



**BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS**

Tuesday, August 31, 2021
6:00 p.m.
Cypress Room, University Hospital
4502 Medical Drive
San Antonio, Texas 78229

MINUTES

BOARD MEMBERS PRESENT:

James R. Adams, Chair
Ira Smith, Vice Chair
Margaret Kelley, M.D., Secretary
Roberto L. Jimenez, M.D., Immediate Past Chair
Anita L. Fernandez
Jimmy Hasslocher
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
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health
Edward Banos, Executive Vice President/Chief Operating Officer, University Health
Ted Day, Executive Vice President, Strategic Planning/Business Development, University Health
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health
Rob Hromas, MD, Dean, Long School of Medicine, UT Health, San Antonio
Leni Kirkman, Executive Vice President/Chief Marketing, Communication, and Corporate Affairs
Officer, University Health
Serina Rivela, Vice President/General Counsel, Legal Services, University Health

CALL TO ORDER:

Mr. Adams called the meeting to order at 6:10 pm.

INVOCATION AND PLEDGE OF ALLEGIANCE:

Mr. Adams introduced Ms. Jenny Perkins, Chaplain, University Health, for the invocation, and he led the Pledge of Allegiance.

PUBLIC COMMENT: None.

**SPECIAL RECOGNITION: SENATOR FRANK TEJEDA POLICE OFFICER OF THE YEAR AWARD
– A.J. SANDOVAL, CHIEF OF POLICE, UNIVERSITY HEALTH**

SUMMARY:

To honor the memory of The Honorable Frank M. Tejada, who succumbed to brain cancer while in office, University Health established The Frank Tejada Police Officer of the Year Award in 2012 to recognize police officers who demonstrate exceptional achievement and exhibit a genuine commitment to their profession, their agency, and the public they serve. Congressman Tejada sponsored the 1995 legislation authorizing the Bexar County Hospital District to appoint and commission peace officers. Chief Armando J. Sandoval noted that this year, the selection committee equally rated and nominated two officers for the Senator Frank Tejada Award. **Jesse Garcia, Police Officer II**, has been a veteran of University Health for 15 years. Officer Garcia was credited with saving a young man's life on Friday, July 23, 2021, during the course of his evening shift, when he pulled the young man to safety as he was getting ready to jump off a bridge on N. Walters Street. Officer Garcia escorted the young man to his patrol vehicle and transported him to the Crisis Center for treatment. **Barry Holmes, Police Officer II**, has been with University Health for 10 years. On Sunday, June 27, 2021, Officer Barry Holmes responded to a call from the University Hospital Emergency Department about an individual threatening to hang himself. Officer Holmes successfully lowered the individual to safety and avoided a tragedy. Officers Jesse Garcia and Barry Holmes demonstrate great compassion, empathy, and exceptional commitment in their roles as public servants, and both epitomize the mission, vision, and values of University Health.

RECOMMENDATION:

This report was provided for informational purposes only.

ACTION:

No action was required by the Board of Managers.

EVALUATION:

Dr. Kelley was impressed by the officers' empathy and awareness of mental health issues, it appears that both officers have received training in managing these individuals. Dr. Jimenez attributed their skills to the training provided by The Center for Health Care Services to the San Antonio Police Department, San Antonio Fire Department, and Bexar County Sheriff Officers. This training is the reason Bexar County officers save lives every day and avoid controversies that have occurred in other parts of the country involving the police. Chief Sandoval confirmed that University Health Peace Officers are required to take the same 40-hour training on mental health. Dr. Jimenez suggested that the officers' stories be shared with the public and their awards displayed in the main lobby of University Hospital. It will help families and staff call on peace officers as needed.

FOLLOW-UP:

None.

APPROVAL OF MINUTES OF PREVIOUS MEETINGS(S) — JUNE 22, 2021 (REGULAR MEETING); JUNE 29, 2021 (REGULAR MEETING); AND JULY 27, 2021 (REGULAR MEETING)

SUMMARY:

The minutes of three previous regular meetings were presented for approval: Tuesday, June 22, 2021; Tuesday, June 29, 2021; and Tuesday, July 27, 2021.

RECOMMENDATION:

Staff recommends approval of the minutes as submitted.

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

EVALUATION: None.

FOLLOW-UP: None.

