



University Health System

BEXAR COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS

Tuesday, January 28, 2020
6:00 p.m.
Board Room
Texas Diabetes Institute
701 S. Zarzamora
San Antonio, Texas 78207

MINUTES

BOARD MEMBERS PRESENT:

James R. Adams, Chair
Ira Smith, Vice Chair
Roberto L. Jimenez, M.D, Immediate Past Chair
Robert Engberg
James C. Hasslocher
Janie Barrera

BOARD MEMBERS ABSENT:

Dianna M. Burns, M.D., Secretary

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
Tommye Austin, PhD, Senior Vice President/Chief Nurse Executive, University Health System
Edward Banos, Executive Vice President/Chief Operating Officer, University Health System
Antonio Carrillo, Executive Director, Procurement Services, University Health System
Lourdes Castro-Ramirez, President, University Health System Foundation
Theresa De La Haya, Senior Vice President, Health Promotion/Clinical Prevention, University Health System Texas Diabetes Institute
Ted Day, Executive Vice President/Strategic Planning, University Health System
Roe Garrett, Vice President/Controller, University Health System
William Henrich, MD, President, UT Health San Antonio
Monika Kapur, MD, President/Chief Executive Officer, University Medicine Associates
Leni Kirkman, Senior Vice President, Strategic Communications and Patient Relations, University Health System
Brian Lewis, Vice President/ Quality, University Health System
Joshua Nieto, General Counsel, Chief Compliance/HIPAA Officer, Integrity Services, University Health System
Teresa Nino, Director/Epic Communications/Corporate Communications, University Health System
Charles Reed, Associate Chief Nursing Officer/Clinical Excellence and Ancillary Service

Carlos A. Rosende, MD, Chair, Department of Ophthalmology, UT Health San Antonio
Don Ryden, Vice President/Projects, Design, and Construction, University Health System
Irene Sandate, Vice President/Assistant Chief Nursing Officer, Women & Children, University Health System
Theresa Scepaniski, Senior Vice President/Chief Administrative Officer, University Health System
Travis Smith, Deputy Chief Financial Officer, University Health System; and Chief Operating Officer, Community First Health Plans, Inc.
Rajeev Suri, MD, Professor/Department of Radiology; and Vice President/Medical-Dental Staff, University Health System
Sally Taylor, MD, Chief, Behavioral Health Services, University Health System
Ricardo Villarreal, President/Chief Executive Officer, Community First Health Plans, Inc.
Emily Volk, MD, Executive Vice President/Clinical Services/Office of the Chief Medical Officer, University Health System
Larry Wallis, Internal Auditor,
Jim Willis, Associate Administrator, University Hospital

CALL TO ORDER AND RECORD OF ATTENDANCE: JIM ADAMS, CHAIR, BOARD OF MANAGERS:

Mr. Adams called the meeting to order at 6:05 p.m.

INVOCATION AND PLEDGE OF ALLEGIANCE

Mr. Adams introduced Mr. Kenneth Malone, St. Matthew's Catholic Church, for the invocation, and he led the pledge of allegiance.

SPECIAL RECOGNITION - QUARTERLY EMPLOYEE RECOGNITION AWARDS - (GEORGE B. HERNÁNDEZ, JR/BOARD MEMBERS) – The employees below were recognized by the Board of Managers:

Professional: (Nursing)	Matthew Martinez Staff Nurse I, Transplant Intensive Care Unit
Professional: (Non-Nursing)	Patricia Rivera Prospective Payment System Coordinator, Physical Medicine Administration
Management:	Javier Palacios Assistant Director, Pharmacy University Hospital
Technical:	David Noland Licensed Vocational Nurse, Juvenile Detention Health Care Services
Clerical	Angela Kent Operations Coordinator, Emergency Department
Service:	Sandra Barr-Gould Supervisor, Protective Services University Hospital
Volunteer:	Vilma Cho Volunteer, Volunteer Services

Physician: Andrea Joy Grant-Vermont, MD
UMA Staff Physician, Pavilion Express Med Clinic

Team: Robert B. Green Pediatric Express Team
Paula Bringas, Christine Peterson, Aloysia Knight, Christopher Isabelle,
Scott Gomez, Leonel Aguilar, Willie Villarreal

All of this year's quarterly recipients will be special honored guests at the Annual Employee Recognition Awards Ceremony at the Omni Hotel on February 27, 2020. Employees of the Quarter receive a plaque, embossed pen and an opportunity to select one of numerous awards valued at \$100 on the Employee Recognition website. Mr. Adams addressed the staff, he urged them to be proud of their association with University Health System. He thanked the family members who support these staff members on a daily basis while their loved ones work to make the Health System one of the best health care organizations in the country.

