



# University Health System

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

Tuesday, January 23, 2018

2:00 p.m.

Cypress Conference Room

University Hospital

4502 Medical Drive

San Antonio, Texas 78229

### MINUTES

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

Ira Smith, Vice Chair

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

Dianna M. Burns, M.D., Secretary

Janie Barrera

James Hasslocher

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

James R. Adams, Chair

Robert Engberg

#### **OTHERS PRESENT:**

George B. Hernández, Jr., President/Chief Executive Officer, University Health System

Bryan Alsip, M.D., Executive Vice President/Chief Medical Officer

Edward Banos, Executive Vice President/Chief Operating Officer, University Health System

Lourdes Castro-Ramirez, President, University Health System Foundation

Ted Day, Executive Vice President, Strategic Planning and Business Development, University Health System

Donald Finley, Director, External Communications/Corporate Communications, University Health System

Roe Garrett, Vice President/Controller, University Health System

Barbara Holmes, Vice president/Chief Financial Officer, Community First Health, Plans, Inc.

Reed Hurley, Executive Vice President/Chief Financial Officer, University Health System

Brian Lewis, Vice President, Quality, University Health System

Sherry King, Deputy Chief, Protective Services/Security, University Health System

Leni Kirkman, Senior Vice President, Strategic Communications and Patient Relations, University Health System

Karen McMurry, Interim Vice President/Chief Legal Officer, University Health System

Kirsten Plastino, M.D., President/Medical Dental Staff, University Health System; and Professor, Department of Obstetrics and Gynecology, UT Health, San Antonio

Allen Strickland, Vice President/Hospital Administration, University Health System

Serina Rivela, Associate General Counsel/Legal Services, University Health System

Michael Roussos, Hospital Administrator, University Health System

Travis Smith, Deputy Chief Financial Officer, University Health System  
Sally Taylor, M.D., Senior Vice President/Chief, Behavioral Health Services, University Health System  
Emily Volk, M.D., Vice President/Clinical Services, University Health System  
Jim Willis, Vice President, Associate Administrator, University Hospital  
And other attendees.

**CALL TO ORDER AND RECORD OF ATTENDANCE: IRA SMITH, VICE CHAIR, BOARD OF MANAGERS**

Mr. Smith called the meeting to order at 2:07 p.m.

**INVOCATION AND PLEDGE OF ALLEGIANCE**

Ms. Lucila (Luci) Guyer, R.Ph., Pharmacy Services, Texas Diabetes Institute, said the invocation and Mr. Smith led the Pledge of Allegiance.

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

**OCTOBER 31, 2017 (REGULAR MEETING)**

SUMMARY: The minutes of the regular Board meeting of Tuesday, October 31, 2017, were submitted for the Board approval.  
RECOMMENDATION: Staff recommended approval of the minutes as submitted.  
ACTION: A **MOTION** to approve staff's recommendation was made by Dr. Jimenez, **SECONDED** by Dr. Burns, and **PASSED UNANIMOUSLY**.  
EVALUATION: None.  
FOLLOW-UP: None.

**NOVEMBER 7, 2017 (SPECIAL MEETING)**

SUMMARY: The minutes of the special Board meeting of Tuesday, November 7, 2017, were submitted for the Board approval.  
RECOMMENDATION: Staff recommended approval of the minutes as submitted.  
ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Dr. Burns, and **PASSED UNANIMOUSLY**.  
EVALUATION: None.  
FOLLOW-UP: None.

**DECEMBER 5, 2017 (SPECIAL MEETING)**

SUMMARY: The minutes of the special Board meeting of Tuesday, December 5, 2017, were submitted for the Board approval.  
RECOMMENDATION: Staff recommended approval of the minutes as submitted.  
ACTION: A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Dr. Jimenez, and **PASSED UNANIMOUSLY**.  
EVALUATION: None.  
FOLLOW-UP: None.

**CONSENT ITEMS:**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING MEDICAL-DENTAL STAFF RECOMMENDATIONS FOR STAFF MEMBERSHIP – RAJEEV SURI, M.D., VICE PRESIDENT, MEDICAL/DENTAL STAFF**

**CONSIDERATION AND APPROPRIATE ACTION REGARDING ELECTION OF NEW OFFICERS OF THE MEDICAL-DENTAL STAFF -RAJEEV SURI, M.D., VICE PRESIDENT, MEDICAL/DENTAL STAFF**

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

**CONSIDERATION AND APPROPRIATE ACTION REGARDING POLICY NO. 7.11, CHARITY CARE AND FINANCIAL ASSISTANCE - REED HURLEY**

SUMMARY: The items above were presented for the Board’s consideration as consent items. The following details are associated with these consent items:

Consideration and Appropriate Action Regarding Medical-Dental Staff Recommendations for Staff Membership – Rajeev Suri, M.D., Vice President, Medical/Dental Staff – Monthly Credentials Committee Report (listing of providers in accordance with the Health System’s Credentialing and Privileging Process); and Focused/Ongoing Professional Performance Evaluation Reports submitted to the Board of Managers for approval.