REPORT FROM UT HEALTH SAN ANTONIO — ROB HROMAS, MD, DEAN, SCHOOL OF MEDICINE, FOR WILLIAM HENRICH, M.D., PRESIDENT

SUMMARY: Dr. Hromas greeted the Board members and explained his absence at the last two Board meetings was due to COVID-19, Delta, which is the prevalent variant at this time. He quarantined in a hotel room for 10 days and is happy to be back. Ninety-five (95) percent of the medical students and residents at the Long School of Medicine have received COVID-19 vaccines and are voluntarily masking 100 percent. He thanked Mr. Ed Banos for organizing the vaccine efforts. UT Health SA has received notice of an award from the National Institutes on Aging for an Alzheimer's disease Center, one of thirty (30) in the nation. UT Health SA is the only University that is home to NIA-recognized and funded Alzheimer's Center, Cancer Center, Clinical Trials Center, and Aging Center (Barshop Institute). Dr. Jimenez noted that Hispanics are more prone to Alzheimer's disease than others, to which Dr. Hromas replied that researchers have been imaging and sequencing brains of Caucasians versus Hispanics to investigate this phenomenon. UT Health SA has also received a massive grant for COVID-19 follow-up on among 5,000 Hispanics. This research will be conducted Dr. Tom Patterson, Dr. Blanca Gutierrez, and Dr. Mark Goldberg, Director of Clinical Trials.

RECOMMENDATION: This report was provided for informational purposes.

ACTION: No action was required by the Board of Managers.

EVALUATION: None.

FOLLOW-UP: None.

NEW BUSINESS:

CONSENT AGENDA – JIM ADAMS, CHAIR

CONSIDERATION AND APPROPRIATE ACTION REGARDING MEDICAL-DENTAL STAFF MEMBERSHIP AND PRIVILEGES — RAJEEV SURI, M.D., PRESIDENT, MEDICAL/DENTAL STAFF

SUMMARY: Pursuant to Article III, Section 3.3-1 of the Medical-Dental Staff Bylaws, initial appointments and reappointments to the staff shall be made by the Board of Managers. The Board of Managers shall act on initial appointments, reappointments, or revocation of appointments only after there has been a recommendation from the Executive Committee. The Credentials Committee met on July 26, 2021, and reviewed the credential files of the individuals listed on the Credentials Report and the Professional Performance Evaluation Report provided to the Board. The Executive Committee of the Medical-Dental Staff met on August 3, 2021, and approved the credential committee reports. The Executive Committee, in turn, recommends approval of clinical

privileges for the list of providers presented to the Board of Managers today.

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

SUMMARY:

As part of continuous quality improvement, and in alignment with The Joint Commission standards, University Health's Professional Staff Services Office monitors the clinical privileges of all privileged providers through the Professional Practice Evaluation process. Professional Practice Evaluation is a process whereby Medical-Dental staff member(s) are evaluated in regards to his/her competency and professional performance. New privileges, results of Peer Review, and assessment of Supervision are all examples of Professional Practice Evaluation. Also in alignment with The Joint Commission standards, the Professional Staff Services Office maintains Delineation of Privileges (DOP) for the Medical-Dental Staff. The Delineation of Privileges is a process in which the organized Medical-Dental staff evaluates and recommends an individual practitioner be allowed to provide specific patient care services with well-defined training criteria. The Credentials Committee met on July 26, 2021, and reviewed proposed revisions to Delineation of Privilege and the Professional Performance Evaluation Report and forms. In its meeting of August 3, 2021, the Executive Committee of the Medical-Dental Staff approved the Focused/Ongoing Professional Performance Evaluation Report, and in turn, recommends approval by the Board of Managers

CONSIDERATION AND APPROPRIATE ACTION REGARDING PROFESSIONAL SERVICES AGREEMENTS FOR TEMPORARY INPATIENT PHYSICIAN COVERAGE BETWEEN UNIVERSITY MEDICINE ASSOCIATION AND STAFF CARE, INC.; GOLDFISH MEDICAL STAFFING; AND CRITICAL CARE PARTNERS OF TEXAS, PLLC— TED DAY/MONIKA KAPUR, MD

SUMMARY:

University Medicine Associates, in collaboration with University Health, has entered into no-obligation coverage agreements with four locum tenens (temporary physician) agencies, beginning in October, 2020, for the provision of on-site inpatient critical care/intensivist and hospitalist services when needed to effectively manage the care of hospitalized COVID-19 patients. These services include direct patient care, coordination of consultations with other specialists, and ordering tests and procedures as necessary. Since initial contracting, physicians from these agencies provided additional ICU coverage for the hospital's COVID units during the period of December, 2020, through early April, 2021. The need still exists for this additional support for the current surge. Thus Health System leadership seeks authorization for additional funds for the following agencies to help the current and a potential future surge of COVID-19 patients: Staff Care, Inc.; Goldfish Medical Staffing; and Critical Care Partners of Texas PLLC. These locum tenens agreements provide University Hospital with the ability to quickly expand physician coverage with the necessary skills and

expertise to effectively care for COVID patients requiring hospitalization in both the intensive care and acute care settings during pandemic surges when necessary. All locum tenens physicians may be emergently privileged, then processed and credentialed in accordance with the Medical-Dental Staff Bylaws, by both University Hospital and by University Medicine Associates. Each one is required to meet credentialing and pre-employment requirements in order to practice at the hospital. During the 2020/2021 Winter/Spring COVID surge, University Health spent the following funds with each agency (to include professional services and related expenses):