RECOGNITION OF NURSING PRISM AWARD: 12TH FLOOR HORIZON TOWER (MED-SURG UNIT) & 10TH FLOOR SKY (OTHER SURG-GYN UNIT) - (TOMMYE AUSTIN)

The Academy of Medical-Surgical Nurses (AMSN) and the Medical-Surgical Nursing Certification Board (MSNCB) collaborated to create the AMSN PRISM Award. The AMSN PRISM Award, which stands for "Premier Recognition In the Specialty of Med-Surg," recognizes elite medical-surgical units for providing exceptional nursing practice, leadership, and outcomes. Registered nurses in this specialty care for adult patients who are acutely ill with a wide variety of medical problems and diseases or are recovering from surgery. The award is valid for a period of three years. University Health System submitted the award application to AMSN in December 2018 and was selected in September 2019. University Hospital's 12th Floor Horizon Tower Medical Surgical Unit (MSU) and 10th Other Surg-Gyn Unit, Floor Sky Tower nursing units became the first in the City of San Antonio selected by AMSN to receive the AMSN PRISM Award. The employees below were recognized by the Board of Managers and received a round of applause:

12th Floor Horizon Tower MSU/MSE: Alona Flores, Arlienta Beraya, Malathi Edwin, Sabrina Morales, and Yolanda Ramos

10th Floor Sky Tower: Sheila Aylor, Jennifer Elorriaga, Leslie Mendoza, Jackie Perez, Angelique Alonzo, Luz Alvarado, Carroll Bailey, Brittany Columbus, Brittany Jo Durment, Cici Manaog, Lee Fabula, Zenaida Manliguez, Tiffany Rodriguez, Mario Perez-Reyes – MST; Maria Fejeran – MST; Irene Martin – MST; and Theresa Reyna-Gonzales – MST

CITIZENS' PARTICIPATION: None.

APPROVAL OF MINUTES OF PREVIOUS MEETING(S): OCTOBER 22, 2019 (REGULAR MEETING); OCTOBER 29, 2019 (REGULAR MEETING); NOVEMBER 12, 2019 (SPECIAL MEETING); NOVEMBER 19, 2019 (SPECIAL MEETING); DECEMBER 10, 2019 (SPECIAL MEETING):

SUMMARY: Five (5) sets of minutes were submitted for approval by the Board of Managers.

RECOMMENDATION: Staff recommends approval of the Board meeting minutes as submitted.

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

EVALUATION: None.

FOLLOW-UP: None

REPORT FROM UT HEALTH SAN ANTONIO — WILLIAM HENRICH, M.D., PRESIDENT

SUMMARY: Dr. Henrich greeted the Board members and announced the 2020 Frank Bryant Jr., M.D. Memorial Distinguished Lecture. The lecture will focus on federal judge Frank Minis Johnson, Jr., whose landmark civil rights rulings helped end segregation. Selwyn M. Vickers, MD will deliver an ethical call to action to confront cultural challenges of today and seeks to instill courage to challenge the status quo and commitment to change our world. Dr. Vickers is Senior Vice President/Dean, School of Medicine, The University of Alabama at Birmingham. The lecture is free and open to the public. Dr. Henrich yielded the floor to Dr. Hromas, who reported that Dr. Monica Gutierrez is the new Chair for the Physical Medicine and Rehabilitation Department. She comes to San Antonio from Harlingen, Texas. Dr. Sui reported that providers are busy completing training modules for Epic. The online credentialing system has been up for approximately one month and is helping to expedite privileges for providers at both UT Health and the Health System. The new CT scanner at the Robert B. Green has been installed and is in use; it is state of the art equipment.

RECOMMENDATION: This report was provided for informational purposes only.

ACTION: No action was requested of the Board of Managers

EVALUATION: Dr. Jimenez reported that according to a National Public Radio program, only 57 percent of researchers whose clinical trials are government-funded actually report their findings to the federal government. Dr. Hromas acknowledged that all clinical research should be reported; however, the practice is not policed. There are two reasons findings do not get reported: the clinical trial does not get finished, or the data is negative. The federal government is looking into severe penalties for institutions where principal investigators work. UT Health San Antonio has a mandatory reporting policy across the organization.

FOLLOW-UP: None.

NEW BUSINESS:

CONSENT AGENDA –JIM ADAMS, CHAIR

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

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE 4TH QUARTER INVESTMENT REPORT — ROE GARRETT/REED HURLEY

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

SUMMARY: Consideration and Appropriate Action Regarding Medical-Dental Staff Recommendations for Staff Membership — Rajeiv Suri, M.D., President, Medical/Dental Staff - Monthly Credentials Committee Report (listing of providers in accordance with the Health System's Credentialing and Privileging Process); and Focused/Ongoing Professional Performance Evaluation Reports submitted to the Board of Managers for approval.

Consideration and Appropriate Action Regarding the 4th Quarter Investment Report — Roe Garrett/Reed Hurley - Investment Portfolio Summaries for University Health System and Community First Health Plans, Inc., invested funds for the fourth quarter of 2019. In total, the value of all invested funds as of December 31, 2019 was \$1,426,239,071 consisting of Health System, Project, Certificate and CFHP Funds. The reports include all information required by the Texas Public Funds Investment Act. In addition, the Health System and CFHP portfolio reports were provided separately. The portfolios earned \$6,469,452 in interest income in the fourth quarter, a 3 percent decline from \$6,682,381 in the same period one year ago. The portfolio's unrealized gain was trimmed to \$1,621,876. Submitted to the Board of Managers for review and approval.

