



**BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS**

Tuesday, March 23, 2021
6:00 p.m.
Cypress Room, University Hospital
4502 Medical Drive
San Antonio, Texas 78229

MINUTES

BOARD MEMBERS PRESENT:

James R. Adams, Chair
Ira Smith, Vice Chair
Margaret Kelley, M.D., Secretary
Roberto L. Jimenez, M.D., Immediate Past Chair
Anita L. Fernandez
L.P. Buddy Morris
Jimmy Hasslocher

OTHERS PRESENT:

George B. Hernández, Jr., President/Chief Executive Officer, University Health
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health
Edward Banos, Executive Vice President/Chief Operating Officer, University Health
Ted Day, Executive Vice President/Strategic Planning & Business Development, University Health
Isaac Daverick, Vice President/Chief Financial Officer, Community First Health Plans, Inc.
Leni Kirkman, Executive Vice President/Chief Marketing, Communications, and Corporate Affairs
Officer, University Health
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health
Serina Rivela, Vice President/General Counsel, Legal Services, University Health
Don Ryden, Vice President/Project, Design & Construction, University Health
Theresa Scepanski, President/Chief Executive Officer, Community First Health Plans, Inc.
Roberto Villarreal, MD, Senior Vice President/Chief Analytics Officer, University Health
Laura Garcia, San Antonio Express-News
And other attendees.

CALL TO ORDER:

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

INVOCATION AND PLEDGE OF ALLEGIANCE:

Mr. Walter Alldredge, University Health Chaplain, said the invocation and Mr. Adams led the Pledge of Allegiance.

SPECIAL RECOGNITION:

**RECOGNITION BY THE SAN ANTONIO NURSING CONSORTIUM — TOMMYE
AUSTIN, PHD:**

SUMMARY:

On January 6, 2021, the San Antonio Nursing consortium recognized the Best 25 Nurses of South Central Texas. There were an astounding 52 nominations from University Health and 11 of those nurses were selected as awardees for the Best 25 Nurses of South Central Texas. One of these awardees was also the recipient of the most coveted Batz Foundation Patient Safety Award. The Best 25 Nurses of South Central Texas was launched by the South Central Texas Organization for Nursing Leadership (SCTONL). Dr. Austin introduced and yielded the floor to Nelson Tuazon, DNP, DBA, RN, NEA-BC, CENP, CPHQ, CPXP, FNAP, FACHE, FAAN, Vice President/Associate Chief Nursing Officer, University Health. As President of SCTONL, Dr. Tuazon founded the San Antonio Nursing Consortium, an alliance of 15 professional nursing associations. These organizations work to address the needs of the nursing profession and of their community. Collectively and synergistically, nurses are able to advocate for the needs of patients and clients through the organized work of the members and leaders of their professional associations. Nurses within University Health were encouraged to come together and form professional groups that would be accessible to staff that represented their professional specialty. With this came the development of the local chapters of the Academy of Medical-Surgical Nurses of San Antonio, American Association of Neuroscience Nurses of South Texas, San Antonio Indian Nurses Association, the San Antonio Psychiatric Nurses Association, and the South Texas Association of Nurses in Professional Development and Simulation. These chapters all include University Health nurses as founding board members. This year the event chose to recognize and celebrate nurses from communities of color and nurses who have been on the forefront taking care of vulnerable patient groups, which include the elderly, populations of color, and underprivileged communities. In addition, the event highlighted the continuing work of nurses to address diversity, equity and inclusion. Dr. Tommye Austin served as Honorary Chair of the 2020 Best 25 Nurses of South Central Texas program. Gennine Yahya, Director, 8 Sky served as one of the Chairs. Missam Merchant, House Supervisor and Golda Manalili, Executive Director of General Medicine (9 Rio and 12 MSU/MSE) were the Executive Producers of the event. Dr. Tuazon acknowledged that the National Association of Hispanic Nurses still exists and is very active; the President of the local chapter is Norma Avitua-Ovalle, BSN, RN, and works in University Health's Emergency Department. There are two local Black Nurses' Associations soon to join the San Antonio Nursing Consortium, as well as an Association of Nurse Executives. Dr. Austin informed Dr. Jimenez that graduates of St. Philip's College two year nursing program attend University Health's nurse residency program. Graduates of the surgical technician program also train in University Hospital's operating room. Dr. Kelley was interested in knowing the number of surgical technicians and nurses St. Philip's College produces per year, and also how many are African American. The last graduating class produced five surgical

technicians and University Health hired two of them, and produced at least 50 nurses. The Operating Room Executive Director, Lisa Devane, is African-American and both she and Dr. Austin actively recruit these recent graduates. Dr. Jimenez asked for a future presentation regarding the toll the COVID pandemic has had on the University Health nurses. For example, how many nurses contracted the virus while at work, how many were lost to the virus, or a summary of the price nurses have to pay for working on the front-line. Drs. Tommye Austin and Nelson Tuazon proudly introduced the co-hort representing the 11 front-runners of University Health's Best 25 Nurses of South Central Texas:

As previously noted, **Golda Manalili** is the Executive Director of General Medicine (9 Rio and 12 MSU/MSE) and served as an Executive Producer of the 25 Best Nurses program. Ms. Manalili is also the President of the Philippines Nurses' Association and the first nurse recruited from the Philippines 8 years ago by Dr. Tommye Austin.

