



University Health System

BEXAR COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS

Tuesday, December 15, 2020
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.
Anita L. Fernandez
Jimmy Hasslocher

BOARD MEMBERS ABSENT:

Roberto L. Jimenez, M.D., Immediate Past Chair
L.P. Buddy Morris

OTHERS PRESENT:

George B. Hernández, Jr., President/Chief Executive Officer, University Health System
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health System
Edward Banos, Executive Vice President/Chief Operating Officer, University Health System
Rob Hromas, MD, Dean, Long School of Medicine, UT Health San Antonio
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health System
Leni Kirkman, Executive Vice President/Chief Marketing, Communications & Corporate Affairs Officer,
University Health System
Serina Rivela, Vice President/General Counsel, Legal Services, University Health System
And other attendees.

CALL TO ORDER:

Mr. Adams called the meeting to order at 6:00 pm, and read the following statement: In light of the recent spike in Covid-19 cases and as a precautionary measure to mitigate the spread of COVID-19 and allow the Board, our staff and the public to participate in this meeting in a safe manner, this meeting will be conducted both in person and by telephone. An amended emergency notice was posted in support of this special meeting as authorized by the Governor's Emergency COVID-19 Executive Order. He then yielded the floor to the Recording Secretary for roll call and to confirm a quorum. Dr. Jimenez and Mr.

Morrison were noted absent; and all other Board members, indicated “present.” Voting today will be conducted by individual roll call to clearly identify each Board member by name and vote.

Mr. Adams welcomed Mr. Hasslocher, who was re-appointed by Judge Nelson Wolff to the Board of Managers on Tuesday, December 1, 2020.

Mr. Adams asked Ms. Leni Kirkman to introduce Ms. Sara Alger, who joined University Health as Foundation President in November of 2020. Ms. Alger brings over 20 years of fundraising experience and a proven track record of success in donor engagement, team building and comprehensive fundraising strategies. Prior to joining University Health, she served as Vice President of Foundation Development for Advocate Aurora Health based in Wisconsin. Advocate Aurora Health is one of the 10 largest non-for-profit integrated health care systems in the U.S., with 27 hospitals and more than 500 clinics across two states. In this role, she established and led fundraising strategies for nine hospitals, and their affiliated clinics and programs.

INVOCATION AND PLEDGE OF ALLEGIANCE

In Ms. Jeanene Atkinson’s absence, Mr. Adams introduced Ms. Julie Rowe, Chaplain, Spiritual Care Services, University Health, for the invocation, and he led the pledge of allegiance.

PUBLIC COMMENT:

Mr. Hernandez informed Mr. Adams that there were no members of the public signed up to address the Board of Managers.

Immediately following pledge of allegiance at 6:05 pm, Mr. Adams announced a Public Hearing of the Mandatory Payment for the Bexar County Hospital District Local Provider Participation Fund for Fiscal Year 2021. There being no speakers to comment on the proposed mandatory payment, Mr. Adams concluded the Public Hearing and resumed the public Board meeting.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A RESOLUTION SETTING THE MAXIMUM RATE OF MANDATORY PAYMENT(S) FOR THE BEXAR COUNTY HOSPITAL DISTRICT’S LOCAL PROVIDER PARTICIPATION FUND THROUGH FISCAL YEAR 2021 — GEORGE B. HERNÁNDEZ, JR./REED HURLEY

SUMMARY:

Senate Bill (SB) 1545 signed by the Governor on June 10, 2019 authorized the establishment of a Local Provider Participation Fund (LPPF) for Bexar County. On June 25, 2019, the Board of Managers approved the creation of the Bexar County Hospital District LPPF which will be the source of Intergovernmental Transfer (IGT) funding for private hospitals in Bexar County. Based on estimated IGT needs, the LPPF can assess a fee not to exceed six percent on the annual net patient revenues of private hospitals in Bexar County. There are several required steps including publication of a notice of a public hearing on the assessment, which took place just now. To generate funding for IGTs due in 2021, the Bexar County Hospital District LPPF assessment is necessary. A notice for the public hearing was published in the San Antonio Express News on December 10, 2020 and the public hearing will be held at the December 15, 2020 Board of Managers meeting. The assessment will be due at various times in calendar year 2021, as IGTs are necessary. The annual LPPF assessment is based on the maximum allowed annual percentage rate of 6.0. The total assement based on a rate

of 6.0 percent of eligible hospitals net patient revenue, projected at \$4.2 billion, will generate up to \$252 million for the 2021 IGT needs for the Bexar County private hospitals. The actual assessment amounts invoiced to Bexar County hospitals during 2021 will depend on the IGT requirements to be determined as the year progresses. There is no impact to Bexar County Hospital District taxpayers from the LPPF levy and paying providers may not add a surcharge to a patient bill.

RECOMMENDATION: Staff recommends that the Board of Managers adopt a Resolution authorizing the Bexar County Hospital District to set the 2021 assessment rate for the Bexar County Hospital District Local Provider Participation Fund at 6.0 percent.

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

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 Medical-Dental Staff of University Health 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 of the Medical-Dental Staff. If approval is granted by the Board of Managers, the clinical provider is placed on a two-year reappointment cycle. After 12 months' provisional review, the provider's status changes from Provisional to Active or Courtesy Staff depending on board certification and the frequency of patient encounters during the previous 12 months. The Credentials Committee met on November 23, 2020, and reviewed the credential files of the individuals listed in the written Credentials Committee Report provided to the Board of Managers. At its meeting of December 1, 2020, in accordance with University Health's credentialing and privileging process, the Executive Committee of the Medical-Dental Staff approved the Credentials Committee's Report and its recommendation for clinical privileges for staff membership. The Executive Committee recommends approval by the Board of Managers of the Credentials Committee Report.