Consideration and Appropriate Action Regarding Purchasing Activities (See Attachment A) — Antonio Carrillo/Travis Smith – A total of 21 contracts with a value of \$19,294,916 will be presented to the Board of Managers during the January meeting. The following contracts require approval by the Board of Managers: Six (6) consent contracts with a total value of \$4,199,854 and 15 presented contracts with a total value of \$15,095,062. During the month of January, there were three (3) contracts classified as a Small, Minority, Woman or Veteran Owned Business Enterprises. The SMWVBE status report reflects items submitted for Board approval.

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

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

EVALUATION: None.

FOLLOW-UP: None

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING A BEHAVIORAL HEALTH FUNDING AGREEMENT WITH SOUTHWEST TEXAS REGIONAL ADVISORY COUNCIL (STRAC) FOR SERVICES PROVIDED BY CROSSPOINT, INC. — SALLY TAYLOR, M.D.

SUMMARY: Since 1963, Crosspoint, Inc. has provided outpatient and residential services primarily to veteran and justice involved Bexar County residents. In 2018, Crosspoint opened a behavioral health program at its Hall House location for individuals with mental health and/or substance use disorders who are transitioning out of jail or inpatient hospitalization. This program provides 24/7 residential support with embedded outpatient treatment for men. Clients can be referred by Central Magistration, Specialty Courts, and by the Southwest Texas Crisis Collaborative (STCC) participating inpatient behavioral health facility members. The financial request for this agreement from the Health System is to support Crosspoint’s clinical team in order to provide high quality clinical care and includes three licensed clinicians, one support person to receive and process referrals, and a part-time contract psychiatrist. In 2019, through the STCC, Methodist Healthcare Ministries provided financial support in the amount of \$927,124.00 for Crosspoint men’s services. Development of women’s services is in progress. The request of the Health System is to provide additional funding in the amount of \$288,000.00 to support clinical treatment. In 2019, of 386 referrals completed by STCC participating facilities, Crosspoint served 323 client referrals (for 293 unduplicated patients), including 14 referrals from the Health System. The average length of stay was 47 days. In total, 40 percent were considered successfully discharged, 31 percent were connected to stable housing, 44 percent were employed at discharge, 75 percent were connected to a treatment provider at discharge, and 53 percent started the process to secure benefits.

RECOMMENDATION: Staff recommends Board of Managers’ approval of funding in the amount of \$288,000 for one year, January 1 through December 31, 2020 for the Southwest Texas Regional Advisory Council specifically for support of Crosspoint, Inc.

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

EVALUATION: None.

FOLLOW-UP: None

CONSIDERATION AND APPROPRIATE ACTION REGARDING A LEASE AGREEMENT WITH WELLTOWER OM GROUP, LLC FOR THE N.W. PEDIATRIC AND WOMEN’S HEALTH SERVICES CLINICS — DON RYDEN

SUMMARY:

The NW Pediatric clinic at the University Health System Pavilion has three pediatricians, one physician assistant, and one pediatric development specialist. The clinic has projected approximately 13,800 patient visits in 2020. Because of its current and projected future volume of patients the addition of an one pediatrician is needed, and would be possible with the expansion of clinical space. Up until recently, the Women's Health Services Clinic was located at 8210 Callaghan Road in sub-leased space from CommuniCare. As a temporary measure, this clinic was relocated to the NW Clinic located at 7726 Louis Pasteur. This clinic currently has one UT OB/GYN part-time provider, a full time Women's Health Nurse Practitioner, an ultrasound technician, lactation consultant, patient navigator and diabetic educator. It is projected for 5,400 visits in 2020 and has a large employee/patient base. This clinic also needs to expand, but it is not possible at this location. A property search was conducted to identify site options for combining these two clinics for administrative and clinical efficiencies. The search parameters focused on established medical offices within the immediate vicinity of University Hospital in the South Texas Medical Center area that would accommodate the clinic's basic operations. Several sites were considered, but one in particular met the criteria the best in location, existing floorplan with appropriate number of exam rooms, and fair market rental rate. Accordingly, the location that staff recommends for the NW Pediatric and Women's Health Services Clinics is 5282 Medical Drive, Suite 200, San Antonio, Texas also known as Westgate Medical Center. The premises are 11,976 sq. ft. The base rental rate is \$27.00 per sq. ft., with annual escalations of 3 percent. The Landlord will provide minor renovations to the space, and also include a one-time \$3.00 per sq. ft. allowance for information technology.

