



**BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS**

By Telephone

Tuesday, January 19, 2021
6:00 p.m.
4502 Medical Drive
San Antonio, Texas 78229

MINUTES

BOARD MEMBERS PRESENT:

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

OTHERS PRESENT:

George B. Hernández, Jr., President/Chief Executive Officer, University Health System
Bryan J. Alsip, MD, Executive Vice President/Chief Medical Officer, University Health System
Edward Banos, Executive Vice President/Chief Operating Officer, 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
Serina Rivela, Vice President/General Counsel, Legal Services, University Health System
Don Ryden, Vice President/Project, Design & Construction, University Health System
Laura Garcia, San Antonio Express-News
And other attendees.

CALL TO ORDER:

Mr. Adams called the meeting to order at 6:02 pm, and made the following remarks: In light of the recent spike in COVID-19 cases and as a precautionary measure to mitigate the spread of COVID-19 and allow the Board, the staff and the public to participate in this meeting in a safe manner, this meeting will be conducted both in person and by telephone as authorized by the Governor's Emergency COVID-19 Executive Order. He then yielded the floor to the Recording Secretary for roll call and to confirm a quorum. All Board members indicated "present." Voting today will be conducted by individual roll call to clearly identify each Board member by name and vote.

INVOCATION AND PLEDGE OF ALLEGIANCE

In Pastor Tom Robison's absence, Mr. Ira Smith provided the invocation, and Mr. Adams led the pledge of allegiance.

PUBLIC COMMENT: None.

At this time, Mr. Adams asked Dr. Rob Hromas to provide an update on behalf of UT Health San Antonio. Vaccination efforts are proceeding in partnership with University Health and the Wonderland site. Dr. Bob Leverage is leading that on behalf of UT Health. Elective surgeries have temporarily been halted, which he described as painful because it causes patient and financial distress but is necessary due to the recent COVID-19 surge in the city. UT Health has started the recruiting process of several basic science chairs: Pharmacology, Microbiology, and Urology was recently filled. A clinical trial involving COVID-19 patients hospitalized at University Hospital found that a combination of the drugs baricitinib and remdesivir reduced time to recovery, according to results published in the *New England Journal of Medicine*. There are six co-authors of the publication because of University Health's sizable patient enrollment in the trial. The principal investigator is Thomas Patterson, MD, professor and chief of infectious diseases in the Joe R. and Teresa Lozano Long School of Medicine at UT Health San Antonio.

APPROVAL OF MINUTES OF PREVIOUS MEETING(S): NOVEMBER 10, 2020 (SPECIAL MEETING); NOVEMBER 17, 2020 (REGULAR MEETING); AND DECEMBER 15, 2020 (SPECIAL MEETING)

SUMMARY:	The minutes of the meetings of November 10, 2020; November 17, 2020; and December 15, 2020 were submitted for Board approval.
RECOMMENDATION:	Staff recommended approval of the minutes as submitted.
ACTION:	There being NO OBJECTION , the minutes stand APPROVED as submitted.
EVALUATION:	None.
FOLLOW-UP:	None

NEW BUSINESS:

CONSENT AGENDA — JIM ADAMS, CHAIR

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT BETWEEN COMMUNITY FIRST HEALTH PLANS AND CLARITY SOFTWARE SOLUTIONS, INC. FOR MEMBER FULFILLMENT SERVICES — THERESA SCEPANSKI

SUMMARY: The contract for member material fulfillment services was competitively bid on September 9, 2020. Two (2) vendor responses were received including bids from Dialog Direct (HealthLogix) and Clarity Software Solutions, Inc. 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. Clarity Software Solutions, Inc. provides the best value for the following reasons: (1) certified security measures for member protected health information (PHI); (2) meets all production capabilities and needs; (3) offers extensive quality assurance measures and extensive data reporting; (4) meets technical functionality and requirements; and (5) offers competitive fees. Based on current utilization, the estimated value of the contract with Clarity Software