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: The Credentials Committee met on November 23, 2020, and reviewed proposed revisions to Delineation of Privileges and the Professional

Performance Evaluation Reports and forms, which were provided to the Board of Managers. In its meeting of December 1, 2020, the Executive Committee of the Medical-Dental Staff approved the Focused/Ongoing Professional Performance Evaluation Reports and therefore, recommends approval by the Board of Managers

CONSIDERATION AND APPROPRIATE ACTION REGARDING REAPPOINTMENTS TO THE UNIVERSITY HEALTH FOUNDATION BOARD OF DIRECTORS — JIM ADAMS, CHAIR

SUMMARY:

The University Health Foundation, a 501(c)(3) charitable organization, was established in 1984 to solicit, receive and maintain funds exclusively for the benefit of University Health System and its community missions. A volunteer Board of Directors representing the community, University Health Board of Managers, and UT Health San Antonio, governs the Foundation. The Board takes an active role in all fundraising campaigns and special events, serving as a lifeline of support for patients and staff, by inspiring donors to participate in efforts to advance this mission. The following Foundation Board members have terms expiring on December 31, 2020:

- Mr. Jason Fraser
- Mr. James C. Hasslocher
- Dr. Margaret Kelley
- Mr. Joe Linson
- Judge Rene Yanta

Mr. Adams recommends the re-appointment of all five (5) individuals to the University Health Foundation Board of Directors for three-year terms each through December 31, 2023.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN APPOINTMENT TO THE COMMUNITY FIRST HEALTH PLANS BOARD OF DIRECTORS — JIM ADAMS, CHAIR

SUMMARY:

The Bylaws of Community First Health Plans, Inc., state that the Board of Managers as the governing body for the sole member of the corporation shall approve the appointments of the Board of Directors to manage the affairs of the corporation. There are currently six Board members and one vacancy created by the resignation of Mr. Thomas (“TJ”) Mayes last month. Ms. Anita L. Fernandez was appointed to the Board of Managers by Bexar County Commissioner Justin Rodriguez on September 15, 2020. Ms. Fernández is co-founder and co-owner of Our Community Inc., LLC, a social purpose consulting group focused on government relations and public affairs. The Board’s Nominating Committee recommends the appointment of Ms. Anita L. Fernandez to fill the unexpired term of Thomas (“TJ”) Mayes effective immediately through September 30, 2021.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN APPOINTMENT TO THE UNIVERSITY HEALTH PENSION PLAN BOARD OF TRUSTEES — JIM ADAMS, CHAIR

SUMMARY: The Bylaws of the University Health System Pension Plan Board of Trustees state that the Bexar County Hospital District Board of Managers, as the governing body, shall approve the appointments of Pension Plan Trustees. There are currently eight (8) Trustees and one vacancy created by the resignation last month of Mr. Thomas (“TJ”) Mayes. His three-year term expires on December 31, 2020; however, this is a request for a new three-year term effective immediately through December 31, 2023. Bexar County Judge Nelson Wolff appointed Mr. James C. Hasslocher for a new term on the Board of Managers on Tuesday, December 1, 2020. Mr. Hasslocher is the President/Chief Executive Officer of Frontier Drive-Ins and Jim’s Restaurant Division of Frontier Enterprises. Being a very civic-minded individual, he serves on various local Boards and is a highly respected business leader in the community. Mr. Adams recommends the Board of Managers approve the appointment of Mr. James C. Hasslocher to the Pension Plan Board of Trustees effective immediately through December 31, 2023.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN APPOINTMENT TO THE ALAMO AREA COUNCIL OF GOVERNMENTS BOARD OF DIRECTORS — JIM ADAMS, CHAIR

SUMMARY: In March 2006, the Board of Managers approved: a) the transfer of the Center for Health Care Services Mental Retardation Authority (MRA) role to the Alamo Area Council of Governments (AACOG); and, b) redirection of the Health System’s 10 percent local match from CHCS to the new AACOG MRA. The MRA transition also provided for continued Health System oversight of the new MRA through representation on the AACOG Board. To fulfill the Health System oversight requirement, a position was created on the AACOG Board in June 2006, which a Board appointee has filled since then. Mr. Hasslocher and Mr. Engberg have served as alternates for a number of years. Mr. Hasslocher previously served as the Board’s primary representative since November 2015 through August 2020, when he was replaced on the AACOG Board by Mr. Thomas (“TJ”) Mayes, who, as you know, no longer serves on this Board. Mr. Adams recommends the appointment of Mr. James C. Hasslocher to the AACOG Board of Directors as primary representative and Ms. Anita L. Fernandez as an alternate appointee. Mr. Hasslocher will finish the term left vacant by Mr. Thomas (“TJ”) Mayes, effective immediately through June 30, 2022.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A TIME SHARE AGREEMENT AT THE LUCKEY RANCH CAMPUS WITH BARRIO COMPREHENSIVE FAMILY HEALTH CARE CENTER, INC. D/B/A COMMUNICARE HEALTH CENTERS — TED DAY

