



**BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS**

Tuesday, January 31, 2023
6:00 pm
Cypress Room, University Hospital
4502 Medical Drive
San Antonio, Texas 78229-4493

MINUTES

BOARD MEMBERS PRESENT:

James R. Adams, Chair
Jimmy Hasslocher, Vice Chair
Margaret Kelley, MD, Secretary
Anita L. Fernandez
L.P. Buddy Morris
Pat Jasso
Dianna M. Banks-Burns, MD

OTHERS PRESENT:

George B. Hernández, Jr., President/Chief Executive Officer, University Health
Elizabeth Allen, Director, External Communications/Corporate Communications, University Health
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health
Edward Banos, Executive Vice President/Chief Operating Officer, University Health
Andrea Casas, Vice President, Chief Humans Resources Officer
Ted Day, Executive Vice President, Strategic Planning/Business Development, University Health
Michael Gardner, MD, Vice President, Women's & Children's Hospital, University Health
Rob Hromas, MD, Dean, Long School of Medicine, UT Health San Antonio
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health
Leni Kirkman, Executive Vice President/Chief Marketing, Communication, & Corporate Affairs Officer,
University Health
Shelley Kofler, Senior Public Relations Manager, Corporate Communications
Robert Leverence, MD, Vice Dean for Office of Clinical Affairs and Chief Medical Officer/Long School
of Medicine, UT Health SA
Michael Little, MD, President, Medical/Dental Staff, University Health; and Associate Professor,
Department of Anesthesiology, UT Health SA
Elliott Mandell, Senior Vice President/Chief Pharmacy Officer, University Health
Katherine Manual, Senior Vice President, Pre-Acute Services, University Health
Bobby Maxwell, Captain, Protective Services, University Health
Bill Phillips, Executive Vice President/Chief Information Officer, University Health
Serina Rivela, Vice President/Chief Legal Officer, University Health
Jennifer Rodriguez, Executive Director/Ambulatory Pharmacy Services, University Health
Don Ryden, Vice President/Project, Design & Construction, University Health
Christopher Sandles, President, Hospital Operations, University Health
Irene Sandate, Assistant Chief Nursing Officer, Women's and Children's Health, University Health
Judy Shumway, DO, Senior Vice President/Clinical Services, University Health

Board of Managers Meeting

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Andrew Smith, Executive Director, Government Relations & Public Policy, University Health
Travis Smith, Deputy Chief Financial Officer, University Health
Sally Taylor, MD, Senior Vice President/Chief, Behavior Health Services, University Health
Horacio Vasquez, Executive Director, Supply Chain Management, University Health
Larry Wallis, Director, Internal Audit Services, University Health
Paul Torres, VIRIDIS
And other attendees.

CALL TO ORDER:

Mr. Adams called the Board meeting to order at 6:05 pm.

INVOCATION AND PLEDGE OF ALLEGIANCE — JIM ADAMS, CHAIR

Ms. Jeanene Atkinson, Director of Spiritual Health, University Health, said the invocation, and Mr. Adams led the pledge of allegiance. A moment of silence was held to reflect on the memory of Dr. Harmon Kelley, the father of Dr. Margaret Kelley and a longtime friend of University Health. He was a physician leader and a role model; very kind, always serving the underserved. Dr. Kelley established the first OB-GYN practice on the Southeast side of San Antonio, Texas.

SPECIAL RECOGNITION: QUARTERLY EMPLOYEE RECOGNITION AWARDS - (LENI KIRKMAN/ANDREA CASAS)

The employees below were recognized by the Board of Managers:

Professional: Nicholas Guerrero, Clinic Staff Nurse II, Operating Room
Nursing

Professional: Trisha Kealoha, Population Health Management Supervisor, PHM Service Coordination

Management: Matthew Camden, Sr. Payroll Manager, Financial Accounting

Technical: Leandro Villarreal, Healthcare Engineering Technician II, Biomedical Engineering

Clerical: Sonia Juarez, Registration Access Specialist, Registration Ancillary

Service: Maria Leija, Environmental Associate, Environmental Services

Volunteer: Michelle Almanza, Volunteer Services

Provider: Stephanie Gawlik, Physician Assistant, University Medicine Associates, School Based Programs, SAISD

Team: Obstetrics Care Team
Mary Charles, Biviana Garcia

All of this year's quarterly recipients will be special honored guests at the Annual Employee Recognition Awards Ceremony on February 23, 2023. 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 welcomed the Board of Managers and staff back to University Hospital. Future meetings of the Board of Managers will be held at University Hospital to accommodate several Board members who drive in from opposite sides of town for meetings.

PUBLIC COMMENT

Thomas Mayes, MD, a retired pediatric critical care specialist formerly with UT Health San Antonio/University Health from 1993 through November 2016 addressed the Board of Managers.

His departure from San Antonio to New York in 2017 was due to health issues as he had been diagnosed with interstitial lung disease at University Hospital. In 2019, he fell ill and was put on medications and steroids but he knew he needed something different. He was evaluated by New York University for a lung transplant. He returned to San Antonio on Memorial Day 2020 and the following day was placed on a transplant list. At Brook Army Medical Center, he was placed on ECMO for 105 days. On February 27 and 28, he received a double lung transplant at University Hospital. The University Transplant Center, University Health and UT Health all partnered to provide extraordinary care.

