



**BEXAR COUNTY HOSPITAL DISTRICT  
BOARD OF MANAGERS**

Tuesday, March 26, 2024  
6:00 pm  
Cypress Room, University Hospital  
4502 Medical Drive  
San Antonio, Texas 78249-4493

**MINUTES**

---

**BOARD MEMBERS PRESENT:**

James R. Adams, Chair  
Jimmy Hasslocher, Vice Chair  
Margaret Kelley, MD, Secretary  
Anita L. Fernandez  
Pat Jasso  
David J. Cohen, MD

**OTHERS PRESENT:**

George B. Hernández, Jr., President/Chief Executive Officer, University Health  
Edward Banos, Executive Vice President/Chief Operating Officer, University Health  
Ted Day, Executive Vice President/Strategic Planning & Business Development, University Health  
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health  
Shelley Kofler, Senior Public Relations Manager, Corporate Communications, University Hospital  
Robert Hromas, MD, Dean and Professor of Medicine, Vice President for Medical Affairs, UT Health San Antonio  
Robert Leverence, MD, Acting Vice President of Medical Affairs  
Michael Little, MD, President, Medical/Dental Staff, University Health; and Associate Professor, Department of Anesthesiology, UT Health SA  
Serina Rivela, Vice President / Chief Legal Officer, University Health  
Bill Phillips, Executive Vice President/Chief Information Officer, University Health  
Don Ryden, Vice President/Project, Design & Construction, University Health  
Travis Smith, Chief Financial Officer/Clinical Operations, University Health  
Andrew Smith, Executive Director, Government Relations and Public Policy  
Horacio Vasquez, Executive Director, Supply Chain Management, University Health  
Larry Wallis, Director, Internal Audit Services, University Health  
Sherrie King, Chief of Police, BCHD Protective Services, University Health  
Andrea Casas, Vice President, Chief Human Resources Officer, University Health  
Dr. Bryan Alsip, Executive VP, Chief medical Officer, University Health  
Dr. Juan Garza, Sr. VP, Chief Quality & Health Informatics Officer, University Health  
Brian Freeman, Executive Director, Capital Improvements, University Health  
Elizabeth Allen, Director, External Communications, Corporate Communications, University Health  
Katherine Reyes, Sr. Vice President, Pre-Acute Services, University Health

**BCHD Board of Managers Meeting**

**Tuesday, March 26, 2024**

**Page 2 of 20**

---

Anna Taranova, Deputy Chief of Public Health, Innovation and Equity Officer, University Health  
Dina Perez-Graham, Sr. Vice President, Chief Nursing Executive, University Health  
Theresa Scepaniski, President and CEO, Community First Health Plans  
Carol Huber, Deputy Chief Public Health & Equity Officer  
Leni Kirkman, Executive VP, Chief Marketing, Comm. & Corp. Affairs Officer, University Health  
And other attendees.

**CALL TO ORDER:**

Mr. Adams called the Board meeting to order at 6:04 pm

**INVOCATION AND PLEDGE OF ALLEGIANCE — JIM ADAMS, CHAIR**

Invocation – Jeanene Atkinson, University Health Chaplain — *Jim Adams, Chair*

Mr. Adams expressed his gratitude for the Doctors, Nurses and the entire hospital staff in the caring of his wife of 62 years, Mrs. Judy Adams; to include the UT doctors and staff.

Mr. Adams led the pledge of allegiance.

Mr. Adams also acknowledged Miss Dina Perez-Graham, Sr. VP Chief Nursing Executive and her staff for all that they do in providing excellent care to all our patients.

**PUBLIC COMMENT:** None at this time

Mr. Adams turned over the meeting session to Mr. Jimmy Hasslocher, Vice Chairman of the Board of Managers.

**APPROVAL OF MINUTES OF PREVIOUS MEETING:** March 26, 2024 (Regular Meeting)

<b>SUMMARY:</b>	The minutes of the Board meeting of Tuesday, March 26, 2024 were submitted for the Board’s approval.
<b>RECOMMENDATION:</b>	Staff recommends approval of the minutes as submitted.
<b>ACTION:</b>	A <b>MOTION</b> to <b>APPROVE</b> staff’s recommendation was made by Dr. Kelley, <b>SECONDED</b> by Ms. Fernandez, and <b>PASSED UNANIMOUSLY</b> .
<b>EVALUATION:</b>	None.
<b>FOLLOW UP:</b>	None

**Report from UT Health San Antonio — Robert Hromas, MD.,** Acting President and Professor of Medicine, Vice President for Medical Affairs, UT Health San Antonio

**SUMMARY:** Acting President Hromas provided an update and re-affirm UT Health San Antonio and University Health’s ongoing partnership and expressed his gratitude for the partnership between our two institutions. SA Express News conducted a survey of The Best Medical Groups and placed favorably in addition to placing second in the Best Dental Group category.

Additionally, The Lewy Body Society has named UT Health one of the top 10 places in the country for research and treatment of Lewy Body Dementia.

Mr. Adams and Mr. Hasslocher asked the group to take a moment of silence in memory of President Henrich who did so much during his leadership at UT Health and for the great collaboration between our two institutions.

**University Health Supplier Diversity 4th Quarter/End of Year Reports — *Latifah Jackson/  
Horacio Vasquez/Travis Smith***

**SUMMARY:** Ms. Jackson share a success story is the ROOTS Salad, during a lunch meeting she struck up a conversation with a management and asked if they would ever consider going into a hospital for a second location and asked if the business was certified? Based on the reply of no, Ms. Jackson proceeded to offer guidance to get their business state certified and obtained certification. Ms. Jackson then had them register with University Health Bonfire portal and wait for an RFP to become available; they applied and awarded the RFP to have their business in our Women & Children's Hospital. There are multiple success stories where minority women and small business have succeeded.

