



**BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS**

Tuesday, November 17, 2020
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
Roberto L. Jimenez, M.D., Immediate Past Chair
Margaret Kelley, M.D.
Anita L. Fernandez
L.P. Buddy Morris

OTHERS PRESENT:

George B. Hernández, Jr., President/Chief Executive Officer, University Health System
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health System
Tommye Austin, PhD, Senior Vice President/Chief Nurse Executive, University Health System
Edward Banos, Executive Vice President/Chief Operating Officer, University Health System
Don Ryden, Vice President/Project, Design, & Construction, University Health System
Rob Hromas, MD, Dean, Long School of Medicine, UT Health San Antonio
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health System
Leni Kirkman, Executive Vice President/Chief Marketing, Communications & Corporate Affairs Officer
& Interim President/University Health System Foundation
Serina Rivela, Vice President/General Counsel, Legal Services, University Health System
Rajeev Suri, MD, Professor/Department of Radiology, UT Health; and President/Medical-Dental Staff,
University Health System
Laura Garcia, Business Reporter, San Antonio Express-News
And other attendees.

CALL TO ORDER:

Mr. Adams called the meeting to order at 6:08 pm.

INVOCATION AND PLEDGE OF ALLEGIANCE

Mr. Adams introduced Father Casimir Dike, Chaplain, University Health Spiritual Care Services, and he led the pledge of allegiance. At this time, Mr. Adams invited the Board members to tour University Health's new \$56 million Advance Diagnostic Center (Heart/Vascular & Endoscopy Suite) after today's meeting.

PUBLIC COMMENT – None.

REPORT FROM THE NOMINATING COMMITTEE AND ELECTION OF THE BOARD OF MANAGERS OFFICERS — IRA SMITH, CHAIR, NOMINATING COMMITTEE

SUMMARY: The Board Bylaws call for the Chair to name an Officer Nominating Committee each fall. The Committee's role is to recommend to the Board a slate of officers (Chair, Vice Chair, and Secretary). The Board will consider that slate and any nominations from the floor and elect its officers to be effective immediately. Mr. Ira Smith, Dr. Margaret Kelley and Ms. Anita Fernandez agreed to serve on the committee; and Mr. Smith agreed to serve as its chair. Every Board member was asked provide input directly to any member of the Nominating Committee, who will then bring their recommendation to the full Board. Mr. Adams asked for nominations from the floor at this time.

RECOMMENDATION: Hearing no recommendation from the floor, the Nominating Committee on the Election of Officers submitted the following slate of officers for 2020-2021:

- Chair, Mr. James R. Adams
- Vice Chair, Mr. Ira Smith
- Secretary, Dr. Margaret Kelley

ACTION: A **MOTION** to approve the Nominating Committee's recommendation was made by Mr. Ira Smith. There being **NO OBJECTION**, the **MOTION CARRIED**.

EVALUATION: Mr. Smith thanked Mr. Adams for the opportunity to work with Dr. Kelley and Ms. Fernandez.

FOLLOW-UP: None.

APPROVAL OF MINUTES OF PREVIOUS MEETING(S): OCTOBER 27, 2020 (REGULAR MEETING)

SUMMARY: The minutes of the regular meeting of Tuesday, October 27, 2020 were submitted for approval by the Board of Managers.

RECOMMENDATION: There being **NO OBJECTION**, the minutes were **APPROVED** as submitted.

ACTION: None.

EVALUATION: None.

FOLLOW-UP:

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

SUMMARY: Dr. Hromas provided an update on the COVID-19 vaccine. Moderna and Pfizer preliminary data indicates their respective vaccines are 95 and 90 percent effective against COVID-19. If the Food and Drug Administration grants an Emergency Use Authorization, the vaccines