Consideration and Appropriate Action Regarding Election of New Officers of the Medical-Dental Staff -Rajeev Suri, M.D., Vice President, Medical/Dental Staff – The Medical-Dental staff *via* ballot nominated the following officers for 2018-2019 as Members at Large and recommends approval by the Board of Managers:

- Lee Birnbaum, M.D. – Neurology/Neurosurgery
- Aminish Agarwal, M.D. – Orthopaedics

Consideration and Appropriate Regarding Commissioning of a Peace Officer for Bexar County Hospital District - Chief A.J. Sandoval, III/Edward Banos - The credentials of Dennis Phillips have been examined and certified by the Chief of Police as meeting all of the requirements of a University Health System Police Officer. Staff recommends Board approval to commission Dennis Phillips as a Bexar County Hospital District Peace Officer.

Consideration and Appropriate Action Regarding Policy No. 7.11, Charity Care and Financial Assistance - Reed Hurley - Recent changes to Federal guidance on Charity Care reporting combined with terms in the December 2017 renewal of the 1115 Waiver created a need to update the Health System’s Charity Care and Financial Assistance policy. The revisions to this policy were made to provide guidance to staff to facilitate a fair and consistent method to assist patients in the application process, and determination of patient eligibility for charity care and financial assistance.

Staff recommends approval of the revised Health System Policy No. 7.11, Charity Care and Financial Assistance.

RECOMMENDATION: Staff recommended approval of the items listed on the consent agenda.

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

EVALUATION: Deputy Chief Sherry King introduced Peace Officer candidate, Dennis Phillips. Mr. Phillips was born at the Robert B. Green Hospital, graduated from O.W. Holmes High School, and has been a Health System security ambassador since 2014. Dr. Kristen Plastino introduced the Medical/Dental Staff items, and Board members welcomed her back after a six week absence. Mr. Smith commended the staff for planning two successful events for the Hilliard Clinic grand opening on January 18 and 20, 2018.

FOLLOW-UP: None.

**ACTION ITEMS:**

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

**CONSIDERATION AND APPROPRIATE ACTION REGARDING A LEASE AGREEMENT WITH THE UNIVERSITY OF TEXAS SYSTEM FOR THE UNIVERSITY HEALTH SYSTEM MAMMOGRAPHY CLINIC SPACE IN THE GROSSMAN BUILDING AT THE UT HEALTH SAM ANTONIO CANCER CENTER – ALLEN STRICKLAND**

SUMMARY: University Health System and The UT System entered into a Lease Agreement for space at the UT Health San Antonio Cancer Center (formerly the Cancer Therapy and Research Center) in the Grossman Building on September 1, 2007. This space has been continually occupied by the Health System's Breast Clinic as the primary mammography clinic for its patients. The lease was for a term beginning September 1, 2007 and ending December 31, 2017. Once opened, this space became a hospital based radiology/mammography center, creating a dedicated facility for our patients requiring these services and placing our patients in a more patient friendly setting to have their procedures performed. Over the past three years, the 7 percent procedural growth has given our patients the opportunity to have their procedures performed in an easily accessible facility, eliminating the need to navigate through the main hospital and creating a more positive patient experience: 2015 – 9,969; 2016 – 10,407; 2017 – 10,733 (year and count of procedures). The space consists of 5,210 square feet for \$20.16 per foot per year. This amounts to an annual base lease cost of \$105,033.60. If the agreement is renewed annually as in the past, the total cost for the 10-year term would be \$1,050,336.00. UT Health San Antonio's workforce composition data was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval to authorize the President/CEO to execute the Lease Agreement for the space at the UT Health Cancer Center, Grossman Building for up to ten years beginning January 1, 2018 at a maximum cost of \$1,050,336.00.

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

EVALUATION: None.