SUMMARY: University Health proposes to pursue a new location for deployment of urgent care and select specialty services in concert with University Medicine Associates (UMA) physicians. That organization has assessed

the opportunity to provide adult and pediatric primary care and related services in southwestern Bexar County, a quickly growing area within San Antonio. The specific location is a new physician office clinic being developed and leased by CommuniCare Health Centers in the area of Luckey Ranch, off of Highway 90. Their plan is to provide family medicine, pediatrics, and women's health services at this location. University Health would provide complementary services of after-hours urgent care and part-time, rotating day clinic specialty services. The proposed time share agreement would enable University Health to have somewhat flexible access to approximately 3,000 square feet, with designated exam rooms, dedicated storage, and shared access to common spaces for nursing and provider documentation, point of care testing, patient intake, and other areas as needed for routine clinic operations. This clinic will have signage showing branding for both organizations. The time share agreement is slated to begin in January, 2021, and will continue for ten years. The total amount due for the ten-year period is \$300,000, payable at a rate of \$2,500.00 per month. The workforce composition data for CommuniCare Health Centers was provided for the Board's review. Staff recommends Board of Managers approval to negotiate and execute a time share agreement with Barrio Comprehensive Family Health Care Center d/b/a CommuniCare Health Centers in the amount of \$300,000 for a ten-year term.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AMENDMENT TO UNIVERSITY MEDICINE ASSOCIATES' BYLAWS — MONIKA KAPUR, M.D.

SUMMARY:

In 1999, University Health created a 5.01a nonprofit healthcare organization certified by the Texas Medical Board which allowed the employment of primary care and multi-specialty physicians to serve as University Health's physician practice group. As a nonprofit health care organization, Community Medicine Associates d/b/a University Medicine Associates (CMA) operates pursuant to Bylaws which were last reviewed and amended in 2015. As outlined in Article XI of the Bylaws, every five years a Special Committee will be created by the CMA Board to review the Bylaws and propose recommended changes. On November 18, 2020, certain amendments to the Bylaws were unanimously approved by CMA's Board of Directors. The amendment to the Bylaws are now presented to University Health's Board of Managers for final approval. Due to the number of proposed changes, the Bylaws, in their entirety, were provided to the Board of Managers with the recommended changes clearly visible with underlined edits and any proposed deletions noted in overstrike. In her written report, Dr. Kapur outlined the majority of the proposed changes to the Bylaws under Article III., Members (suggested updates to these reserve powers were presented), and Article IV., Board of Directors. The Community Medicine Associates Board of Directors recommends the University Health Board of Managers approve the proposed amendment to the Community Medicine Associates Bylaws.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AMENDMENT TO
COMMUNITY FIRST HEALTH PLAN, INC., BYLAWS — THERESA SCEPANSKI**

SUMMARY:

In September of 1993, the Texas Legislature authorized certain hospital districts to create health maintenance organizations (HMOs) to provide or arrange for health services. In May of 1994 University Health established Community First Health Plans, Inc. (Community First), in the form of a Texas nonprofit corporation, to serve as University Health's HMO. As a nonprofit corporation, Community First operates pursuant to Bylaws which were last reviewed and amended in 2010. As outlined in Article XI, Amendment to Bylaws, these bylaws may be altered, amended or repealed and new bylaws may be adopted by two-thirds (2/3) of the Directors which is subject to approval of the Board of Managers of the University Health. On October 23, 2020, the amended Bylaws were unanimously approved by the Community First Board of Directors. The amendments to the Bylaws are now presented to University Health's Board of Managers for final approval. Due to the number of proposed changes, the Bylaws, in their entirety, were provided with the recommended changes clearly visible with underlined edits and any proposed deletions noted in overstrike. In her written report, Ms. Scepanski outlined the proposed changes under Article II., Members (suggested updates to reserve powers), and Article III., Board of Directors (subject to the requirements of the Texas Business Organizations Code, as amended, or these bylaws for notice of meetings). The Community First Board of Directors recommends the University Health Board of Managers approve the proposed amendments to the Community First Health Plans Bylaws.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING CONTRACTS WITH UT
HEALTH SAN ANTONIO FOR SERVICES IN THE JUVENILE DETENTION
HEALTHCARE SETTING FOR: (1) ADOLESCENT PSYCHIATRY SERVICES; AND (2)
MEDICAL SERVICES — THERESA SCEPANSKI**

SUMMARY:

The mission of Detention Health Care Services is to provide basic health care services, to include health education, mental health care and preventative care to detained persons who are in the Bexar County Adult and Juvenile Detention Centers. The Juvenile Detention Center is a 300-bed facility located on Mission Road, and the Cyndi Taylor Krier Center is a 96-bed facility located on Southton Road.

Adolescent Psychiatry Services - Psychiatrists associated with the Division of Child and Adolescent Psychiatry, UT Health San Antonio provide psychiatric assessment and medication management. Psychological evaluations are conducted to assist the Juvenile Probation Department and the Juvenile Courts in securing proper placement of juveniles in residential, treatment and educational programs. "Fitness to Proceed (competency)" and "Responsibility for the Offense or Conduct (sanity)" evaluations are also conducted as ordered by the Courts whenever such questions are raised during the judicial process. "Certification and Transfer" evaluations are performed on all youths for whom the Juvenile Courts are considering waving its jurisdiction and transferring the juvenile to an adult or criminal court. Counselors

manage crisis and routine care on an individual as well as group basis 24 hours daily. They also conduct group sessions on such topics as substance abuse prevention, social skills, problem solving, placement orientation and orientation to the Texas Youth Commission. The annual contract amount is \$49,920. This expense is included in the 2021 Annual Operating Budget. The contract renewal period is for one-year beginning January 1, 2021. The workforce composition data for the Department of Psychiatry was provided for the Board's review. Staff recommends the Board of Managers approve the contract renewal for professional services with UT Health San Antonio, Department of Psychiatry in the amount of \$49,920 for a one-year renewal period.