Claudia Lopez, BSN, RNC works in a nursing unit reserved for inmates at University Health. During the COVID19 pandemic, Claudia wrote policies and guidelines governing all aspects of her unit. She developed an education and orientation program for staff working with inmates admitted in other nursing units. Her efforts have contributed to 100% staff retention rate over the last five years and her unit to be CLABSI- and CAUTI-free for over three years. Claudia is a great patient advocate whose mission is to ensure that all patients in her unit receive compassionate care. She cares for patients with empathy and compassion, regardless of their background. Her nominator shared this story: "A patient who was admitted in our unit for over one year, called me on the day he was released from jail to talk to me about Claudia. Among the things that he said was, Claudia is a great nurse, a great human being. I was a hardened criminal but my stay here with Claudia has given me back my humanity. I hope to one day repay all those that I wronged before coming to this hospital." Claudia participates in community services. She mobilizes staff to join her in community service activities including the United Way, the San Antonio Food Bank, and supports various fundraising events for Alzheimer's disease eradication, suicide prevention awareness walks, and the American Heart Association walk. In addition, Claudia Lopez is the recipient of the **Batz Foundation Patient Safety Award** for her outstanding work with the patients in her unit. She was selected by the San Antonio Nursing Consortium in collaboration with Laura Townsend, President and Co-Founder of the Batz Safety Foundation.

Missam (Sam) Merchant, MBA, BSN, RN, CCRN, PCCN, RN-BC, NE-BC has been an inspiration to know. He is a role model to many people. He earned and worked his way from a foreign country to get to USA and become the amazing leader he is. This year, in his capacity as House Supervisor at University Hospital, he has impacted the culture of the organization to continue to improve access to vulnerable populations. His work on COVID-19 surge planning is a testimony of his leadership abilities. Missam is the current President of the San Antonio Indian Nurses Association. He provides opportunities for an inclusive

environment where nurses from various Asian descents can participate and excel. He forges partnerships with several diversity-focused organizations. In 2020, Missam spearheaded a campaign to provide donations to the vulnerable, homeless population of San Antonio. He raised \$9K to pay for over 1,500 blankets that were distributed to the homeless. As an extremely compassionate caregiver, he received the Weezie Angel's award from the Batz Safety Foundation. Missam significantly contributes to healthcare by teaching nurses to achieve higher accreditations and certifications. In 2020 alone, he has delivered several keynote speeches, provided free mentorship, founded two organizations, and submitted articles for publications.

Gerard Sto. Domingo, MSN, RN, PMHN-BC is a Patient Care Coordinator in the Psychiatry Unit and 7 Medicine at University Hospital. He is a dynamic individual who possesses exceptional intellectual ability to make critical decisions and has earned great respect for his impeccable problem-solving and decision-making skills. His passion to motivate others, strong advocacy, and commitment to high quality patient care are very inspiring. His leadership skills are outstanding and possesses a unique sense of humility. He recognizes that each employee has the potential to make a substantial and unique contribution to the future of nursing.

The Board of Managers recognized all of the nominees from University Health for the 2020 Best 25 Nurses of South Central Texas, including those not present this evening:

Grace Bacho, BSN, RN has been an RN since 1994 and has excelled as an expert in neonatal intensive care, charge nurse, preceptor, and change agent.

Dawna Boudreaux, MSN, RN has been an RN since 2012 and has exponentially grown as an emerging healthcare leader and patient advocate in the NICU at University Health.

Romeo Escobar, BSN, RN, PMHN-BC has been a psychiatric nurse for over 14 years.

Ellen Lyons, BSN, RN masterfully oversees one of the busiest clinics at University Health, orchestrating an impressive multi-functional clinic for injured patients from across South Texas.

Anu Skaria, BSN, RN, CCRN, PCCN is an active member of the process improvement and accountability and retention and recognition committees at University Health.

Albert Tarriela, MSN, RN, CCRN has been a nurse for more than 25 years. He has been with the University Health for almost 10 years and has served as the Patient Care Coordinator of the Cardiothoracic Transplant ICU since 2011.

Noemi Toledo, BSN, RN has been fully engaged in staff retention and positive patient outcomes in her unit at University Hospital.

RECOMMENDATION: This report was provided for informational purposes only.
ACTION: No action by the Board of Managers was required
EVALUATION: **Mr. Sam Merchant** addressed the Board of Managers and University Health leadership on behalf of the nursing staff. He thanked them for their support, especially **Dr. Tommye Austin**, and he congratulated **Dr. Nelson Tuazon** for having been inducted as a Fellow of the American Academy of Nurses earlier this year.
FOLLOW-UP: Future presentation regarding the affect COVID has had on nursing professionals.