will be made available to the public, and could start to be distributed in San Antonio as early as two weeks after Thanksgiving. The Centers for Disease Control and Prevention will be in charge of overseeing the vaccine's distribution to the public but states will develop their own plans as well. Early prioritization puts healthcare workers and first responders at the front of the line. Moderna, which is part of the federal government's Operation Warp Speed, has publicly committed to making 100 million doses; and Pfizer is publicly reporting 75 to 80 million doses by the end of the year. There is no significant difference in efficacy between the vaccines; each patient will need two vaccines one month apart. However, widespread distribution is still months away. Elderly and high risk patients are not included in the first rounds of distribution. The challenge with the Pfizer vaccine is that it must be stored at minus 94 degrees Fahrenheit and requires extreme cold chain distribution and immediate use. Texas will receive a total of 150 million doses of vaccine enough for 750,000 individuals, while the Bexar county region will receive enough for about 75,000 people. Texas will receive about 60 percent Moderna brand and 40 percent Pfizer brand. University Health and UT Health will jointly distribute the vaccines but due to its many ambulatory clinics, University Health has applied to be an independent distribution site. UT Health is the receiving point for the Pfizer vaccine. UT Health and University Health leadership will work closely together to create an infrastructure that assures first responders and healthcare providers in Bexar County receive their vaccination as soon as possible, in the most efficient manner possible. In addition, both have agreed to publicize the importance of receiving the vaccine. Dr. Alsip helped to design the distribution algorithms through STRAC. Dr. Alsip noted that there are 40 more vaccines in the pipeline. There is no cost involved for the vaccines at this time; they will be free.

RECOMMENDATION:

This report was provided for informational purposes only.

ACTION:

No action was required by the Board of Managers.

EVALUATION:

Mr. Adams cautioned that a lot of things are promised and not delivered; he asked the teams to be grateful for the number of vaccines that will be received, and also to be hopeful that the state and federal government follow through. Dr. Jimenez has been made aware that a vast number of nurses across the country have been infected with COVID-19 while working, and Governors are concerned of the shortage this has created, they are shipping nurses from other parts of the country that have not been hit as hard. Dr. Austin agreed that a disproportionate number of health care workers have been infected while they work. University Health has been very fortunate, however; the leadership has been proactive in working with the nurses and Dr. Austin has been proactive regarding personal protective equipment for the nursing staff. Nurses have played a primary role during this pandemic. However, Dr. Austin informed the Board that she and Ms. Andrea Casas have a proposal that will ensure sufficient nursing coverage for next year, which they will present later in the evening

FOLLOW-UP:

None.

- At this time, Mr. Adams asked Dr. Tommye Austin to share an important announcement. Dr. Austin

reported that University Health received word earlier in the day that it has once again been designated as a Magnet facility by the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association and the world's largest and most prestigious nurse credentialing organization. This is University Health's third re-designation and its 11th year as a Magnet organization. The evaluators toured University Health facilities by iPad and performed interviews by WebEx due to the COVID-19 pandemic. The ANCC evaluation committee's decision was unanimous. University Health continues to be among a prestigious group of 554 Magnet institutions worldwide and one of just 51 in Texas. Only 24 percent of hospitals who apply for re-designation are awarded Magnet re-designation because it is a very rigorous process.

- Mr. Adams asked Ms. Kirkman to say a few words about how University Health observed Veterans' Day. This year, veterans were honored with a daylong World War II display in the main lobby at University Hospital. It is University Health's tradition to highlight the story and impact of a specific veteran during this annual event. This year, the event specifically honored Dr. Albert Hartman and Captain William Herald Taylor, Dr. Sally Taylor's father, who was a World War II pilot and prisoner of war. Dr. Albert Hartman's son, Mr. Al Hartman, had an opportunity to visit the display, which included memorabilia loaned by eight University Health staff members. Mr. Adams highlighted Dr. Jimenez's service in Vietnam, and thanked him again on behalf of the Board.
- Dr. Jimenez asked Dr. Austin to say a few words about Dr. Nelson Toazan, Assistant Chief Nursing Officer for Adult Services, who was officially inducted as a Fellow of the American Academy of Nursing during a virtual ceremony on October 31, 2020. Dr. Austin noted that an invitation to join the Fellowship is a tremendous honor in itself; it is the highest commendation for a nurse. Dr. Toazan is also a Magnet appraiser and an expert in infection control practices. He reflects all of the characteristics of a Fellow – he is a nursing leader in education, management, practice and research. The executive leadership is very proud of Dr. Toazan's accomplishments.

NEW BUSINESS - CONSENT AGENDA – JIM ADAMS, CHAIR

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

SUMMARY:

Pursuant to Article III, Section 3.3-1 of the Medical-Dental Staff Bylaws, initial appointments and reappointments to the Medical-Dental Staff of University Health shall be made by the Board of Managers. The Board of Managers shall act on initial appointments, reappointments, or revocation of appointments only after there has been a recommendation from the Executive Committee of the Medical-Dental Staff. If approval is granted by the Board of Managers, the clinical provider is placed on a two-year reappointment cycle. After 12 months' provisional review, the provider's status changes from Provisional to Active or Courtesy Staff depending on board certification and the frequency of patient encounters during the previous 12 months. The Credentials Committee met on October 26, 2020, and reviewed the credential files of the individuals listed in the written Credentials Committee Report provided to the Board of Managers. At its meeting of November 3, 2020, in accordance with University Health's credentialing and privileging process, the Executive Committee of the Medical-Dental Staff approved the Credentials Committee's recommendations for clinical privileges for staff membership. The Executive Committee recommends approval by the Board of Managers.