Some of the current vendors supporting this initiative include Medline, Morris Dickson, US Foods, Presidio, Stryker, AMEX and Fisher. Staff have also expanded Tier II tracking to construction projects with sub-contractors as of January 2023 to include renovation of the new Breast Center on Wurzbach and development of the new Public Health buildings and Community Hospitals.

The total University Health payments to all vendors in the 4<sup>th</sup> Quarter of 2023 amounted to \$320 million. Please note that this amount excludes spend with utilities, rent, and taxing entities. Detailed payment breakdown by vendor category follows in the sections below.

**First Quarter Quality Presentation — *Bryan Alsip, M.D./Juan Garza, M.D.***

Dr. Alsip stated that Dr. Garza will be presenting the report and also shared today was Dr. Garza's birthday.

The University Health quality goals include improving publicly reported ratings across multiple healthcare assessment agencies while reducing pay for performance Program financial penalties. This Quality Report provides an overview of our Quality Plan for 2024 and our review of clinical contract monitoring.

Given our achievement of a Hospital Safety grade of "A" from the Leapfrog Group for the Fall 2023, our team will focus on sustaining many of the improvements and top decile patient outcomes while continuing to include high-impact outcome metrics and leading indicators in our proven quality improvement processes and reporting. A key stage of this process is the annual review of all hospital publicly reported regulatory, reputational, and informational programs. Through this review, our team aggregates the metrics for inclusion in our quality metric matrix. This year, we have reviewed over 260 unique metrics across 13 publicly reported programs, identifying 28 tactical metrics that have significant impact on overall patient outcomes, safety and publicly reported programs.

Long reported on the CMS Hospital Compare website and included in CMS Star Rating consideration, the SEP-1 core measure outcomes have also moved to the outcomes component for scoring as part of the CMS Value-Based Purchasing (VBP) program. Our quality team has been tracking these developments and, through our multidisciplinary working and leadership accountability meetings, made sepsis outcomes a priority long before the inclusion by CMS as a VBP metric.

For example, in 2023, *US News & World Report* queried University Health for structural and process outcomes for three distinct surveys; Best Hospital, Best Children's Hospital, and Best Maternity Hospital. While data are often populated by publicly available information, *US News & World Report* also considers data based on structural and outcome measures.

The 2024 Quality Plan is anchored by the selection, analysis, and reporting of the identified 28 tactical metrics.

Tactical metric summary:

- Nine metric targets set at national top 10<sup>th</sup> percentile or better
  - Three already at top performance – targets set for maintenance
- Seven metric targets set at national top 25<sup>th</sup> percentile or better
- Seven metric targets set at national 50<sup>th</sup> percentile or better
  - The majority of these metrics are already at or better than the national mean
- Five metrics set with internal improvement over self
  - These are not all publicly reported/scored metrics, but important to our overall quality journey and culture of patient safety

In 2024 we continue the active engagement of our clinical partners to include University Health nursing and ancillary staff and as well as our UT physician leaders and Medical Directors. The quality team will continue to maintain transparency thorough the distribution of actionable data through metric/team specific dashboards to be used in both working and leadership accountability meetings.

Dr. Kelley Express her gratitude for the detailed report and asked to review the Maternal indicators and obstetric training. Dr. Garza reviewed the indicators and further explanation with discussion continued.

**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 February 26, 2024 and reviewed the credential files of the individuals listed on the attached Credentials Report and the Professional Performance Evaluation Report. In its meeting of March 5, 2024, the Executive Committee of the Medical-Dental Staff recommended approval of the Credentials Committee Report.

**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 February 26, 2024 and reviewed proposed revisions to Delineation of Privilege and the Professional Performance Evaluation Report and forms. In its meeting of March 5, 2024, the Executive Committee of the Medical-Dental Staff recommended approval the attached Delineation of Privileges and Focused/Ongoing Professional Performance Evaluation Report.

**Consideration and Appropriate Action Regarding Infection Prevention and Control Program and Antibiotic Stewardship Lead Appointment — *Bryan Alsip, M.D.***

**SUMMARY:** In accordance with the Joint Commission requirements, we are asking the Board to approve this year's designated leads for the University Health Infection Prevention and Control and Antibiotic Stewardship programs. The appointments are detailed within the Joint Commission standards and in the Centers for Medicare and Medicaid Services (CMS) Conditions of Participation (COP) as outlined below.

University Health leadership, including nursing and pharmacy, along with representatives from the Medical-Dental Staff make recommendations for Infection Prevention and Control Program responsibility and Antibiotic Stewardship Program lead. The following individuals were selected based on a review of education, training, experience, and certification:

- Infection Prevention and Control Program Responsibility:
  - Laura Solis, BS, CIC
- Antibiotic Stewardship Program Lead:
  - Jason Bowling, MD, FIDSA

Staff recommends approval by the Board of Managers of Laura Solis and Dr. Jason Bowling as the Infection Prevention and Control Program responsibility and Antibiotic Stewardship Program leads, respectively, for University Health in accordance with TJC standards and CMS Conditions of Participation.

**Consideration and Appropriate Action Regarding Temporary Health Care Staffing Agreements with Various Agencies — *Andrea Casas/Dina Perez-Graham***

**SUMMARY:** University Health is actively recruiting and has deployed multiple strategies to recruit and retain professional nursing and other essential healthcare professionals. Through these strategies, University Health is making a concerted effort to reduce the reliance on agency staffing. To meet patient volume in an effective manner, University Health uses a common-sense approach to contingency layering to include utilizing agency staff when necessary. This also helps to keep core staff engaged and happy. In order to sustain current clinical operations, professional services provided by temporary staffing agencies are necessary to ensure the health and safety of our patients. University Health conducts ongoing analysis of temporary staffing requirements, and considered several agencies to help meet staffing needs.

**BCHD Board of Managers Meeting**  
**Tuesday, March 26, 2024**  
**Page 6 of 20**

Accountable Healthcare Staffing, Angel Staffing and Cross Country Staffing are engaged to assist with this important effort. These agencies offer: the depth and breadth of their candidate database, which is highly positioned in the market and competitive cost for professional temporary staffing services.

