



**BEXAR COUNTY HOSPITAL DISTRICT  
BOARD OF MANAGERS**

Tuesday, August 16, 2022  
6:00 pm  
Tejas Conference Room  
University Health Business Center 2  
5959 Northwest Parkway  
San Antonio, Texas 78249

**MINUTES**

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**BOARD MEMBERS PRESENT:**

James R. Adams, Chair  
Margaret Kelley, MD, Secretary  
Jimmy Hasslocher  
Anita L. Fernandez  
Pat Jasso

**BOARD MEMBERS ABSENT:**

L.P. Buddy Morris

**OTHERS PRESENT:**

George B. Hernández, Jr., President/Chief Executive Officer, University Health  
Elizabeth Allen, Director, External Communications/Corporate Communications, University Health  
Edward Banos, Executive Vice President/Chief Operating Officer, University Health  
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health  
Ted Day, Executive Vice President, Strategic Planning/Business Development, University Health  
Rob Hromas, MD, Dean, Long School of Medicine, UT Health San Antonio  
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health  
Sherrie King, Deputy Chief, Protective Services, University Health  
Leni Kirkman, Executive Vice President/Chief Marketing, Communication, & Corporate Affairs Officer,  
University Health  
Joshua Nieto, Chief Compliance/HIPPA Officer, University Health  
Bill Phillips, Executive Vice President/Chief Information Officer, University Health  
Serina Rivela, Vice President/Chief Legal Officer, University Health  
Don Ryden, Vice President/Projects, Design and Construction, University Health  
Judy Shumway, DO, Senior Vice President, Clinical Services/Office of the Chief Medical Officer,  
University Health  
Christopher Sandles, President, University Hospital Operations, University Health  
Travis Smith, Vice President/Deputy Chief Financial Officer, University Health  
Rajeev Suri, MD, Interim Chair and Professor, Department of Radiology, UT Health, San Antonio; and  
President, Medical-Dental Staff, University Health  
Horacio Vasquez, Executive Director, Supply Chain Management, University Health  
Roberto Villarreal, MD, Senior Vice President/Chief Analytics Officer, University Health  
Laura Garcia, San Antonio Express-News

And other attendees.

**CALL TO ORDER:**

Mr. Adams called the meeting to order at 6:03 pm.

**INVOCATION AND PLEDGE OF ALLEGIANCE:**

Mr. Adams introduced Mr. Bryan Glover, Chaplain, University Health, for the invocation and he led the pledge of allegiance.

**PUBLIC COMMENT:** None.

**SPECIAL RECOGNITION: PRESENTATION OF THE FRANK TEJEDA POLICE OFFICER OF THE YEAR AWARD TO LIEUTENANT SANDRA BARR — CHIEF A.J. SANDOVAL, III/EDWARD BANOS**

**SUMMARY:**

The Honorable Frank M. Tejada was a decorated United States Marine. He served in the Texas House of Representatives, the Texas Senate, and in the United States House of Representatives. In 1991, he authored legislation authorizing the Bexar County Hospital District (BCHD) to appoint and commission peace officers. Congressman Frank Tejada succumbed to brain cancer in 1997 while in office. To honor his memory, University Health established the Frank Tejada Police Officer of the Year Award in 2012 to recognize BCHD police officers who demonstrate exceptional achievement and exhibit a genuine commitment to their profession, their agency, and the public they serve. Following a recommendation from the nominating committee, and concurrence from BCHD Police Chief A.J. Sandoval, Lt. Sandra Barr has been named the 2022 Frank Tejada Police Officer of the Year. Lt. Barr has been with University Health for seven years and continuously demonstrates true compassion for those we serve. She is dedicated to the University Health mission to improve the good health of the community especially through her efforts in the fight against breast cancer. Lt. Barr created an annual Breast Cancer Awareness campaign in the Protective Services Department in 2016. Lt. Barr's commitment to breast cancer awareness exemplifies University Health's mission, vision and values, as well as our commitment to improve health through education and outreach across the community. We encourage the Board of Managers to join us in recognizing Lt. Barr for her outstanding service, and congratulating her on being named the 2022 Frank Tejada Officer of the Year.

**RECOMMENDATION:**

This report was provided for informational purposes only.

**ACTION:**

No action is required by the Board of Managers.

**EVALUATION:**

Chief Sandoval expressed his condolences on the passing of Mr. Ira Smith. Lt. Barr conveyed appreciation for the support provided by her peers, superiors, and the Board of Managers. She is proud of the commitment by University Health to eradicate breast cancer.

**FOLLOW-UP:**

None.

**APPROVAL OF MINUTES OF PREVIOUS MEETING(S): JULY 26, 2022 (REGULAR MEETING)**

SUMMARY: The minutes for the regular meeting of July 26, 2022, were submitted for the Board's approval.

RECOMMENDATION: Staff recommends approval of the minutes as submitted.

ACTION: A **MOTION** to **APPROVE** the minutes as submitted was made by Ms. Fernandez, **SECONDED** by Dr. Kelley, and **PASSED UNANIMOUSLY**.

EVALUATION: None.

FOLLOW-UP: None.

**REPORT FROM UT HEALTH SAN ANTONIO — ROB HROMAS, MD, DEAN, LONG SCHOOL OF MEDICINE FOR WILLIAM HENRICH, MD, PRESIDENT:**

SUMMARY: Dr. Hromas reviewed the several esteemed UT faculty who are national leaders of societies in their respective fields:

- Carlayne Jackson, MD – President, Association of American Neurologists;
- John Calhoun, MD – President, Society of Thoracic Surgeons; and
- Marsha Kinney, MD – Next year's president of the American Society for Clinical Pathologists, the oldest pathology organization in the country.

Regarding scientific discoveries, UT Health and University Health share an important mission in pushing the frontiers of science, it is not enough to maintain the status quo in health care, new ways must be invented to deliver care. The word "University" in a business name implies academic endeavor to create new therapies. He noted that University Hospital was the site of really important advances in Covid 19 treatments, and was the largest international trial on Covid. Dr. Hromas took a moment to recognize several esteemed researchers and he provided six examples where science has been translated into humans:

Peter Fox, MD, has invented a magnetic transcranial stimulator that hooks up to an MRI machine to stimulate the exact area of the brain that causes depression that is resistant to medication, but does not quite need electroconvulsive therapy. The device is under review by the Food and Drug Administration at this time.