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

SUMMARY: The Credentials Committee met on October 26, 2020, and reviewed proposed revisions to Delineation of Privileges Reports and the Professional Performance Evaluation Reports and forms, which were provided to the Board of Managers. In its meeting of November 3, 2020, the Executive Committee of the Medical-Dental Staff approved the items below and recommends approval by the Board of Managers:

- 1) Delineation of Privileges
 - a. University Health System
 - i. Advance Practice Nurse – (Revised)
 - ii. Advance Practice Professional – Emergency Medicine (Revised)
 - iii. Physician Assistant – (Revised)
- 2) Focused/Ongoing Professional Performance Evaluation Reports

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT BETWEEN COMMUNITY FIRST HEALTH PLANS AND CHANGE HEALTHCARE, INC. FOR EVIDENCE-BASED CLINICAL DECISION SUPPORT THROUGH THE INTERQUAL SYSTEM — THERESA SCEPANSKI

SUMMARY: The selection of an evidence-based clinical decision support vendor was competitively bid on August 18, 2020. One (1) response was received from Change Healthcare. Change Healthcare is one of only two (2) vendors who offer this decision support, the other being MCG. In the past, MCG also submitted a response; however, their cost was 2-3 times that of Change Healthcare. While only Change Healthcare responded to this competitive bid, they are an industry leader, most cost effective and the best value based on the overall services offered. Community First has utilized Change Healthcare for over 15 years and currently licenses their InterQual Criteria, Review Manager and Interrater Reliability tools. As compared to the previous 5-year contract awarded in 2015, the total estimated cost has increased by \$383,407 (includes new services and staff certification training and re-certification), or \$1,640,628, for a 5-year period beginning January 1, 2021 through December 31, 2025. The increase in annual fees is primarily due to the procurement of additional clinical content modules and staff training, which Ms. Scepanski described in detail in her written report. The workforce composition data for Change Health was provided for the Board's review. Community First Board of Directors approved the selection of Change Healthcare at its regular Board meeting of October 23, 2020. Community First Board of Directors requests approval of the proposed agreement by the Board of Managers.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT BETWEEN COMMUNITY FIRST HEALTH PLANS AND INOVALON FOR HEALTH INFORMATION TECHNOLOGY SERVICES — THERESA SCEPANSKI

SUMMARY: To prepare for the Interoperability Rule Requirements as set forth in the 21st Century Cures Act, a contract for a health information technology services solution was competitively bid on August 18, 2020. A total of five (5) responses were received including bids from Change Healthcare, Cognizant, Edifecs, Inovalon and ZeOmega. The bids were compared utilizing a decision matrix and reviewed for responsiveness to the request for proposal (RFP) specifications. The bids were then equally weighed based on administrative and financial criteria. Inovalon provided the best value for the following reasons: (1) well-designed solution that meets the requirements of the Cures Act; (2) authentication and authorization meet and exceed required security standards; (3) extensive implementation support; (4) implementation timeline meets requirements, and; (5) highly competitive fees. Community First Health Plans Board of Directors approved the selection of Inovalon, for Health Information Technology Services, at its regular meeting of October 23, 2020, for a total amount of \$1,217,125 over a three-year period. Community First Board of Directors requests approval of the proposed agreement by the Board of Managers.

CONSIDERATION AND APPROPRIATE ACTION REGARDING AN INTERLOCAL AGREEMENT WITH EDGEWOOD INDEPENDENT SCHOOL DISTRICT FOR AN EMPLOYEE CLINIC — THERESA DE LA HAYA/TED DAY