Medical Services – Upon admission into a Detention Center, the nursing staff will medically screen each juvenile for medical or mental health problems. Physicians from UT Health San Antonio, Department of Family Practice, provide sick call and examinations. This is a professional services contract with UT Health through the Department of Family & Community Medicine for physical exams, health classes, screening and counseling, prenatal care, suicide observations, and referrals to external agencies. This contract provides family practice physician services to the Bexar County Juvenile Detention Center and the Cindy Taylor Krier Center, up to fifteen (15) hours per week, with consultation services by phone after hours, on weekends and holidays. The annual contract amount is \$132,000. This expense is included in the 2021 Annual Operating Budget. The contract renewal period is for a one-year term beginning January 1, 2021. The workforce composition data for the Department of Family & Community Medicine was provided for the Board's review. Staff recommends Board of Managers' approval of the contract for professional services with UT Health San Antonio, Department of Family & Community Medicine in the amount of \$132,000 for a one-year period.

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

SUMMARY:

A total of 19 contracts with a value of \$26,266,846 are presented to the Board of Managers during the month of December 2020. The following contracts require approval by the BCHD Board of Managers: Seven (7) consent contracts with a total value of \$5,651,873; Twelve (12) presented contracts with a total value of \$20,614,973. During the month of December 2020, there were two (2) contracts classified as a Small, Minority, Woman, or Veteran Owned Business Enterprises (SMWVBE). The December 2020 SMWVBE Status Report reflects items submitted for Board approval.

**CONSENT AGENDA
RECOMMENDATION:**

Staff recommends approval of the items presented on the Consent agenda.

CONSENT AGENDA

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

CONSENT AGENDA

EVALUATION: None.

CONSENT AGENDA

FOLLOW-UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT BETWEEN UNIVERSITY MEDICINE ASSOCIATES AND UT HEALTH SAN ANTONIO FOR PEDIATRIC CARDIOLOGY AND CARDIO-THORACIC SURGERY SERVICES — TED DAY/MONIKA KAPUR, M.D.

SUMMARY:

This is a proposed agreement between UMA and UT Health San Antonio to ensure that there are a sufficient number of qualified providers in pediatrics subspecialty areas available to provide high quality specialty heart care to the neonates and children seen by University Children's Health. This agreement assumes that both direct clinical care and appropriate medical direction will be delivered by these physicians. Quality metrics for the performance of these services covered under this agreement will be developed in discussion with the relevant leaders over these areas and these physicians as they start practice. UMA will compensate UT Health San Antonio an amount not to exceed \$1,217,000 per year, which includes salary and fringe benefits for these new physicians. The nature of the agreement requires that University Health is able to bill the professional collections for two physicians and keep those funds as an offset for the expense. The physicians are joining UT Health San Antonio in the near future and will be ramping up their practices in 2021 and 2022. An estimate of their combined collections, exclusive of hospital billing and collections, grows from about \$175K in the first partial year to about \$500K in subsequent years. UMA plans to bill for and retain all collections from payers and patients for services rendered by these physicians, regardless of the locations of those services. To the extent that some of their services are provided in a UT Health San Antonio-managed ambulatory clinic, then a companion lease agreement will be put in place to facilitate the collection of necessary data for appropriate billing from that site on which UMA can collect. This is a planned expense and is included in the 2021 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 two-year agreement with UT Health San Antonio for 1.0 FTE pediatric cardiology and 1.0 FTE pediatric cardiothoracic surgery physician at an amount not to exceed \$1,217,000 combined per year. The total contract is for an amount not to exceed \$2,434,000 for the two-year period from January 1,

2021 – December 31, 2022. UMA will keep professional collections as a partial offset to these expenses.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH METROPOLITAN CONTRACTING COMPANY, L.L.C. TO PROVIDE CONSTRUCTION SERVICES FOR THE SUBSTATION 2 REPLACEMENT PROJECT AT UNIVERSITY HOSPITAL — DON RYDEN

SUMMARY: The existing electrical substation 2 located on the ground level of the Rio Tower at University Hospital is over 50 years old, is obsolete, without availability of parts and places the areas and departments serviced at high risk in case of equipment failure. Procurement Services solicited Request for Proposals (RFCSP#220-07-042-CNST) for Construction Services with four (4) firms responding. The spread from highest to lowest bid, was \$779,861 in construction costs, and 260 calendar days to complete the project. All four (4) firms participated in oral interviews as part of the evaluation process to clarify their submitted bid responses, discuss their identified project team's expertise and planned ability to keep to their submitted project budget and schedule. Metropolitan was selected based on their competitive pricing, \$2,428,134, proposed schedule of 595 calendar days, healthcare experience and safety record. The Metropolitan Contracting project team was well prepared, highly skilled, experienced, and demonstrably capable to do the detailed work for this project resulting in the highest overall evaluation scores. Staff has reviewed the Metropolitan pricing for construction services and recommends approval of their proposal in the amount of \$2,428,134. This project will be funded from designated 2020 capital funds. The Project Budget Summary is as follows: Design services \$205,200; construction cost (this request) \$2,428,134; for a total of \$2,633,334. The workforce composition data for Metropolitan Contracting Company was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve the selection of Metropolitan Contracting Company, LLC as Contractor for the Substation 2 Replacement Project and authorize the President/Chief Executive Officer to execute a Construction Services Agreement with Metropolitan Contracting Company, LLC in the amount of \$2,428,134.