At this time, Mr. Adams invited Dr. Suri to report on behalf of the Medical/Dental Staff:

Dr. Suri introduced the physician leaders present. He congratulated and thanked the nursing staff and noted that 50 percent of the best nurses work at University Hospital. The nursing staff has really stepped up this past year and it is a pleasure and an honor to work with them. It has been one year since COVID arrived, and there is still so much we do not know about it; however, physicians, nursing and clinical staff are ready for any surge that might occur. Doctors' Day will be held on March 30, 2021; and Match Day was held on March 19, 2021 for the term beginning July 1, 2021. The Long School of Medicine had 185 slots available and matched 100 percent with very good applicants. According to Dr. Scott Jones, Vice Dean for Graduate Medical Education, 22 percent of graduating UT Health medical students have opted to stay in San Antonio, which is more than previous years. Dr. Jimenez and Dr. Kelley expressed some concern regarding the lack of African-American physician residents produced by UT Health San Antonio, to which Dr. Suri replied that a challenge exists in that all of the residency programs across the United States are very proactive and have some type of diversity goal to meet. He acknowledged that it is a challenge to get some of those qualified applicants in the applicant pool. Many of the faculty in the School of Medicine work as mentors by coaching minority students starting at the high school level and follow them to college and beyond, to improve diversity of the physicians produced. One of the programs very much supported by Dean Hromas is CAST Med, a high school on the south side created to add to the pipeline of much-needed minority physicians to the San Antonio area. UT Health is a key partner in this program, and Dr. Ron Rodriguez has done great job working with program leaders. UT faculty are all actively involved in diversifying the medical school curriculum and each program has their own diversity plan and/or focus group to help improve the recruitment process for students, residents, and fellows. The Bexar County Medical Society is also pushing for diversity. Dr. Kelley cited a recent 60 Minutes program regarding racial bias in the ranks of the military during which Retired Admiral Mike Mullen, chairman of the Joint Chiefs during the Bush and Obama administrations, discussed a track to medical school. Dr. Kelley asked - who are the faculty on the admissions committee, in positions of power, making admission decisions? She quoted General Mullen in that "ducks choose ducks." Dr. Kelley looks forward to having this discussion with Dr. Hromas, and she is especially interested in the diversity of the residents from the Departments of Pediatrics and Ob/Gyn that will staff University Health's new Women's and Children's Hospital. Dr. Jimenez recalls having this conversation with UT leaders for years and has not seen improvement in terms of recruitment of minority students, it has been a very slow process, and the response has been that African Americans do not want to live and work in San Antonio. Dr. Kelley suggested that the School of Medicine present on this topic at a future Board meeting. Dr. Suri agreed that diversity must be foremost in our minds; and Mr. Adams asked Dr. Suri to relay today's conversation to both Dr. Rob Hromas and Dr. Bill Henrich; they are unable to attend this evening's Board meeting because they are attending services for, and recognizing the contributions of, Mrs. Theresa Lozano-Long who recently passed away. The Longs previously made two \$25 million donations to UT Health San Antonio and the School of Medicine is named after Mr. and Mrs. Long.

PUBLIC COMMENT: None.

APPROVAL OF MINUTES OF PREVIOUS MEETING(S): FEBRUARY 23, 2021 (REGULAR MEETING)

SUMMARY: The minutes of the regular Board meeting held on Tuesday, February 23, 2021, were submitted for the Board's approval.

RECOMMENDATION: Staff recommends approval of the minutes as submitted.

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

FOLLOW-UP: None.

CONSENT AGENDA – JIM ADAMS, CHAIR

CONSIDERATION AND APPROPRIATE ACTION REGARDING POLICY NO. 8.19, BRAND MANAGEMENT — LENI KIRKMAN

SUMMARY: The Brand Management policy establishes guidelines and outlines the approval process for all corporate branded items, naming conventions and other representations of the brand to ensure consistency across the system and reinforce the goals of the organization. This is a new policy. This policy helps protect University Health's brand integrity by putting forth a clear process for the approval of logo instances across the organization. Staff recommends approval of this new Policy, No. 8.19, Brand Management.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT WITH PROTIVITI, INC., A SUBSIDIARY OF ROBERT HALF INTERNATIONAL, INC., FOR TEMPORARY STAFFING SERVICES — ANDREA CASAS

SUMMARY: University Health's COVID Vaccination Hub at Wonderland of the Americas opened in January 2021. Initially, University Health used a combination of internal and external staffing resources to execute the mission-critical efforts at Wonderland. As this effort enters its fourth month and vaccines are increasing, University Health will be expanding to other areas. To manage this immense community vaccination effort, it is essential to fully staff all positions on a daily basis. It has been increasingly difficult to reach the optimum level of staffing to effectively sustain operations. To offset this staffing deficit, staff is requesting to expand capacity for this effort to rapidly deploy temporary staffing resources. Ms. Casas provided a staffing model for the Board's review detailing the resource strategy for the Wonderland Vaccination Hub and additional vaccination centers as they come on line. The new contract request amount for the one-year period is \$3,838,892. This expense and funding is included in the COVID Operating Budget. The contract shall be for a one-year period beginning April 1, 2021 and ending March 31, 2022. The workforce composition for Protiviti, Inc., a subsidiary of Robert Half, Inc., San Antonio was provided for the Board's review. Staff recommends Board approval of a Professional Service Contract with Protiviti, Inc., a subsidiary of Robert Half, Inc., for University Health COVID-19 Vaccination Hub(s) in the amount of \$3,838,892.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AGREEMENT
WITH LEADINGEDGE PERSONNEL, LTD. FOR TEMPORARY STAFFING SERVICES
— ANDREA CASAS**

SUMMARY:

University Health's COVID Vaccination Hub at Wonderland of the Americas opened in January 2021. Initially, University Health used a combination of internal and external staffing resources to execute the mission-critical efforts at Wonderland. As this effort enters its fourth month and vaccines are increasing, University Health will be expanding to other areas. To manage this immense community vaccination effort, it is essential to fully staff all positions on a daily basis. It has been increasingly difficult to reach the optimum level of staffing to effectively sustain operations. To offset this staffing deficit, staff is requesting to expand capacity for this effort to rapidly deploy temporary staffing resources. Ms. Casas provided a staffing model for the Board's review detailing the resource strategy for the Wonderland Vaccination Hub and additional vaccination centers as they come on line. This new contract request amount for the one-year period is up to \$962,289. This expense and funding is included in the COVID Operating Budget. The contract shall be for a one-year period beginning April 1, 2021 and ending March 31, 2022. The workforce composition for LeadingEdge, Ltd., San Antonio, was provided for the Board's review. Staff recommends Board approval of s Professional Service Contract with LeadingEdge, Ltd., for University Health's COVID-19 Vaccination Hub(s) in an amount not to exceed \$962,289.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH
CHENEGA CORPORATION D/B/A ACCESS QUALITY THERAPY SERVICES (AOTS)
FOR HOME HEALTH SERVICES FOR CARELINK MEMBERS AND UNFUNDED
PATIENTS — VIRGINIA MIKA, PHD/ROBERTO VI LLARREAL, M.D.**

SUMMARY:

University Health provides home health services as part of CareLink's schedule of benefits and the Care Coordination Department authorizes home health services to facilitate inpatient discharges for unfunded patients. This agreement is a two-part agreement. One part of the agreement is to secure services for unfunded patients requiring home health services originating from the hospital. The second part of the agreement is to secure home health services for CareLink members. In order to obtain competitive rates, CareLink and Care Coordination jointly contract with a home health vendor. This service was competitively bid on RFP-220-09-052-SVC. After several inquiries, AOTS was the only provider that submitted a proposal. After evaluating the proposal, CareLink and Care Coordination management selected AOTS as the vendor for these services. AOTS strives to provide each patient with the highest quality care and excellent customer service. They have provided these services for University Health for the past 8 years and have had no quality issues. The services are based on a fee for service reimbursement model. The term of this contract is three (3) years beginning April 1, 2021 and ending March 31, 2024. Rates will be 93 percent of the current Medicare fee schedule. AOTS Home Health, a subsidiary of Chenega Corporation, is a licensed and certified home

health agency, accredited by The Joint Commission, for providing home health care and private duty nursing services to both adult and pediatric patients. AQTs currently has two branch locations serving San Antonio, Corpus Christi, and Laredo. AQTs has been providing services to University Health patients since 2012. The services have been negotiated at 93 percent of the current Medicare fee schedule. The services are based on a fee for service reimbursement model. Staff anticipates that in 2021 the value of the contract will be \$575,000 (\$300,000 for CareLink and \$275,000 for Care Coordination) for a period of one year and \$1,725,000 for three years. The workforce composition data for Access Quality Therapy Services was provided for the Board's review. Staff recommends Board approval to execute a contract renewal with Access Quality Therapy Services for a total estimated contract amount of \$1,725,000 annually for three (3) years beginning April 1, 2021 and ending March 31, 2024.

CONSIDERATION AND APPROPRIATE ACTION REGARDING PROFESSIONAL SERVICES AGREEMENTS WITH THE FOLLOWING ORGANIZATIONS FOR THE RYAN WHITE PROGRAM PART A, SERVING HIV AFFECTED CLIENTS, AND FUNDED THROUGH THE HEALTH RESOURCES AND SERVICES ADMINISTRATION, HIV/AIDS BUREAU

Ryan White Grants consist of multiple parts, with each part having its own budget and objectives. Part A Formula, Part A Supplemental, and Minority AIDS Initiative (MAI) Program services include the following categories for fiscal years 2021-22: AIDS Pharmaceutical Assistance (Local); Early Intervention Services; Emergency Financial Assistance; Food Bank/Home Delivered Meals; Health Insurance Premium Cost Sharing Assistance; Medical Case Management; Medical Transportation Services; Mental Health; Non-Medical Case Management; Outpatient Health Services; Referral for Healthcare and Support Services; and Outpatient Substance Abuse Treatment.

ALAMO AREA RESOURCE CENTER FOR MENTAL HEALTH, MEDICAL NUTRITION AND WRAP-AROUND SERVICES— *ROBERTO VILLARREAL, M.D.*

SUMMARY:

The Alamo Area Resource Center (AARC) was founded in 1990 to assist in meeting needs of individuals who face life threatening diseases, including but not limited to HIV in Bexar County and surrounding areas. The term of this Part A (Formula & Supplemental) and MAI Agreement is March 1, 2021 through February 28, 2022. Contract Amounts are as follows: Part A (Form & Supp) - \$1,226,041 and MAI - \$179,000. AARC offers low income persons living with HIV (PLWH) within the State of Texas primary medical care and other support services. This partnership allows for a seamless continuum of care for persons living with HIV/AIDS and those affected by HIV/AIDS in Bexar County and surrounding areas. The AARC clinic is located at 303 North Frio, San Antonio, TX, 78207. The HRSA award number is H89HA31891. This is a cost reimbursement contract and HIV services shall be reimbursed for actual costs incurred. The Ryan White Program is a payer of last resort. The workforce composition data for the Alamo Area Resource Center was provided for the Board's review. Staff recommends approval of a new agreement with the Alamo Area Resources Center, a sub-recipient of Ryan White HIV/AIDS Program funds, to enhance services

for Ryan White-eligible patients, in the amount of \$1,405,041.