Solutions, Inc. is \$445,000 annually (or, \$1,335,000 over a three-year period). Services and annual fees are broken down as follows: Estimated postage - \$115,000/year for three years; and estimated service fees – \$330,000/year for three years. There is a five (5) percent decrease from the previous contract period for base fulfillment services. This contract is for a three-year period beginning January 1, 2021. The workforce composition data for Clarity Software Solutions, Inc. was provided for the Board's review. Community First Board of Directors recommends Board of Managers' approval of a contract with Clarity Software Solutions, Inc., for Member Fulfillment Services for a total estimated amount of \$1,335,000 over a three-year period.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT BETWEEN COMMUNITY FIRST HEALTH PLANS AND SPH ANALYTICS FOR MEMBER AND PROVIDER SURVEY SERVICES — THERESA SCEPANSKI

SUMMARY:

Community First completed an Interim National Committee on Quality Assurance Accreditation (NCQA) survey in May 2014 and attained full NCQA Accreditation in October 2015. The proposed contract for member and provider survey services was released for competitive bid on October 27, 2020. A total of nine (9) survey vendors all certified by the National Committee on Quality Assurance (NCQA) were notified of the bid opportunity and one vendor responded with a proposal. The bid was evaluated for administrative and financial criteria. SPH Analytics provided the best value for the following reasons: (1) well-designed survey process and timeline which meets NCQA requirements; (2) recent merger with the previously contracted vendor, DSS Research, retains the existing experienced survey team with a 20-year partnership history with Community First; (3) vendor staff are familiar with Community First, the provider network and the member community; and (4) value-added benefit of providing exclusive reports for the Texas Association of Community Health Plans consortium for regional benchmarking. As an NCQA-accreditation requirement, survey vendors must use the NCQA approved survey instrument to assess the member experience. The tool produces measures as question summary rates, composites (composed of multiple questions) and overall ratings. NCQA scores 4 of the ratings questions and 5 of the composite questions for Health Plan Accreditation. NCQA publicly reports Consumer Assessment of Healthcare Providers and Systems (CAHPS®) results in its annual Health Plan Ratings, a national report card of health plan quality. The proposed contract with SPH Analytics is for a three-year period. The total estimated cost is \$467,960 over the three-year contract period. Ms. Scepanski outlined the services to be performed and their respective costs for Years 1, 2, and 3 of the contract. Survey fees, which remained unchanged for the previous three years, increased 14 percent from the previous contract, for base services. This contract is for a three-year term beginning January 1, 2021. The workforce composition data for SPH Analytics was provided for the Board's review. Community First Board of Directors recommends Board of Managers approval of a contract with SPH Analytics for Member and Provider Survey Services for a total estimated amount of \$467,960 over a three-year period.

RECOMMENDATION: Community First Board of Directors recommends approval of the items on the consent agenda.

CONSENT AGENDA

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

CONSENT AGENDA

EVALUATION: None.

CONSENT AGENDA

FOLLOW-UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH HENOCK CONSTRUCTION FOR RENOVATIONS AND REPAIRS AT THE EDGEWOOD CLINIC — DON RYDEN

SUMMARY: The Edgewood Clinic (formerly Old Hwy 90 Clinic) has recently been recommissioned for Edgewood ISD school-based clinic and adult primary care. An assessment was made and staff has determined it is necessary to replace the aged countertops and millwork with the University Health standard solid surface tops and cabinets to include integral sinks and to remove the old vinyl wall covering and upgrade wall finishes. All restrooms (2 public, 1 patient and 1 staff) will be designed to meet current TAS accessibility standards and will be upgraded with new fixtures and finishes. In addition, existing light fixtures throughout the clinic will be replaced with energy efficient LED fixtures. Procurement Services solicited formal bids, RFCSP-220-09-052-CNST with twelve (12) Contractors responding. The spread, highest to lowest bid, was \$219,198. The Project schedule spread, highest to lowest, was 178 calendar days. The proposals were evaluated based on the criteria provided to the firms in the RFCSP. Of the firms that responded, Henock Construction, LLC, was selected based on their competitive pricing, proposed schedule, healthcare experience and safety record. The Contractor will provide services that will optimize the use of available funds while providing the highest quality construction within the established project schedule and budget. This purchase in the amount of \$433,187 will be funded from 2021 operational funds. The workforce composition for Henock Construction was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval of the selection of Henock Construction, LLC as Contractor for the Renovations, Repairs and Upgrades at the Edgewood Clinic in the amount of \$433,187.