FOLLOW-UP: None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING A MEMORANDUM OF UNDERSTANDING WITH THE SOUTHWEST TEXAS REGIONAL ADVISORY COUNCIL ("STRAC") AND LOCAL HEALTH SYSTEMS FOR THE SUPPORT OF THE SOUTH TEXAS CRISIS COLLABORATIVE (STCC), A SUBDIVISION OF STRAC - EDWARD BANOS**

SUMMARY: University Health System, Methodist Healthcare System, Baptist Health System, CHRISTUS Santa Rosa Health System, Nix Hospitals System, Southwest General Hospital, along with Methodist Healthcare Ministries of South Texas, STRAC, Haven for Hope and the Center for Health Care Services, make up the membership of the South Texas Crisis Collaborative (STCC). As a group, these stakeholders, through a newly established STCC Steering Committee, identified the need for a coordinated effort to focus on development of a comprehensive, integrated crisis intervention system across all major public payors, philanthropy, non-profit organizations, hospital providers, and behavioral health providers. By creating a County wide council the goal is to improve access for patients in the right care settings for both behavioral and physical health needs. The ultimate goal of decreasing preventable emergency department and inpatient visits is to have these patients identified early and managed in an appropriate setting. In addition, the plan is to improve the overall quality of life of persons suffering from these conditions by addressing their social determinants of health. STRAC contracted with Capital Healthcare Planning (CHP) to embark on a study of the use of emergency departments and inpatient and outpatient settings across Bexar County, and to collect information regarding the incidence of homelessness, chronic physical health and mental health/substance related conditions. From the CHP study and continued discussion within the STCC Steering Committee, it was determined that funding is needed to sustain STCC staffing to deliver ongoing data analyses, technology tools, and personnel, but also to fund certain programs essential to meet the defined goals, such as:

1. MEDCOM (\$2,000,000): Provides Law Enforcement Navigation of medically stable patients who are emergently detained for psychiatric emergencies to appropriate psychiatric facilities. Facilities include free-standing psychiatric hospitals along with general medical hospitals with inpatient psychiatric units. Patients are navigated to age-appropriate facilities including those for pediatrics, adults and the elderly.
2. Nix Psychiatric Emergency Services (\$2,000,000): designed to decompress local emergency departments and to remain available for those patients navigated by MEDCOM.
3. STCC Infrastructure (\$1,000,000): Works on behalf and in support of STCC and the STCC Steering Committee, and includes, but is not

limited to, personnel for IT, HR, Finance, etc. The STCC will deliver data analyses, software, technology tools, and personnel to manage and monitor Law Enforcement Navigation along with monitoring of the system solutions agreed upon by the Steering Committee. The Steering Committee meets monthly and will continue to oversee the outcomes of programs and services related to this population.

The financial outlay for this MOU is \$1,100,000. All the Bexar County health systems and Methodist Healthcare Ministries have agreed to fund the services outlined with the cost split agreed upon by all the Systems' CEOs based on net revenue market share. University Health System and all the participating hospitals will expect savings far greater than the initial investment. It will be monitored quarterly as the financial data are reviewed.

**RECOMMENDATION:** Staff recommends Board of Managers' approval for funding in the amount of \$1,100,000.00 for nine months, January 1, 2018 – September 30, 2018 payable to the Southwest Texas Regional Advisory Council for support of the Southwest Texas Crisis Collaborative.

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

**EVALUATION:** As a whole, Bexar County hospitals provide over \$201 million in cost for homeless and mental healthcare. The Health System provides over \$120 million in cost to care for the homeless and provide mental healthcare. Mr. Hernandez reiterated the community effort put forth by all. He thanked Mr. Kevin Moriarity of Methodist Health Care Ministries for stepping up to the plate; his persistence and the hard work of Ed Banos and Dr. Sally Taylor has made this possible. Dr. Jimenez asked about the progress in sharing data and tracking patients who are treated as a result of this funding. Dr. Taylor believes that the arrangement will indeed help track more information; the same topic was discussed at the Community Medical Directors Round Table earlier today because these individuals are known to go to different places to receive their healthcare. Linking the continuum of care, while also streamlining processes and identifying evidence-based practices for start-up and expansion are guiding principles.

**FOLLOW-UP:** None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING AN AMENDMENT TO THE BEHAVIORAL HEALTH SERVICES DSRIP AGREEMENT WITH NIX HOSPITALS SYSTEM, LLC D/B/A NIX BEHAVIORAL HEALTH SERVICES RELATED TO PSYCHIATRIC EMERGENCY SERVICES - SALLY TAYLOR, M.D.**

