



**BEXAR COUNTY HOSPITAL DISTRICT  
BOARD OF MANAGERS**

Tuesday, October 22, 2024  
6:00 pm  
Cypress Room, University Hospital  
4502 Medical Drive  
San Antonio, Texas 78229

**MINUTES**

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**BOARD MEMBERS PRESENT:**

Jimmy Hasslocher, Chair  
Anita Fernandez, Vice Chair  
Margaret Kelley, MD, Secretary  
Patricia (Pat) Jasso  
David Cohen, MD

**OTHERS PRESENT:**

Edward Banos, President/Chief Executive Officer, University Health  
Bill Phillips, Executive Vice President/Interim Chief Operating Officer, University Health  
Ted Day, Executive Vice President/Strategic Planning & Business Development, University Health  
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health  
Serina Rivela, Vice President / Chief Legal Officer, University Health  
Don Ryden, Vice President/Project, Design & Construction, University Health  
Brian Freeman, Executive Director, Capital Improvements, University Health  
Dr. Bryan Alsip, Executive VP, Chief medical Officer, University Health  
Dr. Juan Garza, Sr. Vice President, Chief Quality & Health Informatics Officer  
Ashley Windham, DO, Vice President, Quality Informatics, University Health  
Katherine Reyes, Sr. Vice President, Pre-Acute Services, University Health  
Anna Taranova, Deputy Chief of Public Health, Innovation and Equity Officer, University Health  
Leni Kirkman, Executive VP, Chief Marketing, Communications & Corporate Affairs Officer, University Health  
Andrea Casas, Vice President, Chief Human Resources Officer, University Health  
Elizabeth Allen, Director, External Communications, Corporate Communications, University Health  
Andrew Smith, Executive Director, Government Relations and Public Policy, University Health  
Josh Nieto, Chief Compliance, HIPPA Officer, University Health  
Horacio Vasquez, Executive Director, Supply Chain Management, University Health  
Jennifer Rodriguez, Vice President, Chief Pharmacy Officer, Pharmacotherapy & Pharmacy Services  
Larry Wallis, Director, Internal Audit, University Health  
Dr. Kristen Plastino, Vice Chair of Clinical Operations, Professor, Dept. of Ob/Gyn., UT Health San Antonio  
Allen Strickland, Vice President, Hospital Administration, University Health

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Rosa Olivares, Executive Director, Operations, University Health  
Trey Wineglass, Administrative Resident, University Health  
And other attendees.

**CALL TO ORDER:**

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

**INVOCATION AND PLEDGE OF ALLEGIANCE — JIMMY HASSLOCHER, CHAIR**

Invocation – Jeanene Atkinson, University Health Chaplain — *Jimmy Hasslocher, Chair*

Mr. Hasslocher led the pledge of allegiance.

**PUBLIC COMMENT:** None

**SPECIAL RECOGNITION:** Quarterly Employee Recognition Awards (*Andrea Casas/Leni Kirkman*)

**SUMMARY:** The winners of for the Quarterly Employee Recognition were announced as follows:

<b>Professional:</b>	Rebecca James
<b>(Nursing)</b>	Epic Analyst, EPIC Operations
<b>Professional:</b>	Rosalva Gonzalez
	Clinical Pharmacist I, Pharmacy Outpatient
<b>Management:</b>	Regina Reed
	Care Coordination Director, Case Management

**COMMENTS:** Mr. Banos added that the patient had previously spoke to the Board about her issues and how University Health helped her. Regina worked tirelessly with the patient to assist her with housing in the Town Twin Village. Regina has had a meaningful and significant impact on the patients' life allowing her to thrive and gain stability.

<b>Technical:</b>	Kathy Ibarra
	Medical Assistant, University Medicine Associates Dominion Crossing
<b>Clerical</b>	Alex Lara
	Reimbursement Specialist, Pharmacy
<b>Service:</b>	Linda Gonzalez
	Lead Security Ambassador, Protective Services
<b>Volunteer:</b>	Lisa Cartwright
	Volunteer, Volunteer Services
<b>Provider:</b>	Sarah Abang-Hayes, M.D.
	Clinic Medical Director, University Medicine Associates, North Clinic
<b>Team:</b>	Pediatric Oncology Skills Team
	Karen Joy Rios and Lisa Rodriguez

This year's quarterly recipients will be our special honored guests at the Annual Employee Recognition Awards Ceremony. Employees of the Quarter receive a plaque, embossed pen and an opportunity to select one of numerous awards valued at \$100 on the Employee Recognition website.

**Action Items:**

**Consideration and Appropriate Action Regarding Amendments to the General Contractor Agreement and Project Manager Agreement for Interior Finish Out with Satterfield & Pontikes Construction, Inc. and S. Jackson CCM Group at University Health Vida and Associated Costs Thereto — *Don Ryden***

**SUMMARY:** University Health is dedicated to enhancing community well-being and advancing comprehensive population health initiatives through its Institute for Public Health, with a focus on health equity, preventive care, and acute care services. The COVID-19 pandemic underscored the critical need for better access to behavioral health services for all age groups within the community. In line with the Institute's mission to promote health, prevent disease, and address health disparities and adverse social conditions in South Bexar County, University Health is establishing a new Behavioral Health Clinic at the University Health Vida location.