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

EVALUATION: Children will be seen at this location as it will also serve as a school-based clinic for the Edgewood ISD and that neighborhood. Adults may receive primary care at the same location, so the waiting areas will be family-friendly, especially for children and their parents. Layout,

aesthetics and flow of traffic were taken into consideration. Healthcare will be provided by pediatric and family medicine physicians.

FOLLOW-UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A SUPPORT AGREEMENT WITH HAVEN FOR HOPE OF BEXAR COUNTY FOR THE JAIL OUTREACH PROGRAM AND CONTINUITY OF CARE TRANSITION PROGRAM — SALLY TAYLOR, M.D.

SUMMARY:

Since 2015 University Health has provided annual funding support for Haven for Hope of Bexar County for a Jail Outreach Program and in 2020 a Continuity of Care Transition Program was added. The program support agreement provides funding for peer support and intake specialists, along with staff who address financial instability, employment readiness, and other income opportunities all of which tend to correspond to ongoing housing stability. During 2020, the COVID-19 pandemic presented unique challenges. Haven for Hope leadership responded with a necessary pause in new intakes from the end of March 2020 until May 2020. They obtained a hotel lease, and in close collaboration with the City of San Antonio Metropolitan Health District, implemented sequentially phased processes for screening, quarantine and isolation, testing, and ongoing staff education during which time they gradually increased capacity while ensuring safety. Additional cleaning and technical requirements for videoconferencing and telemedicine led to increased costs. Additional staff support was needed for the hotel, which served as a low barrier access point for individuals experiencing homelessness who might normally stay in the Haven courtyard, a need that will continue during 2021. University Health funding in 2020 was allocated as follows:

- 29 percent supported necessary partner services (includes Haven staff providing case management, peer support and navigators, among others);
- 18 percent community staff (e.g., volunteer coordinator, project manager, media manager, etc.);
- 19 percent information infrastructure; and
- 35 percent physical infrastructure.

This is a request on behalf of Haven for Hope in the amount of \$1,483,333 for 2021. Bexar County will continue its annual contribution of \$483,333. Return on investment includes improved access to behavioral health treatment services on the Haven for Hope campus, moving health care provided from inside the jail to community care, along with a potential reduction in preventable emergency department visits and inpatient admissions. The amount requested is included in University Health's 2021 operating budget. The workforce composition data for Haven or Hope was provided for the Board's review, as were metrics and outcomes for 2019-2020, as well as performance goals for 2021.

RECOMMENDATION:

Staff recommends the Board of Managers approve a 12-month agreement with Haven for Hope of Bexar County beginning January 1, 2021. Agreement shall automatically renew for up to two successive one-

year terms, in the amount of \$1,483,333.00 annually, or \$4,449,999.00 for the entire three-year term.

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

EVALUATION: Dr. Jimenez expressed full support for this concept and for the allocation of funds. He is concerned that research and professional experience clearly shows that the only way to keep newly released people from going back to prison, especially those with substance abuse issues over the long haul, is meaningful work. Professionals can educate these people regarding health issues, but if they do not have meaningful employment, they will go back to prison; they need something they can be proud of doing. Unfortunately, most jobs available to those coming out of prison, even those who do have an education, are often beneath their dignity in many ways. When programs like this are created, this particular issue is rarely taken into consideration, and it is an important element that will keep clients from going back to prison. Ms. Fernandez appreciates the analysis and chart summarizing program outcomes for the three quarters of 2020 which were compared to those of 2019. To Dr. Jimenez's point, one of the outcomes of this program is the percentage of individuals returning to Haven for Hope Campus within six months after placement in permanent housing. Is there is an existing program that is longer than six-months for this outcome? During their initial 6-month period, clients are healing or dealing with health issues, and reflecting upon their moment of crisis that got them to this point. Are there mechanisms in place, and if so, what do those look like for a longer term perspective? If not, jobs and employment something University Health ought to look at? It is possible to adjust the 6-month outcome and look at it for longer than six months, perhaps over the course of one year, if the Board so desires. The main aspect of "success" for Dr. Taylor is the number of individuals that are moved to permanent supportive housing, and does that support follow them off the campus? She is aware that Haven for Hope provides financial sustainability services including vocational, personal finance training, how to write a resume, how to do a job interview, data which is captured as part of the outcomes. However, she agrees that success ought to be measured beyond that first acute phase. Dr. Taylor will be happy to raise the issue with the staff and Mr. Kenny Wilson of Haven for Hope on behalf of the Board of Managers.