These contracts provide for Registered Nurses, Respiratory Therapists and other essential healthcare workers and professionals as needed at University Hospital and University Health clinic locations. These staffing agencies have been very responsive to our needs at University Health and have acted quickly to meet our immediate staffing needs with qualified personnel. Utilization of Staffing Agencies will deliver skilled nursing and healthcare professionals in a timely manner, which ensures University Health continues to provide exceptional patient care for San Antonio, Bexar County and beyond. This request shall be for a one-year period beginning April 1, 2024 to March 31, 2025. Agencies will invoice University Health for services utilized pursuant to the rates and terms contained in the staffing agreement. University Health is not obligated to utilize any specific amount of service; agency nurses are engaged on an as needed basis to cover areas where there is a need due to staff shortages or surges in volumes. The Workforce Composition data for two of the larger staffing agencies is as follows:

Angel Staffing:

<b>Non-Professional Workforce</b>	<b>American Indian</b>	<b>Asian American</b>	<b>African American</b>	<b>Hispanic</b>	<b>White</b>	<b>Total</b>
Female Total	0	7	35	27	38	107
Male Total	0	3	6	9	10	28
Combined Non-Prof Total	0	10	41	36	48	135
<b>Professional Workforce</b>	<b>American Indian</b>	<b>Asian American</b>	<b>African American</b>	<b>Hispanic</b>	<b>White</b>	<b>Total</b>
Female Total	3	48	355	171	156	733
Male Total	1	22	85	93	62	263
Combined Prof Total	4	70	440	264	218	996
<b>Total Workforce</b>	<b>4</b>	<b>80</b>	<b>481</b>	<b>300</b>	<b>266</b>	<b>1131</b>

Accountable Healthcare:

<b>Non-Professional Workforce</b>	<b>American Indian</b>	<b>Asian American</b>	<b>African American</b>	<b>Hispanic</b>	<b>White</b>	<b>Total</b>
Female Total	17	7	299	97	210	630
Male Total	1	3	49	33	55	141
Combined Non-Prof Total	18	10	348	130	265	771
<b>Professional Workforce</b>	<b>American Indian</b>	<b>Asian American</b>	<b>African American</b>	<b>Hispanic</b>	<b>White</b>	<b>Total</b>
Female Total	21	33	462	156	683	1355
Male Total	3	10	66	39	146	264
Combined Prof Total	24	43	528	195	829	1619
<b>Total Workforce</b>	<b>42</b>	<b>53</b>	<b>876</b>	<b>325</b>	<b>1094</b>	<b>2390</b>

---

**Consideration and Appropriate Action Regarding an Amendment to the Lease Agreement with DML Property Group LLC for the CareLink Office located at 126 W. Rector Street, Suite 116, San Antonio, Texas — Don Ryden**

**SUMMARY:** CareLink is a financial assistance program designed to help un-insured Bexar County residents gain access to quality healthcare services through University Health. CareLink has multiple offices in San Antonio, but has been at the 126 West Rector (a.k.a. – Rector Plaza) location since 2013. In May 2021, DML Property Group LLC became the landlord, when they acquired Rector Plaza. In May 2022, University Health amended the lease for Suite 116, for a one (1) year term with two, one (1) year extension options. In February 2023, one of the one-year options was exercised through the Board approval of Amendment Four, which is due to expire on April 30, 2024. The Rector Plaza location is 2,128 sq. ft. and located within a quarter mile of the North Clinic.

CareLink is a financial assistance program designed to help un-insured Bexar County residents gain access to quality healthcare services through University Health. CareLink has multiple offices in San Antonio, but has been at the 126 West Rector (a.k.a. – Rector Plaza) location since 2013. In May 2021, DML Property Group LLC became the landlord, when they acquired Rector Plaza.

In May 2022, University Health amended the lease for Suite 116, for a one (1) year term with two, one (1) year extension options. In February 2023, one of the one-year options was exercised through the Board approval of Amendment Four, which is due to expire on April 30, 2024. The Rector Plaza location is 2,128 sq. ft. and located within a quarter mile of the North Clinic. The rental rate for the first year of the renewal term is a 2.6% increase from the current rental rate. The rental rate then escalates 2.5% annually for the remaining years. The rental expense, for the full three-year extension, is detailed below:

<b>Dates</b>	<b>Rent/SF</b>	<b>Monthly Rent</b>	<b>Total</b>
5/1/24-4/30/25	\$20.00	\$3,547	\$42,560
5/1/25-4/30/26	\$20.50	\$3,635	\$43,624
5/1/26-4/30/27	\$21.00	\$3,724	\$44,688
<b>Total</b>			<b>\$130,872</b>

The rental rate is on a triple net basis indicating the tenant (CareLink) will pay as additional rent it's pro rata share of real estate taxes, common area maintenance (CAM) charges, and insurance. Currently, CareLink's allocated annual share of these operating expenses is \$14,964 (\$1,247 per month) or \$7.03 per square foot. Assuming a 3% annual escalation in operating expenses, the following additional rental expense can be estimated:

<b>Dates</b>	<b>Rent/SF</b>	<b>Monthly Rent</b>	<b>Total</b>
5/1/24-4/30/25	\$7.03	\$1,247	\$14,964
5/1/25-4/30/26	\$7.24	\$1,284	\$15,408
5/1/26-4/30/27	\$7.46	\$1,323	\$15,876
<b>Total</b>			<b>\$46,248</b>

<b>Total Rent &amp; CAM Expenses</b>	<b>\$177,120</b>
--------------------------------------	------------------

The lease costs will be a budgeted operational expense.