- Staff Care, Inc. - \$93,657
- Goldfish Medical Staffing - \$140,005
- Critical Care Partners of Texas PLLC - \$242,780

These expenses were unbudgeted; however, University Health billed payers (through UMA) and received Coronavirus Aid, Relief, and Economic Security (CARES) funding from the federal government to offset uncovered expenses. These funds were netted together and were used to cover these contractual expenses. Staff recommends that the Board of Managers approve and authorize the President/CEO to negotiate and execute professional services agreements with Staff Care, Inc., Goldfish Medical Staffing, and Critical Care Partners of Texas PLLC in the amount of a maximum of \$450,000 per agency to cover previous, current, and envisioned future physician staffing needs for COVID surge response during the balance of the current fiscal year and the next fiscal year for these services.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A PROFESSIONAL SERVICES AGREEMENT WITH GATEWAY COMMUNITY HEALTH CENTER INC. FOR THE HEPATITIS C – C.A.R.E. PROGRAM TO EXPAND HEPATITIS B AND C VIRUS SCREENING AND VACCINATION - ROBERTO VILLARREAL, MD/ ANNA TARANOVA, MD

SUMMARY:

The purpose of this agreement is to decrease incidence of, and mortality from, liver cancer, or Hepatocellular Carcinoma specifically, by expanding liver cancer prevention efforts through screening for HCV and HBV in patients at risk in the Middle Rio Grande Region. University Health received a new three-year award from the Cancer Prevention & Research Institute of Texas (CPRIT) to expand the already existing Hepatitis screening program in Bexar County and implement and increase hepatitis screening and vaccination access for patients in the Middle Rio Grande Region. This CPRIT funded program, titled Hep C – C.A.R.E (Colonias Advancing & Restoring Esperanza) is much needed for the region with already high rates of tuberculosis, hepatitis, HIV, diabetes, cancer, and end stage liver disease. The Hep C – C.A.R.E program will incorporate education to providers and local population on Hepatitis B Virus (HBV) and Hepatitis C Virus (HCV) to increase access to screening and vaccination, and to enhance care coordination services for the most vulnerable communities. The program is specifically tailored to adults ages 18 to 79 as recommended by the U.S. Preventive Services Task Force and standard of care. During the three-year period, the Hep C - C.A.R.E staff will work with Gateway Community Health Center, Inc., (Center), a Federally Qualified Health Center, with six clinic locations: four in Webb County, one in Jim Hogg County, and one in Zapata County. The

overall impact of the program and this sub award agreement with the Center is budget neutral. The activities for this sub agreement are funded through CPRIT Contract No. PP210016. This is a cost reimbursement contract and Hep C – C.A.R.E related services will be reimbursed for actual cost incurred. The total contract amount for Hep C – C.A.R.E operating budget is \$1,176,053 for the term of this contract, which is June 1, 2021 through May 31, 2024. A request for this contract amount includes a three-year funding period. All services in this contract are funded with the CPRIT award and thus the activities will have no negative fiscal impact to University Health. The Center’s workforce composition data was provided for the Board’s review. Staff recommends Board of Managers’ approval to contract with Gateway Community Health Center Inc., for the Hep C – C.A.R.E grant program in the amount of \$1,176,053, for a three-year period beginning June 1, 2021 through May 31, 2024.

CONSIDERATION AND APPROPRIATE ACTION REGARDING PURCHASING ACTIVITIES (SEE ATTACHMENT A) — ANTONIO CARRILLO/TRAVIS SMITH

SUMMARY: Thirty (30) contracts with a value of \$29,190,669 are being presented to the Board of Managers during the August Board meeting. The following contracts require approval by the Board of Managers: 18 consent contracts with a total value of \$12,937,719; and 12 presented contracts with a total value of \$16,252,950. During the month of August, there were four (4) vendors classified as Small, Minority, Woman, or Veteran Owned Business Enterprises (SMWVBE). The August 2021 SWMVBE Status Reports reflects items submitted for Board approval.

CONSENT AGENDA RECOMMENDATION: Staff recommends approval of the items on the consent agenda, as submitted.

CONSENT AGENDA ACTION: **MOTION to APPROVE** staff’s recommendation was made by Mr. Hasslöcher, **ECONDED** by Ms. Fernandez, and **PASSED UNANIMOUSLY.**

CONSENT AGENDA EVALUATION: None.