Ramon Cestero, MD, trauma surgeon and clinical professor in the Department of Surgery, invented a new design for an abdominal surgical retractor called the TITAN CSR that is helping to advance surgical procedures and improve patient outcomes at University Hospital. He has sold so many, he is retiring at age 52 to grow his company full-time.

Steven Venticinque, MD, professor in the Department of Anesthesiology and Critical Care Medicine, invented an automated mask device with springs that can be used when intubation is expected to be difficult,

helpful when the emergency medical technicians cannot see the tracheal opening very well during laryngoscopy. At the present time, Dr. Venticinque works on the transplant and cardiac intensive care units at University Hospital.

Three drugs developed by researchers at UT Health and are currently being tested on patients at University Health:

Rhenium Nanolipid 183 is a new radioactive drug that is paired with an antibody has had long term response, it protects healthy brain tissue in people with brain cancer and makes it possible to deliver targeted radiation to the tumor while preventing damage to nearby healthy cells.

University Hospital is the testing site for a new traumatic brain injury drug that if taken within 30 minutes of the severe brain injury, will prevent permanent damage.

Another drug, DT2216, developed by Dr. Hromas and a group of researchers has had partial response in a lung cancer case. The drug looks promising because the patient has been on it for six months. This drug was created at the Mays Cancer Center; there are very few drugs available for this type of lung cancer.

UT Health partners with University Health to make science applicable to their patients with University Hospital as the site to create and provide great patient care.

Finally, Dr. Hromas will testify before a state legislative committee tomorrow regarding a biomedical company he co-founded, Dialectic Therapeutics, which creates innovative new technologies to treat cancer. He will testify regarding the effectiveness of one of its cancer programs in Texas. Dialectic Therapeutics' main offices are located in Dallas, Texas. Because this is a conflict of interest, every hour Dr. Hromas spends on research on behalf of Dialectic, must be on his personal, vacation time. He expects that what comes out of his research will benefit UT Health and University Health patients.

Dr. Suri commended University Health's Professional Staff Services Department and its leader, Mr. Christopher Copeland, for efficiently credentialing over 1,300 physicians by using software that was implemented about 5-years ago, which has really increased the number of physicians getting credentialed and processed. The turn-around is fast compared to the previous process which took approximately 3 months per physician to complete. Mr. Copeland is a good-hearted individual who cares deeply about University Health and its professional staff. UT Health uses the same software and all users are pushing limits to get physicians credentialed as soon as possible.

RECOMMENDATION:  
ACTION:  
EVALUATION:  
FOLLOW-UP:

This report was provided for informational purposes.  
No action was required by the Board of Managers.  
None.  
None.

**CONSENT AGENDA – JIM ADAMS, CHAIR**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING MEDICAL-DENTAL STAFF MEMBERSHIP AND PRIVILEGES — RAJEEV SURI, MD, PRESIDENT, MEDICAL/DENTAL STAFF**

The Credentials Committee met on July 25, 2022 and reviewed the credential files of the individuals listed on the Credentials Report and the Professional Performance Evaluation Report provided to the Board. In its meeting of August 2, 2022, the Executive Committee of the Medical-Dental Staff approved the Credentials Committee Report in accordance with University Health’s credentialing and privileging process. The Executive Committee, in turn, recommends approval by the Board of Managers.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING MEDICAL-DENTAL STAFF RECOMMENDATIONS FOR PROFESSIONAL PRACTICE EVALUATIONS AND DELINEATION OF PRIVILEGES — RAJEEV SURI, MD, PRESIDENT, MEDICAL/DENTAL STAFF**

The Credentials Committee met on July 25, 2022 and reviewed proposed revisions to Delineation of Privilege and the Professional Performance Evaluation Report and forms provided to the Board. In its meeting of August 2, 2022 the Executive Committee of the Medical-Dental Staff approved the Delineation of Privileges and Focused/Ongoing Professional Performance Evaluation Report, and in turn, recommends approval by the Board of Managers.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH ALAMO AREA RESOURCE CENTER FOR THE OPERATION BRAVE SERVICES PROGRAM, FUNDED THROUGH THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, HEALTH RESOURCES AND SERVICES ADMINISTRATION, HIV/AIDS BUREAU — ROBERTO VILLARREAL, M.D**

University Health received the FY22-23 Notice of Award for Ending the HIV Epidemic: A plan for America – Ryan White Parts A and B (Operation BRAVE) Program. The Operation BRAVE services currently provided by Alamo Area Resources Center during fiscal years 2022-23 include Mental Health, Substance Abuse (Outpatient) Treatment and Housing Services. This agreement will include Emergency Financial Assistance, Initiative Services and Food Bank for Operation BRAVE-eligible patients. The term of this Operation BRAVE Agreement is March 1, 2022 through February 28, 2023. This amendment will increase the existing agreement with AARC by \$166,687.00 for a total of \$265,500.00. The overall impact of the program and the sub-award agreement with AARC is budget neutral. The activities for the Ending the HIV Epidemic Program – Operation BRAVE Agreement are funded through HRSA award number UT8HA33921, details are as follows:

Source of Funding:	Ending the HIV Epidemic Program – Operation BRAVE – For period 3/1/22 to 2/28/23
Operation BRAVE Overall Budget:	\$1,212,496
Allocation of Funds to AARC:	\$265,500

Staff recommends approval of increasing current agreement with the Alamo Area Resource Center for a total of \$265,500.00 for the operation of the BRAVE Services Program, Ending the HIV Epidemic.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING PURCHASING ACTIVITIES**  
**(SEE ATTACHMENT A) — HORACIO VASQUEZ/TRAVIS SMITH**

CONSENT SUMMARY: The Purchasing Consent attachment for the month of August 2022 includes 13 proposed contracts for Board of Managers action. The total requested Board of Managers approval for these 13 contracts is \$8,315,152. Additional Presented contracts during the August Board of Managers meeting total \$11,161,362 and are considered for approval separate from the Purchasing Consent. Staff recommends Board of Manager’s approval of Purchasing Consent items in the amount of \$8,315,152.