Clinic Lease and Construction Costs - The lease term will be for five (5) years for approximately \$1,728,448, an operational expense. Mr. Ryden reviewed base rental rates for Years 1 through 5, annual base rate, monthly installment, and annual expense ranging from \$323,352 at Year 1 and \$363,951 at year 5 for a subtotal of \$1,716,641. The rental rate is on a modified gross basis which includes an operating expense stop for the calendar year 2019 at \$11.96 per sq. ft. Assuming a 2 percent escalation per year in operating expenses, additional annual rental expenses will be incurred starting at Year 2 for \$2,865 through Year 5 at \$3,040 for a sub-total of \$11,807, or a grand total of \$1,728,448. Mr. Ryden reviewed the tenant improvements that the Landlord has agreed to undertake at his own expense. Miscellaneous improvements not included in the Landlord's scope of work include removal and replacement of chair rails in exam rooms, and mounting of all sharps containers, proper towel and soap dispensers, at a cost not to exceed \$40,000.

Information Technology Costs - The new clinic will require network connectivity to all existing electronic medical records and

other related hospital information systems. The estimated costs for setting up the necessary information technology components, which Mr. Ryden detailed for the Board, are \$328,089.

Other Costs - As part of the associated costs for occupying this space, the total estimated expenditure for medical equipment, furniture and signage, and moving services are \$63,000.

The workforce composition for Welltower OM Group, LLC was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval of a five (5) year lease agreement with Welltower OM Group, LLC for space located at 5282 Medical Drive, San Antonio, Texas in the amount of \$1,728,448. Staff also recommends Board or Managers' approval for the miscellaneous construction costs of \$40,000, the I.T. expenditures of \$328,089, purchase of medical equipment and furniture, and other related costs at a cost not to exceed \$63,000 associated therein for the purpose of implementing the relocation of the NW Pediatric and Women's Health Services Clinics, for a grand total of \$2,119,537.

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

EVALUATION: The move of the Pediatric Clinic from the Health System Pavilion will help decompress capacity, as well as parking. The volume for pediatrics has exceeded capacity, and although the pre-anesthesia clinic is not high volume, the Pavilion is the right location for it, near University Hospital. Mr. Smith reiterated the importance of hiring small and local vendors for this type of work and expressed that he would like to see the Health System beat the SMWVBE record set with its previous Capital Improvement Project. Mr. Hernandez recalls SMWVBE use was at 60 percent when the RBG and University Hospital projects were combined. In addition, Mr. Ryden reported that GMPs 1-7 combined, are being tracked at a little over 40 percent use of SMWVBE vendors. The contracts executed thus far for the current capital improvement project are being tracked at mid to high 80 percent. The staff is very involved in using local vendors for as many projects as possible, and Mr. Banos confirmed Well Tower is also willing, and has committed, to use small and local subcontractor. They have been made aware of the Board's SMWVBE policy.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH HENOCK CONSTRUCTION, LLC FOR INTERIOR RENOVATIONS AT THE SOUTHEAST CLINIC — DON RYDEN

SUMMARY: University Family Health Center - Southeast (Southeast Clinic) opened in 1997 and has not undergone a significant interior renovation in over 20 years. The purpose of this facility investment project is to create an updated and modern environment that is consistent with the newest ambulatory clinics (Robert B. Green

Campus and Dr. Robert L.M. Hilliard Center). The primary focus for this renovation will be to update all public areas (waiting rooms, public restrooms, furniture, etc.) of the clinic to be standardized and consistent with the Health System’s newest clinics. Staff will also work with the contractor to complete the project in phases to accommodate continued clinical operations and facilitate patient access to services. University Health System solicited Request for Proposals (RFCSP-219-08-006-CNST) for Construction Services with seven (7) firms responding. The submittals were evaluated based on the qualification criteria included in the RFP, short-listed with three firms invited to make presentations to demonstrate and discuss their understanding of the project. Two of the three firms invited presented to the Evaluation Committee. Henock Construction, LLC offered pricing at \$1,113,806 and a 180 calendar day schedule. Tejas Premier offered pricing at \$1,272,343 and a 180 construction day schedule. The evaluation committee recommends the selection of Henock Construction, LLC on the basis of their competitive pricing (\$1,113,806), proposed schedule, healthcare experience and safety record. This purchase will be funded from 2020 operational funds. Mr. Ryden reviewed the projected budget summary:

Project Budget Summary	
Scope	Cost
Design Services	\$ 55,392
Pre-construction services	\$ 35,522
General Contractor Construction Services (This request)	\$1,113,806
Furniture for 8 clinic waiting rooms	\$ 221,484
Total	\$1,426,204

The workforce composition of 8 for Henock Construction, LLC, was provided for the Board’s review.

RECOMMENDATION: Staff recommends Board of Managers’ approval of the selection of Henock Construction, LLC, as Contractor for Interior Renovations at the Southeast Clinic for \$1,113,806.