CONSENT AGENDA FOLLOW-UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING AGREEMENTS WITH TEXAS LIVER INSTITUTE, INC., IN SUPPORT OF THE LIVER DISEASE PROGRAM AND UNIVERSITY TRANSPLANT CENTER AND RELATED ITEMS

SUMMARY: Since 2013, University Health and Texas Liver Institute (TLI) have worked together, in partnership with UT Health San Antonio (UT

Health), to develop a comprehensive Liver Disease Management Program at University Health. The President/CEO of TLI, Dr. Fred Poordad, is a nationally recognized Hepatologist and a visionary leader in this field of study. This collaboration has significantly advanced the treatment of liver disease patients, resulting in significant growth of liver disease and potential transplant patients at University Health. This growth has enabled University Health to become the second largest living liver donor center in the United States. Financial support for the clinical services has been provided by University Health through the Master Health Care Services Agreement (MSA) with UT Health which in turn subcontracts with TLI for their clinical services rendered. University Health also has a direct Professional Services Agreement with TLI to provide Medical Director and Program Development Services. After review with outside legal counsel, who are experts in Academic Medical Center agreements, TLI and University Health can enter into a Faculty Practice Group Agreement memorializing TLI's status as a faculty practice plan within the Academic Medical Center Exception (AMC Exception) as defined at 42 C.F.R. Section 411.355(e). This commitment and agreement will maintain such status for its current contractual arrangements as well as future collaborations and partnerships with University Health. In order to enhance this collaboration, University Health proposes to amend and/or enter into the following agreements with TLI:

- 1) Amend current Professional Services Agreement for Medical Director and Program Development Services to add the following clinical services: 24/7 call coverage for the Texas Liver Tumor Center; Transition Program Director-Fatty Liver Disease; Hepatology physicians with additional expertise in liver tumor management; Advanced Practice Providers experienced in organ failure and complex internal medicine regimens; working in collaboration with UT Health, 24/7 adult Hepatology call coverage at University Hospital; and LVNs to work with Transplant Center staff to provide ambulatory care for patients who are not yet but may become eligible for transplant. The cost of these additions total \$2,071,708, however \$1,739,708 of this amount is currently being paid to UT Health through the MSA and then distributed to TLI. Upon the execution of this amendment, these amounts will no longer be paid to UT Health through the MSA and will instead be paid directly to TLI, which will amount to a total increase in cost to University Health of \$332,000.
- 2) Electronic Health Record Services Agreement setting forth the terms under which University Health will sublicense its EPIC Electronic Health Record to TLI to promote the use of health information technology in the interests of quality of care, patient safety, and health care efficiency, while also maintaining patient data security and privacy. TLI will pay EHR costs and services as defined and allowed by federal law. This will streamline medical care and be seamless as they will be on the same instance of Epic.
- 3) Time Share Lease Agreement with the TLI Transplant Outreach Clinic at 7940 Shoal Creek Blvd., Suite 205, Austin, TX 78757 for liver transplant services and specialty care in Hepatology and liver disease management for those patients whose frailty and

socioeconomic challenges may be a barrier for them and their caregiver to travel to San Antonio.

- 4) Time Share Lease Agreement with the TLI Clinic at 607 Camden, Suite 101, San Antonio, Texas 78215 for on-site phlebotomy services.
- 5) Faculty Practice Group Agreement. Once executed, this agreement will memorialize the existence of the Academic Medical Center Exception for arrangements between University Health and Texas Liver Institute.

RECOMMENDATION: Staff recommends Board of Managers' approval to amend and/or enter into the Professional Services Agreement for Medical Director and Program Development Services, the Electronic Health Record Services Agreement, the Time Share Lease Agreement with the TLI Transplant Outreach Clinic, the Time Share Lease Agreement with the TLI Clinic and the Faculty Practice Group Agreement with Texas Liver Institute, Inc., in a total amount not to exceed \$2,292,253 per year, and to authorize the President/Chief Executive Officer to execute any documents necessary to consummate said agreements.

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

EVALUATION: Dr. Kelley realizes how this partnership is advantageous to Texas Liver Institute; however, how is the partnership advantageous to University Health versus owning Texas Liver Institute or starting a similar program, as it appears to her that University Health is partnering with its competition. Mr. Banos replied that the Long School of Medicine has never had enough hepatologists on staff, the current count is 8 or 9, and there are very few hepatologists in town. Dr. Hromas interjected that TLI also has clinics in Dallas and Austin from where they refer patients to University Health for treatment and/or transplants. Dr. Poordad would like to grow their program and salaries are a key component; this is a friendly partnership between TLI, University Health, and UT Health. TLI is not amenable to selling the practice. As for existing liability issues, Mr. Hernandez informed Dr. Jimenez there are none; the parties are integrating better. Dr. Jimenez noted that liver disease is twice more common in South Texas than in other parts of the country, and most prevalent in Hispanics.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING PROPERTY LOCATED AT 8403 WURZBACH ROAD, SAN ANTONIO, BEXAR COUNTY, TEXAS - PURCHASE SALE AGREEMENT WITH CREDIT HUMAN FEDERAL CREDIT UNION FOR ITS LEASEHOLD INTEREST AND PERSONAL PROPERTY; AND GROUND LEASE AGREEMENT WITH SAN ANTONIO MEDICAL FOUNDATION — DON RYDEN