**SUMMARY:** This is a contract request for funding of Psychiatric Emergency Services to be provided by the Nix Hospitals System, LLC, for a period of three months. On September 30, 2017, as many DSRIP projects were ending, the Psychiatric Emergency Services (PES) project had proven to be a valuable service to patients both from the University Hospital Emergency Department (ED) and directly from the community. Each patient Nix receives directly "off the street" means that the patient did not require the level of care of a hospital emergency department, affording the patient the opportunity to receive crisis stabilization and behavioral health care at a

more appropriate setting. During DSRIP Year (October 1, 2016 – Sept. 30, 2017) the Psychiatric Emergency Services (PES) project served 2,080 unduplicated patients (with a DSRIP goal of 1,706), including 74 percent Medicaid/low income/uninsured. From October through December 2017, the PES continued to operate, and provided care for 617 unique patients for a total of 685 total visits, including 140 transfers from the University Hospital ED. They received 300 patients on Emergency Detention by Law Enforcement who did not come to the University Hospital ED first. The average length of stay in the PES was 28.3 hours. The payor mix was unchanged at 73 percent Medicaid/uninsured. This funding bridges the operation of the PES to 2018, while ongoing funding in 2018 will be provided by Methodist Healthcare Ministries, Methodist Healthcare System, CHRISTUS Santa Rosa Health System, Nix Hospitals System, Baptist Health System, Southwest General Hospital and University Health System. The financial outlay for this contract is \$1,000,000.00 paid directly to the Nix Hospitals System. This is a planned expense and is included in the budget for FY2017. All of the Bexar County health systems and Methodist Healthcare Ministries have agreed to fund this program in 2018 with the cost split agreed upon by all the Systems' CEOs based on net revenue market share. The workforce composition data for the Nix Hospitals System, LLC, was provided for the Board's review.

- RECOMMENDATION:** Staff recommends Board of Managers' approval of funding in the amount of \$1,000,000.00 for three months, October 1, 2017 – December 31, 2017 for Psychiatric Emergency Services provided by Nix Behavioral Health Services.
- ACTION:** A **MOTION** to approve staff's recommendation was made by Mr. Hasslocher, **SECONDED** by Ms. Barrera, and **PASSED UNANIMOUSLY**.
- EVALUATION:** The initial DSRIP contract (9/1/13 through 9/30/17) and two amendments including three years of actively providing care for patients, incurred a total cost of \$22,034,362. All costs were covered by the DSRIP program funding.
- FOLLOW-UP:** None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR NOVEMBER 2017-REED HURLEY**

- SUMMARY:** Mr. Hurley presented final, unaudited financials for the month of November 2017. Clinical activity (as measured by inpatient discharges) was up 2.6% for the month compared to budget. Community First Health Plan (CFHP) fully-insured membership was down 0.2%. Gain from operations was \$7.8 million, \$108,000 worse than budget. The bottom line gain (before financing activity) was \$1.4 million, \$71,000 worse than budget and was due primarily to higher other operating expenses. Debt Service Revenue was \$4.7 million which is equal to the budgeted Debt Service payment of \$4.7 million. Notable increases and decreases from the Consolidated Balance Sheet were reviewed in detail with the Board.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR DECEMBER 2017- REED HURLEY**

**SUMMARY:** In December clinical activity (as measured by inpatient discharges) was up 2.7% for the month compared to budget. Community First Health Plan (CFHP) fully-insured membership was down 0.7%. Gain from operations was \$10.4 million, \$3.6 million better than budget. The bottom line gain (before financing activity) was \$4.6 million, \$4.3 million better than budget and was due primarily to higher operating revenues. Debt Service Revenue was \$4.7 million which is equal to the budgeted Debt Service payment of \$4.7 million. Notable increases and decreases from the consolidated Balance Sheet were reviewed with the Board in detail. Mr. Hurley briefly touched upon a CFHP issue regarding payment for STAR Kids, a \$175 million/year program.

**RECOMMENDATION:** Staff recommends acceptance of the financial reports for November and December 2017, subject to audit.

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

**EVALUATION:** None.

**FOLLOW-UP:** Dr. Jimenez requested an update regarding NICU babies and the Mommies Program.

**INFORMATION ONLY:**

**REPORT REGARDING MEDICAL-DENTAL STAFF COMMITTEES AND DEPARTMENTS – RAJEEV SURI, M.D., VICE PRESIDENT, MEDICAL/DENTAL STAFF**

**SUMMARY:** Mr. Smith directed his colleagues' attention to the Medical/Dental Staff report on Graduate Medical Education.

**RECOMMENDATION:** This report was provided for informational purposes only; no action by the Board was required.

**ACTION:** None.

**EVALUATION:** None.

**FOLLOW-UP:** None.

**ADJOURNMENT:**

There being no further business, Mr. Smith adjourned the Board meeting at 3:00 p.m.

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Ira Smith  
Vice Chair, Board of Managers

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

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Sandra D. Garcia, Recording Secretary