BLACK EFFORT AGAINST THE THREAT OF AIDS COALITION TRUST FOR MEDICAL TRANSPORTATION, NON-MEDICAL CASE MANAGEMENT, AND SUBSTANCE ABUSE TREATMENT — ROBERTO VILLARREAL, M.D.

SUMMARY:

Black Effort Against the Threat of AIDS Coalition Trust, known as “BEAT AIDS,” has years of experience delivering client-centered services to People Living With HIV/AIDS (PLWHA). Their mission is to provide the highest quality HIV/AIDS prevention, education and services reaching out to the community. The term of this Part A (Formula & Supplemental) and MAI Agreement is March 1, 2021 through February 28, 2022. The contract amounts are as follows: Part A (Form & Supp) - \$226,906; and MAI - \$ 67,698. BEAT AIDS offers a wrap-around care model with a holistic approach to treatment. This includes, but is not limited to, medical providers, social workers, mental health counselors, and supportive services on-site. They help clients by managing all aspects of living with HIV through counseling, nutritional advice, and transportation support. They are located at 208 W. Euclid Ave, San Antonio, TX 78207. The HRSA award number is H89HA31891. It is a cost reimbursement contract and HIV services shall be reimbursed for actual costs incurred. The Ryan White Program is a payer of last resort. The workforce composition for BEAT AIDS was provided for the Board’s review. Staff recommends approval of a new agreement with the Black Effort Against the Threat of AIDS (BEAT AIDS) Coalition Trust, a sub-recipient of Ryan White HIV/AIDS Program funds, to enhance services for Ryan White-eligible patients, in the amount of \$294,604.

EL CENTRO DEL BARRIO, INC. D/B/A CENTROMED FOR MEDICAL CASE MANAGEMENT, AIDS PHARMACEUTICAL ASSISTANCE, MENTAL HEALTH, AND OUTPATIENT AMBULATORY SERVICES — ROBERTO VILLARREAL, M.D.

SUMMARY:

Centro del Barrio, Inc., d/b/a CentroMed, is a non-profit Federally Qualified Health Center that was founded to assist in meeting needs of individuals who face life threatening diseases, including but not limited to HIV in Bexar County and surrounding areas that offers, medical care, behavioral health services, and other support services through a network of 21 sites throughout San Antonio and Bexar County. This contract will facilitate access to medical care for HIV/AIDS affected patients residing in the San Antonio Transitional Grant Area and Bexar, Comal, Guadalupe and Wilson Counties. The term of this Part A (Formula & Supplemental) and MAI Agreement is March 1, 2021 through February 28, 2022. The contract amount are Part A (Form & Supp) - \$747,754; and MAI - \$ 60,000. This partnership allows for a seamless continuum of care for persons living with HIV/AIDS and those affected by HIV/AIDS in Bexar County and surrounding areas. The CentroMed clinic is located at 315 N. San Saba, San Antonio, TX, 78208. The HRSA award number is H89HA31891. It is a cost reimbursement contract and HIV services shall be reimbursed for actual costs incurred. The Ryan White Program is a payer of last resort. The workforce composition for CentroMed was provided for the Board’s review. Staff

recommends approval of the new Agreement with El Centro del Barrio, Inc. (CentroMed), a sub-recipient of Ryan White HIV/AIDS Program funds, in the amount of \$807,754.

SAN ANTONIO AIDS FOUNDATION FOR ORAL HEALTH, OUTPATIENT AMBULATORY SERVICES, AND WRAP-AROUND SERVICES — ROBERTO VILLARREAL, M.D.

SUMMARY:

The San Antonio AIDS Foundation (SAAF) is a 501(c) (3) non-profit corporation founded in 1986. They offer a full range of services throughout Bexar County and 11 surrounding South Texas counties. They provide onsite and mobile testing for HIV and STDs and HIV prevention education presentations in local public schools, colleges, universities, adult probation facilities and teen detention programs. The term of this Part A (Formula & Supplemental) and MAI Agreement is March 1, 2021 through February 28, 2022. Contract amounts for Part A (Form & Supp) is \$755,610; and \$62,000 for MAI; for a total amount of \$817,610. The SAAF is located at 818 E Grayson St, San Antonio, TX, 78208. The HRSA award number is H89HA31891. It is a cost reimbursement contract and HIV services shall be invoiced monthly and reimbursed for actual costs incurred. The Ryan White Program is a payer of last resort. This program provides financial and social services to those not covered by other resources. The workforce compensation for SAAF was provided for the Board's review. Staff recommends Board of Managers' approval of this new agreement with the San Antonio AIDS Foundation, a sub-recipient of Ryan White HIV/AIDS Program funds, to enhance services for Ryan White eligible patients, for a total of \$817,610.00 Part A Formula, Part A Supplemental and MAI funds.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN EXTENSION OF THE LEASE AGREEMENT WITH 700LP FOR THE REFUGEE CLINIC LOCATED AT THE WESTSIDE PROFESSIONAL BUILDING, 700 S. ZARZAMORA, SAN ANTONIO, TEXAS 78207 — DON RYDEN

SUMMARY:

In January 2014, University Health entered into a lease agreement with the owner of Westside Professional Building located at 700 S. Zarzamora, San Antonio, Texas 78207 for clinical space funded by a grant issued by the U.S. Committee on Refugees and Immigrants (USCRI). This grant provides a clinic for screenings, adult health assessments, well child checks, referrals, vaccines and labs for refugees, Cubans/Haiti, asylums, victims of trafficking, and Special Immigrant Visas. In April 2015, the clinic was relocated to a larger space in the same building to accommodate the increase in patient flow. USCRI has provided oversight and funding for the state refugee programs from the federal Office of Refugee Resettlement (ORR) since January 2017. University Health is responsible for meeting the program standards outlined in base contract number 2021-BEXTX-05. University Health has ten (10) one-year renewal options. This is the second renewal term beginning April 1, 2021. The current base rental rate is \$15.86 per sq. ft. or \$3,502 per month for an annual cost of \$42,024. The lease payments over the renewal term have a CPI increase every 5th option year.