SUMMARY: Credit Human Federal Credit Union (formerly known as San Antonio Federal Credit Union) recently transitioned out of a free-standing banking facility within the medical center. This building sits on 2.05 acres in a prime location for outpatient services and close to the hospital, at 8403 Wurzbach Road, situated on the northeast corner of Wurzbach

and Sid Katz Drive. The building is approximately 6,052 sq. ft. with 38 parking spots, and includes three drive-thru lanes that can be repurposed. A solar array, which provides energy for the building, is included in the purchase price. The sale of the property includes the Leasehold Interest and Personal Property with Credit Human Federal Credit Union and a Ground Lease with the San Antonio Medical Foundation (SAMF). The acquisition of this real estate asset consists of the following two separate transactions which will occur simultaneously.

- 1) Purchase and Sale Agreement with Credit Human Federal Credit Union for its Leasehold Interest and Personal Property (i.e.- the 6,052 sq.ft. building and related improvements in the property) for a sum total of \$750,000. The source of funding for this purchase will be from the C.Y. 2021 Capital budget.
- 2) A Ground Lease Agreement with San Antonio Medical Foundation with an initial term of thirty (30) years, with five (5) separate renewal options for successive periods of five (5) years each. The annual base rent upon commencement for the Ground Lease will be \$65,615 payable in monthly installments of \$5,467.92. The base rent will be adjusted every five (5) years by the Consumer Price Index for All Urban Consumers (1982-1984 = 100); U.S. City Average (CPI-U). The Ground Lease payments will be an operational expense.

Senior staff proposes a Women's Breast Center for this location. Currently, the University Health Breast Center is located in shared leased space at the UT Health San Antonio Mays Cancer Center (formerly called the Cancer Treatment & Research Center, CTRC). This new location would provide appropriate space to provide a state-of-the-art diagnostic and treatment facility for women in a single location that is easily accessible, comfortable and conveniently located near the main campus, future home of the University Health's Women's & Children's Hospital. The current lease at CTRC commenced on January 1, 2018 and renews automatically each anniversary unless ninety (90) days written notice is provided. The lease expires December 31, 2022. University Health leases 5,210 sq. ft. at a base rate of \$20.16/sq. ft. or \$105,034 per year. In addition to rent, University Health maintains 16 parking permits at a cost of \$46.83/space per month or \$8,991 per year.

RECOMMENDATION:

Staff recommends Board of Managers' approval for the acquisition of the property located at 8403 Wurzbach Road, San Antonio, Texas; and authorize the President/Chief Executive Officer to execute the following agreements and all related documents included therein:

- 1) Purchase and Sale Agreement with Credit Human Federal Credit Union for \$750,000; and
- 2) A thirty- (30) year Ground Lease Agreement with San Antonio Medical Foundation with an initial annual base rent of \$65,615.

ACTION:

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

EVALUATION:

None.

FOLLOW-UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING CONTRACT AMENDMENTS WITH MARMON MOK L.L.P. FOR FURNITURE, FIXTURES AND EQUIPMENT PROCUREMENT SUPPORT AND LOGISTICS MANAGEMENT SERVICES; AND BROADDUS & ASSOCIATES FOR TRANSITION PLANNING AND ACTIVATION COORDINATION SERVICES FOR THE WOMEN'S & CHILDREN'S HOSPITAL — DON RYDEN

SUMMARY:

The next significant construction milestone for the Women's & Children's Hospital is to begin installing drilled piers and initial foundation work for the Podium expansion core and shell spaces: all planned areas of the Project will then be under construction. Staff has therefore begun planning for post-construction operational considerations leading to full occupancy and operational use of the new facilities. It has also been determined that experts with specialized experience in activation planning and transition management services should be added to the project management organization, to guide occupancy and activation functions if brought on during construction. Senior leadership concurs with the project manager's recommendation to engage a combination of functional logistics managers for non-construction procurement working under the coordination of an overall activation and planning manager. In addition to the detailed planning for transition and activation phases that will commence in 2023, staff has considered certain enhancements to the patient experience in the completed Women's and Children's Hospital. The A/E team was directed to make minor modifications to the original design of the Child Life spaces under the guidance of University Health staff, to increase the interactive features of these spaces for patients and facilitate the proximity of ancillary equipment and toys that are used to therapeutically engage pediatric patients. Mr. Ryden provided the Board-approved Project budget for the Board's perusal. All proposed actions are within the approved budget, therefore, no changes were shown to the Project total cost. The individual adjustments proposed are as follows:

<u>Additional Service Description</u>	<u>Provider</u>	<u>Value</u>
Activation and Transition Coordination	Johnson Healthcare RE as a sub-consultant to Broaddus & Associates	\$ 745,500
FFE Logistics Planning and Management	Marmon Mok	\$ 770,000
Child Life design enhancements	Marmon Mok	\$ 37,500
<u>Exterior enhancements</u>	<u>Marmon Mok</u>	<u>\$ 90,500</u>
Total of proposed contract increases		\$1,643,500

Fees for these additional services will be paid from current Board-approved Project funding. The workforce composition data for both vendors was provided for the Board's review.