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

EVALUATION: Dr. Jimenez asked about the small company’s history working in medical settings and knowledge of infection control issues in the field of construction. Mr. Ryden assured the Board that Henock Construction, LLC has a good reputation in the community, and he sees this project as a good trial run for Hencock Construction and the Health System. The firm has demonstrated its qualifications for this job and Mr. Ryden is happy to open the door for further dialogue. Mr. Banos acknowledged the contractor for proposing ideas that will save the Health System money and, therefore; he is also confident that this firm has the skills and talent it takes to work with the University Health System, on this project, and others that may become available.

FOLLOW-UP: None

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH MUÑOZ AND COMPANY FOR DESIGN SERVICES FOR STRUCTURAL REMEDIATION AND RENOVATIONS TO THE HISTORIC BUILDING AT THE ROBERT B. GREEN CAMPUS — DON RYDEN

- SUMMARY:** The 103 year old Historic Building (Building A) at the Robert B. Green Campus is currently occupied by administrative offices, clinical services and programs, ambulance and shuttle services, and facility support services. The building has been experiencing structural issues with a number of previous studies pointing out structural deficiencies. The studies and observed conditions revealed a history of construction issues and structural distress in the building foundation and envelope with the major problems exhibited with the East Wing structure. Staff contracted with a structural engineer consultant (IES Structural Engineers) for a structural assessment to determine whether immediate measures need to be taken to protect health, safety, and welfare of the building occupants and the general public, specifically at the East Wing. In his written report, Mr. Ryden outlined all of the recommendations in the structural analysis provided by IES Structural Engineers. Based on information from the structural analysis and recommendations from staff, Procurement Services released RFQ-219-02-004-SVC for Architectural and Engineering Services with nine (9) firms responding. The submittals were evaluated based on the qualification criteria included in the RFQ, and short-listed with three (3) firms: Jacobs Engineering Group, Inc.; Muñoz & Company; and Saldana & Associates, Inc. All three were invited to make presentations to demonstrate and discuss their understanding of the project. Of the three firms that presented, the Evaluation Committee recommends Munoz & Company. The total cost to contract with Muñoz & Company for design services is \$1,803,290, and will be funded out of 2020 capital funds. Mr. Ryden described the scope of work for the vendor in detail - Basic Services for \$1,573,750; and additional services, such as, as-found documentation and diagnostics, Data/ Telecommunications/ AV/Security, Geotechnical Engineering Studies, Building Envelope Consulting and other specialized consultants to include Programming and Hazmat Abatement design for \$229,540, for a grand total of \$1,803,290. The workforce composition for Muñoz & Company was provided for the Board's review.
- RECOMMENDATION:** Staff recommends approval of a Design Services Contract with Muñoz & Company as the Lead Design Firm for Structural Remediation and Renovations to the Historic Building at the Robert B. Green Campus in the amount of \$1,803,290.
- ACTION:** A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Mr. Engberg, and **PASSED UNANIMOUSLY**.
- EVALUATION:** Mr. Smith agreed for the need to have a structurally sound facility in an area of town notorious for flooding. There are currently 420 employees that work on the East Wing. Dr. Jimenez would like to see the Board of Managers more involved in this particular project

because the Robert B. Green is where the Health System started, he reminisced that the RBG was the most coveted place for medical internships in the 1970's due to the trauma cases available. Mr. Engberg agreed that updating the historical building is money well spent.

FOLLOW-UP: None

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE PURCHASE OF MEDICAL EQUIPMENT FOR THE HEART/VASCULAR AND ENDOSCOPY CENTER PROJECT FROM VARIOUS VENDORS — DON RYDEN

SUMMARY: The project design for the Heart Vascular and Endoscopy Suite project included medical equipment planning for the different spaces including non-invasive diagnostic cardiology, special procedure rooms, Cath labs, bronchoscopy, endoscopy, advanced endoscopy, patient holding and recovery, and administrative support areas. Staff has determined cost benchmarking analysis and use of Group Purchasing Contracts with various vendors will provide the best value for the procurement for each of the medical equipment groups. An evaluation of quantity of remaining equipment and infrastructure requirements was completed by the design team and later validated by Premier Healthcare, Inc. with the Health System for each of the rooms and modalities. The recommended equipment was incorporated into an equipment list and provided to the Board as Exhibit A, and includes estimated cost and recommended vendors for an amount of \$12,555,685. Equipment for the Neuro and Vascular special procedure rooms which were not included in the original medical equipment budget of \$25 million and will be funded from previously approved capital 2020 funds in the amount of \$1.5 million. The remaining balance of \$11,055,685 to procure the various groups of medical equipment will be funded by the original Women's and Children's Hospital and Associated Projects' capital funds upon approval of appropriate action. The following cost summary of each department by functional category was reviewed with the Board:

Diagnostic cardiology and Non-Invasive Cardiology	\$ 1,629,961
Special Procedure Cath Labs	\$ 5,391,718
Special Procedure Bronchoscopy, Endoscopy, Advanced Endoscopy	\$ 3,150,576
Patient Holding and Recovery	\$ 2,063,087
Administrative Area	\$ 14,107
Supplemental Costs (shipping, freight, installation)	\$ 306,236
Total	\$ 12,555,685