**Consideration and Appropriate Action Regarding the Payment for Utility Impact and Connection Fees to the City of Selma for the University Health Retama Hospital — *Don Ryden***

**SUMMARY:** The University Health Retama Hospital is being constructed in the City of Selma. Selma requires upfront payment of impact fees associated with new projects. Impact fees are imposed against new developments to recover the costs of new roadways, water and sewer infrastructure that are associated with growth and development of the City.

For the University Health Retama Hospital, these fees include:

- Cibolo Creek Sewer Fee
- City of Selma Sewer Fee
- Sewer Connection Fee
- Water Impact Fee
- Edwards Aquifer Fee

Staff recommends authorization and payment to City of Selma for the cost of the Impact Fees.

The total cost of these impact fees is \$814,293.

Approval of this increase in allocated Project funding results in a new total obligated Project budget of \$314,965,835.

**Consideration and Appropriate Action Regarding a Professional Services Agreement with Jensen Hughes, Inc. for Life Safety Inspections at University Health Palo Alto Hospital and University Health Retama Hospital — *Don Ryden***

**SUMMARY:** The architectural and engineering (A/E) team of Marmon Mok, LP and Earl Swensson Associates (a.k.a. Marmon Mok|ESa) was selected by University Health for design and planning services for the Community Hospitals Project (the Project). In February 2023, the A/E team commenced full architectural and engineering design services for the Project by revalidating operational requirements and previous programming. Construction Documents for most of the facilities and sites are expected in early 2024. In March 2023, the Board approved University Health's recommendations for Construction Managers (CMs) to collaborate with the A/E during the design phase and to provide pre-construction services as advisors and estimators. Turner-Byrne-Straight Line (TBS) Joint Venture was assigned as the CM for the University Health Palo Alto site and Layton Construction Company (Layton) will serve as CM for the University Health Retama site. The CMs contracts were awarded in April 2023. Both CMs have started coordination and collaboration with the A/E and hospital leadership and continue to provide recommendations and solutions as the design phase continues. Since the CMs have been engaged, the Board has approved several Amendments to both CM agreements for work issued in the early release package documents as the design phase progresses to full construction document development.

As the design for the Community Hospitals progresses, it is critical that the construction documents adhere to local building and fire codes, as well as comply with the National Fire Protection Association (NFPA) 101 Life Safety Code. The Life Safety Code is the most widely used source for strategies for construction to protect people from the effects of fire and related hazards.



The project team has determined it is best practice to engage a 3<sup>rd</sup> party consultant to ensure the design team has incorporated the elements of the Life Safety Code into the construction documents. In addition, this consultant will perform field inspections during the construction phase to ensure as built conditions comply with details in the construction documents affected by the Life Safety Code. The firm that responded to the Request for Qualifications is Jensen Hughes, Inc.

Following the staff evaluation, Jensen Hughes, Inc. was determined to be a capable firm for the project due to their qualifications and previous University Health experience. Jensen Hughes, Inc. has experience in large healthcare programs, qualified team resources, and performed well in this same capacity for the Women’s and Children’s Hospital program.

Staff recommends approval of the execution of a new agreement with Jensen Hughes, Inc. This award will require an increase to the approved Project budget in the amount of \$942,434. Staff has reviewed and negotiated the fees presented by Jensen Hughes, Inc. associated with the review of the Life Safety Code in the Project’s construction documents and field inspections during the construction phase.

The proposed value of the Jensen Hughes, Inc. agreement is \$942,434 and is broken down by hospital below:

University Health Retama	\$471,217
University Health Palo Alto	\$471,217

A Professional Services Agreement will be issued to Jensen Hughes, Inc. per University Health procurement policies. Approval of this increase in allocated Project funding will be in addition to the previously approved total Project obligations of \$314,965,835.

**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 March 2024 includes 24 proposed contracts for the Board of Managers approval in the amount of \$28,567,618. Additional contracts on the Consent Agenda during the March 2024 Board of Managers meeting total \$63,246,094 and are considered for approval separate from the Purchasing Consent.

**RECOMMENDATION:** Staff recommends Board of Manager’s approval of:  
1) Purchasing Consent Agenda Items; and,  
2) Purchasing Consent Attachment “A” in the amount of \$28,567,618

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

**EVALUATION:** None.

**FOLLOW UP:** None

**Action Items:**

**Consideration and Appropriate Action Regarding 2023 Advancing Health Equity Annual Report**  
**— Roberto Villarreal, M.D./Carol Huber, DrPH**

**SUMMARY:** There are notable and enduring disparities in health care and health within the United States. In March 2023, University Health identified and communicated health disparities in Bexar County through the Bexar County Community Health Needs Assessment and Implementation Strategy and launched the Institute for Public Health as a key strategy for advancing health equity. This first annual report highlights the inaugural work of the Institute for Public Health. This report will be shared publicly through the new Institute for Public Health website.

**RECOMMENDATION:** The 2023 Advancing Health Equity Report is presented for information only. No action is required by the Board of Managers.

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

**EVALUATION:** None.

**FOLLOW UP:** None.

**Consideration and Appropriate Action Regarding the following Institute for Public Health items:**

- (1) New Policy No. 2.19, Commitment to Advancing Health Equity**
- (2) An Extension to the Contract with Family Service Association of San Antonio, Inc., to Address Social Determinants of Health for the University Health Patient Population**  
**— Roberto Villarreal, M.D./Carol Huber, DrPH**

**SUMMARY:** Policy 2.19, Commitment to Advancing Health Equity specifies the leadership role of the Institute for Public Health and shared responsibility of all University Health departments, programs, providers and staff to address health disparities and advance health equity. The policy summarizes the health equity strategic plan and reporting mechanism that will be developed, implemented, evaluated and communicated to key stakeholders each year. The policy includes the 2024 health equity strategic plan as an attachment. An abbreviated version of this plan will be made available to the public.

University Health recognizes the importance of Social Determinants of Health (SDOH) to improve the overall health of our patients and community. Over the last year, University Health has established infrastructure to assess and respond to the SDOH needs of our patient population. In a step toward this goal, University Health entered into a contract on May 1, 2023, with Family Service, a community-based organization with experience working with individuals to address their SDOH.

