



# University Health System

## REGULAR BI-MONTHLY MEETING OF THE BEXAR COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS

Tuesday, March 20, 2018  
2:00 p.m.  
Cypress Conference Room  
University Hospital  
4502 Medical Drive  
San Antonio, Texas 78229

### MINUTES

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#### **BOARD MEMBERS PRESENT:**

Jim Adams, Chair  
Ira Smith, Vice Chair  
Dianna M. Burns, M.D., Secretary  
Robert Engberg  
Janie Barrera  
James Hasslocher

#### **BOARD MEMBERS ABSENT:**

Roberto L. Jimenez, M.D, Immediate Past Chair

#### **OTHERS PRESENT:**

George B. Hernández, Jr., President/Chief Executive Officer, University Health System  
Tommye Austin, Ph.D., Senior Vice President, Chief Nurse Executive, University Health System  
Edward Banos, Executive Vice President/Chief Operating Officer, University Health System  
Rebecca Cedillo, Business and Community Impact Officer, University Health System  
Ted Day, Executive Vice President, Strategic Planning and Business Development, University Health System  
Donald Finley, Director, External Communications/Corporate Communications, University Health System  
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health System  
Sherrie King, Deputy Chief of Police/Protective Services, University Health System  
Brian Lewis, Vice President, Quality, University Health System  
Serina Rivela, Interim Chief Legal Officer, University Health System  
Michael Roussos, Hospital Administrator, University Health System  
Don Ryden, Vice President/Project, Design, and Construction, University Health System  
A.J. Sandoval, Chief of Police/Protective Services, University Health System  
Emily Volk, M.D., Senior Vice President/Clinical Services, University Health System  
Jim Willis, Vice President, Associate Administrator, University Hospital  
And other attendees.

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

Mr. Adams called the meeting to order at 2:05 p.m.

**INVOCATION AND PLEDGE OF ALLEGIANCE**

Mr. Adams introduced Ms. Mildred Manzano of St. Rose of Lima Catholic Church for the invocation and he led the Pledge of Allegiance.

**APPROVAL OF MINUTES OF PREVIOUS MEETING(S):**

**DECMEBER 12, 2017 (SPECIAL MEETING)**

SUMMARY: The minutes of the special Board meeting of Tuesday, December 12, 2017, were submitted for the Board approval.

RECOMMENDATION: Staff recommended approval of the minutes as submitted.

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

EVALUATION: None.

FOLLOW-UP: None.

**CONSENT ITEM:**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING COMMISSIONING OF A PEACE OFFICER FOR BEXAR COUNTY HOSPITAL DISTRICT—CHIEF A.J. SANDOVAL III/EDWARD BANOS**

SUMMARY: There is currently one police officer vacancy within the Health System's Protective Services Department. The credentials of Ms. Wendy Yarbrough have been examined and certified by the Chief of Police as meeting all of the requirements of a University Health System Police Officer. Ms. Yarbrough is a peace officer with approximately twenty (17) years of experience. As required of all Health System peace officers, Ms. Yarbrough will attend the 40-hour crisis intervention training immediately following her commissioning. This course is sponsored by The Center for Healthcare Services, San Antonio Police Department, Bexar County Sheriff's Office, and the University Health System.

RECOMMENDATION: Staff recommends approval to commission Ms. Wendy Yarbrough as a peace officer for the Bexar County Hospital District.

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

EVALUATION: The Health System is authorized by the Texas Health & Safety Code to appoint and commission peace officers to provide a safe and secure environment for patients, visitors, staff, and facilities. A peace officer's authority is limited to property owned or controlled by the Health System, including an abutting street, right of way or easement in the property. The Texas Code of Criminal Procedure identifies persons commissioned by the Board of Managers of the Health System as peace officers. Chief Sandoval

introduced Ms. Wendy Yarbrough to the Board. He outlined her professional experience with the Bexar County Sherriff's Office and the San Antonio State School. Ms. Yarbrough received a Bachelor of Science in Occupational Education from Wayland University in 2011; basic peace officer certification in September 2005, and crisis intervention training in 2017.

FOLLOW-UP: None.

**ACTION ITEMS:**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING UNIVERSITY HEALTH SYSEM'S MISSION, VISION AND VALUES – REBECCA CEDILLO FOR LENI KIRKMAN/GEORGE HERNANDEZ**

SUMMARY: As the Health System embarks on the second phase of the Capital Improvement Program, the decision was made to strategically evaluate the current Mission, Vision and Values Statements. A small multi-disciplinary group was convened to review the latest research and trends in healthcare related to the articulation of strategic goals and values and, based on these findings, determine if and how the Health System's current statements need to be updated. Staff found that there is a trend to shorten these statements to make them easier for employees to remember and carryout in their work. The most significant finding was the overall dramatic elevation of the patient experience as a strategic priority. Today, more than ever, health systems are communicating through these statements that they are focused on improving communication with their patients, and delivering care that is patient and family-centered in ways that are culturally-competent, compassionate and respectful. As a result, the group moved forward to consider how the current Mission, Vision, Values Statements could be updated to be more concise, while ensuring we were effectively conveying who we strive to be and how we will get there, using carefully selected words that emphasize the patient experience in terms that matter most for patients. The existing Mission, Vision and Values Statements are as follows:

*The mission of the University Health System is to promote the good health of the community by providing the highest quality of care to both inpatients and outpatients, by teaching the next generation of health professionals and by supporting research thereby advancing medical knowledge and improving the delivery of patient care.*

*Our patients come first. We work as a team. We work for the community. We do everything with respect, dignity, sensitivity, and trust. We are experts at our jobs. Education and research are important to excellent patient care.*