- Workforce composition data for the various vendors was provided for the Board's review: Philips Healthcare, Stryker Medical, GE Healthcare, Draeger, Inc., Medtronic, Sonosite, Inc., Abbot Laboratories, In., and CME Corporation.
- RECOMMENDATION: Staff recommends Board of Managers' approval of the capital purchase request for medical equipment items described in this document for the Heart/Vascular and Endoscopy Center project for \$12,555,685.
- ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Ms. Barrera, and **PASSED UNANIMOUSLY**.
- EVALUATION: The average longevity of this equipment is 10-12 years, however; Mr. Willis noted that the Health System has historically preferred Philips Healthcare equipment, with a longevity of approximately 17 years.
- FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A LEASE AGREEMENT FOR THE HEART STATION AT THE MEDICAL ARTS AND RESEARCH CENTER (MARC) — JAMES WILLIS/ALLEN STRICKLAND

- SUMMARY: University Health System assumed operational responsibility of the MARC Heart Station from UT Health San Antonio in 2011, and entered into a lease agreement for 2,551 square feet of diagnostic space. On September 24, 2019, the Board of Managers approved \$977,515 for the expansion of the MARC Heart Station, which included the purchase of replacement equipment, finish out of 493 square feet of adjacent shell space, and the general remodeling of existing space to improve functionality and work flow. At the time of this approval, it was reported that the expansion project would not commence until the current lease agreement with UT Health San Antonio was renegotiated. UT Health San Antonio performed an updated fair market value analysis. The current agreement is for a lease rate of \$25.13 per square foot per year. After consideration of improvements to be funded by the Health System, both parties have agreed to a new sixty (60) month lease term at a fixed rental rate of \$23.50 per square foot per year. The new lease will be based on 3,044 square feet. This agreement may be renewed at the Health System's option for up to two additional two year terms by providing written notice to UT Health San Antonio ninety (90) days prior to the expiration of either the current term or the first option term of the agreement. UT Health San Antonio will remain responsible for maintaining the leased premises to meet the requirements for the treatment of patients in an outpatient clinic setting. The workforce composition data for UT Health San Antonio was provided for the Board's review.
- RECOMMENDATION: Staff recommends the Board of Managers grant approval for the request of **\$357,670** for a five-year lease agreement for the Heart Station located at the MARC.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AGREEMENTS WITH UT HEALTH SAN ANTONIO FOR PARKING LOTS 17 AND 25 — ED BANOS

SUMMARY: On November 1, 2019, the North Parking Garage for patients and visitors at University Hospital was closed in preparation for demolition as part of the Women's and Children's Hospital capital project, and all visitors and staff share parking in the West Parking Garage. Due to the daily volume of patients and visitors along with staff who work at University Hospital, the garage is over capacity and additional parking spaces are required to ensure appropriate access to parking is maintained at all times. UT Health San Antonio has additional parking that is quickly available for use by Health System staff - Lots 17 and 25. The purpose of these two contracts is to lease additional parking spaces from UT Health San Antonio in Lot 17, which holds 80 spaces, and in Lot 25, which holds 263 spaces. Staff will be assigned to park in these remote locations to alleviate the demand for parking in the West Parking Garage. Parking spaces in lots 17 and 25 will be leased for \$50/per month, per parking space, which is comparable to other parking spaces leased from other entities in the South Texas Medical Center. The duration of the contracts will be two years, and at that time parking demand will be reevaluated by leadership. The cost for two years for Lot 17 is \$96,000. The cost for Lot 25 is \$315, 600, for a grand total of \$411,600.

RECOMMENDATION: Staff recommends Board of Managers approval to enter into an agreement with UT Health San Antonio in an amount not to exceed \$411,600 to lease parking spaces in Lots 17 and 25, for a period of two years.

ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Hassloch. There being **NO OBJECTION**, the **MOTION CARRIED**.

EVALUATION: Discussion ensued among the Board members and Mr. Banos. Dr. Hromas noted that as a result of the parking issues at University Hospital, UT Health SA is going to move up their new parking garage addition by one year so that they can accommodate additional faculty. When asked if leadership was still comfortable with the 700+ parking spaces allotted in the Women's and Children's parking garage, Mr. Hernandez informed the Board that that leadership had indeed increased that number to 900, as a capacity measure. Mr. Adams asked Chief Sandoval to provide a parking update from a security perspective to which the Chief replied that he is extremely confident the campus and off-site parking lots are safe. All of the lots are fenced in and are monitored on a regular basis. Portions of the Methodist Healthcare Ministries parking lot are captured by MHM cameras. Mr. Smith

applauded the friendliness and professionalism of the security ambassadors and valet staff of the hospital concierge program. Mr. Adams urged the Board members to replicate the patient/visitor experience by parking in the West Garage, riding the shuttle, or walking to the main lobby of University Hospital.

FOLLOW-UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH UT HEALTH SAN ANTONIO FOR OBSTETRICS/GYNECOLOGY SERVICES — MONIKA KAPUR, M.D.