He specifically thanked Dr. Ed Sakos, Dr. John Calhoon, the pulmonary care team, and the University Hospital blood bank, for providing 45 units of blood during his surgery. Regarding the 9th floor of the Sky Tower, he was most grateful to all of the staff from the housekeepers to the nurse manager. Last, he thanked Mr. Phil Mason, who was running the ECMO program at Brook Army Medical Center at the time, but was recruited by University Hospital in November of 2021.

However, he is a particularly well-informed health care consumer, and his journey took him through six health systems, two in San Antonio and four in the New York area, and two different transplant programs. In his opinion, as a patient, he feels the leadership ought to make additional investments in the Lung Transplant program. He noted that there was a 350 percent increase in lung transplants at University Hospital from ten in 2021 to 39 in 2022. His observation as a patient, is there are not enough providers. The program needs 3.5 to 4 FTE transplant pulmonologists, and 2 FTE nurse practitioners or physician assistants dedicated to the program. Methodist keeps trying to open a lung transplant program, and when that happens it will drain patients and more importantly will drain organs.

To get more physicians in the transplant program, Dr. Mayes suggested a fellowship training program similar to the fellowships afforded pediatric critical care specialists, which University Health has supported since 1997. He noted that three-quarters of the providers currently practicing on the 7th floor came from the fellowship program.

In addition, pulmonary rehab is offered at Methodist Hospital, not University Hospital, as is photopheresis, a state of the art technology for transplant patients. He spoke of the extraordinary resources available at Brook Army Medical Center and as an example, noted that there were five individuals involved in helping him walk for physical therapy while he was also on ECMO, a vital function for his well-being at the time.

It is Dr. Mayes' observation and hope that University Health and UT Health will invest additional resources in the lung transplant program to allow for the innovation that has occurred since he was here. Such investment will bring great returns to the citizens of Bexar County, and both institutions. He is very thankful for the health care he received at University Hospital, noting that he came back to San Antonio not expecting to be back, but it saved his life. He invited any member of University Health and UT Health leadership to contact him regarding his experience and feedback regarding the lung transplant program.

APPROVAL OF MINUTES OF PREVIOUS MEETING(S): DECEMBER 13, 2022 (SPECIAL MEETING)

SUMMARY: The minutes of the previous Board meeting on Tuesday, December 13, 2022 were submitted to the Board for approval.

RECOMMENDATION: Staff recommends approval of the minutes as submitted.

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

EVALUATION: None.

FOLLOW UP: None.

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

SUMMARY: Dr. Hromas informed the Board that Mr. Ed Banos and Dr. Francisco Cigarroa have worked together to implement two of the items recommended by Dr. Mayes for the Lung Transplant Program. They have a plan to increase clinical provider FTEs given the increase in volume. He distributed copies of the School of Medicine's Alumni Future Magazine, Special Research Edition, Connecting Discoveries and Clinical Trials. He highlighted a clinical trial currently taking place at University Hospital for Rhenium 158, which is a tiny radioactive particle that can be injected directly into the brain cancer. It provides hope for the hopeless by extending a patient's life by two or three years and does not damage the brain as radiology would. University Health and UT Health do not accept the status quo and are helping patients survive the most deadly form of cancer.

RECOMMENDATION: This report was provided for informational purposes only.

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

EVALUATION: Mr. Adams thanked Dr. Hromas for his support.

FOLLOW UP: None.

NEW BUSINESS:

CONSENT AGENDA –JIM ADAMS, CHAIR

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

SUMMARY: The Credentials Committee met on December 19, 2022, and reviewed the credential files of the individuals listed on the Credentials Report and the Professional Performance Evaluation Report provided to the Board. In its meeting of January 3, 2023, the Executive Committee of the Medical-Dental Staff approved the Credentials Committee Report in accordance with University Health's credentialing and privileging process. The Executive Committee, in turn, recommends approval by the Board of Managers.

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

SUMMARY: The Credentials Committee met on December 19, 2022, and reviewed proposed revisions to Delineation of Privilege and the Professional Performance Evaluation Report and forms. In its meeting of January 3, 2023 the Executive Committee of the Medical-Dental Staff approved the Delineation of Privileges and Focused/Ongoing Professional Performance Evaluation Report, which was provided for the Board's review, and in turn, recommends approval by the Board of Managers

CONSIDERATION AND APPROPRIATE ACTION REGARDING TELEMEDICINE PRIVILEGES — BRYAN ALSIP, M.D.

SUMMARY: The Board of Managers has approval authority for the appointment of clinical providers to the Medical/Dental Staff, and the granting of clinical privileges for overseeing the quality of care and provision of treatment to patients. In accordance with section 3.7, Telehealth, of the Bylaws of the Medical/Dental Staff, when University Health facilities are the originating site, University Health may use the privileging and credentialing decision from the distant site to make a final privileging decision provided all required elements are met. Board members were provided a listing of clinical providers which has been reviewed and verified by Professional Staff Services that all required elements from the distant site have been met in accordance with the Medical/Dental Staff Bylaws and Joint Commission Medical Staff standards (13.01.01). Staff recommends Board of Managers' approval of Radiology Telehealth privileges for the individual on the listing provided.