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.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH STANDARD PARKING PLUS FOR PARKING SERVICES — JIM WILLIS

SUMMARY: This contract was awarded to Standard Parking by request for proposal (RFP#213-01-003-SVC). Since November 26, 2013, there has been five subsequent amendments to the contract with the current amendment

expiring December 31, 2020. Most recently, Standard Parking provided operational assistance with the closure of visitor parking within the North Garage and surface lots at University Hospital for the planned construction of the new Women's and Children's Hospital. All patient and visitor parking from the North Garage and surface lots were moved into the West Garage. This change has required ongoing increased monitoring of the West Garage as patients and visitors must navigate a larger and more complex garage alongside parking with 3,000 daily staff members. Standard Parking Plus Healthcare Services has provides parking services at University Hospital, Robert B. Green Campus and University Family Health Center Southwest. This is a request for a final amendment to the current contract for an extension through December 31, 2022 valued at \$792,593. This amendment will allow University Health to retain the existing management team until the new parking structure serving the Women's and Children's Hospital is near completion. University Health will post a new RFP for parking management services in early 2022. This extension will allow the Garage Operations Department sufficient time to analyze the future needs of parking services for all of University Health System to include expanded scope of services and replacement of aging parking equipment throughout the organization. There are no increased expenses from the previous contract, and all contract expenses are budgeted. The cost of this contract is offset by parking revenue of approximately \$956,000 per year. Associated costs are comprised of salaries and benefits, RMS fees, general liability, operational expenses, and management fees in the annual amount of \$396,296. The workforce composition data for Standard Parking was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval of a parking services contract amendment for two years not to exceed \$792,593 with Standard Parking Plus Healthcare Services.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH HHS ENVIRONMENTAL SERVICES, LLC FOR ENVIRONMENTAL SERVICES MANAGEMENT — JIM WILLIS

SUMMARY: On September 24, 2019, the Board of Managers approved a three-year contract with a small local vendor to provide janitorial services at 23 University Health clinics located throughout Bexar County. On June 10, 2020, University Health posted request for proposal #220-06-030-SVC (RFP) to solicit qualified respondents to provide oversight and management services of Environmental Services supporting 2.8 million square feet of clinical and office space located at University Hospital, Robert B. Green, Texas Diabetes Institute, University Hospital Pavilion and three dialysis centers. This contract will be inclusive in scope of future additional expansion projects to include the Advanced Diagnostic Center as well as the Women's and Children's Hospital. On July 2, 2020, three responsive submittals were received by Procurement from the following vendors:

- ABM Healthcare – *St. Clair Shores, MI*

- Crothall Healthcare – *Wayne, PA*
- HHS Environmental Services, LLC – *Dripping Springs, TX*

Subsequently, all three vendors were invited to provide the evaluation committee with a full presentation. Presentations were completed on August 28, 2020. Upon completion of the presentations, all three vendors returned for a mandatory tour of the facilities covered under the RFP on September 17, 2020. The evaluation committee recommends award of the environmental services management contract to HHS Environmental Services, LLC (HHS). Final scores for the three vendors were as follows:

- HHS Environmental Services, LLC – 91.25 points
- Crothall Healthcare – 88.88 points
- ABM Healthcare – 87.33 points

HHS provided University Health with the best overall detailed proposal addressing leadership transition, training, education, implementation of new operational processes, and rigorous quality control at a competitive price. HHS will provide on-going leadership training through their state-of-the-art training facility located in Dripping Springs, Texas. HHS Environmental Services demonstrated the greatest depth of experience related to complex healthcare environments by providing services to over 500 accounts with 13,675 employees. The value of a three-year contract with HHS is \$4,120,405. Associated costs are comprised of salaries and benefits, general liability, robotics, overhead, management fee, and potential bonuses for a total estimated annual amount of \$1,373,468. These contract costs are a budgeted operational expense beginning in 2021. The contract will provide onsite 24/7 management 7 days a week to enhance services and ensure quality across 2.8 million square feet of space. A total of \$429,731 in management fees will be at 100 percent at risk during the term of the contract with accountability tied to measurable key performance indicators. Potential performance indicators will include goals for Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scoring for overall hospital cleanliness, ED cleanliness, employee retention, and productivity. The workforce composition data for HHS Environmental Services was provided for the Board's review.

RECOMMENDATION:

Staff recommends that the Board of Managers approve an environmental management contract for three years not to exceed **\$4,120,405** with HHS Environmental Services, LLC with the option for two one-year renewals.

ACTION:

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

EVALUATION:

None.

FOLLOW-UP:

None.

MEMORANDUM OF UNDERSTANDING WITH THE SOUTHWEST TEXAS REGIONAL ADVISORY COUNCIL AND LOCAL HEALTH SYSTEMS FOR SERVICES PROVIDED THROUGH THE SOUTHWEST TEXAS CRISIS COLLABORATIVE — ED BANOS/SALLY TAYLOR, M.D.

SUMMARY:

In 2017 mental health service stakeholders and Bexar County health systems collaborated to formalize an innovative, private/public payor coalition, namely the Southwest Texas Crisis Collaborative (STCC),

a division of the Southwest Texas Regional Advisory Council (STRAC), of which University Health is a member. The 2021 Southwest Texas Crisis Collaborative (STCC) Memorandum of Understanding includes funding from several entities. Funding is based on net revenue market share; however, in 2020 University Health further contracted with STRAC to support additional services through MEDCOM, namely the Clarity Child Guidance Center's Psychiatric Emergency Services, and for STCC to provide community coordination, visibility and collaborative oversight for the newly opened UT Health Department of Psychiatry Behavioral Health New Opportunities for Wellness Clinic which provides rapid access from the community for adults needing outpatient behavioral health treatment. The funding distribution in 2021 is as follows:

• Methodist Healthcare	\$ 1,620,450
• Baptist Health System	\$ 810,225
• Tenet Healthcare Foundation	\$ 810,225
• University Health	\$ 1,920,450
• CHRISTUS Santa Rosa	\$ 875,300
• <u>Southwest General Hospital</u>	<u>\$ 173,000</u>
Total	\$ 6,209,650