During the initial five months of the contract period, University Health and Family Service focused on securely integrating Family Service into our electronic health record system, hiring and training qualified Family Service staff, and establishing the infrastructure for documenting patient referrals and interventions.

## BCHD Board of Managers Meeting

Tuesday, March 26, 2024

Page 11 of 20

---

University Health and Family Service are now actively using Compass Rose, a care coordination module implemented within Epic, to enroll patients in “pathways” that address patients’ specific SDOH. Four pathways—food, housing, transportation, and financial assistance—are fully operational.

The Board of Managers approved the initial contract with Family Service on March 28, 2023 for a one-year period (May 1, 2023-April 30, 2024). The contract included an option to renew for two additional one-year periods.

This two-year contract amendment with Family Service extends the provision of services and introduces an incentive of up to 10% for meeting specific performance targets. This contract extension will provide us with the additional time needed to fully evaluate the effectiveness of a cross-sector partnership in connecting patients to resources, improving outcomes, and reducing health disparities.

The total amount for the two-year extension period is not to exceed \$962,865. This contract extension period shall begin May 1, 2024 and end April 30, 2026. The usual termination provisions apply.

Through the two-year contract extension period, Family Service is expected to address the SDOH, including food insecurity, transportation, and other needs of the referred patients, by providing the following services:

- Service and resource navigation for 390 University Health patients per year, with an anticipated 3,120 encounters per year, addressing the SDOH unique to each individual;
- Use of the CMS SDOH Screener incorporated within the Family Service enrollment instrument in English, Spanish and other languages as needed among the patient population;
- Operation of the integrated Electronic Medical Records for accessing referrals and addressing the SDOH of clients;
- Use of the Family Service database system for tracking patient referrals/linkages to needed services;
- Availability of staff with the requisite education and experience to meet clients where they are and work with them clients to help improve their SDOH condition;
- Use of a robust client tracking system, including three-month, six-month and one-year follow ups utilizing Family Service’s "Checking on You Tool" to determine and address changes or new risks in SDOH for clients;
- Continue to use a formalized feedback reporting loop to University Health assessing if and how Family Service services are improving SDOH outcomes for patient population clients;
- Work closely with University Health to modify clinical or resource services as needed to improve patient outcomes; and
- Thorough reporting to University Health on a monthly and annual basis on outcomes of referred patients and progress of the program.

A 10% bonus will be awarded at each year-end if Family Service successfully achieves two targets listed below. A 5% bonus will be awarded if Family Service achieves only one target.

- Target 1: 75% of patients will have completed an intake appointment and the "Getting to Know You" assessment within 10 business days of initial contact.
- Target 2: 50% of patients have one SDOH pathway closed because need was addressed.

**RECOMMENDATION:** Staff recommends approval of this two-year contract extension with Family Services Association, Inc. to help address the SDOH for University Health patients for a total of \$962,870.00.

**ACTION:** A **MOTION** to **APPROVE** staff's recommendation for item (1) New Policy No. 2.19, Commitment to Advancing Health Equity was made by Dr. Kelley, **SECONDED** by Ms. Fernandez, and **PASSED UNANIMOUSLY**.

**ACTION:** A **MOTION** to **APPROVE** staff's recommendation for item (2) An Extension to the Contract with Family Service Association of San Antonio, Inc., to Address Social Determinants of Health for the University Health Patient Population was made by Dr. Kelley, **SECONDED** by Ms. Jasso, and **PASSED UNANIMOUSLY**.

**EVALUATION:** None.  
**FOLLOW UP:** None

**Consideration and Appropriate Action Regarding a Professional Services Agreement with The University of Texas Health Science Center at San Antonio, School of Dentistry for:**

- (1) Dentistry and Oral and Maxillofacial Surgery Call Coverage, and**
  - (2) Medical Direction for the University Health Cleft/Craniofacial Surgery Service Line and Advanced Practice Providers**
- *Ed Banos*

**SUMMARY:** The total number of patients treated by the Oral and Maxillofacial (OMS) OMS service at University Health exceeds 8,200 annually, this is an increase of 105% since the current support rate was established in 2019. The OMS service currently sees over 50% of the facial trauma patients and 100% of the dentoalveolar trauma and dental infection patients, with a majority of these patients requiring surgical intervention. The OMS service also supports the Pediatric Cleft/Craniofacial Surgery service by providing administrative leadership by Dr. Joshua Stone. The service also proposes to provide two Advanced Practice Providers to support the increased workload of OMS inpatient and Operating Room services.

The current annual expense for OMS call coverage is \$700,000. The request for the new agreement is to increase this amount to \$1,050,000 per year. There is currently no support provided for the Pediatric Cleft/Craniofacial Surgery service. The request for the new agreement is to support this service at \$105,000 per year. The support requested for the two new Advanced Practice Providers is \$300,000 per year, making the total annual cost of the agreement \$1,455,000; an increase of \$755,000 per year.

**RECOMMENDATION:** Staff recommends Board of Managers' approval of the Oral and Maxillofacial Call Coverage, Medical Direction and Advanced Practice Providers Professional Services Agreement with UT Health San Antonio School of Dentistry for a two year term in the amount of \$2,910,000 beginning April 1, 2024 and ending March 31, 2026.

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

**EVALUATION:** None.

**FOLLOW UP:** None

**Consideration and Appropriate Action Regarding a Purchase Agreement with Sentinel UNH, LLC for 6200 Northwest Parkway, San Antonio, Bexar County, Texas 78249 and Information Technology Infrastructure Expenses — *Don Ryden***

**SUMMARY:** The growth of University Health clinical services and new facilities places an increased demand for non-clinical support staff and facilities. For efficiency and cost savings, we locate support staff in non-clinical office buildings in close proximity to each other. The acquisition of BC1 and BC2 has been an ideal solution, so staff has been looking to accommodate future non-clinical staff growth in close proximity to BC1 and BC2.