RECOMMENDATION:

Staff recommends the Board of Managers approve the contract increases for post-construction services and patient experience enhancements described above and authorize the President/Chief Executive Officer to

execute Amendments to the Broaddus and Associates and Marmon Mok L.L.P. Agreements accordingly.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE PURCHASE OF ARCHITECTURALLY SIGNIFICANT MEDICAL EQUIPMENT FROM VARIOUS VENDORS FOR THE WOMEN'S AND CHILDREN'S HOSPITAL — DON RYDEN

SUMMARY: Construction of the lower floors of the Women's and Children's Hospital is structurally complete and mechanical, electrical, and plumbing rough-in work is ongoing. The medical planner has identified architecturally significant medical equipment that requires site-specific drawings to fully coordinate with the Construction Manager's ongoing work. This equipment requires specific structural and utility infrastructure to enable later installation without rework. The medical planner has further validated the proposed equipment list and associated estimated costs with staff to verify that this equipment meets the Project's basis of design and the operational requirements for the various healthcare departments. Medical equipment planning is now moving into the procurement phase. University Health received competitive price quotes from various vendors per the coordinated equipment list below. Total quoted cost for the architecturally significant medical equipment items is \$3.9 million in accordance with the medical planner's solicitations. University Health procurement guidelines and policies will be followed for the acquisition of the described medical equipment items included in the table below. The acquisition of these items and systems will be funded from existing Board-approved Project funds. Estimated shipping and freight charges have been included with the vendor quotes, and cost summary by vendor and system is noted below:

Arjo, Inc: Ceiling Mounted Patient Lifts	\$ 72,000
Belimed: Cart Washers	\$ 335,500
Philips: Radiographic Imaging System	\$ 343,000
Stryker: Exam/Procedure Light, Ceiling Recessed (Kirlin)	\$ 1,048,500
Stryker: Medical Gas Articulating Boom w/Light (PICU/PCCU)	\$ 265,500
Stryker: Exam/Procedure Light, Ceiling Recessed	\$ 170,500
Stryker: Ceiling Mounted Surgical Light (Treatment & Trauma)	\$ 175,500
Stryker: Lights, Booms, Integration, Tables (ORs), <u>Bubble Cameras</u>	<u>\$ 1,480,500</u>
Total	\$ 3,891,000

The workforce composition data for each of the vendors was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve the procurement of architecturally significant Medical Equipment items for the Women's and Children's Hospital in the amount of \$3,891,000.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING JOB ORDER CONTRACTS FOR FACILITIES MODIFICATION AND REPAIR WITH THE FOLLOWING COMPANIES: SKANSKA USA BUILDING, INC.; SPAWGLASS CONTRACTORS, INC.; JAMAIL & SMITH CONSTRUCTION, LP; AND TEJAS PREMIER BUILDING CONTRACTOR, INC. — DON RYDEN

SUMMARY: University Health issued a competitive solicitation for Job Order Contracts (JOC) for Facilities Modification and Repair services on June 4, 2020 under the provisions of Texas Government Code Section 2269.401, to pre-select qualified JOC General Contractors to administer small to medium projects for maintenance, repair, alteration, remediation or minor construction of a facility when work is recurring but the delivery times, type, and quantities of work required are indefinite. Nineteen (19) companies responded to the solicitation and submitted proposals. The evaluation committee scored the proposals on criteria identified in the RFP. Based on the final scoring, the evaluation committee recommends the following companies for Job Order Contracts for Facilities Modification and Repair Services: Skanska USA Building, Inc.; SpawGlass Contractors, Inc.; Jamail & Smith Construction, LP; and Tejas Premier Building Contractor, Inc. The Job Order Contracts will be implemented for individual maintenance and repair projects that cost between \$250,000 and \$500,000 in the aggregate. A specific scope of work for each Job Order Project will be pre-determined and in writing between University Health and the awarded Contractor. For each job order project, University Health staff will prepare a Project Request for Proposal ("Project RFP") identifying the requirements for the job order project such as drawings, specifications and other appropriate materials, the intended scope and character of the job order and the schedule for the job order project. Site walkthroughs will be held to clarify project requirements with the contractor. In response to the Project RFP, the contractor will provide University Health with a written Project Proposal that includes a narrative description of the scope of work, phases of work, cost proposal, project schedule and the list of subcontractors hired for the work. This request is for approval to pre-select these companies and contract with them on an as-needed basis to provide job order contracting for facilities modification and repair services. The contract will be issued for two (2) years with the option to renew for three (3) one-year terms. Each JOC project will cost less than \$500,000 in the aggregate. Mr. Ryden described each business enterprise below and provided each vendor's respective comprehensive SMSVBE plan:

- Skanska commits to obtaining a 35% SMWVBE subcontractor goal. Skanska assigned a dedicated vendor diversity manager for San

Antonio and a project diversity compliance coordinator to outreach, engage, educate and train the SMWVBE subcontractors for specific project opportunities.

- SpawGlass will subcontract portions of the work for each individual task within the JOC contract to maximize 45% SMWVBE participation goal. A Good Faith Effort Plan will be submitted with each proposal.
- Jamail & Smith will provide a dedicated SMWVBE Coordinator for the project. They commit to obtaining a 35% SMWVBE subcontractor participation goal with a least three qualified SMWVBE subcontractors bidding on individual job order projects.
- Tejas Premier provides opportunities to local and small minority subcontractors first then larger companies second and commits to obtaining a 40% SMWVBE participation goal.

RECOMMENDATION:

Staff recommends the Board of Managers approve the four companies described above for the Job Order Contracts for Facilities Modification and Repair. Furthermore, staff recommends that the President/Chief Executive Officer be authorized to execute a two (2) year contract for \$2,000,000 with each company on an as needed basis to provide Job Order Contracts for Facilities Modification and Repair services at University Health facilities.

ACTION:

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

EVALUATION:

Mr. Adams summarized the benefits of having such an arrangement in place. Staff estimates that each vendor will have the opportunity to bid on two projects each during the contract period, and each vendor has committed to subcontracting approximately 20 percent of each contract to a local SMWVBE. Dr. Kelley reviewed workforce composition data for each of the vendors and noted that three of the vendors have zero African Americans employees in the professional category, which is not diversity. She wondered how they would meet their respective SMWVBE aspirations based on their non-diverse workforces. Mr. Ryden and staff continue to encourage partnerships of large firms with local SMWVBE sub-contractors. To Mr. Smith's concern regarding accountability, Mr. Banos informed the Board that he and Mr. Reed Hurley are the executives responsible for signing off on invoices and staff in Mr. Ryden's area (Project, Design & Construction) will oversee the projects from beginning to completion. Mr. Hernandez expressed confidence that the staff has some influence over larger construction vendors in selecting and recruiting local SMWVBE subcontractors.

FOLLOW-UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR JULY 2021 — REED HURLEY

SUMMARY:

In July, clinical activity (as measured by inpatient discharges) was down 2.2 percent for the month compared to budget, inpatient days were over by 1.7 percent. Community First Health Plans, Inc., (Community First) fully insured membership was up 22.6 percent to budget. On a consolidated basis, gain from operations was \$30.4 million, \$20.3 million better than budget. The consolidated bottom line gain (before

financing activity) was \$24.3 million, \$21.0 million better than the budgeted gain of \$3.3 million. Higher net patient revenue and supplemental revenues combined with lower than budget expenses resulted in performance better than budget. Community First experienced a bottom line gain of \$8.4 million, which was \$5.9 million better than the budgeted gain of \$2.5 million. Higher premium revenue in addition to lower claims expense resulted in performance better than budget. Mr. Hurley reviewed notable increases and/or decreases from the December 31, 2020 Consolidated Balance Sheet in detail with the Board. Supplemental revenue includes UHRIP, DSH, Uncompensated Care, DSRIP, Graduate Medical Education (GME), NAIP, and the 1115 Waiver, all of which are uncertain at this time.

RECOMMENDATION:

Staff recommends approval of the financial report subject to audit.

ACTION:

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

EVALUATION:

None.

FOLLOW-UP:

None.

Dr. Roberto Jimenez departed the meeting at 7:40 pm.

PRESENTATIONS AND EDUCATION:

COVID-19 UPDATE — ED BANOS

SUMMARY:

Mr. Banos provided the following COVID-19 update and impact on inpatient hospitalizations.