In addition, Methodist Healthcare Ministries has committed \$4.9M to STRAC for other related projects such as the Haven for Hope Acute Care Station, Adult PES beds, and Crosspoint residential treatment services while Bexar County has committed to provide \$1.9M to support Signify Health, STRAC Administration and a newly created Specialized Multidisciplinary Alternate Response Team (SMART). The 2021 STCC MOU proposes to fund the following programs (with any reasonable variances as agreed to by the STCC Steering Committee) with University Health contribution to overall costs of each program:

MEDCOM/Law Enforcement Navigation - University Health's contribution is \$848,408 out of a total cost for the program of \$2,300,000

Adult Psychiatric Emergency Services System of Care (PES) - University Health's contribution is \$386,952 out of a total cost for the program of \$1,411,181

Program for Intensive Care Coordination (PICC) - University Health's contribution is \$394,434 out of a total cost for the program of \$1,438,469

Meadows Mental Health Policy Institute - University Health's contribution is \$16,452 out of total cost of \$60,000

STCC Infrastructure - University Health's contribution is \$274,204 out of a total cost of \$1,000,000

All of the Bexar County health systems and Methodist Healthcare Ministries have agreed to fund the services outlined with the cost split agreed upon by all the System's CEOs. University Health has, with Board of Managers' approval in 2019, expanded support in 2020 for various behavioral health programs. The agreement provided by this MOU will be for a 12-month period beginning January 1, 2021. The

financial outlay for this MOU is \$1,920,450 which is a \$300,000 increase from 2020. This contract amount is included in the 2021 operating budget.

RECOMMENDATION: Staff recommends Board of Managers' approval to execute a 12-month agreement in the amount of \$1,920,450 with the Southwest Texas Regional Advisory Council for support of the Southwest Texas Crisis Collaborative for MEDCOM, Law Enforcement Navigation, Adult Psychiatric Emergency Services System of Care, Program for Intensive Care Coordination, Meadows Mental Health Policy Institute and STCC Infrastructure.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FOLLOWING FUNDING AGREEMENTS WITH SOUTHWEST TEXAS REGIONAL ADVISORY COUNCIL FOR: (A) CLARITY CHILD GUIDANCE CENTER'S CHILD/ADOLESCENT PSYCHIATRIC EMERGENCY SERVICES; AND (B) CROSSPOINT, INC.'S BEHAVIORAL HEALTH SERVICES — SALLY TAYLOR, M.D.

SUMMARY: Since 2017, the Southwest Texas Crisis Collaborative (STCC) has coordinated funding of programs serving those with behavioral health needs in Bexar County with the ultimate goals of decreasing preventable hospital emergency department and inpatient visits and improving the overall quality of life of persons suffering from these conditions by addressing their social determinants of health. As part of University Health's 2020 expansion of funding support for behavioral health services across the continuum of care, two such programs funded through STRAC include Clarity Child Guidance Center's Child/Adolescent Psychiatric Emergency Services (CAD-PES); and Crosspoint Inc.'s Behavioral Health Services transition program. The agreements proposed for 2021 include continued funding as follows:

Clarity Child Guidance Center Child/Adolescent Psychiatric Emergency Services (CAD-PES) - The need for a child/adolescent focused PES was determined to be high priority. To assure that this population has ready access to emergent/urgent evaluation when in a mental health crisis, particularly in light of the current COVID-19 pandemic, and its potential mental health effects on youth, the CAD-PES launched in April 2020 on the Clarity CGC main campus in a specifically designated area, and operates four beds 365 days per year, operational 24/7. This agreement is for a 12-month period with automatic renewals for up to two successive one-year terms, with a maximum financial outlay of \$940,000 annually. Funding is included in University Health's 2021 operating budget.

RECOMMENDATION: Staff recommends Board of Managers' approval to execute a 12-month agreement with automatic renewals for up to two successive one-year terms, in the amount of \$940,000 annually, or \$2,820,000 for the entire

three-year term, with the Southwest Texas Regional Advisory Council, specifically in support of Clarity Child Guidance Center's Child/Adolescent Psychiatric Emergency Services.

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

SUMMARY: Crosspoint, Inc., Behavioral Health Services - More recently the focus of the STCC has broadened toward expanding the continuum of care, including Crosspoint Inc.'s supported transitional housing facility and outpatient behavioral health treatment as an alternative to inpatient psychiatric admission or as a step-down from inpatient units. Crosspoint, Inc. has been providing outpatient and residential services since 1963, and in 2018 opened a behavioral health program for those with mental health and/or substance use disorders who transition out of jail or inpatient hospitalization. During 2020, University Health provided \$288,000 in support through STCC for the Crosspoint men's program, and proposes to increase support in the 2021 agreement to \$358,000 which in total will provide for treatment personnel for both the men's and women's programs. This agreement is for a 12-month period beginning January 1, 2021, with automatic renewals for up to two successive one-year terms, with a maximum financial outlay of \$358,000 annually, or \$1,074,000 over the entire three-year contract term. University Health's support accounts for approximately 18 percent of Crosspoint's total budget. This contract is included in University Health's 2021 operating budget. The workforce composition data for Clarity Child Guidance Center and Crosspoint, Inc., was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval to execute a 12-month agreement beginning January 1, 2021, which shall automatically renew for up to two successive one-year terms in the amount of \$358,000 annually, or \$1,074,000 for the entire three-year term, with the Southwest Texas Regional Advisory Council in support of Crosspoint, Inc.'s Behavioral Health Services.

