our Magnet journey; expand and reset our Emergency Department to better meet the unique needs of our patients; add a Clinical Decision Unit (CDU), along with a better-positioned Sickle Cell Clinic; collaborate with its partners to expand our programs such as the Cancer Center, Pediatrics, and more; and promote in proactive ways the wonderful diversity of our staff, to name a few. UI Health will address the future of the EEI building, remedy issues related to commuting and parking, and consider when the next expansion of the Hospital should take place. As all of this evolves, UI Health will address the unfortunate trends in workplace violence, which has an unfortunately growing number of facets in our society. This future for UI Health is very real, the trajectory is in place, and it will continue us down the path of providing an even better place for our patients and communities.

As I also have previously noted, a critical ingredient for this momentum is the strengthened partnership and alignment with the UIC health science colleges, especially the College of Medicine. It is these partnerships that are a significant part of what makes UI Health special. My thanks to the leaders of these colleges, especially Dean Rosenblatt of the College of Medicine. Only good things will come from the continued strengthening of these great collaborations. In my new role as Senior Advisor within the Office of the Vice Chancellor for Health Affairs, I look forward to assisting him as he transitions into the Interim CEO role for the Hospital & Clinics, working closely with the executive and administrative teams.

[\(continued next page\)](#)

A Bright Future *(continued)*

Together, these accomplished professionals will continue on here at UI Health, great leaders for the bright future ahead.

So let me close by first saying thank you to all for your part in moving us to this vastly improved care environment in the present and also requesting your

efforts in continuing this path of improvement into an even brighter future. Please continue making a difference.

Your colleague,



QUALITY & SAFETY TRANSFORMATION

Thank You for a Successful Joint Commission Survey



On March 10, we concluded our full, four-day Accreditation Survey by The

Joint Commission (TJC). We are proud and grateful for the response and participation all staff showed throughout the survey activities.

Overall, we performed extremely well! TJC found some items for us to improve upon, but they commended us for our hard work and dedication to our patients, a reflection of our mission at UI Health. They also heard QST themes from leaders to frontline staff throughout the week. Thank you for your commitment to these quality-improvement initiatives.

We had prepared for this visit for quite some time. Our expanded clinical footprint increased the scope of our survey, but your engagement and focus on preparedness, readiness, and standards was reflected in TJC's findings. We all should be proud.

Collaboration is now at the heart of UI Health's state of being. Throughout the week, we heard many staff thanking colleagues for helping them to prepare their areas for review. Thank you for always looking for ways to support your colleagues.

We have learnings from this visit that will help us continue to improve. We can be confident that we have the commitment and capability to maintain our state of readiness continuously, as a part of the care we provide today and all our future endeavors. ■



SECURITY UPDATES

14 Staff Newly Certified as CPI Crisis Prevention Trainers

We are proud to share that UI Health now has 14 crisis-intervention instructors certified by the Crisis Prevention Institute (CPI), which provides evidence-based de-escalation and crisis intervention training.

Certified CPI Instructors are committed to the assisting the delivery of safe, quality patient care at UI Health. Long term, these staff will help to train CPI techniques to additional staff in identified units.

Special thanks to our CPI trainer, Shari Carlson, and congratulations to our newly certified trainers:

- LaTanya Cowart – Emergency Department
- Daniel Culliver-Dodd – Emergency Department



- Heba Hasan – Security
- Freddie Jackson – Security
- Dannette Kizy – Nursing/ CPPD
- Regine Larosiliere-Hicks – Nursing/ CPPD
- Nick Potts – Emergency Department
- Dwayne Sharp – 8E Adolescent Psychiatry
- Rosemary Slotkus – Emergency Department
- Arthur Smith – 8E Adolescent Psychiatry
- Ronald Suszek – Emergency Department
- Keith Turner – 8E Adolescent Psychiatry
- Michael Wells – E Adolescent Psychiatry
- Malinda Wilson – 8E Adolescent Psychiatry ■

NEW: Evolv Express® Touchless Security Screening

UI Health will soon go live with a new AI-based touchless security screening system at entrances to our clinical care facilities.

Evolv Express® is a weapon-specific screening system that accelerates the

overall physical security screening process. Evolv screening went live in the Emergency Department on Feb. 6, and it soon will be deployed at entrance locations at the Hospital, OCC, EEI, NPI South Tower, and the SCB. Go-live is dependent on staffing at each location.