CONSENT RECOMMENDATION: Staff recommends Board approval of the items listed under the consent agenda.

CONSENT ACTION: A **MOTION** to **APPROVE** to approve staff’s recommendation was made by Mr. Hasslocher, **SECONDED** by Dr. Kelley, and **PASSED UNANIMOUSLY**.

CONSENT EVALUATION: None.

CONSENT FOLLOW-UP: None.

**ACTION ITEMS:**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS:**

**CONSIDERATION AND APPROPRIATE ACTION FOR A FUNDING AGREEMENT WITH THE SOUTHWEST TEXAS ADVISORY COUNCIL FOR A DOMESTIC VIOLENCE NAVIGATION LINE — SALLY TAYLOR, M.D.**

SUMMARY: This agreement, supported by University Health funding through the Southwest Texas Regional Advisory Council (STRAC) MEDCOM Communications Center, provides centralized screening and referral for victims of domestic violence identified by law enforcement. Initially known as the Domestic Violence Referral Hotline, it was rolled out in August 2021. Since then, University Health, the City of San Antonio, and the Southwest Texas Regional Advisory Council have agreed that Domestic Violence Navigation Line is a more appropriate name and less likely to be confused with existing hotlines. The implementation of the Hotline involved collaboration between University Health, STRAC, San Antonio Metropolitan Health District, Family Violence Prevention Services, along with the Bexar County Sheriff’s Office as the Law Enforcement agency for the program pilot. The implementation took extensive coordination with biweekly operational meetings and monthly stakeholder meetings to work through logistics, referral processes, necessary training, transportation, protection of the victim’s privacy, and data collection methods. From go-live on August 9, 2021 through June 30, 2022, the Hotline received 1,137 calls from the Bexar County Sheriffs’ Office. The following were risk levels as determined by

lethality screenings: 24 percent high risk, 24 percent medium risk, 50 percent low risk, 2 percent not assessed. Of the high-risk group, 42 percent of the victims fled their homes to seek safety either with friends and family (68 people), the Domestic Violence Hotel (21 people), or the Battered Women and Children's Shelter (20 people), while some were transported to hospitals via EMS (7 people). The destination became part of their safety planning. Even if a victim remained at home, they continued to receive case management through San Antonio Metropolitan Health District. Perpetrators were determined to be 66 percent current romantic partners, 24 percent family members, and 7 percent former romantic partners. A total of 624 perpetrators of the victims who received the lethality screening during this pilot were arrested by the Bexar County's Sheriffs' Office. There was one homicide of a victim where San Antonio Metropolitan District received the referral for case management; however, the victim died of medical complications in the hospital before engagement was possible. The Collaborative Commission's 2021 Annual Report data indicates that overall in 2021, the San Antonio Police Department reported 22 family violence homicides (down from 30 in 2020), and the Bexar County Sheriffs' Office reported two family violence homicides in 2021, down from six in 2020. In addition, Bexar County Sheriffs' Office filed 17 percent more family violence related cases in 2021 as compared to 2020. The funding in this agreement supports the Domestic Violence Navigation Line operated by MEDCOM to cover 17 percent of the overall 24/7 operating cost of the MEDCOM Communications Center, as well as any associated operational support, training, program oversight and management and a transportation option for victims. The agreement is for a period of 18 months with an annual maximum financial outlay of \$500,000 and a maximum 18-month term financial outlay of \$750,000. This contract amount is included in the University Health's current 2022 and projected 2023 budgets.

RECOMMENDATION:

Staff recommends the Board of Managers approve and authorize the President/CEO to execute a Support Agreement with the Southwest Texas Advisory Council specifically for support of a Domestic Violence Navigation Line, in the amount of \$750,000, for a period of 18 months beginning July 1, 2022 through December 31, 2023.

ACTION:

A **MOTION** to **APPROVE** staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Dr. Kelley, and **PASSED UNANIMOUSLY**.

EVALUATION:

Any case involving attempted strangulation is considered a high risk situation. Dr. Kelley then asked for an example of a low risk situation, to which Dr. Taylor replied that the assessments take several things into consideration including weapons, threats, threats to children and/or, pets, etc. Even if a certain case is designated "low risk," the San Antonio Metropolitan Health District will follow up to make sure things have not changed. Dr. Taylor was shocked to find that sometimes it takes up to seven attempts before a victim will agree to leave the abusive situation for safety. Mr. Hasslocher was interested in knowing how many of the cases in 2021 were alcohol and/or drug related, to which Dr. Taylor replied that she does not have specific data available, however, she confirmed that alcohol and drugs are very common in domestic violence

FOLLOW-UP: cases when people are more apt to act on violent impulses.  
None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AMENDMENT TO THE LEASE AGREEMENT WITH ALTERA DOMINION CROSSING LLC AND APPROVAL OF ASSOCIATED INFORMATION TECHNOLOGY, FURNITURE, FIXTURES AND EQUIPMENT, AND TENANT IMPROVEMENT EXPENSES FOR THE CLINIC LOCATED AT 21727 IH 10 WEST, SAN ANTONIO, TEXAS 78257 — DON RYDEN**

SUMMARY: University Health has the opportunity to provide care for adult patients with congenital heart disease, abnormality in the heart that presents at birth. While the number of patients with this condition are rare, these patients are complicated and often require lifelong care. Support for this service requires cardiac testing and echocardiogram equipment. University Health currently leases 4,201 square feet in Suite 103 on the first floor of Dominion Crossing. There remains 2,128 square feet in Suite 107 available on the first floor across the lobby from University Health space. Based on an initial test fit, the space will accommodate the new services planned. By leasing this space there are some efficiencies University Health will have in regards to infrastructure and shared support services. The proposed second amendment to the agreement extends the lease of Suite 103 for three (3) years and adds the expansion space for seven (7) years. The expansion space, Suite 107, will commence on December 1, 2022 and both suites will be ready on or about November 30, 2029. The rate increases year-over-year are commensurate with market rates for this area. The lease expense is summarized as follows:

- Suite 103 – Additional Term, Base Rent - **\$467,667**  
(December 1, 2026 – November 30, 2029)
- Suite 107 – Expansion Space, Base Rent - **\$521,783**  
(December 1, 2022 – November 30, 2029)