SUMMARY: University Health began formally collaborating with local school districts in 2013 initially as a Delivery System Reform Incentive Payment (DSRIP) initiative to improve access to care for pediatric patients. Today, University Health operates school-based clinics at Harlandale ISD, Southwest ISD, and San Antonio ISD. Because of these established clinics and University Health's reputation within the community, Edgewood ISD desires to collaborate with University Health on an employee clinic for their staff and dependents through an interlocal agreement for healthcare services. Through an interlocal agreement, with University Health, Edgewood ISD can provide its employees and their dependents convenient access to care in proximity to their workplace at the University Health Edgewood Clinic. The services to be provided were outlined in the proposed agreement provided for the Board's review by Mr. Day. This is a revenue-generating agreement for University Health, in which Edgewood will pay a fixed rate of \$20,000 per month for their employees to access primary/walk-in services and select laboratory tests at the University Health Edgewood Clinic. The utilization and spend will be closely monitored in its first year and revisited as necessary to right-size for both current and future year agreements. Staff recommends Board of Managers' approval of an interlocal agreement with Edgewood Independent School District for a period beginning January 1, 2021 through December 31, 2022, to enable this new employee clinic relationship to be established.

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

SUMMARY: University Health’s Purchasing Consent agenda for the month of November 2020 includes five (5) proposed contracts with a total value of \$5,155,733. The ten (10) presented contracts have a total value of \$24,433,472. Out of the presented contracts, six (6) contracts are classified as a Small, Minority, Woman, or Veteran Owned Business Enterprises (SMWVBE), which are included in the November 2020 SMWVBE Status Report. A total of 15 contracts with a combined value of \$29,589,205 are submitted to the Board of Managers for approval during the November 2020 meeting.

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

CONSENT AGENDA ACTION: A **MOTION** to approve staff recommendation was made by Dr. Jimenez, **SECONDED** by Mr. Smith, and **PASSED UNANIMOUSLY**.

CONSENT AGENDA EVALUATION: None.

ACTION ITEMS - CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED ITEMS:

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

SUMMARY: Chief AJ Sandoval introduced two Peace Officer candidates to the Board of Managers – Mr. Felipe J. Moreno, III, and Mr. Rene P. Ramirez. Chief Sandoval has examined and certified the respective credentials of each individual and both meet all of the requirements of a University Health Peace Officer, to include necessary training requirements.

RECOMMENDATION: Staff recommends Board approval to commission Felipe J. Moreno, III, and Rene P. Ramirez, as Bexar County Hospital District Peace Officers.

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

EVALUATION: Board members expressed appreciation for the work performed by University Health peace officers, especially during these turbulent times; Mr. Smith commended Chief Sandoval for ensuring they receive appropriate mental health and de-escalation training. Dr. Jimenez noted that the initial mental health training for Peace Officers, San Antonio Police Department, and Bexar County Sherriff’s Office was established by The Center for Health Care Services for the Bexar County region. The region is most fortunate that it has not suffered a major police incident in the last 15 years. Dr. Kelley was especially grateful to have University Health police de-escalate a patient incident in her presence.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A MEMORANDUM OF UNDERSTANDING WITH FAMILY VIOLENCE PREVENTION SERVICES, INC. FOR THE BATTERED WOMEN AND CHILDREN'S SHELTER AND RELATED SUPPORT SERVICES — SALLY TAYLOR, M.D.

SUMMARY: Established in 1977, Family Violence Prevention Services, Inc. (FVPS), has the mission to break the cycle of violence and to strengthen families by providing the necessary tools for self-sufficiency. It includes services provided at the Battered Women and Children's Shelter (BWCS), the only shelter in Bexar County designated by the Health and Human Services Commission to serve both adult and child victims of violence. The BWCS typically has the highest average daily census of any shelter in Texas per data collected by the Texas Council on Family Violence. The purpose of this Memorandum of Understanding is for University Health to provide funding support for FVPS to address multiple needs including staff, other support services (such as food, transportation, kennels), psychiatric treatment (with a target goal of 200 unduplicated adults and 200 unduplicated children, and includes telemedicine treatment), and a forensic nurse (for on-site initial assessments for an estimated 250 women who have suffered injuries, including strangulation). FVPS has set target metrics for each of these areas of support. The MOU provides funding for a 13-month agreement with Family Violence Prevention Services, Inc., beginning December 1, 2020 in the amount of \$650,000. This contract amount is included in the Health System's 2020 and proposed 2021 budget. The workforce data composition for FVPS was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers authorize the President/CEO to execute a 13-month agreement beginning December 1, 2020 in the amount of \$650,000 with Family Violence Prevention Services, Inc., to support the Battered Women and Children's Shelter.