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

SUMMARY: The Investment Portfolio Summaries for University Health and Community First invested funds for the fourth quarter of 2022 were provided for the Board's review and approval. In total, the value of all invested funds as of December 31, 2022 was \$2,072,338,762 consisting of University Health, Project, Certificate, LPPF and Community First Funds. The reports include all information required by the Texas Public Funds Investment Act. In addition, the University Health and Community First portfolio reports have been provided separately. The portfolios earned \$14,640,812.16 in net income in the fourth quarter, more than doubling the \$7,156,596 earned in the third quarter and more than twelve times greater than the same period a year ago as higher interest rates have dramatically improved investment earnings. While the rapid increase in interest rates during the 2022 has resulted in a sizable unrealized loss, no realized losses are anticipated to be incurred and University Health is benefitting from much greater investment income. As of December 31, 2022, the University Health portfolio for operations (excluding Community First and the debt related funds) was valued at \$1,296,347,818. The portfolio, consisting of the Operating, Contingency, Capital and Tax Funds, had a weighted average yield-to-maturity of 3.09% and a weighted average maturity of 275 days. The portfolio's yield has fallen behind the 6-month Constant Maturity Treasury (CMT) benchmark, which yielded 3.87%, but remains well above the 1-year CMT benchmark's 2.79% yield. The Community First Health Plans, Inc., portfolio (including Community First Group Hospital Service Corporation PPO) was valued at \$446,828,966 as of December 31, 2022. Community First's portfolio had a weighted average yield-to-maturity of 3.39% and a weighted average maturity of 153 days. The portfolio's yield has fallen behind the 6-month CMT at 3.87%.

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

SUMMARY: University Health’s Purchasing Consent attachment for the month of January 2023 includes 18 proposed contracts for Board of Managers action. The total requested Board of Managers approval for these 18 contracts is \$24,447,795. Additional Presented contracts during the January 2023 Board of Managers meeting total \$91,547,670 and are considered for approval separate from the Purchasing Consent. Staff recommends Board of Manager’s approval of Purchasing Consent items in the amount of \$24,447,795.

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

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

CONSENT
EVALUATION: None.

CONSENT
FOLLOW UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING A RENEWAL OF A MEMORANDUM OF UNDERSTANDING WITH THE SOUTHWEST TEXAS REGIONAL ADVISORY COUNCIL AND LOCAL HEALTH SYSTEMS FOR SUPPORT OF THE SOUTHWEST TEXAS CRISIS COLLABORATIVE — SALLY TAYLOR M.D./EDWARD BANOS

SUMMARY: Dr. Taylor provided a presentation - The Southwest Texas Crisis Collaborative (STCC): Addressing Gaps in the Behavioral Health System of Care:

Mission: To reduce death/disability related to trauma, disaster, and *acute illness* through implementation of *well-planned and coordinated regional emergency response systems*.

Serves 22 counties, 26,000 square miles, 2.4 million people, 71 EMS agencies, 4 air medical providers, is the public health authority, 63 hospitals, 2 level 1 trauma centers, 16 cardiac centers, 17 stroke centers, and behavioral health.

STCC Background: What We Learned – 3-Month Analysis (4Q-2016) Emergency Detention Patients in San Antonio Emergency Departments and 2013-2015 Aggregate Data

- 9,000+ Emergency Detentions annually
- Nearly 1/2 *only* needed a medical screening prior to psychiatric care
- Patients in psychiatric crises became part of the hospital Emergency Department national “boarding” challenge
- Haven for Hope Campus: #1 spot for 9-1-1 calls

- Lack of integration between medical/behavioral health care system on the Haven for Hope Campus
- 2016 Study of BH System in Bexar County
- Commissioned and funded by Methodist Health Care Ministries
- Numerous findings, most notably:
 - Cross-payer effort must be developed for assertive and intensive ongoing services for those with high number of encounters at:
 - Jail
 - Crisis Services
 - Homeless Shelters
 - Emergency Response System
 - Hospital Emergency Departments
 - Hospital Inpatient Units

Baseline Data: Patients, Encounters and Costs

Safety Net Population – \$1.1B
3,507 Super Utilizers, 62,504 Encounters, \$175M
Mental Health Population \$200M
Homeless Population- \$80M
High Utilizer Target Population – \$19M

Southwest Texas Crisis Collaborative

Existing: Cross payer effort focused on the enhancement of the behavioral health crisis system of care

- Crisis Focused Mission
- First Response
- Psychiatric Emergencies
- Acute Behavioral Health Care

Dr. Taylor identified the STCC membership comprised of 22 individuals from various health care, behavioral health, and local government agencies from throughout Bexar County including Haven for Hope, San Antonio Metropolitan Health District, San Antonio Police Department, Bexar County Sheriff’s Office, among others.

Crisis Response Process: 2017 – Present

MEDCOM/LE Navigation*
Psychiatric Emergency Services*
Intensive Case Management (PICC)*
And Multidisciplinary Teams (SMART/CORE/CCSI)
Acute Care Station – Haven for Hope
BH Transitional Housing/Step Down Unit: Crosspoint → Upstream Pre-Crisis → Outpatient Behavioral Health Services (UT Health NOW Clinic)

*STRAC MOU Programs

2023 STRAC MOU BUDGET AND PROGRAMS

Program	2023 Total Budget	Hospital Funding	Other Funding (Outside the STRAC MOU)	
			MHM	Bexar County
STCC MOU FUNDING				
MEDCOM/LE NAV	\$2,859,821	\$2,828,186		
Psychiatric Emergency Service System of Care	\$4,095,545	\$1,070,805	\$2,946,095	\$40,000
Program for Intensive Care Coord (PICC)	\$1,580,459	\$1,340,659	\$169,407	
Meadows MH Policy Institute	\$75,000	\$75,000		
Capital Healthcare Planning	\$100,000	\$75,000		\$60,000
STRAC Infrastructure	\$1,400,000	\$670,000		\$730,000
Social Determinants of Health Platform	\$250,000	\$150,000		\$100,000
TOTAL	\$10,360,825	\$6,209,650	\$3,115,502	\$930,000