The agreement is based on a triple net lease which includes a common area maintenance (CAM) charge for the tenant pro-rata share of taxes, insurance and other related real estate expenses. Assuming a 2 percent escalation per year in operating expenses, additional rental expenses will be incurred for the period December 1, 2022 through November 30, 2029, as follows:

- Suite 103 – Additional Term, CAM Expenses - **\$153,000**
- Suite 107 – Expansion Space, CAM Expenses - **\$173,964**

Suite 107 is currently shell space. As part of the lease agreement, the landlord will provide a \$70/sq. ft. tenant improvements allowance. The project costs for the expansion space are as follows:

Project Cost	
Design and Construction	\$ 491,600
Less TI Allowance	<u>(\$ 148,960)</u>
Net Design and Construction	\$ 342,640
Furniture, Fixtures and Equipment	\$ 372,170
Information Technology	\$ 425,000
Security/Access Control	\$ 35,000
Signage	<u>\$ 5,000</u>
<b>Total</b>	<b>\$1,179,810</b>

**RECOMMENDATION** Staff recommends the Board of Managers approve the Amendment to the Lease Agreement with Altera Dominion Crossing LLC, and authorize the President/Chief Executive Officer to sign the agreement. The seven (7) year cost of the lease expense is **\$1,316,414**. In addition to the lease agreement, staff recommends the Board of Managers approve the expansion space project costs and other associated costs therein not to exceed **\$1,179,810** to be funded from the Board Designated Capital Account. The total lease and project costs will be \$2,496,224.

**ACTION:** A **MOTION** to **APPROVE** staff's recommendation was made by Dr. Kelley, **SECONDED** by Mr. Hasslocher, and **PASSED UNANIMOUSLY**.

**EVALUATION:** Dr. Kelley asked how this site was selected in 2016, to which Mr. Banos replied that the initial reasoning was the need for a facility to serve as a second employee health clinic for a significant number of staff who live along the IH 10 corridor. It was then open to others once it became a UMA clinic. But prior to 2016, there was not a UMA presence in that area. Ms. Fernandez asked if the congenital heart services provided at this location can be received at other University Health ambulatory sites and Mr. Banos replied that this is the first such UMA location, but ultimately there will be others. Dr. Hromas interjected that University Health supports Gateway Pediatrics and therefore, the staff can access services there. Dr. Kelley reiterated, and was fascinated to read, that there is a need for adult congenital heart services for many older adults who can then lead long and healthy lives with the appropriate treatment. Traditionally, pediatric cardiologists continue to follow these patients into adulthood. As an obstetrician, Dr. Kelley sees these as high risk cases and the need for this clinic ties them to the new Women's & Children's Hospital.

**FOLLOW-UP:** None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AMENDMENT TO THE PROFESSIONAL SERVICES CONTRACT WITH MARMON MOK, LLP FOR ARCHITECTURAL SERVICES FOR A PEDIATRIC CATHETERIZATION LABORATORY AT THE WOMEN'S AND CHILDREN'S HOSPITAL — DON RYDEN**

**RECOMMENDATION:** The Architectural/Engineering (A/E) team has determined that sufficient undeveloped shell space exists within the Women's and Children's Hospital project to support adding a pediatric catheterization area and to take advantage of support spaces within both the Advanced Diagnostic Center and the new Women's and Children's Hospital. Since significant preliminary layout work has been reviewed by Staff, the A/E was able to quickly forward a proposal for the additional services to fully develop a design through Construction Documents and Contract Administration for \$1.11 million in additional professional service fees. To retain the flexibility to respond to future market or construction risks, Staff proposes to begin design immediately, but withhold proceeding with other construction and non-construction procurements until design is nearly complete in early 2023. The A/E design proposal includes all phases of design from requirements definition through eventual administration of the construction effort. The total proposal, including studies and assessments to demonstrate that the new design would not

impinge on future facility development concepts, is \$1,113,489. It includes anticipated reimbursable expenses for the A/E's subconsultants that might need to travel to complete their design consultations with University Health and to verify on site conditions that would impact design and addresses the staggered completion schedule. Staff has developed programmatic estimates for construction, consultant support, and non-construction costs for fitting out the new pediatric catheterization spaces. However, these cannot be further refined without the detail that a deliberate and thorough design process will reveal. The contract Amendment to the A/E's current Agreement for Architectural Services is summarized as follows:

Original Contract Amount	\$ 31,981,288
Previous Approved Amendments	\$ 20,169,986
Current Contract Amount	\$ 52,151,274
Proposed additional changes	\$ 1,113,489
<b>Revised Contract Amount</b>	<b>\$ 53,264,763S</b>

Staff has determined that this addition to design services can be obtained with existing Board-approved Project funds and proposes to use available contingency funding for the podium expansion for this purpose. Afterwards, approximately \$2 million will remain in contingency for the podium expansion. Mr. Ryden provided a total Program budget indicating that \$837.9 million will remain in the budget. The workforce composition for Marmon-Mok was provided for the Board's review.

**RECOMMENDATION:**

Staff recommends the Board of Managers approve the complete design effort to relocate pediatric catheterization spaces into the Women's and Children's Hospital podium expansion and authorize the President/Chief Executive Officer to execute the appropriate Amendment to the Marmon Mok, LLP Agreement for design services thereto not to exceed \$1,113,489.

**ACTION:**

A **MOTION** to **APPROVE** staff's recommendation was made by Ms. Fernandez, **SECONDED** by Mr. Hasslocher, and **PASSED UNANIMOUSLY**.

**EVALUATION:**

None.

**FOLLOW-UP:**

None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH MORRISON HEALTHCARE FOR MANAGEMENT OF FOOD AND NUTRITION SERVICES AT UNIVERSITY HOSPITAL — CHRISTOPHER SANDLES**

**SUMMARY:**

University Health initially outsourced its dietary management service in 2011 to Sodexo Healthcare. In 2017, ABM Healthcare Support Services was awarded the managerial oversight agreement for food and nutritional services at University Hospital. As this agreement was nearing the end of its term, a Request for Proposals was developed which included oversight for inpatient meal preparation, inpatient room service, dietary ordering call center, retail cafeteria, inventory management, hospital catering, and the fiscal responsibility to meet operational budgets. Mr. Sandles provided the following presentation:

Request for Proposal 222-02-012-SVC

- Three responses were received: ABM, HHS, Morrison
- All vendors were invited for on-site presentations June 29, 2022
- Morrison Healthcare received the highest score and offered the best value to University Health

Morrison Proposal Strengths

- Attention to Patient Experience
- Extensive Staff Training
- Continuous Quality Improvement
- Diversity and Inclusion Action Council (DIAC)
- Variety of food options will be offered at the cafeteria

40 Brands, 1 Kitchen –

- Variety of 40 brands available to visitors and inpatients.