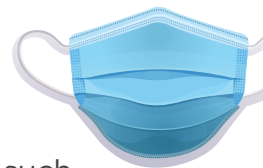
We are proud to implement a new security screening measure to help to ensure the safety of our care spaces and for our providers and staff. ■

Photo: Copyright 2023 Evolv Technology

SAFETY

Updated Masking Guidance

With our current Community Risk Level remaining low and national cases of COVID-19, deaths, and hospitalization steeply declined from the start of the new year, we can utilize tools to safely return to more normal operations and transition to an endemic phase of managing COVID-19. As such, on Feb. 20, UI Health updated its masking guidance for certain for our healthcare campus.



Masking remains required in all clinical areas for staff, patients, and visitors. Additionally, masks continue to be required:

- On entry to the Atrium, Specialty Care Building, Outpatient Care Center, and the College of Dentistry clinics; from parking garage; and in hallways
- Clinic spaces, registration, and waiting areas, except team rooms/attending/nurses' rooms where patients would not enter
- Nurses' stations
- Patient rooms
- Team rooms
- Break rooms

Masking now is optional in:

- Meeting rooms
- Cafeteria/Taylor Street Café
- Au Bon Pain in the OCC

Masking also is encouraged but no longer required in classrooms, lecture centers, research labs, libraries and learning/success centers, the Counseling Center, and on UIC shuttles and buses. ■

Bivalent COVID Booster for Staff and Patients

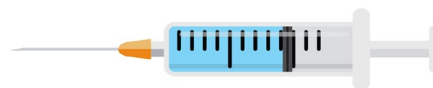
The COVID-19 vaccine bivalent provides better and stronger protection against the Omicron variant. This booster is a safer way to build protection from previous and new infections and significantly reduces your chances of becoming seriously ill or hospitalized.

UHS is offering ongoing Bivalent COVID-19 boosters for UI Health staff who have yet to receive this vaccine.

University Health Service

835 S. Wolcott, Room E 1-44
 Monday-Friday: 7 am – 4 pm
 (excluding holidays)
 Walk-ins welcome.
 No appointment needed.

If you have been vaccinated with the bivalent vaccine outside of UI Health, please upload your vaccination documentation to the [Employee Health Portal](#) (Immuware). Your cooperation allows us to accurately report and account for the total percentage vaccinated.



The CDPH has begun moving toward strain-composition harmonization. This means that the composition of all vaccines administered would be a bivalent vaccine (Original plus Omicron BA.4/BA.5). The CDPH will phase out original monovalent vaccines as they expire, and UHS will begin to follow as current vaccine inventories expire. ■

/// SERVICE LINE UPDATES

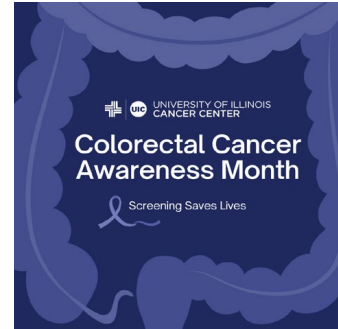
March is Colorectal Cancer Awareness Month

New Research Study to Evaluate Accurate Family History Reporting

Colorectal cancer is the fourth leading cause of cancer death in Illinois. Having a family history of colorectal cancer increases a patient’s risk of developing colon cancer, and knowing their family history helps physicians decide when to recommend screening and with which test. It’s not uncommon for a patient who reports not knowing their family history of cancer to be recorded in the medical record as having “no family history,” which is different.

The Illinois Cancer Health Equity Research (I-CHER) Center, a part of the University of Illinois Cancer Center, is leading a research project that seeks to improve cancer risk assessment and colorectal cancer screening among underserved populations through enhanced family history documentation. Dr. Keith Naylor, a Gastroenterologist at UI Health is the Principal Investigator.

The project aims to survey 100 people who had an order placed at UI Health for stool-based colorectal cancer screening, which is only recommended for patients in the lowest risk group with no known family history of colorectal cancer, and 100 patients who had an order placed for colonoscopy. The survey takes about 15 to 20 minutes and includes no identifying information about personal health history. The second phase of the study, which hasn’t started yet, will focus on health providers and the barriers they face in talking to patients about their family cancer history and the barriers to documenting family cancer history information in the electronic health record. ■



/// EMPLOYEE ENGAGEMENT

UI Health Celebrates Women’s History Month



This year’s Women’s History Month theme is “Celebrating Women Who Tell Our Stories.”

It “recognizes women, past and present, who have been active in all forms of media and storytelling. Some of our employees share their experiences and tell their stories. Read more at Celebrate.UIHealth.Care. Interested in being highlighted during our cultural and heritage celebrations? Email uihealthdiversity@uic.edu. ■

EMPLOYEE ENGAGEMENT

Introducing New Talent & Learning Management Platform: EMPOWERS

UI Health is combining its Talent Management and Learning Management Systems into one new platform, EMPOWERS. EMPOWERS will replace PeopleFluent and go live May 1.