Law Enforcement Navigation (MEDCOM)

- 24/7 Dispatch Center
- Division of STRAC
- Routes~500 trauma patients monthly for a 22-county area
- Coordinates air medical support
- CAD (Computer Aided Dispatch) access to all 9-1-1 calls related to mental health

Real Time Bed Status for BH Facilities

- All psychiatric facilities now actively utilizing an online tool to notify STRAC of their diversion status
- Available beds segmented by age

Law Enforcement Navigation – January – December 2022

- Total Yearly Cases – 19,025
- In the Field – 14,921, 78%
- In Hospital – 4,104, 22%
- Law Enforcement to Psychiatry – 12,839, 68%
- Law Enforcement Self Navigated, 54, 0.3%
- Law Enforcement to General Hospital – 1105, 6%
- EMS to General Hospital, 840, 4%
- In Hospital EDO – 4104, 22%

PSYCHIATRIC EMERGENCY SERVICE SYSTEM OF CARE

PES Program Details

- Launch of second program iteration, May 2019
- 14 adult beds (7 at Methodist Specialty & Transplant Hospital and 7 at Texas Vista Medical Center)
- Safe environment for those in mental health crisis to stabilize
- Decompress hospital emergency departments
- Immediate psychiatric and psychosocial evaluations, and linkage to the next appropriate level of care
- Center for Health Care Services (CHCS) clinicians in PES facilities to facilitate linkage to care (and now also in MEDCOM)

Adult Psychiatric Transfers – January – December 2022

4,425 Requests
 3,253 (74%) Transfers

Dispositions

PPB/CSU Accepted, 945
 Internal PES, 622
 External PES, 1,686
 Cancelled Transfers – 1,172
 Criteria not met – 2
 Nonparticipating facility – 2
 Physician declined – 4
 Consult only – 9
 Criteria not met – Lab values – 13
 Patient left AMA – 35
 Criteria not met – Medical – 50
 Criteria not met – Psych – 54
 Transfer to Another Facility – 188
 Cx – Admitted to Referring – 32
 Cx – Discharged – 488

Discharge Disposition	PPB	CSU
Still admitted at time of Report	5	
Admitted to CSU Bed		161
Admitted to Inpt Psych	13	522
Admitted to medical bed	9	10
Admitted to PPB Bed	6	279
Discharged Home	2	271
*Discharged w/ outpt svcs	17	587
*Discharged home w/ outpt svcs	707	419
Discharged home w/o outpt svcs	20	12
Discharged homeless w outpt svcs	127	37
Discharged homeless w/o outpt svcs	29	8
Patient Eloped		2

PES Process Improvement - Capital Healthcare Planning Evaluation (2022) with Stakeholder Input

Actions:

- CHCS clinicians in MEDCOM help broker patient to right level of care
- Real-time escalation of barriers
- Dedicated PES Units at both facilities
- 24/7 transfer acceptance enhanced
- PES CHCS Liaisons engage patients earlier
- Improved efficiency in data collection, reporting and communication

Results:

- Decreased Length of Stays: those stabilized and discharged in less than 48 hours improved by 29 percent
- Patients more likely to move to the right level of care at the front-end

PROGRAM FOR INTENSIVE CARE COORDINATION

PICC Program Details

- Launched July 2018
- Provide ongoing, intensive case management for those with multiple emergency detentions and/or high use of Psychiatric Emergency Services
- Connect to outpatient services and other resources
- Build independence within the individual in order to help them become less dependent on crisis services
- Meet the person ‘where they are’

PROGRAM FOR INTENSIVE CARE COORDINATION

January - December 2022

84 Active Clients	12,830 Contacts
69 Enrolled	-5,959 CHCS
-49 Existing PICC Clients	-MIH 4,555
-20 Existing Svcs w/ PICC Support	-SAPD 2,336
-10 Co-managed w/ CHCS	
- 3 Co-managed w/ AACOG	
- 7 Co-managed w/ Other	

STCC Program Utilization

764 Emergency Detention - 105 Clients

*481 Emergency Detention – 27 clients

156 PES Transfers – 53 clients

15 – Substance abuse

2 – Schizophrenia

5 – Schizoaffective

5 – IDD

389 Inactive Clients (Since inception of program, 2019 to present)

3% Deceased

21% Incarcerated long term

8% Relocated permanently

49% Emergency Detention orders reduced

5% Assigned to another program

14% Unable to locate

PICC Engagement Results

Capital Healthcare Planning and Meadows MH Policy Institute Analysis

Utilization patterns in 2021, pre- and post- PICC Engagement:

- ER visits: decreased by 74.2%
- Emergency Detentions: decreased by 86.4%
- PES Encounters: decreased by 96.2%
- Inpatient Admissions: decreased by 27.8%
- Net cost savings: \$3,032,000

STCC Future Focus

Enhancing coordination of the System of care for those with substance use disorders.