Sentinel UNH, LLC is selling a two-story building located at 6200 Northwest Parkway, within the University Park Business Center. The building is approximately 142,500 square feet and located across the street from University Health's BC-1 and BC-2. The building sits on 21 acres and has over 1000 parking spaces.

If purchased, leadership plans to move existing administrative personnel from currently leased space and from University Hospital. The move will require some rearrangement of staff from BC1, but taken together the purchase of 6200 Northwest Parkway will transfer 150 to 200 employees from University Hospital and 175 employees from leased space at the Chisholm Building and Corporate Square.

Purchase of 6200 Northwest Parkway also makes long-term strategic sense. The purchase will allow University Health to set aside 50,000 square feet for growth of the existing pharmacy medical therapy management program, the pharmacy call center that handles 2000 calls a day for refills, and for future University Health initiatives. One such initiative under evaluation relates to establishment of a centralized pharmacy warehouse, centralized pharmacy back office support, a refill assembly line and a central sterile drug-processing center. The purchase price of the building is \$28,072,500 plus related closing costs. This price has been supported by a fair market value study by the real estate appraisal firm of Stouffer and Associates. The estimated costs for Information Technology for this new facility is \$500,000. The annual lease expense savings for the Chisholm Building is \$433,396, and \$77,058 for the Foundation office at Corporate Square.

Based on a preliminary due diligence of the property, the building will require some repairs and renovations within the next two to five years. This includes a 24 year old roof, elevators with 3-5 years remaining before a modernization is required, and modifications to some exterior drainage structures. These repairs when needed would be funded through budgeted operational expenses or routine capital when the work is scheduled and occurs.

**RECOMMENDATION:** Staff recommends the Board of Managers' approval to execute a Purchase and Sale Agreement with Sentinel UNH, LLC in the amount of \$28,072,500 and \$500,000 for active IT to be funded from the Board Designated Capital Account and related closing costs therein, for the acquisition of the building located at 6200 Northwest Parkway, San Antonio, Bexar County, Texas 78249.

Dr. Cohen asked if this building is purchased who would benefit from this purchase. Mr. Ryden stated that in an effort to make more space for patient rooms there are departments within the hospital that do not provide direct patient care; relocating these departments off-site would free up space for patient rooms. Further discussion ensued.

**ACTION:** A **MOTION** to **APPROVE** staff’s recommendation was made by Ms. Fernandez, **SECONDED** by Dr. Cohen, and **PASSED UNANIMOUSLY**.

**EVALUATION:** None.

**FOLLOW UP:** None

**Consideration and Appropriate Action Regarding a Lease Agreement with Ackerman One Medical Park, LLC for Clinic Space at 14615 San Pedro Ave., San Antonio, Bexar County, Texas 78232 and Approval of Related Medical Equipment; Furniture, Fixtures and Equipment; and Informational Technology Infrastructure Expenses — Don Ryden**

**SUMMARY:** University Health has the opportunity to establish a primary care presence in North Central region of Bexar County. A space of approximately 6,449 sq. ft., consisting of suites 215, 218, 220 & 235, located at 14615 San Pedro, San Antonio to be named University Health Hill Country Village, is available for clinical use. University Health would lease, combine and improve the spaces into one suite. The suite number assigned to the combined space will be Suite 220. This will be an expansion for University Health allowing primary care services for adult and pediatric patients and enough space for specialist.

The proposed lease agreement for Suite 220 is for sixty-two (62) months, two-months of which shall have rent abated. This triple net lease, will have an initial rent rate of \$31 per square foot which will escalate annually by 3%.

The lease agreement also provides two (2) additional five (5) year Lease Renewal Options, that can be exercised by providing a notice to the Landlord no earlier than three hundred sixty-five (365) days prior to the expiration date and no later than two hundred seventy (270) days prior to the end of the current term. The landlord will complete the buildout and the lease will take effect the latter of July 1, or the date of certificate of occupancy. The rental expense over the term of the lease is as follows:

Suite 220 – Base Rent

<b>Dates</b>	<b>Rent/SF</b>	<b>Monthly Rent</b>	<b>Total</b>
Months 1-2*	0	0	0
Months 3-14	\$31.00	\$16,660	\$199,919
Months 15-26	\$31.93	\$17,160	\$205,917
Months 27-38	\$32.89	\$17,675	\$212,094
Months 39-50	\$33.87	\$18,205	\$218,457
Months 51-62	\$34.89	\$18,751	\$225,011
<b>Sub-Total</b>			<b>\$1,061,398</b>

\*Includes two months of abated rent.

The agreement is based on a triple net lease which includes a common area maintenance (CAM) charge for

the tenant pro-rata share of taxes, insurance and other related real estate expenses. Please note that there is no abatement for operating expenses. Assuming a 3% escalation per year in operating expenses, the following additional rental expenses can be estimated:

Suite 220 – CAM Expense Estimate

<b>Dates</b>	<b>Expense/SF</b>	<b>Monthly Expense</b>	<b>Total</b>
Months 1-12	\$11.00	\$5,912	\$70,939
Months 13-24	\$11.33	\$6,089	\$73,067
Months 25-36	\$11.67	\$6,272	\$75,259
Months 37-48	\$12.02	\$6,460	\$77,517
Months 49-60	\$12.38	\$6,654	\$79,842
Months 61-62	\$12.75	\$6,853	\$13,706
		<b>Sub-Total</b>	<b>\$390,330</b>
<b>Total Rent &amp; CAM Expenses</b>			<b>\$1,451,728</b>

The lease costs will be a budgeted operational expense.