<u>Time Period</u>	<u>Rent / SF</u>	<u>Monthly Rent</u>	<u>Annual Rent</u>
4/1/21 – 3/31/22	\$15.86	\$3,502	\$42,024

This is a planned expense and funding has been included in 2021 Annual Operating Budget and is expensed through the USCRI grant contract 2021-BEXTX-05. Staff recommends Board of Managers' approval of a one-year lease agreement with 700LP in the amount of \$42,024.

**CONSENT AGENDA
RECOMMENDATION:**

Staff recommends approval of all of the items listed on the consent agenda. Dr. Kelley asked to pull all of the Ryan White Program HIV/AIDS Agreements under item E, for further discussion by the Board of Managers.

**CONSENT AGENDA
ACTION:**

A **MOTION TO APPROVE** the remaining items on the consent agenda as recommended by the staff was made by Mr. Hasslocher, **SECONDED** by Mr. Smith, and **PASSED UNANIMOUSLY**.

**CONSENT AGENDA
EVALUATION:**

Dr. Jimenez again requested that the staff pay closer attention to the workforce composition of vendors that wish to do business with University Health. Mr. Hurley reassured the Board that workforce composition is one of the items reviewed, as well as the vendor's location, whether the vendor is national or local, size of firm, and any known struggle to recruit minorities. There are some shortages of specialized staff in certain fields, which sometimes impacts the workforce composition.

**CONSENT AGENDA
EVALUATION – PULLED
CONSENT ITEMS:**

Mr. Adams introduced Dr. Roberto Villarreal, Senior Vice President/Chief Analytics Officer, for specific questions by Dr. Kelley regarding the Ryan White Program. With the community so focused on COVID this past year, Dr. Kelley was reminded that HIV in minority communities is still such a problem. She is pleased to learn that funds are available for this population; and is interested in knowing what the prevalence of HIV is in Bexar County. There are approximately 6,800 patients living with HIV mostly on the east side, south side, and central San Antonio. HIV testing is conducted in University Hospital's Emergency Department, various local colleges, and Metropolitan Methodist Hospital. Approximately 100 to 125 new cases are discovered per year. Incidence is 125 per year and prevalence is difficult to calculate because this population is very mobile, they travel to Houston, Dallas, etc., so the prevalence ranges from 6,800 to 7,300 or even 6,000 sometimes. Mr. Hernandez added that Bexar County asked University Health to assume responsibility for the Ryan White Program and its sub agreements in 2017. Dr. Jimenez noted that HIV is beginning to spread in the north side among Caucasians; medical professionals are seeing it more in Austin and Dallas, affecting upper, middle-class young people. Dr. Villarreal agreed and repeated the incidence rate is now among young people ages 14-19, and in San Antonio, the minority population is most effected with a higher prevalence among younger African Americans and Hispanics. Professionals are also seeing AIDS among the younger population because they feel invincible and do not seek

healthcare until they are very sick due to the stigma associated with these diseases. Ryan White also funds a special program that allows the staff to visit local colleges to educate and test students. Additionally, it provides funds for housing, last year the allocated funds helped 125 individuals since a lot of the younger people do not have real home addresses since they move often. Dr. Villarreal informed the Board that University Health underwent a federal audit last week and did very well. He also touted support from the gay community due to the various programs made available through University Health, e.g., transgender assistance, substance abuse, mental health, as well as for women and children. Women come to the program after giving birth. Ryan White funds have allowed University Health to recruit a pediatric infectious disease specialist to care for their babies. He explained that normally, babies born HIV-positive, are well within 5-6 months. Mr. Adams thanked Dr. Villarreal for monitoring these complex contracts that are associated with a certain level of bureaucracy. Each of these contracts is a separate piece of work sub-with certain criteria that must be met.

**CONSENT AGENDA -
ITEMS PULLED ACTION:**

A **MOTION TO APPROVE** the Ryan White Program Agreements with 1) Alamo Area Resource Center; 2) Black Effort Against the Threat of AIDS Coalition Trust; 3) El Centro del Barrio, Inc., d/b/a CentroMed; and 4) San Antonio AIDS Foundation as recommended by the staff was made by Dr. Kelley, **SECONDED** by Mr. Smith, and **PASSED UNANIMOUSLY**.