Employee Education & Engagement

- **Morrison Healthcare University** - The purpose of Morrison Healthcare University is to create a more solid baseline of knowledge, encourage collaboration and accelerate proficiency in associates' roles by having them complete several company and role-specific learning activities.
- **Front Line Elevate** - This program provides hourly associates a path to move into management roles.
- **Women in Culinary Upward** - Seeks to empower female culinarians through dedicated training opportunities, leadership development programs, and annual conference and recognition program
- **Great Employees Make Magic (GEM) Program** - The primary frontline associate recognition platform.
- **Chef Appreciation Week** - celebrates the people behind the food

Local Support

- Parkland
- Memorial Hermann
- Texas Children's Hospital
- Hendrick Health System
- Medical Center Health System
- Texas Health Harris Methodist Hospital – Fort Worth

Morrison Facts

- 902 Accounts
- 24,500+ Associates
- 1.4 Million Training Hours
- 600 Million Meals Served Annually
- 98.7 Client Retention Rate
- 94 percent Glass Door CEO Approval Rating

Transition Timeline

Mr. Sandles reviewed Morrison's transition timeline starting at 12 weeks before implementation, at which time contracting and system transition planning will take place. Leadership will identify transition team resources at this time, and plans are to accomplish one milestone per week leading to the actual transition on Day 1. One week before implementation, there will be a Go-Live Readiness meeting at which time the opening team will be on site at University Hospital and the cutover schedule will be enacted. The cost of a three-year agreement

with Morrison is \$3,468,706.36. As compared to the existing agreement, this is an increase of approximately \$67,000 per year or \$200,000 over the three year period. The table below illustrates the cost breakdown. Morrison has agreed to absorb transition costs in a total amount of \$496,273. There will be no impact to University Health hourly staff with the change in the management agreement from ABM to Morrison. Costs are summarized as follows:

Salaries & Benefits (6 FTEs)	\$2,100,328
Overhead	\$685,902
Management Fee	\$457,268
General Liability	\$160,498
Software	\$64,710.36
3 Year Total =	<b>\$3,468,706.36</b>

The national workforce composition data for Morrison Healthcare was provide for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve a three-year agreement with Morrison Healthcare beginning on or about October 29, 2022, for food and nutrition services management in an amount not to exceed \$3,468,706.36.

ACTION: A **MOTION** to **APPROVE** staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Ms. Fernandez, and **PASSED UNANIMOUSLY**.

EVALUATION: Mr. Hasslocher described Morrison Healthcare as an excellent organization with a world-wide clientele, including 950 hospitals in the country. Dr. Kelley questioned the ability to balance 40 brands while carrying out specific physician health and nutrition orders such as no/low salt, and/or other restrictions. Mr. Sandles expressed confidence that Morrison can balance restrictions and bring appropriate comfort to patients during uncomfortable times. Mr. Adams agreed that leadership ought to be comfortable with the food prepared and served at University Hospital.

FOLLOW-UP: None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT BETWEEN UNIVERSITY MEDICINE ASSOCIATES AND UT HEALTH SAN ANTONIO FOR PEDIATRIC HEMATOLOGY/ONCOLOGY SERVICES — MONIKA KAPUR, MD/ED BANOS**

SUMMARY: Since 2014, services rendered under this agreement consist of direct patient care rendered to pediatric hematology/oncology patients through physicians and advanced practice providers employed by UT Health and leased by UMA. Under the current agreement, UMA leases 5.2 physician FTEs and 1.8 advanced practice provider FTEs. Additionally, University Health provides physical space and support staff at no cost to UT Health. UMA bills and collects all professional fees generated by the UT Health providers for pediatric hematology/oncology services rendered. The current agreement expires August 31, 2022. Patient satisfaction ratings are expected to be in the top 25 percent for pediatric hematology/oncology services. Physicians must also meet a minimum

score of 90 percent on quality metrics as established and mutually agreed upon between UMA and UT Health. All documentation will be completed in the electronic medical record within 24 hours of the date of service and charge submitted to include level of service provided. UMA will compensate UT Health an amount not to exceed \$1,562,443 per year for 7.0 total FTEs. This amount includes physician bonuses based on mutual agreement of metrics by both organizations. This expense is offset by annual professional fee collections generated by the leased providers of \$435,000, which results in a net cost to UMA of \$1,127,443. This is a planned expense and is included in the 2022 operating budget. The workforce composition data of UT Health San Antonio was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval to execute a one-year agreement with UT Health for 7.0 pediatric hematology/oncology provider FTEs at an amount not to exceed \$1,562,443, beginning September 1, 2022 through August 31, 2023, with an option to renew for an additional one year period under the same terms and conditions.

ACTION: A **MOTION to APPROVE** staff's recommendation was made by Dr. Kelley, **SECONDED** by Ms. Fernandez, and **PASSED UNANIMOUSLY**.

EVALUATION: At this time, Mr. Banos provided a response to Dr. Kelley's question last month about the number of visits under the 2021-2022 Sponsored Care Agreement with the UT School of Medicine; the number of visits is 14,000. This agreement allows University Health to have a clinic next door to the Pediatric Infusion Clinic on the 10<sup>th</sup> floor of University Hospital.