The 2023 STCC MOU includes funding from several entities based on net revenue market share. STCC provides community coordination, visibility and collaborative oversight. The 2023 STCC MOU will fund the following programs:

- MEDCOM/Law Enforcement Navigation with Embedded Center for Health Care Services Clinicians
- Adult Psychiatric Emergency Services System of Care
- Program for Intensive Care Coordination
- Meadows Mental Health Policy Institute
- Capital Healthcare Planning
- STCC Infrastructure
- Social Determinants of Health Platform

All Bexar County health systems and Methodist Healthcare Ministries have agreed to fund the services outlined in this MOU, with the cost split agreed upon by all the System's CEOs based on net revenue market share. The term of the agreement provided by this MOU is January 1, 2023 through December 31, 2023. The financial outlay for this MOU is \$1,920,450, the same amount as 2022, and includes \$1,620,450 for STCC programs outlined above. It also includes \$300,000 allocated to STRAC for enhanced behavioral health navigation by MEDCOM after University Health's expansion of behavioral health services in 2020. The total amount of \$1,920,450 (\$1,620,450 plus the \$300,000) is included in University Health's 2023 budget.

RECOMMENDATION:

Staff recommends that the Board of Managers authorize the President/CEO to execute a renewal of the agreement 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, Capital Healthcare Planning, and the Southwest Texas Crisis Collaborative Infrastructure, and a Social Determinants of Health Platform, in the amount of \$1,920,450 for the period January 1, 2023 through December 31, 2023.

ACTION:

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

EVALUATION:

Ms. Fernandez sees the clear need for more space to improve quality of life for these clients. If an average of 35 clients per day are being navigated/admitted to one of these programs, how long are those stays? How many people are missing out, or potentially staying in an Emergency Room because psychiatric beds are not available? According to Dr. Taylor, this is an ongoing conversation and she has an opportunity to speak before the Texas Legislature on Thursday this week about the psychiatric needs in San Antonio. She will relay that a recent study reveals a need for 100 more private psychiatric beds (also known as state contract beds). Her second ask will be for a psychiatric facility, and then there is the question of how to right-size that facility. It is known that more people are getting to the right place, but there are not enough right spaces for them. Ms. Fernandez is specifically interested in the emergency detention process, and what it means to a patient when the psychiatric facility determines the patient will not be admitted. Dr. Taylor confirmed that 100 percent of the patients who are emergently detained are not admitted. It is then a matter of connecting these patients to the right level of care. University Health, and any hospital in town that provides Psychiatric Emergency Services, is fortunate to have an in-house

Center for Health Care Services liaison to help re-route the patient back to the Center. University Health also has a contract with UT Health for the transitional care clinic where patients can access care within 7 days of a request. It is more of a challenge for other hospitals, but the connection to the Center is now easier. Ultimately, Dr. Taylor wants to provide care before these clients get arrested or are admitted to the hospital. Ms. Fernandez acknowledged the investment recently made by the Texas Legislature for a new state hospital, which is important, however, Ms. Fernandez advised that she would not want University Health to lose sight of the conversation - how do we prevent the crisis from happening and what type of investment does there need to be in prevention services. Regarding membership composition of the Southwest Texas Crisis Collaborative (STCC), Ms. Fernandez noted that in her opinion, the membership appears to be grass top, and she cautioned that oftentimes there is a disconnect between grass top and grass roots. She asked whether there is engagement at the grass roots level, and if so, she is interested in what that looks like, or, is this something that is being worked on? Dr. Taylor replied that the question speaks to the role of STRAC - are pre-crisis services really STRAC's role? The National Alliance of Mental Illness participates at every STCC meeting to talk about peer support, access to care, and primary care integration of behavioral health that let people access the care when they need. In addition, there is a study being conducted regarding the buildings that will be vacated when the new San Antonio State Hospital opens in March 2024 and permanent supportive housing, for instance, is on the radar so that we can bring services to the patient when needed. There has to be an effort to get access when needed. Dr. Burns expressed that that these patients ought to first be seen by a primary care provider and since many PCPs do not have the resources a lot of times mental health issues do not get addressed. The first big step is resources and the integration of primary care and behavioral health is also key. Mr. Hasslocher asked how many buildings there will be on the new SASH campus, to which Mr. George Hernandez replied that the new state hospital will be comprised of one building with 300 beds at a cost of \$350 million. There will not be an increase in beds. Further, state hospitals are leaning towards providing more forensic beds rather than civil beds. People who are found incompetent to stand trial are sent to the state hospital and fill up most beds. It was noted that the Texas Legislature recently gave monetary raises to state hospital workers; the issue of late is the lack of workers to staff those beds. Dr. Taylor added that there are about 1,000 beds off-line across the state due to staffing issues. Mr. Hernandez acknowledged the assistance of Senator Pete Flores and former Speaker of the House Joe Strauss helped to secure funding for the new state hospital and it was a huge community effort, however; the dilemma now is that those beds were supposed to be civil beds, but the demand for forensic beds is greater so the community has not achieved any gains. At the present time, Dr. Taylor is part of a coalition lined up to ask the legislature for another \$350 million exclusively for civil beds and University Health is trying to figure out a way to operate those beds. Mr. Adams thanked Dr. Taylor and the staff for their work in this critical area that continues to receive a lot of attention from the Board of Managers. He also encouraged Dr. Taylor

and Ms. Fernandez to work together off-line on this very important topic of mutual interest on behalf of the people of Bexar County.

FOLLOW UP:

As indicated above.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A SPECIALTY TRANSPORT AIR MEDICAL SERVICES AGREEMENT AND A LEASE AGREEMENT WITH APOLLO MEDFLIGHT, LLC, FOR HELICOPTER CREW QUARTERS AT THE UNIVERSITY HOSPITAL CAMPUS — TED DAY/IRENE SANDATE, D.N.P.