**CONSENT AGENDA
FOLLOW-UP:**

Staff will relay the Board's workforce composition policy to those vendors that wish to do business with University Health, and data will be consistently monitored.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED
PURCHASING ITEMS:**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT BETWEEN
COMMUNITY FIRST HEALTH PLANS AND OPTUM, INC. FOR A CLAIMS EDIT SYSTEM
— THERESA SCEPANSKI**

SUMMARY:

Community First received three (3) proposals for Claims Editing System services: HMS (current vendor), Change Healthcare and Optum. All three vendors submitted their comprehensive editing solutions for evaluation. The proposals were evaluated for overall experience and qualifications in the industry, experience in Medicaid, Medicare and Commercial lines of business, implementation timeline, health plan savings potential and pricing. After careful consideration and review of the proposals submitted, Optum provided Community First with the best overall value and solution based on the following key strengths: (1) edit content is the most robust and comprehensive in the industry; (2) claims editing system includes edit content for professional as well as both inpatient and outpatient facility claims; (3) Medicaid edits are national and state-specific to Texas; (4) software interfaces with QNXT and is used at more than 20 current QNXT customer sites; (5) supports unique contracts and payment models for all lines of business; (6) value-added benefit of providing exclusive reports for the Texas Association of

Community Health Plans consortium for regional benchmarking; and (7) offers speed to value with a six-month implementation. The three vendors were rated as follows: Optum – 95; HMS – 88; and Change Healthcare – 85. Optum’s claims editing system solution will enable Community First to rapidly increase savings and improve outcomes, such as: Incremental savings as a result of superior regulatory edits, improved accuracy of historical edits, and improved ability to provide custom edits that support contract compliance; Extensive editing content that includes state Medicaid outpatient and inpatient facility, Medicare and Commercial edits; and Dedicated resources with expertise in all areas of claims editing, including new edit development and configuration management to maximize return on investment. The proposed contract with Optum is for five years beginning April 1, 2021, for a total estimated cost of \$2,207,613. Ms. Scepanski described the claims editing system services that will be provided under this contract and broke down costs by year in her written report. Savings to Community First is anticipated at a rate of five times the claims editing system product fees as outlined below: Year 1 - \$2,154,550; Year 2 - \$2,197,645; Year 3 - \$2,241,595; Year 4 - \$2,286,430; and Year 5 - \$2,332,160. The previous annual contract amount was \$2,182,613. As compared to the previous contract, there is a \$25,000 (1.15 percent) increase for the total new contract period. This is a planned expense and funding is included in the Annual Operating Budget. The workforce composition for Optum was provided for the Board’s review.

RECOMMENDATION: Community First Board of Directors recommend Board of Managers’ approval of a contract with Optum, Inc., for a Claims Editing System, for a total estimated amount of \$2,207,613 over a five-year period.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A GUARANTEED MAXIMUM PRICE PROPOSAL (GMP #13) FOR THE WOMEN’S AND CHILDREN’S HOSPITAL INTERIOR FINISHES, SPECIALTY WORKS, LANDSCAPING, AND MISCELLANEOUS GENERAL WORKS FOR THE CONSTRUCTION MANAGER AT RISK AGREEMENT WITH JOERIS/DUNN JOINT VENTURE — DON RYDEN

SUMMARY: Guaranteed Maximum Price (GMP) #13 includes the remaining major elements of work captured by the permitted Construction Documents. The scope of GMP #13 includes the following: Interior Finishes. Millwork, Doors, Frames, and Hardware, Specialty Metal Ceilings, Floorings, Signage, Low Voltage Systems, Landscaping, Allowances for various requirements including, 12th Floor Fit Out, Autonomous Mobile Robot (AMR) Infrastructure, Donor Frit Wall Glass and Tower Building Signage. The established value of GMP #13 is not to exceed \$92,364,790; the Construction Cost Limitation established in the Construction Management Agreement will be adjusted to include GMP #13. Mr. Ryden provided a summary of all construction GMPs authorized by previous Board actions beginning with the original contract for preconstruction services in the amount of \$1,817,047, and

GMP 1 through GMP 12b. GMP# 13 increases the cost of this contract by \$92,364,790 for a revised contract total amount of \$515,081,884. All costs outlined above are within the Board approved Project budget. The workforce composition for Joeris+JE Dunn was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve Construction Manager at Risk GMP #13 for Interior Finishes, Specialty Works, Landscaping and Miscellaneous General Works in the amount not to exceed \$92,364,790 with associated adjustments to the CCL and contractual completion dates and authorize the President/Chief Executive Officer to execute the resulting amendment to the Joeris + JE Dunn Agreement.

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

EVALUATION: None.

FOLLOW-UP: None.

PRESENTATIONS AND EDUCATION:

PRESCRIPTION OPTIMIZATION PROGRAM UPDATE — MICHAEL ROUSSOS/ELLIOTT MANDELL

SUMMARY: Mr. Roussos introduced and yielded the floor to Dr. Elliott Mandell for a presentation regarding University Health's Prescription Optimization Program, which consists of five essential elements:

Hospital Patients - Med-to-Beds – A program tailored to patients being discharged from the hospital, day surgery, and the Emergency Department and serviced by the Discharge Pharmacy. This pharmacy was initially developed to serve Carelink members only and all insured patients were excluded. Barrier was eliminated. Contracts have been developed with numerous third party payers. What started at an average of 124 prescriptions per day now exceeds 600 in 2021 (over 400 percent in 3 years) with no signs of incremental growth slowing down. Dr. Mandell reviewed number of prescriptions filled per day. This program offers convenience, improved education and outcomes, and it reduces readmissions.