FOLLOW-UP: None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT BETWEEN UNIVERSITY MEDICINE ASSOCIATES AND UT HEALTH SAN ANTONIO FOR GENERAL PEDIATRIC OUTPATIENT SERVICES — MONIKA KAPUR, MD/ED BANOS**

SUMMARY: Under the current agreement between University Medicine Associates (UMA) and UT Health Department of Pediatrics (UT Health), which expires August 31, 2022, UMA leases 3.5 physician FTEs to provide general pediatric services and 1.3 physician FTEs to provide chronic complex care to pediatric patients. The original agreement was executed in 2014. University Health provides clinic space and support staff at no cost to UT Health. UMA bills and collects all professional fees generated by the UT Health physicians in these clinics. The faculty and residents within the general pediatric and chronic complex clinics provided care for approximately 13,278 patient visits from July 1, 2021 to June 30, 2022. This is an increase of 18.2 percent over the annual number of patients seen in 2019 prior to COVID-19. The primary goal is to continue to increase clinical access for general pediatric and chronic complex pediatric patients, thereby reducing unnecessary or inappropriate ED utilization and hospitalizations for this patient population. UMA will compensate UT Health an amount not to exceed \$1,180,000 per year for 4.8 total FTEs (General Pediatrics Residency clinic and Chronic Complex Clinic combined at \$245,833 annually per FTE). The anticipated cash collections for professional fees are \$721,461\* per year, which results in a net cost to UMA

of \$458,539 annually. This is a planned expense and is included in the 2022 operating budget. The workforce composition data for UT Health San Antonio was provided for the Board's review

RECOMMENDATION: Staff recommends Board of Managers' approval to execute a contract with UT Health for 4.8 pediatric physician FTEs at an anticipated cost of \$1,180,000 per year, with an option to renew for an addition one-year period under the same terms and conditions.

ACTION: A **MOTION** to **APPROVE** to approve staff's recommendation was made by Dr. Kelley, **SECONDED** by Mr. Hasslocher, and **PASSED UNANIMOUSLY**.

EVALUATION: \*Although professional fees were estimated at \$721,461 at the time this report was written, Mr. Banos now estimates professional fees to be in the amount of \$1.1 million, to cover all net costs. Dr. Kelley asked about the discrepancy between this agreement and the Hematology/Oncology agreement in terms of sustainability. This agreement is dedicated for outpatients, and the difference in generating revenue is volume and a higher reimbursement for chronic care children. Mr. Adams asked if the staff is considering this approach with other services to which Mr. Banos replied that he does hope to use this agreement as a model for future programs. Mr. Adams asked Mr. Banos for the status of the Hospital at Home Program; the current census is 10 and the next opportunity is to somehow enable direct admissions from the Emergency Department; the staff is working diligently to capture those patients who are eligible for the program at the time they are discharged from the ED.

FOLLOW-UP: None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH UT HEALTH SAN ANTONIO FOR PROFESSIONAL ORTHOTIC AND PROSTHETIC SERVICES**  
**— ED BANOS**

SUMMARY: The purpose of this agreement is to continue to secure prosthetic and orthotic professional services for inpatients who are either uninsured or whose insurance will not pay for the devices due to the patients inpatient status. Since 2008, University Health has obtained these custom design services from UT Health San Antonio Department of Rehabilitation Medicine. Prosthetic and orthotic devices are essential for a patient's stabilization, proper recovery, and timely discharge following surgical procedures and/or injury and disease treatments. Select devices also assist in preventing the diabetic patient from developing foot and leg ulcerations. The cost of the current agreement is \$325,000 per year. There is no change in the cost of the new agreement. Significant savings are achieved by reducing the length of stay of approximately 400 inpatients per year who would be required to stay in the hospital but for the application and use of these devices. The initial term of this agreement is for a one-year period from September 1, 2022 through August 31, 2023 at a cost of \$325,000. It will include a single option to renew for an additional 12-month period at a cost of \$325,000. This is a planned expense and is included in the 2022 operating budget. The workforce composition data for UT Health San Antonio was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve and authorize the President/Chief Executive Officer to execute a one year Agreement with UT Health San Antonio through its Department of Rehabilitation Medicine for the provision of orthotic and prosthetic services at a cost of \$325,000, with an option to renew for an additional 12-month period at a cost of \$325,000, for a total value not to exceed \$650,000.

ACTION: A **MOTION** to **APPROVE** to approve staff's recommendation was made by Ms. Fernandez, **SECONDED** by Dr. Kelley, and **PASSED UNANIMOUSLY**.

EVALUATION: None.

FOLLOW-UP: None.

**FINANCE:**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE 2022 BEXAR COUNTY HOSPITAL DISTRICT TAX RATE RECOMMENDATION TO COMMISSIONERS COURT IN SUPPORT OF THE DISTRICT'S OPERATING AND CAPITAL BUDGET AND DEBT SERVICE OUTLOOK FOR FY 2023 — REED HURLEY/GEORGE B. HERNÁNDEZ, JR.**

SUMMARY: The Triple Aim Plus at University Health are goals and objectives along four dimensions - improving quality, safety and outcomes; improving the patient experience; improving efficiency; and improving access to care. These aims are the foundation of healthcare industry transformation. While University Health is trending in a positive direction in many aspects of the Triple Aim Plus, staff closely monitor economic conditions that will have a negative financial impact on operations. Labor shortages and price inflation for goods and services negatively affect University Health's operating expense outlook in the coming year. The ending of the COVID-19 Public Health Emergency in contrast, will negatively affect University Health revenues. One bright spot for 2023 is the extension of the Texas 1115 Medicaid Waiver; however, current supplemental funding under the waiver remains significantly below previous funding levels. Moreover, Texas still ranks first among all States in the percentage of health care uninsured residents and is one of only 12 States that has not expanded Medicaid under the Affordable Care Act. Mr. Hurley made the following presentation regarding the Tax Rate Budget for FY 2023:

**Primary Challenges on Financial Performance in 2023**

- Increased demand for care
- Health care worker shortages and increased labor costs
- Planned ending of the Public Health Emergency
- Population growth and increased demand for health care services
- Price inflation for goods and services
- Opening of the new Women's and Children's Hospital
- Financial Changes Projected for 2023 Revenues
- 10-year approval of the 1115 Waiver will provide stability for supplemental funding through 2030
- Supplemental funding will be lower than historical levels - DSRIP
- Loss of enhanced Federal Medical Assistance Percentages (FMAP) related to the COVID-19 Public Health Emergency
- Negative Impact of \$32 million

- Increase in the State Uncompensated Care (UC) Pool of \$628 million, our allocation unknown
- CHRIP/UHRIP program approved for 2023