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

EVALUATION: During her presentation, Dr. Taylor reviewed outcomes for the period January through October 2020 for Clarity CGC as well as the metrics for the 2021 contracts which include average length of stay, number of assessments provided, new intake appointments, number of patients transitioned to inpatient care versus outpatient follow-up. Metrics and outcomes for Crosspoint, Inc., include rate of patients who were uninsured, those considered successfully discharged, rate of patients connected to stable housing, rate of those who obtained employment, rate of those who connected with treatment providers, and rate of those who had started the process to secure benefits.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FOLLOWING AGREEMENT WITH BEXAR COUNTY BOARD OF TRUSTEES FOR MENTAL HEALTH MENTAL RETARDATION SERVICES, D/B/A THE CENTER FOR HEALTH CARE SERVICES FOR (A) COMMUNITY ALTERNATIVES TO INCARCERATION PROGRAM; AND (B) PHARMACOTHERAPY SERVICES — SALLY TAYLOR, M.D.

SUMMARY:

The Center for Health Care Services (the Center) is the Local Mental Health Authority for Bexar County, providing treatment for persons with mental illness, intellectual and developmental disabilities, and substance use disorders at various locations throughout Bexar County. Since 2000, through an inter-local agreement, University Health contractually supports funding for various behavioral health services provided by the Center for the community:

Community Alternatives to Incarceration Program (CAIP): When the Delivery System Reform Incentive Payment (DSRIP) Program was revised for Community Mental Health Centers in 2018, the Deferred Institutionalization Program (DIP) was no longer eligible for funding through the DSRIP program. Therefore, since September 2018 University Health has provided funding for the Center to allow continuation of the Deferred Institutionalization Program, renamed the Community Alternatives to Incarceration Program (CAIP). The current agreement ends December 31, 2020. The Center's wraparound treatment approach in CAIP targets improving psychiatric symptoms, reducing recidivism rates and improving quality of life for those with mental illness who are on probation or in pre-trial status. In the 2019 contract, housing support was added to assist individuals in accessing or maintaining safe and affordable housing including rental application fees, start-up household supplies to help facilitate independent living, initial rent/utilities or temporary rental/utilities assistance related to the individual's recovery/treatment plan. University Health has provided \$1,207,734 annually for CAIP, and the current agreement proposes the same level of support in 2021. For the preceding 12 months through September 2020, CAIP has served 397 unduplicated patients, and is projected to serve approximately 489 patients by the end of 2020. Dr. Taylor indicated that the rate of patients showing improvement in treatment outcome scores has increased with an average of 48 percent of patients improved on various measures (behavioral health symptoms, life functioning and risk-taking behaviors). However, the recidivism rate of new arrests average 22.3 percent with a target of rate of 15 percent. Additionally, 240 patients completed satisfaction surveys, with scores averaging 6.9 on a 7.0 point scale. This agreement is for a 12-month period beginning January 1, 2021, with automatic renewals for up to two successive one-year terms at the same amount for each year, with a maximum financial outlay of \$1,207,734 annually, or \$3,623,202 over the entire three-year contract term. This contract is included in University Health's 2021 operating budget.

Pharmacotherapy Services: Since February 1996, University Health has contracted with the Center to assist in subsidizing Level IV Pharmacotherapy Services, also known as medication-assisted treatment (MAT) for those with opioid use disorders, for male and female adults. The

provision of MAT is evidence-based and additionally diminishes risk for women who have opioid use disorder during pregnancy. The Center operates a MAT program, referred to as the Opioid Addiction Treatment Services (OATS), by providing methadone maintenance to those enrolled in the program. Funding for the Center's MAT program is derived primarily from the Department of State Health Services, and the Center secures additional funding for the program from private and other public payors. The Center's program has required outcome metrics defined by the Department of State Health Services which include length of time in the program, arrest rates, and abstinence rates. These are also reported by the Center to University Health. The proposed agreement will continue to assist the Center by providing funds to support the current MAT program as a payor of last resort. University Health provides up to a maximum of \$450,000 annually, and the agreement proposed for 2021 is for the same level of support. In her written report, Dr. Taylor provided the successful outcomes for this contract from January through November 2020, including the number of number of unduplicated patients, the rate of patients with a length of service of least one year, and the rate of patients with no arrest since admission to the program. However, the rate of abstinence fell short of the target goal of 65 percent, averaging 61 percent. University Health is the payor of last resort for the services covered by this agreement. Dr. Taylor also provided the Center's funding mix data covering January through September 2020. Under the previous contracts, University Health reimbursed the Center based on the Texas Medicaid reimbursement rate of \$11.76 per methadone dose. In State FY 2020, this rate increased to \$17.79 per methadone dose. Additionally, University Health wants to support the use of buprenorphine (another evidence-based medication for treating patients with opioid use disorder) by the Center. Buprenorphine, a partial opioid agonist and a Schedule III medication (methadone is Schedule II), has increased safety in cases of overdose, and lower potential for misuse. The Texas Medicaid reimbursement rate for buprenorphine is \$25.12. The maximum financial obligation by University Health will remain \$450,000 for 2021. This agreement is for a 12-month period beginning January 1, 2021, with automatic renewals for up to two successive one-year terms at the same amount for each year, with a maximum financial outlay of \$450,000 annually, or \$1,350,000 over the entire three-year contract term. Under the new contract, University Health will reimburse the Center based on the 2020 Texas Medicaid reimbursement rate of \$17.79 per methadone dose and \$25.12 per buprenorphine dose. This contract is included in University Health's 2021 operating budget. The Center's workforce composition data was provided for the Board's review.