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

EVALUATION: Discussion ensued regarding statistics cited by Dr. Taylor from a Status of Women report released in May 2019, which indicates that Bexar County has the highest rate of murder of women by male intimate partners of any major city in Texas. From 2017 to 2018, there was a 4 percent increase in family violence incidents (Texas Department of Public Safety). These issues are exacerbated by the COVID-19 pandemic, with widespread concern regarding the mental health repercussions, including the inability for victims to seek help and limited access to normal coping mechanisms. Studies of previous natural disasters indicate that increased domestic violence can last for months after a catastrophic event. In addition, victims who survive a strangulation attempt are unlikely to survive another violent encounter. Dr. Kelley acknowledged that domestic abuse has long been an ugly secret in Bexar County and Mr. Smith described domestic violence as a complex issue that many do not understand. The Board was also informed that many domestic violence victims will not leave the perpetrator if they must leave pets behind. Dr. Kelley asked about the shelter's policy regarding the housing of adolescent boys. For planning purposes and to gauge the program's longevity and sustainability, Ms.

Fernandez asked for the amount of FVPS' total budget for fiscal year 2021 to ascertain what percentage comes from University Health. Dr. Jimenez asked if legal services are made available to the residents of the shelter, and was interested in knowing how the shelter and the women interact with Child Protective Services (CPS). In years past, CPS took a hard stand against victims of domestic violence for allowing the perpetrator to remain in the home, and CPS would remove children from the mother's care. The shelter provides legal services on site and Dr. Taylor acknowledged a lack of general understanding of these situations when CPS gets involved. When Dr. Taylor toured the shelter, Ms. Marta Pelae, CEO, cited several successful cases where the women and shelter staff work directly with a judge and others so that their children are not immediately taken away. This MOU will fund 0.5 FTE position for a Director of Community Integrated Services to provide oversight of programs and enhance liaison activities with CPS (target to serve 175 unduplicated persons/year). In addition, when she toured the shelter she witnessed young boys of all ages and was not made aware that children of any age are excluded. Dr. Taylor did not have FVPS 2021 budget amount available.

FOLLOW-UP:

Dr. Taylor will confirm the housing policy for adolescent boys and will obtain the budget amount requested by Ms. Fernandez. Mr. Adams thanked Dr. Taylor for her leadership in this serious issue and for setting specific metrics; he is delighted to have University Health involved in an issue that requires everyone's attention.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A STAFFING AGREEMENT WITH ACCOUNTABLE HEALTHCARE STAFFING, INC. — ANDREA CASAS/TOMMYE AUSTIN, PH.D.

SUMMARY:

University Health has used temporary agency staff for a number of years. In 2020, University Health had a higher utilization due to COVID-19 and the EPIC roll-out. Due to the uncertainty of the COVID-19 pandemic in 2021, University Health estimates the use of agency nurses at 2020 levels. This is a request is to secure professional services of qualified, temporary agency healthcare staff from Accountable Healthcare Staffing to assure appropriate coverage for ICU nurses and other areas when workers get sick and need time off to quarantine. Training will include appropriate orientation, including awareness and compliance with University Health policies and procedures. This contract will also ensure that University Health continues to provide exceptional patient care for San Antonio, Bexar County and beyond, which supports immediate and emerging goals. The total estimated expense requested is \$5,025,280 (Average Temp RN Rate: \$60.40 x 40 temps x 2,080 hours = \$5,025,280). The term of this agreement will be from December 1, 2020 through December 31, 2021. This is a planned expense and is included in the 2021 operating budget. This item is exempt from competitive acquisition because temporary staffing services are utilized as occasioned by critical staffing shortages for professional services as needed on a daily basis to ensure the highest quality of patient care is provided. The workforce composition of Accountable Healthcare Staff was provided for the Board's review.