SUMMARY:

Services secured under this agreement consist of prenatal, postpartum, and gynecology care rendered to ambulatory patients through physicians employed by UT Health and leased by UMA. Under the original agreement, UMA currently leases 1.84 board-certified OB/GYN physician FTEs. Additionally, the Health System provides physical space and support staff at no cost to UT Health. UMA bills and collects all professional fees generated by the UT Health providers for women's health services. The current agreement expires February 3, 2020. The Women's and Children's Hospital is expected to be completed in 2022, and to support increased demand for these specialty services, UMA desires to increase the number of physicians leased from 1.84 FTEs to 3.5 FTEs. The expanded physician coverage will increase access to specialty women's health services, including ultrasound and gynecology procedures, and reduce the need for patients to travel to the Robert B. Green Campus for comprehensive low-risk care. Continuing the partnership with UT Health's Department of OB/GYN with additional physician support will further the Health System's capacity to provide women's health care in an outpatient setting. UMA will compensate UT Health up to an amount not to exceed \$1,346,800 per year for up to a combined 3.5 total FTEs for a maximum total of 1,820 sessions. This equates to 21,840 patient visits. This represents an hourly rate of \$185 or a cost of \$61.67 per patient visit increased from \$151.14 per hour the previous year. This increase was approved by the Health System when UT Health assured management that the increase per hour was going directly to the UT Health OB/GYN physicians to increase their salaries towards the 50th percentile. The revenue per insured patient is estimated to be \$30 per professional claim and \$32.50 per hospital based bill. This is a planned expense and is included in the 2020 operating budget. In addition, four performance metrics related to 1) NRC patient satisfaction, 2) DSRIP, 3) number of scheduled sessions at one dedicated clinic, and 4) the requirement to see 12 patients per 4-hour session. Physicians who see more than 12 patients per session will receive quarterly bonuses.

RECOMMENDATION:

Staff recommends Board of Managers' approval to execute an initial 19-month agreement with two optional one-year renewals with UT Health for 3.5 obstetrics and gynecology provider FTEs and performance metric bonuses at a total amount not to exceed

- \$2,132,434 for the 19-month period from February 4, 2020 through August 31, 2021.
- ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Ms. Barrera, and **PASSED UNANIMOUSLY**.
- EVALUATION: Dr. Jimenez followed up on a prior concern brought to his attention several years ago by Dr. Acosta in the Ob/Gyn Clinic at the Robert B. Green, regarding the treatment of uninsured women with substance abuse issues. Dr. Kapur acknowledged that UT Health residents and medical students rotating through that clinic are hesitant to address substance abuse issues; she acknowledged general reluctance among providers to care for patients with opioid addictions. Dr. Hromas was not informed of these issues that occurred prior to his arrival, issues which he said would not be tolerated. Dr. Kapur will touch base with Dr. Plastino and will discuss her findings with Dr. Jimenez outside of the Board meeting.
- FOLLOW-UP: Dr. Kapur will inform Dr. Jimenez of her findings.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORTS FOR NOVEMBER AND DECEMBER 2019 — TRAVIS SMITH FOR REED HURLEY

- SUMMARY: In November, clinical activity (as measured by inpatient discharges) was up 2.0 percent for the month compared to budget, Community First Health Plan (CFHP) fully-insured membership was down 2.0 percent at 135 thousand members. On a consolidated basis, gain from operations was \$19.1 million, \$11.6 million better than budget. The consolidated bottom line gain (before financing activity) was \$15.1 million, \$12.7 million better than the budgeted gain of \$2.4 million. Higher net patient revenue and supplemental revenue resulted in performance better than budget. CFI-IP experienced a bottom line gain of \$799 thousand which was \$49 thousand better than budget. Premium revenue was over budget more than medical claims expense was over budget resulting in the bottom line better than budget. Debt service revenue was \$5.3 million which was \$126,000 above budget. Mr. Smith reviewed notable increases and/or decreases from the December 31, 2018 Consolidated Balance Sheet in detail with the Board of Managers.

In December, clinical activity (as measured by inpatient discharges) was down 3.8 percent for the month compared to budget. Community First Health Plan (CFHP) fully-insured membership was down 1.4 percent at 135 thousand members. On a consolidated basis, gain from operations was \$7.1 million, \$748 thousand better than budget. The consolidated bottom line gain (before financing activity) was \$3.0 million, \$1.7 million better than the budgeted gain of \$1.3 million. Operating revenues were over budget more than operating expenses. CFHP experienced a bottom line loss of \$2.0 million which was \$3.0 million less than budget. Premium revenue was over budget less than medical claims expense and purchased services were over budget resulting

in the bottom line lower than budget. Debt service revenue was \$5.3 million which was \$491 thousand above budget. Mr. Smith reviewed notable increases and/or decreases from the December 31, 2018 Consolidated Balance Sheet in detail with the Board of Managers.

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

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

EVALUATION: None.