Project Cost:

Design and Construction	\$1,025,750	
Less TI Allowance	<u>(\$ 515,920)</u>	
Net Design and Construction		\$509,830
Furniture, Fixtures and Equipment		\$840,000
Information Technology		\$455,000
Security/Access Control		\$142,000
Signage		<u>\$ 25,000</u>
<b>Total</b>		<b>\$1,971,830</b>

Staff recommends that the project costs be funded from Board Designated Funds.

**RECOMMENDATION:** Staff recommends the Board of Managers approve the Lease Agreement with Ackerman One Medical Park, LLC, and authorize the President/Chief Executive Office to sign the agreement. The sixty-two (62) months (5 years, 2 months) of the lease expense is \$1,451,728. In addition to the lease agreement, staff recommends the Board of Managers approve the project costs and other associated costs therein not to exceed \$1,971,830 to be funded from the Board Designated Capital Account.

Dr. Cohen commented that this clinic is being placed in the most expensive part of San Antonio, Hill Country Village other than The Dominion. He can see a mixed political outcry as this area does not consist of poor constituency and not sure this is an idea area to put our resources in. Dr. Cohen pointed out that the whole argument is the community hospitals are for people who have some limited access to medical care and this clinic is being placed in the most expensive real estate of San Antonio. Further discussions ensued.

**ACTION:** A **MOTION** to **APPROVE** staff's recommendation was made by Ms. Jasso, **SECONDED** by Mr. Adams, and **PASSED UNANIMOUSLY**. Let the record show that Dr. Cohen was **Opposed**.

**EVALUATION:** None.  
**FOLLOW UP:** None

**Consideration and Appropriate Action Regarding the Utility Service Agreement with San Antonio Water System for Parcel C-2 of the South Texas Medical Center Leased by University Health from the San Antonio Medical Foundation — *Don Ryden***

**SUMMARY:** After discussion that began in 2022 with the San Antonio Medical Foundation, University Health was able to secure Tract C-2 for the future long term expansion of UH in the South Texas Medical Center through a 55 years Ground Lease that commenced in December 2023. Tract C-2 is a 22.25 acres site and is located on the southwest corner of Hamilton Wolfe and Floyd Curl Drive. Two of the highest volume outpatient clinical and ambulatory services activity are Transplant Clinics and Outpatient Diagnostic Imaging. Together these two clinical service lines account for over 50,000 patient visits per year.

After analyzing patient flows, and factoring in increasing volumes of patient visits, Staff recommends relocating these two ambulatory services to another site that is close but accessible to the main hospital campus. Tract C-2 meets the criteria for the location of a future medical office building that would provide easier access for the delivery of outpatient services and be in close proximity to the main hospital campus.

Pre-development studies and activities are being conducted on the 22.25 acres tract in preparation for a future medical office building or other facilities to be built on this site. Among others, these activities include re-zoning and platting.

In conjunction with the platting process, one of the steps necessary is verifying and securing adequate water supply and wastewater discharge capacity with the San Antonio Water Systems (SAWS) for the site. This is accomplished with a Utility Services Agreement (USA) between the Owner/Developer and SAWS. The term of the USA is seven (7) years, and can be renewed. Based on an engineering study, the USA sets forth the required water and wastewater capacity for the tract and reserves that capacity until the property is developed.

The Utility Services Agreement sets forth the estimated dollar amount of respective water and wastewater impact fees for these utilities that are due when connecting to these services during the development and construction of a building. The total water impact fees estimated to be assessed are \$1,079,760. The total wastewater impact fees to be assessed are \$852,480. The impact fees are payable either at the time of plat recordation or connection to the SAWS water and wastewater system.

There are no infrastructure requirements to connect to the existing water mains along Hamilton Wolfe and/or Floyd Curl Dr.

The infrastructure requirements to connect to wastewater service will require UH to upsize approximately 800 linear feet of an existing 8 inch gravity sewer main to a 12 inch gravity sewer main. Currently, the approximate cost for this utility construction is estimated to be \$350,000. This work will be done at a future date in conjunction with the development of the 22.25 acres tract.



**BCHD Board of Managers Meeting**

**Tuesday, March 26, 2024**

**Page 17 of 20**

---

**RECOMMENDATION:** Staff recommends the Board of Managers approve the Utility Service Agreement with the San Antonio Water System for the 22.25 acres located at Hamilton Wolfe and Floyd Curl, and authorize the President / Chief Executive Officer to execute the agreement.

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

**EVALUATION:** None.

**FOLLOW UP:** None

**Consideration and Appropriate Action Regarding a Guaranteed Maximum Price Proposal for Elevated Slab and Crawlpace for the Construction Manager at Risk Agreement with Layton Construction Company, LLC at the University Health Retama Hospital — *Don Ryden***

**SUMMARY:** In April 2023, the Board-approved recommendations for Construction Managers (CMs) started coordination and collaboration with the A/E and hospital leadership and continue to provide recommendations and solutions as the initial design phase begins to conclude. Layton Construction Company (Layton) is buying out their subcontractors and suppliers and preparing to mobilize for construction of the University Health Retama hospital later this spring.

Based on early release packages, Layton has previously been awarded four (4) Guaranteed Maximum Price (GMP) scopes. The early design package approach enables work on site to start approximately four months earlier than waiting for the complete construction document issue.

ERP #1 for earthwork and site utilities for the University Health Retama site was issued in November and allowed Layton to go to the market to seek competitive pricing for this early scope. The procurement and mobilization of these first trade contractors will be the key to commencing work at University Health Retama.

ERP #2 for major electrical gear was completed in mid-November. This ERP released the CMs to purchase major electrical equipment and mitigate the risks of procurement lead times that are approaching 2 years between order and delivery. These significant procurement periods could cause delays in construction completion if not purchased at the earliest opportunity in the project. ERP #2 also included sufficient information about the steel structure to place the order at the steel mill for production of the major steel components.

ERP #3 for deep foundations and steel superstructure for the University Health Retama site was issued a month later in December.