Clinic Patients - Fast Fill – This program is an extension of Meds-to-Beds Program into the ambulatory setting and is essential for the community. In 2018, over 100,000 prescriptions were returned to stock. In response, University Health developed a Prescription Savings Club which provides co-pay assistance and includes special programs, such as the Medical Assistance Program. Everyone now gets all their medications, regardless of financial ability and can receive medications in the mail, by home delivery, or by curbside pick-up. Under this the Fast Fill program, pharmacists are allowed to provide "automatic substitutions" when appropriate, with prior authorization. Over 30,000 patients a year are impacted. The number of prescriptions returned to stock in 2020 were under 1,000. During quarter one in 2021 thus far, 220,000 prescriptions have been dispensed. Dr. Mandell shared as an

example that the cost of insulin is often times not affordable by some patients. In response, University Health now passes the savings to its patients and provides insulin for a nominal fee which saved these patients over \$24 million in 2020 alone.

Employees – RX and Go –When employees get prescriptions filled at pharmacies other than University Health, there is a dispensing fee for University Health, a cost that was in the millions. Previous service time of two-week delivery and co-pays that often exceeded prescription costs elsewhere were primary drivers. In response, the RX and Go system was created and changed to provide next day mail, courier for same day needs, or the convenience of pick up at a University Health pharmacy. A smartphone application within MyChart provides an easy and convenient way to order refills and at work pickup or a 1-2 day delivery. In 2020, approximately 140,000 prescriptions were dispensed saving employees \$2,659,570; and University Health \$6,146,450.

Employees – Elimination of Co-Pays – This employee benefit has created a substantial change and increase in employees filling their prescriptions at University Health Pharmacies. Over the past two years, this has not only resulted in more than \$6 million in savings to University Health, but also over \$2 million in savings to the employees.

Specialty Pharmacy Program – This effort has just begun. Both physician and patient response to a coordinated approach for prior authorization, dispensing, and a personal relationship with a pharmacist has led to better than expected conversion to use University Health pharmacies. While University Health is still locked out of many specialty drugs until its pharmacies are accredited, approximately two-thirds of eligible patients have made the conversion to University Health. In January 2021, in 19 clinic days, 68 FFACTS Clinic patients were converted to receive specialty drugs from University Health. The FFACTS clinic had 441 appointments; 220 now shows; 221 candidates; 112 drug lock outs; and 109 were eligible for this conversation. Dr. Mandell reiterated the community health impact in 2018, when 100,000 prescriptions were fill but not dispensed at University Health pharmacies. He reported 2020 cash collections from commercial payers was \$40 million and \$16 million from 340B contract pharmacies. Savings for University Health are \$55.1 million due to the 340B drug purchases; and \$3.3 million in dispensing fees. The elimination of co-pays for the workforce saved employees \$1.4 million; and for patients, the Medication Assistance Program (MAP) saved them \$24 million, and the Insulin Savings Program netted another \$24 million. In conclusion, Dr. Mandell reported the following pharmacy activities for the year 2020: Surveys, Covid-19, Clinical Practice Collaborative Agreements, Ambulatory Practice Programs, and Epic Implementation. He also summarized several awards and recognitions received by the Department of Pharmacotherapy Services, to include being named the Best Residency Program in Texas by the Texas Society of Hospital Pharmacies, and Dr. Mandell being name Healthcare Hero by the San Antonio Business Journal; and Most Influential Clinical Executive by Modern Healthcare.

RECOMMENDATION: This presentation was provided for informational purposes only.
ACTION: No action by the Board was required.
EVALUATION: Mr. Adams thanked Dr. Mandell and all of the hospital teams, medical staff and nursing, involved in making these improvements. Dr. Jimenez suggested that Ms. Kirkman publicize the many awards received by University Health. Also, Dr. Jimenez asked about implications of these pharmacy programs in terms of reducing length of stay, mortality, readmissions, and HCAP scores. With Dr. Mandell's commitment, University Health saw a reduction in length of stay by .4 days, reduction in readmissions, improved access to expensive pharmaceuticals, and improved HCAP scores. Dr. Jimenez was also interested in the type of expertise in the pharmacy that prepare intravenous fluids for neonatal patients; he understand it is a very detailed process. All of people involved in that process are certified. World-class pharmacists supervise a protocol by technicians. Technicians are required to complete annual competencies and this is a step-by-step standard operating procedure. Mr. Hernandez thanked Dr. Mandell, Dr. Alsip, Mr. Phillips and Ms. Kirkman for their work with the COVID vaccines. As of Monday, March 22, University Health had administered 225,000 vaccines.
FOLLOW-UP: None.

CLOSED MEETING:

At 7:51 pm, Mr. Adams announced this meeting closed to the public pursuant to TEX. GOV'T CODE, Section 551.074 to evaluate the performance and duties of the President/Chief Executive Officer. The following Board members were present: James R. Adams; Ira Smith; Margaret A. Kelley; Roberto Jimenez, MD; Anita Fernández; and James C. Hasslocher. Also present was Mr. George B. Hernández, Jr., President/Chief Executive Officer, who subsequently left the meeting at approximately 8:50 p.m. After discussion, no action was taken in closed session. Mr. Adams announced the closed meeting ended at 9:06 pm and he immediately reconvened the public meeting.

ADJOURNMENT:

There being no further business, Mr. Adams adjourned the public meeting at 9:07 pm.

James R. Adams
Chair, Board of Managers

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

Sandra D. Garcia, Recording Secretary