- RECOMMENDATION: Staff recommends Board of Managers' approval of a 13-month contract with Accountable Healthcare Staffing for temporary staffing services in an amount not to exceed \$5,025,280.
- ACTION: A **MOTION** to approve staff's recommendation was made by Dr. Jimenez, **SECONDED** by Mr. Morris, and **PASSED UNANIMOUSLY**.
- EVALUATION: Mr. Morris' asked if the staff had considered on-boarding specialized nurse recruiters who are able to connect University Health with nurses from all over the country, rather than pay the 23 percent agency fee. The advantage of a working with a staffing agency is that they network all the time and are already well-connected. Dr. Jimenez feels that it would take a while for University Health to develop the same talent that the staffing agencies offer. To Dr. Jimenez's question about the role of graduate nurses during the pandemic, Dr. Austin replied that the State Board of Nurse Examiners has issued temporary licenses to these nurses so that they are able to work during the pandemic. Some of these new graduate nurses staff the internal STARS float pool at University Health, and the State of Texas is also waiving Texas licensing requirements for those nurses with out-of-state licenses. University Health accepts nurses who have multi-state licenses. Currently, the STARS float pool has approximately 300 nurses available. The agreement with Accountable Healthcare Staffing serves as a buffer for the well-being of the nursing staff to avoid burn out and to ensure there are no lapses in patient care when there are vacancies, especially on the Medicine Unit, the Operating Room, and the Emergency Department. Use of temporary staff nurses will be the last resort after all other internal means have been exhausted. At the present time University Hospital has approximately 80 high need patients that need one to one care, and has received only three COVID-19 patients from El Paso, Texas. During this year, on average, the staffing agency has provided 20-30 nurses per month. Also noted was University Health's very robust on-boarding program for nurses accredited through the American Nurses Credentialing Center. This is a good place for nurses to work.
- FOLLOW-UP: Mr. Adams asked for Mr. Morris and Dr. Austin to visit with each other at some point regarding his insight on temporary nurse staffing.

CONSIDERATION AND APPROPRIATE ACTION FOR THE WOMEN'S AND CHILDREN'S HOSPITAL AND ASSOCIATED PROJECTS REGARDING FUNDING OF MEDICAL EQUIPMENT, ACTIVE I.T., FURNITURE, FIXTURES AND INCIDENTAL COSTS; CONTRACT AMENDMENTS WITH BROADDUS & ASSOCIATES FOR PROJECT MANAGEMENT SERVICES; TERRACON CONSULTANTS, INC. FOR MATERIALS TESTING; ENGINEERING ECONOMICS INC. FOR COMMISSIONING SERVICES; PREMIER HEALTHCARE SOLUTIONS, INC. FOR LIFE SAFETY CONSULTING' AND A GUARANTEED MAXIMUM PRICE PROPOSAL (GMP #12B) FOR THE BIOMED BUILD-OUT WITH JOERIS+JE DUNN, A JOINT VENTURE — DON RYDEN

- SUMMARY: In March 2020, the Board approved an increase to construction costs and design fees to align with programming increases including: Core and shell growth in the Tower, including six (6) new loading dock bays; Programming true-up of functional departmental areas;

Mechanical/electrical infrastructure; 12th Floor addition (Core and Shell); Build-out of Floors 8-12; and Podium Expansion (Core and Shell). Medical equipment (MEQ), active IT, and furniture, fixtures, and non-medical equipment (FFE) costs were excluded from the March funding for the build-out of floors 8-12 and the Podium expansion core and shell. Adjustments to these soft costs and other non-construction costs were deferred pending completion of the design and the Construction Manager's assessment of overall construction schedule based on the construction documents. Completion of the initial construction documents in August allowed the Architectural/Engineering team, in coordination with University Health staff, to jointly refine project budget estimates. Mr. Ryden presented detailed tabulated adjustment amounts for each item (projected cost to completion, current approved budget, and increase request amounts).

- A. Medical Equipment, Active I.T.; Furniture & Fixtures, and Incidental Costs, BioMed Build-Out, Consultant Fees, and Owner's Alliance.
Total increase requested: **\$86,025,167**
- B. Amendments to Supporting Consulting Contracts
Cumulative amount of additional services required: **\$10,255,830**
(Of this \$10.25 million, **\$6.91** million will fund consultant fees under A. above).
- C. Guaranteed Maximum Price (GMP #12B)
Proposal for BioMed Build-Out **\$5,625,167**
Total contract value for GMPs #1 through #11: **\$415,274,880**
Combined revised contract total: **\$420,900,047**

Services provided by Broaddus (Program Manager); Terracon (Construction Materials Testing); EEI (Commissioning Agent) and Premier (Life Safety Consultant) were originally budgeted for the base scope of work and as additional scope of work for the Women's and Children's Hospital and Associated Projects; however, the requirement for oversight and inspection services has increased across the duration of the project as indicated below:

Current contract value	\$10,055,655
Additional fees to be committed	<u>\$10,225,830</u>
Proposed contract value to completion	<u>\$20,281,485</u>

Staff recommends the cost for this increased scope of work be funded from the Board Designated Fund, of which the Board has \$170.3 million in unencumbered as of October 31, 2020:

This request:	\$80.40 million
GMP #12B	\$5.6 million
Increases total approved Project budget to:	\$777.6 million

The workforce composition data for Joeris+JE Dunn, a Joint Venture, Broaddus & Associates, Engineering Economics, Inc., Premier Healthcare Solutions, and Terracon was provided for the Board's review.