SUMMARY:

University Health issued a Request for Qualifications (RFQ-222-11-066-SVC) on November 9, 2022, to secure the services of a Specialty Transport Air Services Provider. Two vendors responded to the RFQ and were evaluated based on a number of factors, safety practices and a strong safety track record being of highest value. Both respondents were invited to come onsite and meet with an evaluation committee to present their proposals and to answer questions about the material they submitted. Apollo MedFlight LLC was selected as the finalist on their proposal and qualifications.

In this contractual relationship, Apollo MedFlight will provide aviation services, certificate maintenance, aircraft maintenance, fuel, insurance, and selected medical equipment as their contribution. They will also provide communication center operations integrated with those at University Hospital and with MedComm/STRAC. University Health will provide most medical crew services, medical direction, and selected medical equipment/supplies. The organizations will collaborate on program management, transfer center communications, marketing/branding, and outreach to regional providers. Apollo MedFlight aviation and selected clinical team members and University Health clinical team members will staff flights with team configuration dependent on patient transport type. The financial arrangement between the parties is structured so that one party will reimburse the other each month based on the number of transports completed that month against a break-even target, to be revisited periodically. This new agreement will require start-up infrastructure and staffing development with volumes projected to grow from current volumes in the first year to higher volumes in subsequent years of the agreement. University Health will incur estimated expenses of approximately \$2.2M in the first year and relatively lower expenses in subsequent years (due to the higher payer revenue Apollo will see with higher volume) for an estimated three-year total of \$4.0M. This is a new expense to University Health and is unbudgeted for 2023. The value of this agreement with a dedicated specialty transport helicopter and co-marketed to providers is an investment for the opportunity to grow neonatal, pediatric and maternal service lines in light of the new Women's & Children's Hospital in 2023. The costs to University Health will decline on a relative basis as volumes grow, and will be budgeted expenses in future years. Finally, expenses will be offset by payer revenue for each resulting inpatient stay, as well as from lease fees paid by Apollo MedFlight for crew quarters and helipad use.

RECOMMENDATION: Staff recommends the Board of Managers authorize the President/CEO to execute the Specialty Transport Air Medical Services Agreement and a Lease Agreement for Helicopter Crew Quarters at the University Hospital Campus with Apollo MedFlight LLC for a contract not to exceed \$4.0M over three years.

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

EVALUATION: University Health has contracted with Air Methods for air medical transportation services since 2015, when Air Methods acquired San Antonio AirLIFE. Due to environmental and business model changes, Air Methods has closed five of its seven bases in our region (Kerrville, Laredo, New Braunfels, Pleasanton, and Victoria). Further, Air Methods sent University Health a termination notice on the existing agreements for the base at University Hospital with an anticipated base closure date of May 10, 2023. Specialty transport services are specifically targeted for the anticipated growth of the women's & children's service lines upon the opening of the new Women's & Children's Hospital in 2023.

FOLLOW UP: None.

SCONSIDERATION AND APPROPRIATE ACTION REGARDING A LEASE CONTRACT WITH ROOTS SALAD KITCHEN, LLC, FOR FOOD SERVICES AT UNIVERSITY HOSPITAL — CHRISTOPHER SANDLES

SUMMARY: At this time, Mr. Christopher Sandles introduced Michael Gardner, MD, a maternal fetal medicine specialist, as the administrator for the new Women's & Children's Hospital, who joins University Health from the University of Nevada-Las Vegas School of Medicine.

Through RFP-222-04-029-SVC, University Health invited proposals from experienced and qualified firms to operate separate food and beverage concessions with an emphasis on healthy food options. An evaluation committee comprised of hospital leadership was formed to evaluate the RFP submissions. Evaluation and scoring criteria for this award included: Vendor experience and qualifications; proposed concession plan; food service management plan to deliver efficient, affordable, and reliable food service; and proposed financial plan to track, improve and maintain patient and staff experience, customer services and revenues. University Health received one proposal from Roots Salad Kitchen, LLC, a small and minority owned business currently located at 403 Blue Star in San Antonio. Roots Salad Kitchen sells primarily, salads, smoothies, and acai bowls. Customers will be able to choose from a variety of dine-in, carry-out and grab and go options. Roots Salad Kitchen will provide their own employees and food inventory to support their operations from the 450 square foot concession stand. This is a revenue-generating lease contract with a rate of 5 percent of gross sales in the base year and 6.5 percent in subsequent years. The estimated annual payments University Health will receive under the agreement are: Year 1 - \$10,000; Year 2 - \$10,650; and Year 3 - \$11,332. The workforce composition data for Roots Salad Kitchen,

RECOMMENDATION: LLC, was provided for the Board’s review. Staff recommends the Board of Managers approve a two-year space lease agreement with three one-year renewal options with Roots Salad Kitchen, LLC.

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

EVALUATION: A replacement cafeteria was designed, in the form of concession stations to provide additional diverse food options, for the Women’s and Children’s Hospital to be closer to the majority of the staff. With labor costs, lease expense, and a staff of six (6), Mr. Hasslocher wondered if the vendor would be successful. Mr. Banos noted that the 5 percent lease rate is for gross sales of \$200,000, which is a conservative estimate. After the first year, gross sales are expected to exceed \$200,000 at which time the lease rate will increase to 6.5 percent of gross sales. Mr. Sandles expressed confidence in the vendor’s ability and pledged to work with them to help them succeed, specifically, he would like to revisit the current hourly rate for their employees of \$12/hour since they will be working side-by-side the University Health workforce.