FOLLOW-UP: Dr. Taylor will bring up the meaningful employment issue for clients of Haven for Hope on behalf of the Board of managers.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A SUPPORT AGREEMENT WITH UT HEALTH SAN ANTONIO FOR THE TRANSITIONAL CARE CLINIC — SALLY TAYLOR, M.D.

SUMMARY: The Transitional Care Clinic (TCC) was initially funded through the 1115 Waiver program but when no longer eligible for this support, in 2018 University Health began contracting directly for this service. In 2019 the agreement was renewed for a 16-month term to align with University Health's annual budget cycle, and the annual amount was increased in January 2020 by \$59,448 to \$404,448. The increased

funding covered an additional 0.8 FTE of therapist time and minor cost of living wage increases for other staff covered by this contract. This is a request to renew this agreement for a 12-month term beginning January 1, 2021, with automatic renewal of two additional successive, one-year terms, at the same annual rate of \$404,448. The purpose of this contract is to provide continued access for University Health patients to receive behavioral health outpatient treatment services after hospital discharge. The contract will continue to support one FTE caseworker, three FTE therapists, one FTE licensed vocational nurse, and 0.6 FTE clinic director oversight. The TCC improves access and provides timely post-discharge follow up for patients released from the University Hospital's Emergency Department, Inpatient Psychiatry Unit or Inpatient Medicine/Surgery services. Patients are referred to the TCC through a computerized appointment system coordinated by University Hospital Behavioral Health or Emergency Department Care Coordination/Social Work staff. The contract includes defined benchmarks including maintaining capacity for at least 100 referrals per month, appointments within seven days post-discharge for at least 90 percent of patients referred, and an initial show rate of at least 50 percent. In 2020, with the COVID-19 pandemic challenges, patient show rates were initially low; however, TCC staff adjusted to virtual telehealth visits for psychotherapy and psychiatric appointments, which also allowed for social distancing within the clinic for those patients seen in person and for staff. The payor mix of those referred to TCC includes 72 percent unfunded; 3 percent Care Link; 14 percent government sponsored health care coverage; and 11 percent other, including managed care payors. The workforce composition data for UT Health was provided for the Board's review. The cost of this contract is included in University Health's 2021 operating budget.

RECOMMENDATION:

Staff recommends Board of Managers' approval to execute a 12-month agreement with UT Health San Antonio for the Department of Psychiatry Transitional Care Clinic Support Services, beginning January 1, 2021, which shall automatically renew for up to two, successive, one-year terms at the same amount for each year, in the amount of \$404,448 annually, or a total of \$1,213,344 for the 3-year term.

ACTION:

A **MOTION** to approve staff's recommendation was made by Dr. Jimenez, **SECONDED** by Mr. Smith and **PASSED UNANIMOUSLY**.

EVALUATION:

Dr. Taylor has heard from patients that they like the fact they can access the clinic when they need to do so. This arrangement is a Living Room Model, which she would like to see replicated more often in the clinic setting. Patients are free to come in and visit with a Licensed Professional Counselor intern, they can review safety plans, and do some crisis planning. There is also a psychiatrist onsite in case a patient needs to have their medication tweaked. Mr. Adams noted the clinic show up rate in 2020 was at 54 percent for initial appointments. How does the staff plan to improve this outcome? The initial plan was to make some home visits, but with COVID that became more difficult to do. Clinic staff has added additional therapy timeslots and extended quite a bit of effort to engage patients. Some are given follow up appointments when they leave the hospital, which sometimes they have no intention of keeping. Another group of patients will show up later, perhaps during that second admission, when it becomes clear to them that they need

outpatient treatment; however, some of these patients are very difficult to engage. Dr. Jimenez agreed and stated that transportation is often a big problem. He has become aware through his patients, that the City of San Antonio provides transportation for individuals who are disabled and/or have Medicaid. Patients get dropped off and picked up timely for medical appointments. In fact, Medicare, Medicaid, and third party insurances often allow billing for transportation services. The staff tries very hard to get these patients in for follow-up care when they are newly released from the hospital. If the staff becomes aware of transportation issues, they are proactive in assisting. Dr. Taylor will take the helpful transportation information provided by Dr. Jimenez and will relay to the Care Coordination Department. She also noted that transportation is a line item in the UT Health Department of Psychiatry budget; however, she is not aware of the amount. The TCC is located on Luis Pasteur Drive. Mr. Adams thanked Dr. Taylor for her thoughts and observations regarding mental health, a very sensitive topic of discussion.