ERP #4 for the suspended slab, crawl space, and major mechanical equipment was issued in early January for both the University Health Palo Alto Hospital and University Health Retama Hospital. Due to the extended lead times for the mechanical equipment, the Design Team identified the equipment as a part of this package so that it could be released by the CMs to help mitigate future scheduling challenges and was included in Layton's GMP 4 proposal. The remaining portion of the ERP #4 package for suspended concrete slab and crawl space is represented in this GMP 5 proposal.

**BCHD Board of Managers Meeting**

**Tuesday, March 26, 2024**

**Page 18 of 20**

---

Layton prepared a GMP proposal following review of the ERP design documents and supplemental information from the A/E. The CM's scope of this GMP for the Project includes:

- Suspended Concrete Slab
- Crawlspace

Staff recommend approval and award of GMP #5 to Layton per their proposal. This award will require an increase to the approved Project budget in the amount of \$19,982,909.

**RECOMMENDATION:** Staff recommend the Board of Managers approve the addition of GMP #5 to the CM Agreement with Layton Construction Company, LLC and authorize the President/Chief Executive Officer to execute the appropriate contract actions thereto in amounts not to exceed \$19,982,909.

**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

**Consideration and Appropriate Action Regarding the Financial Report for February 2024**

— *Reed Hurley*

**SUMMARY:** University Health's consolidated bottom line for the month of February 2024 reflects a gain of \$34.9 million, \$33.7 million better than the budgeted gain of \$1.2 million. This gain to budget is primarily due to patient activity driving positive net patient revenue of \$27.5 million, and lower than budget medical services of \$5.7 million.

In February, clinical activity (as measured by inpatient patient days) was up by 13.9% and inpatient discharges were higher than budget by 19.4%. Volumes exceeded budget across all key service delivery areas.

**Year to Date Operating Revenue**

- Net patient revenue is over budget \$32.0 million driven by high patient volumes, acuity of inpatient services, and the continued growth of retail pharmacy volumes.
- Supplemental revenue is over budget \$4.0 million due to an unexpected \$3.9 million increase in the HARP program for 2024.
- Community First premium revenue is under budget \$24.6 million related to lower than budgeted Medicaid membership which was impacted by the State's disenrollment process.

**Year to Date Operating Expense**

- Medical Services are under budget \$6.3 million related to lower than budget UT Health physician contracted fees and a refund for prior year UHRIP supplemental IGT expense.
- Supplies are over budget \$9.0 million due to \$5.3 million in higher pharmaceuticals expense from the retail pharmacy programs and \$3.7 million in higher medical supplies from the operating room and procedural departments

**BCHD Board of Managers Meeting**

**Tuesday, March 26, 2024**

**Page 19 of 20**

---

- Community First claims expense is under budget \$19.6 million primarily driven by the lower than budgeted Medicaid membership.

**Year to Date Non-Operating Expense**

- Investment income of \$14.7 million was higher than budget by \$4.0 million.
- An unrealized gain of \$881 thousand was higher than a budget zero.

Consolidated Balance Sheet (Monthly Financial Report page 3) highlights are as follows:

- Days Revenue in Patient Accounts Receivable: 37.4 days on a budget of 38.0 days. Improved cash collections and AR cleanup has moved this metric in a positive direction.
- The Women's and Children's Hospital and associated projects has a budget of \$838 million, \$733 million has been paid to date leaving a balance of \$105 million. A large portion of the remaining balance is encumbered and expected to be paid on the project.
- The Community Hospitals project with a preliminary budget of \$1.2 billion currently has a reserved cash balance of \$815 million. The budget is now being tried-up based on final design development drawings, site conditions, projected workforce shortages in the skilled trades and other inflationary factors. University Health has paid out \$101 million to date on this project.
- Unencumbered funds reserved for future capital needs has a balance of \$142.6 million.
- University Health's Net Asset Value has increased \$39.2 million year to date on a Generally Accepted Accounting Principles (GAAP) basis including debt service tax revenue and interest expense on bonds.
- Detailed information on Balance Sheet accounts is located on page 7 of the Monthly Financial Report.

**RECOMMENDATION:** Staff's recommendation to approve the March 2024 Financial Report as presented to the Board of Managers subject to Audit.

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

**EVALUATION:** None.

**FOLLOW UP:** None

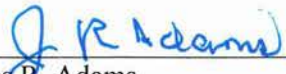
Presentations and Education: None at this time.


Information Only Items:

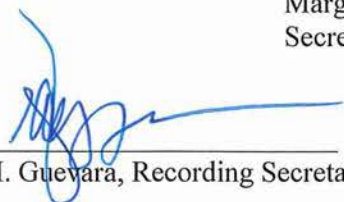
- A. Update on the Women's and Children's Hospital and Associated Projects — *Don Ryden*
- B. Update on the Community Hospitals and Associated Projects — *Don Ryden*
- C. University Health Foundation Update — *Sara Alger*
- D. Cybersecurity Annual Report — *Bill Phillips*
- E. Report on Recent Recognitions and Upcoming Events — *Leni Kirkman*

Adjournment — *Jim Adams, Chair*

There being no further business Mr. Adams adjourned the public meeting at 7:58 pm.

  
\_\_\_\_\_  
James R. Adams  
Chair, Board of Managers

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

  
\_\_\_\_\_  
Janie M. Guevara, Recording Secretary

*The Board of Managers may recess during the open meeting in order to hold a closed meeting. Alternatively, a closed meeting may be held before the open meeting or after its adjournment.*

**Closed Meeting:** A closed meeting will be held pursuant to TEX. GOV'T CODE, Section 551.085 to receive information regarding pricing, market data and/or financial and planning information relating to the arrangement or provision of proposed new services and/or product lines.

**Closed Meeting:** A closed meeting will be held pursuant to TEX. GOV'T CODE, Section 551.085 to receive information regarding pricing or financial planning information relating to a bid or negotiation for the arrangement or provision of services or product lines to another person if disclosure of the information would give advantage to competitors of the hospital district.