*We will continuously improve the health and well-being of the people of Bexar County, South Texas, and beyond.*

The proposed Mission, Vision and Values Statements are:

*The mission of University Health System is to improve the good health of the community through high quality, compassionate patient care, innovation, education and discovery.*

*We are leading the way to become one of the nation's most trusted health institutions.*

*Our patient care will be high quality and compassionate above all, attentive, kind and helpful without exception, and wise in the use of resources.*

- RECOMMENDATION: Staff recommends Board of Managers' approval to update the University Health System Mission, Vision and Values Statements as outlined above.
- ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Smith, **SECONDED** by Mr. Engberg, and **PASSED UNANIMOUSLY**.
- EVALUATION: The initial proposed updates were reviewed with, and commented upon, by the Health System leadership team at the September 2017 Associates' meeting, resulting in slight revisions and additions. The associates group is comprised of 35 Vice Presidents (including CFHP, Health System Foundation, and University Medicine Associates), five Department Directors, and five Executive Directors from across the organization. On January 23, 2018, the Board's Strategic Planning Committee, chaired by Mr. Smith, with Ms. Barrera and Mr. Robert Engberg (out ill) as members, reviewed and suggested additional modifications. Mr. Adams asked the staff to think about whether the statements are aspirational enough. He noted the progress made in the past year and moving forward, can the Health System achieve the statements in concert with its UT Health San Antonio partner, and speak to the ongoing partnership? Mr. Hernandez agreed; his intention was to give voice to, and acknowledge, the academic affiliation with UT Health. Dean Hromas agreed with the proposed statements and asked Mr. Hernandez if he had an aspirational peer, which he replied was Duke Academic Medical Center, although it is different, because University Health System is unique in Texas - how the Health System takes care of the uninsured is special in Bexar County, and it embraces the entire community. Regarding Board feedback about aspirations, emotion, passion, and academic affiliation, Mr. Hernandez agreed with Ms. Barrera that all of those items can be explained during the implementation phase by underscoring the reason for the changes. Promotional material will be developed based on these statements and compassion is a key word that leadership does not want overlooked, it appears both in the mission and values statements.
- FOLLOW-UP: Mr. Adams requested Board review of the Mission, Vision and Values on an annual basis.

**ANNOUNCEMENTS:**

Dean Hromas reported that he has been meeting with every department of the School of Medicine in mandatory faculty meetings to review team core values. The phrase *Sanguis Anima* is Latin for "Lifeblood of the Soul," a phrase that animates a physician's every decision. He met with the Department of Psychiatry today and is about two-thirds of the way through the entire school. He is introducing himself and presenting a common language of values. All of the faculty will use the same words, for example the terms equity and innovation, all know what those terms mean. It's the way faculty will convince each other to change direction because bias studies show that the human mind will disregard data that conflicts with an individual's world view, and accept data that promotes an individual's world view. The only way to get anyone to truly change their minds is to change their heart first by appealing to a shared value. He has been setting the foundation for discourse, and letting faculty know that this is how they will discuss issues, using these words and these shared values. He reported that the School of Medicine is on budget and has been hiring many primary care physicians. He also spent one hour and a half with Dr. John Calhoun discussing pediatric cardiology.

**CLOSED SESSION:**

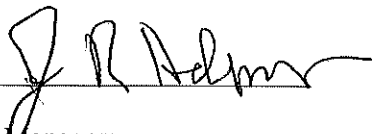
Mr. Adams announced this meeting closed to the public at 2:41 p.m. pursuant to TEX. GOV'T CODE, Section 551.074 (Vernon 2004) to evaluate the performance and duties of the President/CEO. The following Board members present were present: Ira Smith, Vice Chairman; Dr. Dianna M. Burns-Banks, Secretary; Janie Barrera, Member; Robert Engberg, Member; and Jimmy C. Hasslocher, Member. Also present was Mr. George B. Hernández, Jr., President/CEO. At 2:59 p.m., Mr. Hernández left the meeting. After discussion, no action was taken in closed session. Mr. Adams announced that the closed meeting ended at 3:21 p.m., and he reconvened the public Board meeting immediately.


**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE ANNUAL EVALUATION OF THE PERFORMANCE AND DUTIES OF THE PRESIDENT/CEO – JIM ADAMS, CHAIR**

SUMMARY:	Ms. Janie Barrera was appointed by Mr. Adams to chair an ad hoc committee with the charge of performing the annual evaluation of the President/CEO. The ad hoc committee was comprised of Jim Adams, Ira Smith and herself. They met and actively solicited input from all members of the Board during the process. The findings of the ad hoc committee were reviewed with the full Board of Managers in Executive Session, a portion of time included Mr. Hernandez.
RECOMMENDATION:	The ad hoc committee recommends a base salary increase to \$712,000.00 annually, effective January 1, 2018. In addition, the ad hoc committee, in recognition of Mr. Hernandez's outstanding performance, recommended that he receive a one-time \$100,000.00 bonus, for a total compensation of \$812,000.00 for this year.
ACTION:	A <b>MOTION</b> to approve the ad hoc committee's recommendation was made by Ms. Barrera. There being no objection, the <b>MOTION PASSED UNANIMOUSLY.</b>
EVALUATION:	Mr. Hernandez thanked the Board of Managers for their consideration and support.
FOLLOW-UP:	Mr. Hernandez will develop goals for 2018 and review with the full Board.

**ADJOURNMENT:**

There being no further business, Mr. Adams adjourned the public Board meeting at 3:42 p.m.

  
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Jim Adams  
Chair, Board of Managers

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

  
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Sandra D. Garcia, Recording Secretary