FOLLOW UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH LUBY'S FUDDRUCKERS RESTAURANTS, LLC DBA LUBY'S CULINARY SERVICES FOR MANAGEMENT OF SKY BISTRO, ROBERT B. GREEN CAFÉ, TEXAS DIABETES INSTITUTE CAFETERIA, AND BUSINESS CENTER CAFÉ — JIM WILLIS

SUMMARY:

On October 23, 2020, University Health posted RFP 220-10-055-SVC to solicit qualified respondents for a new food management services contract for University Hospital (Sky Bistro), Robert B. Green Café, and Texas Diabetes Institute Cafeteria, plus the new Business Center Café. An evaluation committee comprised of leaders from both Hospital and Ambulatory operations was formed to evaluate RFP submittals. Mr. Willis reviewed evaluation and scoring criteria for this award, which he detailed in his written report. On November 11, 2020, two responses were received by Procurement Services from ABM Healthcare in St. Clair Shores, MI; and Luby's Culinary Services out of Houston, TX. Both submittals were reviewed by the evaluation committee and both vendors were invited to provide full presentations on December, 15, 2020. After careful consideration and review, the evaluation committee recommends award of the management agreement to Luby's Culinary Services. Luby's received a final score of 86.1 while ABM Healthcare received a final score of 81.25. Luby's provides the best overall value with key strengths addressing continuous quality improvement, customer complaints, and presenting customers with tasty and popular menu options. Projected gross revenues in 2021 (a non-Covid year) would increase from \$3.9M in 2020 to \$5.8M in 2021. In 2020, Luby's was not able to implement a full menu and will add service to the new Business Center Café. Estimated net income for the Health System in 2021 will be \$100,000 from the four combined retail operations. Net income is impacted by University Health offering a 25 percent discount on food items as benefit of employment. The cost of that benefit is approximately \$400,000 per year and as visitors increase, staff expects the profitability to increase. The value of a one year contract with Luby's is \$385,621. Associated costs included in this amount are \$290,200 in management fees (5 percent of estimated gross sales) plus \$95,421 in salary/benefits for one FTE food

- service director. In comparison to the previous contract with Luby's Culinary Services, this represents a 50 percent reduction in management fees. The workforce composition data for Luby's was provided for the Board's review.
- RECOMMENDATION: Staff recommends Board of Managers' approval of a non-assignable food service management contract for one year not to exceed **\$385,621** with Luby's Culinary Services to include the option for four one-year renewals.
- ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Mr. Smith, and **PASSED UNANIMOUSLY**.
- EVALUATION: Mr. Hasslocher commended the staff for the good work in negotiating this agreement; Luby's is a very good company and it's the right thing to do for the staff and the patients of University Health. Mr. Adams thanked Mr. Willis for the succinct and helpful presentation.
- FOLLOW-UP: None.