Spike 1 – June 1, 2020 to October 1, 2020 = 961

Spike 2 – November 20, 2020 to March 1, 2021 = 1,136

Spike 3 – July 1, 2021 to November 1, 2021 = 1,289 (Day 59)

Hospitalizations: Crisis of the Unvaccinated

(Total COVID+ and Persons Under Investigation Inpatient Census)

June 1 to August 30, 2021 N = 686

COVID+ Inpatient Trends: Age

(June 1 to August 30, 2021)

Average Age – Unvaccinated - 46.6

Average Age - Vaccinated - 61.2

N= 686

COVID+ Inpatient Trends: ICU Stays

(June 1 to August 30, 2021)

Unvaccinated - 92.6

Vaccinated - 7.4

N=108 (100 unvaccinated)

University Health Response

- Initiated “Code Grey” disaster with daily calls to review situation status
- Community testing
- Testing patients and employees at Express Med locations
- Testing started at school based clinics

UMA response

- Increased staff at Express Meds location, flexed into ER when surge initially to help with volume
- Procurement/PPE supplies
- No supply issues this wave
- Increased rentals of HEPA filters for patient rooms
- Increased order for needles needed for flu and booster shots

Pharmacy/Vaccine Operations

- Providing vaccines at pharmacy locations and at hospital entrance
- Plan to restart Wonderland operation for booster shots on September 20 for both Pfizer and Moderna
- Scheduling employee for booster through employee health
- September 18 – drive-up flu vaccination sites starting (4 throughout Bexar County, 1 per Commissioner precinct)

Staffing

- Hired 70 contract RNs and Respiratory therapy staff from Angel Staffing
- Requested RN and Respiratory staff from State/STRAC received 7 ICU, 4 ER and 4 Acute care nurses last week
- Requesting locum MDs for ICU coverage 1 started August 23rd
- Staff Recharge Rooms- opened in 2020 throughout Sky tower (especially COVID treatment floors), 7 Horizon; more opened in 2021: 12 MSU, 9 Rio, ED. (Pending RBG, TDI, NICU).
- The Foundation provided financial support to refurbish them (recliners, etc. Art installed)
- Funded 0.5 FTE counselor in UT GME to support residents/fellows and provide screening for other physicians (UMA and UT) for counseling support
- Funded UT NOW (New Opportunities for Wellness, \$1.4M)- opened October 2020, rapid access (within one week) to counseling and psychiatry- many employees have accessed services (virtual and in person).
- Chaplain-provided recharge moments, comfort/appreciation cart rounding
- Chaplain has provided classes on burnout, compassion fatigue, resiliency
- Schwartz rounds began in 2021 (part of TIC)
- Funded ecumenical center for some additional chaplain support and musicians to play on units, RBG and UH lobby
- We have in hospital counselor funded and room ready to go

Hospital At Home Update

- Enrolled 15th patient on Monday, August 30. For August, provided 45 days of Hospital at Home
- OB- 1
- Neurology (Optic Neuritis)- 4
- COVID- 7
- Podiatry/Medicine- 1
- General Surgery BMI- 1
- Transplant Medicine- 1
- Reviewed City of San Antonio map to indicate Hospital at Home patients by Place of Residence, Bexar County, Texas, for Medicine, Neurology, Obstetrics, and Surgery lines of service.

RECOMMENDATION:

This report was provided for informational purposes only.

ACTION: No action was required by the Board of Managers.
EVALUATION: None.
FOLLOW-UP: None.

INFORMATION ONLY ITEMS:

SECOND QUARTER SUPPLIER DIVERSITY REPORT — ANTONIO CARRILLO/TRAVIS SMITH

UNIVERSITY HEALTH FOUNDATION REPORT — SARA ALGER

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS — LENI KIRKMAN

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

SUMMARY: Mr. Adams directed his colleagues' attention to the four (4) informational reports above, and asked them to review on their own time.
RECOMMENDATION: These report are for informational purposes only.
ACTION: No action is required by the Board of Managers.
EVALUATION: None.
FOLLOW-UP: None.

ANNOUNCEMENTS:

Mr. Adams announced for that this would be Dr. Jimenez's last meeting as he has decided to step down from the Bexar County Hospital District Board of Managers. Dr. Jimenez was appointed to this Board in 1992 and has worked tirelessly since then for the people of Bexar County. He grew up on the Westside of San Antonio and attended public school. He trained as a psychiatrist in Boston, Massachusetts, where he was one of the few MDs who spoke Spanish. He served in the Vietnam war as a combat medic and is a decorated marine. He has worked hard to successfully help many Vietnam war veterans with issues regarding Agent Orange, and he uses lessons of resourcefulness from the "barrio" in his business dealings today. He runs a busy private practice and is an advocate not only for his patients, but for their families. He is a wonderful person and will be missed by his Board colleagues. Mr. Adams encouraged Board members to call Dr. Jimenez and thank him for his service. Ms. Fernandez looks forward to celebrating his history and suggested the staff and the Board can find a way to do that.

ADJOURNMENT:

At 8:03 pm, there being no further business, Mr. Adams adjourned the meeting in honor of Dr. Jimenez's public service and his 29-year tenure as a member of the BCHD Board of Managers.



James R. Adams
Chair, Board of Managers



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


Sandra D. Garcia, Recording Secretary