EMPOWERS is designed to be supportive of existing staff and leader expectations and actions, not additive. The platform offers greater features for staff and leaders, ultimately empowering you to take control of your career, growth, talent and learning at UI Health.

EMPOWER Features

	STAFF	LEADERS
MY PROFILE	Where employees can manage and highlight their skills and credentials to the organization. Skills development is linked to MY LEARNING to increase competencies by gaining new and improving skills.	Profiles show up across the suite in important places where quick access to information about the employee is needed.
TRANSCRIPTS	Where employees can track and manage their own training for professional development.	Will empower managers to track employee reports and encourage continuous learning conversations.
MY LEARNING	Will be integrated with LinkedIn Learning and can be accessed on their device from anywhere.	Integrated with LinkedIn and LMS for employee and leadership development. Leaders can recommend and assign high-quality, change-making, learning content that will help advance stronger strides toward diversity, inclusion, and equity.
PERFORMANCE	Helps employees stay motivated and on track to meet goals with real time feedback and create action item tasks, including scheduling check-ins to align performance with leader expectations	Provide actionable feedback with personalized plans to develop team skills. Create career development plans to develop employees into high performers. Observation Checklist empowers leaders to assess skills in real time. Leaders can directly assign performance task to employee inclusive of check-in to ensure outlined performance expectations are aligned.
GOALS	Where professional and individual goals can be tracked	Track professional and individual goals and how they align with the organization and outcomes. Incorporate specific competencies to reinforce goals. ■

EMPLOYEE ENGAGEMENT

April is Donate Life Month

UI Health and Gift of Hope, the organ- and tissue-donation network, have partnered together to raise awareness on the



importance of being an organ, tissue, and eye donor. Register your decision to donate today.

To learn more about organ donation at UI Health, visit Transplant.UIHealth.Care. ■



SPRING INTO MOTION

This Spring, let's get moving and enjoy the benefits of physical activity, exercise, and movement.



Basketball
Volleyball
Handball
Maybe even
dodgeball!



Dance
Jazzercise
Cross-training
Yoga
Tai Chi



Walking
Jogging
Aerobics
Stair stepping



Cycling
Stationary
pedaling



Swimming
Rowing
How about
water polo?

Spring into Motion is a new employee-wellness initiative and movement challenge designed to get you moving more and feeling great.

The competition runs April 3 – May 14 and is open to all interested UI Health employees. Online registration is required; the registration period March 20 – April 3. To register, scan the QR code at right or visit UIHealth.SpringIntoMotionToday.com.

Don't forget to download the SpringIntoMotion user app (IOS and

Google Play) to keep track of your progress during the competition.

We look forward to participating in this wellness journey together to develop healthier, long-lasting, and sustainable habits. Good luck to all participants! ■



EMPLOYEE ENGAGEMENT

Coming Soon!

**YOU ARE
AN AGENT
OF
CHANGE**

**Employee & Practitioner
ENGAGEMENT SURVEY**

Take the Employee &
Practitioner Engagement Survey
April 17 – May 14

Vitalant Blood Drive

Vitalant is sponsoring a two-day blood drive at the end of March. If you are able, please consider donating!



Hospital Conference Room 1020

March 29: 8 am – 1 pm

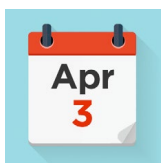
March 30: 12 – 5 pm

Registration is strongly encouraged. To schedule, please **call Vitalant at 877.258.4825** or visit vitalant.org and use code ORD0797B. ■

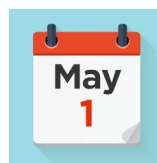


EMPLOYEE ENGAGEMENT

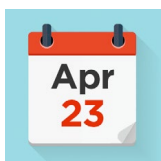
Celebrations! Mark Your Calendars Now.



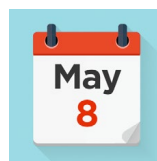
Annual Award Nominations
Begin April 3



Nurses' Week
May 1–5



Patient Experience Week
April 23–29



Hospital Week
May 8–12

OPERATIONS

March RFT and TB Testing

Respirator Fit Testing (RFT) and TB Testing will be available to eligible UI Health clinical providers through March 31 at University Health Service (UHS). No appointments needed. The Employee Health Portal (Immuware) will send individual notifications to required employees.

Per UI Health policy, all required Hospital & Clinics staff must conduct these tests by May 31 to remain compliant; testing completed after Oct. 31, 2022, is considered compliant for this program year. Additional testing dates will be available in April and May. Schedule and location TBD. ■