In addition, Mr. Ryden provided an updated summary of the Board approved Project budget and the proposed increased funding for the Board's perusal.

RECOMMENDATION:

Staff recommends Board of Managers' approval for the President/Chief Executive Officer to execute respective contract amendments accordingly:

- A) Additional funding for Women's and Children's Hospital and Associated Projects for Medical Equipment, Active I.T., Furniture & Fixtures and Incidental Costs; and the BioMed Build-Out:

\$86,025,167
- B) Resulting amendments to the respective consultant contracts:
 - * Broaddus & Associates \$7,893,602
New (Revised) Contract Amount: \$15,880,462
 - * Terracon Consultants, Inc. \$1,439,718
New (Revised) Contract Amount: \$2,235,888
 - * Engineering Economics, Inc. \$679,165
New (Revised) Contract Amount: \$1,750,075
 - * Premier Healthcare Solutions, Inc. \$213,345
New (Revised) Contract Amount: \$415,060
- C) Amendment to the Construction Manager at Risk Agreement with Joeris+JE Dunn, a Joint Venture, for GMP #12B for BioMed Build-Out (not to exceed):

\$5,625,167

ACTION:

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

EVALUATION:

Mr. Adams asked Mr. Ryden about his role at University Health and whether he was happy with the quality of the team he has established for himself. Mr. Ryden is very pleased, overall, about his team after making a few staffing adjustments regarding project managers; he is happy with the Joeris+Dunn joint venture and the program manager. This is a huge project with lots of moving parts so he and Mr. Hernandez are absolutely pleased. Dr. Jimenez touched upon a past construction catastrophe that occurred in 2011 at University Hospital; and he emphasized that faith and trust in all contractors involved is of the essence. Mr. Ryden recalled the incident and reported that he and his team try to learn from past mistakes, one of the team's first meeting was about lessons learned while constructing the Sky Tower, and he emphasized their due diligence process to replicate and improve where it is possible. Dr. Jimenez asked about the new hospital's impact on teaching and recruiting of physicians, to which Dr. Hromas replied that he has 13 pediatric specialists in the pipeline who want to come here, and eight (8) new obstetrics and gynecology physicians. Dr. Hromas is receiving inquiries from the very best nationally, renowned physicians due to the new Women's and Children's Hospital. For the newer Board members, Mr. Hernandez explained that the current capital improvement project is comprised of four projects: Women's & Children's Hospital, and the associated projects include the Advanced Diagnostic Center, the parking garage, and the podium. Also noted was the fact that every year since the Sky Tower opened in 2014, University Health has had double digit growth

once marketing started for the Sky Tower. The 12th floor of the Women's and Children's Hospital was added because it was the least expensive way to add 30 more beds. Mr. Hernandez is proud that University Hospital is now ranked number one (up from #4) in the city because of the Sky Tower. As chair of the Board's committee, Dr. Kelley is astounded with the leadership, preparations, and oversight of the capital improvement project. She is most impressed with the integration of nurses and physicians during the planning process, and the community outreach by UT Health, which she noted is different for an academic medical center than in other parts of the country. Dr. Kelley has toured mock labor and delivery rooms and neonatal intensive care unit (NICU) rooms. The Labor and Delivery Unit in the new hospital has been designed to accommodate the birth of 5,200 babies up from 2,200 in the old birthing area. Pediatrics is projected to double in capacity from 50 to 100 patients, and the NICU is projected to increase from 50 to 90. University Health staff is working with local Federally Qualified Health Centers (FQHCs) and the School of Medicine as this census is expected to increase. Pediatrics has the greatest opportunity for growth; University Hospital cannot grow right now and the new hospital is about two years away, so the staff is trying to grow incrementally due to current capacity. Mr. Smith asked if the new hospital would be closed to physicians outside of UT Health and UMA. Mr. Banos replied that University Health is in the process of credentialing a couple of subspecialists so that they can bring their practice on board, and also negotiating with CommuniCare on births, and working with the School of Medicine to build a stronger and larger maternal fetal program. Mr. Adams thanked Mr. Ryden for his work. He has a vast amount of experience and is demanding of the people who work with him, he runs a well-managed process and will produce a quality facility. The Board of Managers feels very comfortable with this and eagerly awaits the new hospital.