FOLLOW UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE SELECTION OF AN ARCHITECTURAL/ ENGINEERING FIRM AND A CONTRACT WITH MARMON MOK, LP TO PROVIDE DESIGN SERVICES FOR THE COMMUNITY HOSPITALS — DON RYDEN

SUMMARY: In June 2022, the Bexar County Hospital District Board of Managers approved a new capital improvement program (CIP) to construct community hospitals and medical office buildings to better serve the rapidly growing healthcare needs of the local community, anticipating a total project cost of \$950 million. To begin the design phase of the Project, staff issued a Request for Qualifications 222-07-046-SVC for design services as the Project’s Design Professional for planning and design services through the completion of the Project. The following respondents submitted timely and complete proposals and were approved for further evaluation:

<u>Primary</u>	<u>Partnering Firm</u>
CallisonRTKL	RVK Architecture
Devenney Group	WestEast Design Group
HDR Architecture	O’Connell Robertson
HKS, Inc.	LK Design Group & Chesney
Hellmut, Obata & Kassabaum, Inc. (HOK)	Alta Architects
Marmon Mok, LP	ESa & WSP, Inc.
Page Southerland Page, Inc. DBA Page	Alamo Architects

The evaluation committee reviewed, scored, and ranked the initial Statements of Qualifications according to stipulated criteria, and Mr. Ryden identified the 12 staff members of the evaluation committee in his written report. HOK, Marmon Mok, and HKS were invited to further explain their proposals, project team members, and answer questions from the evaluation committee in an interview format. The presentations on November 3, 2021 by the respondents reflected a variety of staffing models and approaches to design services for the Project. Based on the criteria established by the RFQ, the evaluation committee selected Marmon Mok, LP as the preferred Design Professional for the Project to

be recommended to the Board for approval, at a total fixed fee of \$60.2 million, which was determined fair and reasonable by both Marmon Mok, LP and University Health. The Design Professional A/E team is comprised of Marmon Mok LP, Earl Swenson Architects (ESa), and WSP, Inc. with Marmon Mok, LP as the designated prime responsible and accountable for performance of the contracted design services. In July 2022, the Bexar County Court of Commissioners approved financing for this project that includes using \$450 million in University Health cash reserves and issuing \$500 million in certificates of obligation that would require no increase in the health district tax rate. The design services fee is based on the accepted Design Professional staffing plan and will provide comprehensive design services for the Project over approximately fifty-four (54) months. The total negotiated fee of \$60,192,523 is a fixed amount that will be paid monthly following a review of submitted invoices. It is within the expected range for design services as a component of total project costs and takes advantage of planned design savings due to a prototype approach to the buildings. Staff recommends award of the design services agreement for the Project. The workforce composition for Marmon Mok/ESa/Architectural Team/WSP was provided for the Board's review. Initial SMWVBE participation is estimated to be 35 percent and includes approximately 67% local participation by assigned team members.

RECOMMENDATION:

Staff recommends the Board of Managers approve the selection of Marmon Mok, LP as the Design Professional for the Community Hospitals project and authorize the President/Chief Executive Officer to execute a contract with Marmon Mok Management Group, LLC, its General Partner, in the amount of \$60,192,523.

ACTION:

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

EVALUATION:

Marmon Mok, LP, is a local vendor.

FOLLOW UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE SELECTION OF A PROJECT MANAGEMENT FIRM AND A CONTRACT WITH BROADDUS & ASSOCIATES, INC. TO PROVIDE PROJECT MANAGER SERVICES FOR THE COMMUNITY HOSPITALS — DON RYDEN

SUMMARY:

In June 2022, the Bexar County Hospital District Board of Managers approved a new capital improvement program to construct community hospitals and medical office buildings to better serve the rapidly growing healthcare needs of the local community, anticipating a total project cost of \$950 million. The initial locations proposed include a site in northeastern Bexar County at the corner of Retama Parkway and Lookout Road north of Loop 1604, and on a site in the VIDA master planned community adjacent to Texas A&M – San Antonio in southern Bexar County. To initiate the Project, staff selected and proposes to award a new Professional Services Agreement for Project Management Services. To establish the overall management of the Project, staff published RFQ 222-09-059-SVC for Project Management Services on October 7, 2022. Mr. Ryden outlined the evaluation and selection

process resulting from responses to the RFQ in his written report. The respondents below submitted timely and complete proposals and were approved for further evaluation:

<u>Primary</u>	<u>Partnering Firm</u>
Hammes Company Healthcare, LLC	Indatatech, Inc
Broaddus & Associates, Inc.	Foster CM Group, Inc.
AECOM Technical Services Group, Inc.	Sunland Group, Inc.
Jacobs Project Management Co.	AG3 Group, LLC
Cumming Management Group, Inc.	Foster CM Group, Inc.
Jones Lang LaSalle Americas, Inc.	Foster CM Group, Inc. and Addison Prime

Mr. Ryden identified the 12 staff members of the evaluation committee in his written report. Presentations were delivered on December 8, 2022, and reflected a variety of staffing models and approaches to design services for the Project. As a result of the initial ranking, the following three firms were invited to present and further explain their proposals, project team members, and answer questions from the evaluation committee in an interview format:

1. Broaddus & Associates, Inc.
2. AECOM Technical Services Group, Inc.
3. Jacobs Project Management Co.

Based on the criteria established by the RFQ, the evaluation committee selected Broaddus & Associates as the preferred Project Manager for the Project to be recommended to the Board for approval. Staff then entered negotiations with the selected Project Manager between December 2022 and January 2023. As a result of these negotiations, a total fixed fee of \$21.3 million was determined fair and reasonable by both Broaddus & Associates and University Health. The Bexar County Court of Commissioners approved financing that includes using \$450 million in University Health cash reserves and issuing \$500 million in certificates of obligation that would require no increase in the health district tax rate. The project management services fee is based on the accepted Project Manager staffing plan and will provide comprehensive project management services for the Project over approximately sixty (60) months. The total negotiated fee of \$21,266,565 is a fixed amount that will be paid monthly following a review of submitted invoices. It is within the expected range for project management services as a component of total project costs. The workforce composition data for the Broaddus/Foster/JHRE team was provided for the Board's review. Initial SMWVBE participation is estimated to be 95 percent based on proposed fees and the PM team represents approximately 85 percent local participation, also based on fees.

RECOMMENDATION:

Staff recommends the Board of Managers approve the selection of Broaddus & Associates, Inc. as the Project Manager for the Community Hospitals project and authorize the President/Chief Executive Officer to execute a contract with Broaddus in the amount of \$21,266,565.

ACTION:

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

EVALUATION:

None.

FOLLOW UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE SELECTION OF AN ARCHITECTURAL/ ENGINEERING FIRM AND A CONTRACT WITH ALTA ARCHITECTS, INC. TO PROVIDE DESIGN SERVICES FOR THE INSTITUTE OF PUBLIC HEALTH FACILITIES — DON RYDEN

SUMMARY:

In March 2022, the Board of Managers endorsed the establishment of a Public Health Division within University Health now known as the Institute of Public Health. In the latter part of 2022, University Health issued a Request for Qualifications (RFQ-222-08-052-SVC) on September 9, 2022 for architectural/engineering consulting teams for two new Institute of Public Health facilities. The scope includes an approximate 60,000 sq. ft. building on the South side/Vida site and a 15,000 sq. ft. clinic building on the East side land currently under contract. The following respondents submitted timely and complete proposals and were approved for further evaluation:

<u>Primary</u>	<u>Partnering</u>
ALTA Architects, Inc	BSA Lifestructures
Devenney Group	N/A
e4h Environments for Health	N/A
Garza/Bomberger & Associates	N/A
HKS, Inc.	LK Design Group
Huitt Zollars	iM Studios and Grace pG
O'Connell Robertson	N/A
Page Southerland Page, Inc	Alamo Architects
Perkins Eastman	N/A
RVK Architecture	N/A
SmithGroup	XA Collective

Mr. Ryden identified the 12 staff members of the evaluation committee in his written report. After initial ranking the following firms were invited to present on December 5, 2022 to further explain their proposals, project team members, and answer questions from the evaluation committee in an interview format:

1. ALTA Architects, Inc.
2. HKS, Inc.
3. Page Sutherland Page

Based on the established criteria, the evaluation committee selected ALTA Architects, Inc., as the preferred A&E design firm for the Project to be recommended to the Board for approval. After negotiations, a total fixed fee of \$4,168,132 was determined fair and reasonable by both ALTA Architects, Inc. and University Health. Staff recommends the funding of this contract from the Board Designated Capital Account. The workfoce composition of ALTA Architects, Inc., was provided for the Board's review. The Alta Architects, Inc., teaming partners, and consultant team anticipates a 75 percent participation of SMWVBE firms. Staff recommends Board of Managers' approval to execute the Contract Agreement with ALTA Architects Inc. the amount of \$4,168,132 as noted herein.

RECOMMENDATION:

ACTION:

EVALUATION:

FOLLOW UP:

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

Alta Architects, Inc., formerly known as Munoz & Company, is a local vendor.

None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORTS
FOR DECEMBER 2022 — REED HURLEY**

SUMMARY: University Health’s consolidated bottom line for the month of December 2022 reflects a gain of \$10.7 million, \$11.5 million better than the budgeted loss of \$0.7 million. This gain to budget is primarily due to patient activity driving positive net patient revenue of \$29.2 million which is partially offset by employee compensation and supplies expense over budget by \$9.4 and \$9.0 million. In December, clinical activity (as measured by inpatient patient days) was up by 8.9 percent although inpatient discharges were lower than budget by 1.4 percent due to longer length of inpatient stay for more highly acute patients being cared for in the hospital. Emergency Department visits were over budget 3.4 percent. Community First experienced a bottom line loss of \$2.6 million, which was \$1.6 million worse than the budgeted loss of \$1.1 million. Community First fully insured membership was up 32.1 percent to budget. Mr. Hurley reviewed significant items from the Monthly Consolidated Statement of Revenues and Expenses in detail with the Board.

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

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

EVALUATION: None.

FOLLOW UP: None.

INFORMATION ONLY ITEMS:

88TH TEXAS LEGISLATIVE UPDATE — ANDREW SMITH

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

UNIVERSITY HEALTH FOUNDATION UPDATE — SARA ALGER

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS — LENI KIRKMAN

SUMMARY: Mr. Adams directed his Board colleagues’ attention to the four reports above, and urged them to review on their own time.

RECOMMENDATION: None.

ACTION: None.

EVALUATION: None.

FOLLOW UP: None.

ADJOURNMENT:

There being no further business, Mr. Adams adjourned the public meeting at 7:55 pm.

James R. Adams
Chair, Board of Managers

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

Sandra D. Garcia, Recording Secretary