#### **Supplemental Funding Projection**

The current 1115 Medicaid Waiver should remain in place until 2030, giving Texas hospitals stability in supplemental funding programs. The Waiver historically supported Uncompensated Care (UC) funding and Delivery System Reform Incentive Program (DSRIP) funding. The DSRIP program was not renewed for 2022 and later years. Non-renewal of DSRIP negatively impacted University Health revenue by \$65M per year. UC payments are based on the cost of care for uninsured patients. There has been much debate between the State and CMS about the level of uninsured costs in Texas. Recently, the size of the statewide UC Pool has increased to \$4.51 billion, an increase of \$628 million. It is not possible to calculate the exact amount of UC funding University Health will receive in 2023 due to multiple factors including University Health's proportionate share of the uncompensated expense in the State. But with the increase in the pool size it is anticipated our UC funding in 2023 will be greater than the current level. In 2022, University Health will receive approximately \$104 million in UC funding. Changes to UC funding and the loss of DSRIP supplemental funding can be offset in part by a State Medicaid rate increase to base payments to hospitals. This requires the State to allocate General Revenue funds for the rate increase. However, the State of Texas is resistant to add additional General Revenue funds to support the Medicaid program. Moreover, the State of Texas is one of only 12 States that has not expanded Medicaid under the Affordable Care Act. Medicaid expansion would provide coverage for approximately 1 million Texans. It would also minimize the cost to Bexar County taxpayers for the uninsured seeking care at University Health facilities. In 2021, University Health incurred nearly \$30M in costs for out-of-county indigent care expenses.

#### **Financial Changes Projected for 2023 Expense**

- Labor expense projected to increase by 8% or \$55 million
- Primary driver is labor shortage and wage inflation
- Supply Expense projected to increase by 4.8% or \$17 million
- Inflation and increased volume in retail pharmacy
- Purchased Services projected to increase by \$21.4 million
- Projected to increase by 5% due to labor and supply inflation
- Planned opening of the Women's and Children's Hospital in August
- \$13 million in additional depreciation expense in 2023, \$32 million in 2024

#### **Report on Property Values**

- 2022 Property values increased to \$221.6 billion
- Overall value increased \$24.8 billion up 12.6 percent
- Existing property increased \$18.7 billion up 9.5 percent
- New property had a value of \$6.1 billion - 2.8 percent of total valuation
- The average home value increased to \$271,411 or up 11.3 percent over 2021
- The over 65 exemption was increased from \$10,000 to \$30,000

**Proposal to Maintain the Existing Tax Rate**

	2021	2022	\$ increase	% Increase
Total Property Value	\$197 Billion	\$222 Billion	\$25 Billion	12.6%
No New Revenue Tax Rate 2022		0.2498		
Total Voter Approval Rate		0.2940		
Total Tax Revenue at Voter Approved Rate	\$546.9 Million	\$651.5 Million	\$104.5 Million	19.1%
Total Existing Tax Rate	0.2762	0.2762		
Total Tax Revenue	\$546.9 Million	\$612 Million	\$65 Million	11.9%

	<b>M&amp;O</b> Cents/\$100	<b>Debt Service</b> Cents/\$100	<b>Total Rate</b> Cents/\$100
Existing Tax Rate	24.10	3.53	27.62
Recommended Tax Rate	23.67 <sup>(1)</sup>	3.95 <sup>(1)</sup>	27.62
(Increase)/Decrease	0.42	(0.42)	0.00

  

	<b>M&amp;O</b> \$ in Millions	<b>Debt Service</b> \$ in Millions	<b>Total Revenue</b> \$ in Millions
Net 2023 Tax Revenue	\$524.5 <sup>(1)</sup>	\$87.5 <sup>(1)</sup>	\$612.0
\$ Increase/(Decrease)	\$47.4 <sup>(2)</sup>	\$17.7 <sup>(2)</sup>	\$65.1

(1) Based on preliminary property values as of July 25, 2022, subject to change  
(2) Based on estimated revenue for 2022 and 2023

**2023 Summary Outlook (UH less CFHP)**

<b>UHS Less CFHP</b> (Dollars are in Thousands)	2020 Actual	2021 Actual	2022 Budget	2022 YEV	2023 Outlook	Variance 2023 Outlook vs 2022 YEV	% Variance
Total Operating Revenues	\$1,600,798	\$1,803,213	\$1,737,520	\$1,839,601	\$1,891,910	\$52,309	2.8%
Total Operating Expenses	\$1,384,769	\$1,521,532	\$1,649,186	\$1,674,230	\$1,784,988	(\$110,759)	(6.6%)
Gain (Loss) from Operations	\$216,029	\$281,680	\$88,334	\$165,371	\$106,922	(\$58,449)	(35.3%)
Total Non-operating Revenue/Expense	(\$59,142)	(\$87,211)	(\$82,891)	(\$98,512)	(\$86,560)	\$11,952	12.1%
Bottom Line Excluding Debt Service	\$156,887	\$194,469	\$5,443	\$66,859	\$20,362	(\$46,497)	(69.5%)

**Providing Value for the Taxpayer (Exhibit A)**

The mission of University Health is to improve the good health of the community through high quality compassionate patient care, innovation, education and discovery. With the support of Bexar County Commissioners Court and the Hospital District Board of Managers, University Health staff continuously pursue improvement in all four areas of the Triple Aim Plus. Our vision is to be one of the nation's most trusted health institutions. Mr. Hurley summarized illustrations of awards, recognitions, and certifications achieved in 2022 in detail, in a document labeled Exhibit A, which he provided to the Board as an extension of his written report.

**Next Steps**

- Tuesday, August 23, 2022 -Tax Rate recommendation presented to Bexar County Commissioners
- Tuesday, September 06, 2022 – Bexar County Commissioners to vote on University Health’s requested Tax Rate

RECOMMENDATION: Staff recommends the Board of Managers request Commissioners Court to set the 2022 total tax rate in support of University Health’s operating, debt service and capital requirements for 2022 at the existing tax rate of \$0.276235 per \$100 property valuation.

ACTION: A **MOTION** to **APPROVE** to approve staff’s recommendation was made by Ms. Fernandez, **SECONDED** by Mr. Hasslocher, and **PASSED UNANIMOUSLY**.