FOLLOW-UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONSTRUCTION SERVICES CONTRACT WITH THE PORRAS GROUP, LLC D/B/A BRYCO CONSTRUCTION FOR COUNTER TOP REPAIRS AND UPGRADES AT THE UNIVERSITY FAMILY HEALTH CENTER - SOUTHWEST — DON RYDEN

SUMMARY:

University Health is continuing with a system-wide repair and upgrade of its outpatient clinics. The University Family Health Center - Southwest, located at 2121 S.W. 36th Street is 24 years-old and has experienced deterioration of the plastic laminate countertops in exam rooms, breakrooms, clean and soiled supply rooms and workstations with chipped, broken and missing laminate conditions found throughout. An assessment was made and it was determined to replace countertops with the University Health standard solid surface tops to include integral sinks in order to maintain a clean environment while minimizing the spread of infectious diseases. Procurement Services solicited formal bids (RFCSP-220-06-034-CNST) and received seven (7) responses. The pricing ranges from \$282,711 to \$741,998 and construction schedules, in calendar days, range from 60 to 280 days. The proposals were evaluated

based on the criteria provided to the firms in the RFCSP. Of the firms that responded, Bryco Construction is recommended for selection based on their competitive pricing in the amount of \$489,722, proposed schedule - 77 calendar days, healthcare experience and safety record. This purchase is to be funded from 2020 operational funds. The workforce composition data for Bryco was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve the selection of Bryco Construction as Contractor for Counter Top Repairs and Upgrades at the Southwest Clinic and authorize the President/Chief Executive Officer to execute a contract with The Porras Group, LLC, d/b/a Bryco Construction in the amount of \$489,722.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR OCTOBER 2020 — REED HURLEY

SUMMARY: In October, University Health operations continued to be significantly impacted by the COVID-19 crisis resulting in stay at home and social distancing directives reducing patient activity. Clinical activity (as measured by inpatient discharges) was down 7.3 percent for the month compared to budget. Community First Health Plans (CFHP) fully insured membership was up 12.3 percent to budget. On a consolidated basis, gain from operations was \$22.7 million, \$16.8 million better than budget. The consolidated bottom line gain (before financing activity) was \$17.9 million, \$16.2 million better than the budgeted gain of \$1.7 million. Higher other operating revenue partially offset by higher operating expense resulted in performance better than budget. CFHP experienced a bottom line gain of \$7.0 million, which was \$8.4 million better than the budgeted loss of \$1.4 million. Higher premium revenue accounted for the improved performance to budget. Mr. Hurley reviewed notable increases and/or decreases from the December 31, 2019 Consolidated Balance Sheet in detail with the Board.

RECOMMENDATION: Staff recommends approval of the financial report for the month of November, subject to audit.

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

EVALUATION: Travel restrictions during the pandemic total approximately \$30 million in savings for University Health.

FOLLOW-UP: None.

PRESENTATIONS AND EDUCATION:

OPERATIONS REPORT AND SOUTHWEST TEXAS CRISIS COLLABORATIVE UPDATE — ED BANOS/SALLY TAYLOR, M.D.

SUMMARY: In the interest of time, this presentation was delayed until the December Board meeting. Instead, Board members were invited to tour University Health's new Advanced Diagnostic Center (Heart/Vascular & Endoscopy Suite).

RECOMMENDATION: None.

ACTION: None.

EVALUATION: None.

FOLLOW-UP: None.

INFORMATION ONLY ITEMS:

3RD QUARTER SUPPLIER DIVERSITY REPORT — EDWARD CRUZ/ANTONIO CARRILLO

UNIVERSITY HEALTH SYSTEM FOUNDATION REPORT — LENI KIRKMAN

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS — LENI KIRKMAN

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

SUMMARY: Mr. Adams directed his colleague's attention to the four informational reports above and urged them to contact staff members directly with questions and/or comments.

RECOMMENDATION: These reports were provided for informational purposes only.

ACTION: No action was required by the Board.

EVALUATION: None.

FOLLOW-UP: None.

ADJOURNMENT:

Mr. Adams reconvened the public meeting and there being no further business, adjourned the meeting at 8:20 pm.

James R. Adams
Chair, Board of Managers

Margaret A. Kelley, MD
Secretary, Board of Managers

Sandra D. Garcia, Recording Secretary