RECOMMENDATIONS:

Staff recommends Board of Managers' approval to execute a 12-month agreement beginning January 1, 2021, which shall automatically renew for up to two successive one-year terms at the same amount for each year, in the amount of \$1,207,734.00 annually, or \$3,623,202.00 for the entire three-year term, with the Center for Health Care Services in support of the Community Alternatives to Incarceration Program. Staff also recommends Board of Managers' approval to execute a 12-month agreement beginning January 1, 2021, which shall automatically renew for up to two successive one-year terms at the same amount for each year, in the amount of \$450,000.00 annually, or \$1,350,000.00 for the entire

three-year term, with the Center for Health Care Services in support of Pharmacotherapy Services.

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

EVALUATION: Dr. Taylor informed Mr. Adams that the staff tracks metrics and outcomes for Crosspoint, Inc., *via* a monthly invoice which identifies the patients treated and the drug given, re-arrests, if any, and abstinence information.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR NOVEMBER 2020 — REED HURLEY

SUMMARY: In November, University Health operations continued to be significantly impacted by the COVID-19 crisis resulting in stay at home and social distancing directives reducing patient activity. Clinical activity (as measured by inpatient discharges) was down 10.7 percent for the month compared to budget. Community First Health Plans (CFHP) fully insured membership was up 13.8 percent to budget. On a consolidated basis, gain from operations was \$36.1 million, \$27.9 million better than budget. The consolidated bottom line gain (before financing activity) was \$29.6 million, \$25.6 million better than the budgeted gain of \$4.0 million. Higher supplemental and CFHP premium revenue slightly offset by higher operating expense resulted in performance better than budget. CFHP experienced a bottom line gain of \$8.5 million, which was \$8.4 million better than the budgeted loss of \$48 thousand. Higher premium revenue accounted for the improved performance to budget. Mr. Hurley also reviewed notable increases and/or decreases from the December 31, 2019 Consolidated Balance Sheet in detail with the Board of Managers.

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

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

EVALUATION: Length of stays contributed to hospitalization of COVID-19 patients, these are longer than a typical hospital stay. Outpatient visits to the ED are not occurring as they used to pre-COVID. CFHP is having a very good year. CFHP premium revenue is up due to state is not dis-enrolling members during the pandemic. Main drivers for positive financial performance discussed and includes supplemental funding, which is up \$15.5 million and over-budget for November.

FOLLOW-UP: None.

ANNOUNCEMENTS:

Mr. Adams asked Mr. Hernandez to say a few words regarding COVID-19 management of patients and staff. Mr. Hernandez credited Mr. Banos, Mr. Roussos, and Dr. Austin for the operational changes made to accommodate testing and hospitalizations of COVID-19 patients. The Reeves Rehabilitation Unit at University Hospital has been closed and converted to a medicine unit. At this time, there are approximately 60 COVID-19 positive patients at University Hospital, compared to the month of November when there were about 25, which has since more than doubled. Bexar County has about 800 patients in the hospital, as compared to the surge in July when there were over 1,200 patients in Bexar

County hospitals. Mr. Hernandez urged social distancing, wearing masks, and hand sanitizing. At University Hospital, there is a staffing issue as there are beds available and a pent up demand for elective surgeries; however, not enough staff to operate all beds in a safe manner.

University Health is expecting the Pfizer vaccine on Thursday this week so that Tier 1 employees can begin receiving vaccines as scheduled on Friday, Saturday and Sunday until after Christmas. Dr. Alsip has coordinated a well-organized process in conjunction with the Employee Health Clinic. The team has been incredible. As of this afternoon, 1,200 staff had registered for the vaccine and an additional 1,500 had registered one hour later; University Health is expected to vaccinate over 6,000 employees. Board members have been identified as Tier 2 individuals so Mr. Hernandez reminded them to check their email for next steps.

The City of San Antonio did not receive any vaccines for their Emergency Medicine Technicians (EMTs). STRAC saw the need and coordinated with UT Health, University Health, and CHRISTUS who received an over-allotment of vaccines, and all three organizations agreed to share their own allocations so that EMTs could receive their vaccines, as well as those volunteer EMTs who cover the unincorporated areas of Bexar County. Mr. Banos met with the assistant fire chief and set up a plan for University Health to vaccinate up to 600 EMTS starting next Monday at the Robert B. Green campus. UT Health will vaccinate the remaining EMTs. Upon arrival at the RBG, the EMTs will be scheduled for the required follow up vaccine in 21 days.

Southwest General Hospital also did not receive any vaccines and expressed a need for about 190. Again, CHRISTUS stepped up and is working directly with Southwest General Hospital to meet that need.

The Center for Health Care Services did not receive an allotment of vaccines, and University Health is currently working with them to identify their Tier 1 employees and vaccinate to the extent possible. The state has asked all of the hospitals to maximize use, and in Bexar County, health leaders threw out a wide net. University Health will use its Epic Electronic Health System for Covid-19 vaccine tracking purposes.

Dr. Kelley asked whether employees would be able to visit private physician practices for the vaccine, to which Dr. Alsip replied that there is no such plan. However, that is one of the challenges, in that this initial distribution is focused on hospitals. As more vaccines come along, private providers will be able to receive and make available to their patients. Dr. Alsip and Mr. Hernandez both emphasized that health care workers must be a priority during this phase. Mr. Adams suggested that the press would be pleased to know about these collaborative efforts that are ongoing in the community.

ADJOURNMENT:

There being no further business, Mr. Adams adjourned the meeting at 7:22 pm.

James R. Adams
Chair, Board of Managers

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

Sandra D. Garcia, Recording Secretary