EVALUATION: In summary, Mr. Hernandez reiterated that there are many unknowns, in particular on the expense side. The staff is trying to control all costs and provide much needed services without raising the tax rate. Twenty (20) percent of University Health’s budget is comprised of property taxes (2021), which has been trending down over the last five years. Historically, compared to its peers in Texas, University Health has had a lower property tax rate. For example, Dallas and Houston are at 20 and 1 percent, respectively, with JPS at 31 percent, however, unlike University Health, these health systems do not own a health plan.

FOLLOW-UP: None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR JULY 2022 — REED HURLEY**

SUMMARY: University Health’s consolidated bottom line for the month of July 2022 reflects a gain of \$22.2 million, \$21.3 million better than the budgeted gain of \$0.9 million. This gain to budget is a combination of positive net patient revenue of \$13.0 million and Community First underwriting gain of \$5.2 million. In July, clinical activity (as measured by inpatient discharges) was down 0.5% for the month compared to budget and inpatient days were down by 2.1%. Surgical cases and Emergency Department visits were both over budget 0.3% and 1.1% respectively. Community First experienced a bottom line gain of \$6.4 million, which was \$5.9 million better than the budgeted gain of \$0.5 million. Community First fully insured membership was up 9.7% to budget. Mr. Hurley reviewed

RECOMMENDATION: Staff recommends approval of the financial reports subject to audit.

ACTION: A **MOTION** to **APPROVE** to approve staff’s recommendation was made by Mr. Hasslocher, **SECONDED** by Dr. Kelley, and **PASSED UNANIMOUSLY**.

EVALUATION: Mr. Hasslocher was pleased with July’s financials reports and thanked Mr. Hurley for his work.

FOLLOW-UP: None.

**PRESENTATIONS AND EDUCATION:**

**SECOND QUARTER SUPPLIER DIVERSITY REPORT — LATIFAH JACKSON/HORACIO VASQUEZ/TRAVIS SMITH**

SUMMARY:

Mr. Horacio Vasquez greeted the Board and Ms. Latifah Jackson provided a second quarter update on University Health’s Supplier Diversity program and continued progress on various projects that will enhance the Small, Minority, Woman, and Veteran-owned Business Enterprises (SMWVBE) Program. Initiatives include working with community partners in SMWVBE vendor outreach events, and multiple successes achieved in enhancing the partnership with community SMWVBE.

**Small, Minority, Woman, Veteran Owned Business Enterprises**

- Small – SBA Standards
- Minority
- African American
- Asian American
- Hispanic American
- Native American
- Woman
- Veteran
- Company must be 51 percent owned and operated within one of the above categories
- Certification awarded by Agency
- Governmental Agencies & Non-Profits cannot be certified

**Trend of Certified SMWVBE Spend**

- 2019 - \$26.7 million
- 2020 - \$27.8 million
- 2021 – \$28.5 million
- 2022 - \$28 million (Jan. – June)

**2022 SMWVBE Spend by Quarter**

	<u>Quarter 1</u>	<u>Quarter 2</u>
Supplies	\$126,618,392	\$132,183,301
Construction	\$63,570,065	\$43,815,342
Services	\$83,444,112	\$148,960,013

**University Health Spend**

Woman	\$8,867,202
Veteran	\$6602,107
Small	\$2,521,966
Native American	\$7,177
Hispanic American	\$2,521,966
Asian American	\$1,365,561
<u>African America</u>	<u>\$9,463</u>
Total	\$15.8 million (or 4.9 percent of overall spend)

**Supplier Diversity Goals**

- Commitment to ensure University Health’s vendor community reflects the diversity of our community:
- Focusing on Small, Minority, Women and Veteran owned Business Enterprises, includes efforts to contract locally and with not-for-profit entities
- Ensure an equitable approach for all opportunities to do business with University Health

**Supplier Diversity Initiatives**

Measure Vendor Impact

- Expanded SMWVBE Certification Support
- Tier II Spend

Internal Education

- SMWVBE Committee
- HR Onboarding Involvement

External Education

- Community Outreach

**External Education & Outreach**

- Doing Business with Premier, University Health’s Group Purchasing Organization (GPO)
- Loco for Small Businesses – SCTRCA
- Responding to an Request for Proposal
- Quarterly Procurement Forecast
- Understanding Cyber Insurance
- Understanding Government Contract
- Maestro Construction Workshop
- SMSDC Virtual Expo

**Supplier Diversity Successes**

Women & Children’s Hospital

- Efforts began with Mega Diversity & Inclusion Event: June 2019
- Partnership with Joeris & JE Dunn
- 35% SWMVBE Project Commitment
- Achieved 45% through GMP14

**Success Stories**

Vital Care Drapes for the Operating Rooms

- Contract Total: \$350K
- Savings: \$40K

Reteam Park Project: Job Order Contract

- Skanska
- Project Value: \$484,500
- SMWVBE Usage: \$225K or 46%

**Partnership Opportunities**

- Supplier Diversity success relies on partnerships
- Always open to additional ideas

RECOMMENDATION:

This report was provided for informational purposes only.

ACTION:

No action was required by the Board of Managers.

EVALUATION:

Mr. Adams commended the staff for the succinct presentation and noted that Mr. Ira Smith would have been very proud of the SMWVBE second quarter results as he continually advocated for all small businesses in town, but especially those from the east side of town.

FOLLOW-UP:

None.

**INFORMATION ONLY ITEMS:**

**UPDATE ON THE WOMEN’S AND CHILDREN’S HOSPITAL AND ASSOCIATED PROJECTS**  
**— DON RYDEN**

**UNIVERSITY HEALTH FOUNDATION UPDATE — SARA ALGER**

**REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS — LENI KIRKMAN**

SUMMARY:	Mr. Adams directed his colleagues’ attention to the three reports provided for information only, and asked them to review on their own time.
RECOMMENDATION:	None.
ACTION:	None.
EVALUATION:	None.
FOLLOW-UP:	None.

**ADJOURNMENT:**

At 7:45 pm, there being no further business, Mr. Adams adjourned the meeting in memory of Mr. Ira Smith’s dedicated and exemplary service during his tenure as a member of the BCHD Board of Managers.

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James R. Adams  
Chair, Board of Managers

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Margaret A. Kelley, MD.  
Secretary, Board of Managers

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Sandra D. Garcia, Recording Secretary