At this time, Mr. Adams asked Mr. George Hernandez to provide an update regarding the current COVID-19 situation and local developments. Several of the University Health staff met earlier in December, and on New Year's Eve, identified Wonderland of the Americas as a potential mass vaccination hub. The staff was ready to roll out the Moderna vaccine on January 4, and administered 9,762 doses that week. For the week of January 11, University Health had two roles - the direct role involved the administration of another 9,000+ doses of the Pfizer vaccine at Wonderland; but the staff also collaborated with the City of San Antonio transferring 9,000 doses of its Pfizer vaccine to be administered to the community at the Alamodome. That same week, the City of San Antonio transferred their own 9,000+ doses of Moderna vaccine to WellMed Clinic for administration at two of their locations - Southwest Military Drive, and Culebra Road. It was decided to send the Moderna vaccine to WellMed because it is much easier to administer and does not require the extreme cold storage that Pfizer does. The week of January 18, University Health continues to have a primary role at Wonderland of the Americas, administering approximately 7,800 doses. University Health received a little over 10,000 Pfizer doses, but shared 2,925 of those with the City of San Antonio so that they could continue to operate at the Alamodome. UT Health San Antonio transferred their entire weekly allotment of 5,550 doses to the Alamodome, for a total of 8,775 doses from both UT Health and University Health. Mr. Hernandez thanked Drs. Hromas and Bob Leverage for their willingness to collaborate with the City of San Antonio/Metropolitan Health District and WellMed Clinic. Mr. Hernandez will know next week's allocation by tomorrow afternoon; however, staff is predicting University Health will receive over 10,000 doses of Pfizer. Mr. Hernandez thanked Dr. Alsip, Mr. Banos, and Mr. Phillips for their steadfast support on hub operations. Other key individuals at Wonderland are Ms. Lisa Sanchez, Ms. Kim King, Dr. Elliot Mandell and several pharmacists, as well Aowala Banigo who has provided all of registration staff, and Ms. Leni Kirkman with the communications team. In addition, Wonderland of the America's has agreed to provide a secondary location for University Health because beginning February 1, there will be two groups coming back for their second dose of vaccine; Pfizer is due 21 days after the first dose, while Moderna is due 28 days after the first dose. Mr. Hernandez pledged to continue to work with other entities to maximize vaccination for the San Antonio community. The vaccine is in short supply, until it is in greater supply allocations of vaccine will be made on a weekly basis. University Health would like to open up the Epic appointment template for at least one month with a proviso on the website that they need to check the website again to ensure the vaccine has been received. The total time at Wonderland for vaccination is running somewhere between 20 to 25 minutes. Mr. Smith asked Mr. Hernandez to let staff know what a wonderful job the Board of Managers feels they are doing. It is evident by the smooth operation at Wonderland of the Americas that the staff took time to plan properly. Dr. Jimenez asked if University Health was involved in correcting misinformation about the vaccine, in terms of marketing and publicity. It is a big problem because people feel they do not know enough about the vaccine. Ms.

Kirkman and the communications team are getting the word out on social media and via public service announcements; the vaccine is safe to administer. Dr. Kelley discussed the unequitable distribution of the vaccine, and also, she does not understand the vaccine allotments to UT Health. Dr. Hromas informed the Board that they have vaccinated all of their Tier 1B staff, or patient facing staff, which comprises 80 percent of their workforce. Like University Health, UT Health is also designated by the state as a vaccine hub and are slated to receive 5,900 vaccines per week. Using Epic, UT Health created an algorithm which identified 100,000 priority patients (out of 600,000), in addition to the staff. Future allotments will go to the sickest and most immune-compromised patients and they will work backwards from there. University Health has used multiple strategies with its allotments being administered to staff and the general public, not necessarily its patients. University Health also performed a similar analysis and it was decided to vaccinate as many Care Link patients as possible. This population received telephone calls last week since many of these members do not have access to the internet; the staff wanted to address that issue directly and this process has worked out very well. A total of 5,500 Care Link members have been scheduled to receive vaccination at Wonderland. University Health Dialysis and transplant patients are another priority group and will be scheduled this Friday, January 22. Mr. Hernandez reported that University Health is generally using a public approach, but staff is also targeting those hard-hit zip code areas, and one way to do that is through the Care Link population. Dr. Kelley informed the Board that she had previously discussed with Mr. Hernandez that for those citizens who are not patients, there is a sense of panic on how to get access to the vaccine. She is trying to get a feel for how the vaccine is flowing for those established patients and also, the citizens who are not patients. The city has estimated that there are 1 million Tier 1B individuals in Bexar County. Dr. Kelley congratulated the entire team for the professional and well-organized vaccine distribution process; she hopes the equitable distribution continues to be a priority. Corporate communications will continue to get the word out via social media that the vaccine is safe.

ADJOURNMENT:

There being no further business, Mr. Adams adjourned the meeting at 7:10 m

James R. Adams
Chair, Board of Managers

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

Sandra D. Garcia, Recording Secretary