FOLLOW-UP: None

At this time, Mr. Adams asked Dr. Bryan Alsip to provide a brief update regarding the Coronavirus. He reported that some of the information has been quicker to arrive than the Health System is historically used to. For example, the first case was identified to the World Health Organization on December 31, 2019, and by mid-January the Center for Disease Control issued the initial health network advisory. Upon receipt of that notice, Dr. Alsip communicated with emergency management teams and infectious disease experts at UT Health to figure out next steps. He has provided initial clinical guidance to the staff, including the case definition, how to treat patients who meet certain criteria, who to call, and how staff can protect themselves. The situation is very dynamic and keeps evolving. Today, there are over 4,800 confirmed cases in China and 107 deaths. There are only five confirmed cases in United State, three in France, one in Germany, and a couple in Canada. China has taken unprecedented steps toward infection control with significantly large cities in excess of millions of people, which may have something to do with how the health community goes forward. The federal government has already stepped up with the National Institutes of Health working on three strategies: rapid sequence testing, vaccines, and potential antivirals. Dr. Alsip assured the Board that the Health System has a very high level of competency around these issues in respect to infectious diseases, whether it's the Zika virus, or the Ebola virus, the staff has had a lot of practice with real life-scenarios. As recent as last fall, the City of San Antonio's community exercise was one month long and happened to be built around a scenario of a novel influenza virus. The staff always learns something at these community exercises. Dr. Alsip informed the Board that tomorrow morning, he will reconvene the Infectious Disease Response Group which is comprised of clinical and administrative leadership, a cross section of medical staff, and infectious disease experts. It is his professional opinion that the Health System is very well prepared to deal with this most recent issue, and he will continue to monitor the situation.

PRESENTATIONS AND EDUCATION:

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

SUMMARY: Mr. Ryden reported the Architectural/Engineering (A/E) team has worked to complete programming and conceptual documents for the Podium expansion, including space for future support services (i.e. kitchen, dining, lab, interventional radiology, etc.) to be located within that structure and ultimately closer and more efficient to the patients. The staff recommended the commencement of design for the core and shell of this Podium expansion in order for the A/E team to fully integrate the design development of the Hospital with this proposed expansion of the

Podium. The additional scope of the Podium, 12th floor and build out of other floors was included in the Design Development phase. He provided the following information in his update to the Board of Managers:

- a) Heart/Vascular and Endoscopy Center
 - Construction commenced in June 2019 with Phase I, Transfusion Services which completed in October, 2019.
 - Ongoing work includes HVAC, electrical and miscellaneous demolition, installation of new HVAC, underfloor plumbing, and framing.
 - Upcoming work includes installation of new HVAC, electrical, plumbing and fire sprinkler relocations.
 - BIM coordination for infrastructure systems and through slab work to Level 2 is ongoing.
- b) Women's & Children's Hospital
 - Re-routing of utilities began in August 2019 and was completed in October, 2019.
 - Enabling projects prior to the demolition of the North Parking Garage are complete.
 - Demolition of the North Parking Garage is underway.
 - Detail work plans for work immediately adjacent to Adult ED Drop Off and West Parking Garage connection are in progress with UHS Department Leaders.
 - Development of Construction Documents has begun with 50% Construction Documents (CD) scheduled to be issued in the middle of February.
 - GMP 7 has been approved to allow start of sitework, excavation, retention system and drilled piers prior to completion of the garage demolition.
- c) Garage
 - Development of Construction Documents has begun with 50% CD's to issue middle of February.
 - GMP 7 has been approved to allow start of site work, excavation, retention system and drilled piers prior to completion of the garage demolition.
- d) Podium Expansion
 - Preliminary A/E conceptual plans are complete.
 - Further development of design

RECOMMENDATION: This report was provided for informational purposes only.
ACTION: There was no action required by the Board of Managers
EVALUATION: None.
FOLLOW-UP: None.

INFORMATION ONLY ITEMS:

EPIC ELECTRONIC HEALTH RECORD PROJECT UPDATE — BILL PHILLIPS/GEORGE B. HERNÁNDEZ, JR.

UNIVERSITY HEALTH SYSTEM FOUNDATION UPDATE — LOURDES CASTRO RAMÍREZ

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS — LENI KIRKMAN

UNIVERSITY HEALTH SYSTEM 2019 BIENNIAL AHRQ CULTURE OF PATIENT SAFETY SURVEY REPORT — EMILY E. VOLK, M.D. MBA, FCA

SUMMARY:	Mr. Adams directed his colleague's attention to the four informational reports above and urged them to contact staff members directly with questions and/or comments.
RECOMMENDATION:	These reports were provided for informational purposes only.
ACTION:	No action was required by the Board.
EVALUATION:	None
FOLLOW-UP:	None.

ADJOURNMENT — JIM ADAMS, CHAIR

There being no further business, Mr. Adams adjourned the Board meeting at 8:15 pm.

James R. Adams
Chair, Board of Managers

Dianna M. Burns, M.D.
Secretary, Board of Managers

Sandra D. Garcia, Recording Secretary