Data from the 2021 Behavioral Risk Factor Surveillance Survey indicated that 19% of adults in South Bexar County experienced poor mental health for at least 14 days in the previous month, compounded by limited access to mental health providers. Focus groups conducted as part of the South Bexar County Health Needs Assessment revealed a strong demand for local mental health services and a greater need for education on managing depression, anxiety, and other mental health disorders. In 2023, the behavioral health clinic near University Hospital on Babcock Road treated 538 patients from South Bexar County, illustrating the high demand for more conveniently found services.

The development of the Institute for Public Health facilities began in 2021, following the passage of the American Rescue Plan Act (ARPA) of 2021. University Health received a \$40 million ARPA grant from Bexar County to support the project. The Design-Bid-Build acquisition process was determined to be the most appropriate for the planned Project. Alta Architects, Inc. (Alta) started design work early in 2023. S. Jackson CCM Group, LLC, operating as Integrated Construction Management Services (ICMS), was selected as the Owner's Representative and Project Manager in March 2023. As University Health requirements were further defined through the design process, project cost forecasts showed that additional funding would be necessary. The Board approved additional funding in February 2024 to supplement the ARPA grant.

The University Health Vida Behavioral Health Clinic on the third floor will serve children, adolescents, and adults, providing specialized care that includes trauma-informed individual, group, and family counseling; a Living Room drop-in model designed to prevent crises and reduce unnecessary hospital visits; psychiatric evaluations and treatment; psychological testing; and case management.

The clinic will feature dedicated spaces for both children and adults, and there are plans to collaborate with local colleges to expand services beyond those currently offered by student health programs. This expansion includes psychiatric medication management, longer-term evidence-based therapies, and psychological testing.

Further discussions confirmed an affiliate supporting business, Community First Health Plans Inc., will co-locate and occupy parts of the second floor demonstrating the Institute for Public Health's commitment to community engagement with integrating preventive care and public health initiatives.

The area, with its flexible meeting rooms, community outreach spaces, and facilities for workshops and group activities, will strengthen the connection between University Health and the local community and enable University Health to serve as a hub for both behavioral health services and broader community well-being, promoting early intervention and supportive care.

The third-floor shell space, designed specifically for the new Behavioral Health facilities, is a testament to the University Health patient-centered approach. It provides an optimized environment for treatment, with counseling rooms, group therapy spaces, offices for mental health professionals, waiting areas, and support spaces, all designed with the patient at the center. This design, incorporating the latest research in behavioral health care, ensures that the space meets the needs of both patients and staff, offering a high standard of care. Staff assesses there will be near-term construction schedule impacts of the build-out, but considers the benefits of this additional work to outweigh the schedule impact of additional time. Further details on the features of the planned interior build-out follow.

The Designer of Record, Alta, has completed the required design effort for the build out. This design considers the capacity upgrades to supporting utility infrastructure including power, water, and HVAC systems serving the newly built-out spaces. The design also considers public spaces within the building that accommodate the increased building population for the added services including optimized lobby use, public bathrooms, and wayfinding signage.

Staff recognized the urgency to secure the best pricing within the construction timeline and authorized the designer of record, Alta, to begin designing the mental health services build-out ahead of the contractual scope inclusion. This advance work was made possible by using design contingency funds available on Alta's existing contract. The original awarded amount for the Design Services Agreement with Alta will remain unchanged. The original awarded price of the General Contractor Agreement with Satterfield & Pontikes was \$27,445,807. The expansion of the scope to include the described build-out will add \$5,021,214, increasing the total contract amount to \$32,467,021. Staff determined that the proposed pricing is appropriate and recommends increasing the total Project budget by \$5,021,214.

The original awarded price of the Project Management Services Agreement with ICMS was \$994,667. The build-out will extend the overall construction duration, requiring a matching extension of PM services of \$187,493 for a new total of \$1,182,160. Staff recommends increasing the total Project budget by \$187,493. The finalized budget forecasts for outfitting the complete building include IT infrastructure and hardware, technology installation services, MEQ, FFE, logistics support, signage, and other outfitting accessories and services total \$1,236,287. Staff recommend increasing the total Project budget by this amount from the Board Designated Funds and notes that the later procurements will follow existing University Health policies.

**RECOMMENDATION:** Staff recommends that the Board of Managers approve added Project funds of \$6,444,994 from the Board Designated Capital Account to build-out the third floor and parts of the second floor and enable initial outfitting of the Behavioral Health Clinic, and authorize the President/Chief Executive Officer to execute the appropriate actions as follows:

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- Amend the General Contractor Agreement with Satterfield & Pontikes Construction, Inc. to perform the build-out, not to exceed \$5,021,214.
- Amend the Project Management Services Agreement with S. Jackson CCM Group, LLC, to extend project management services, not to exceed \$187,493.
- Establish the budget lines for associated costs as highlighted in the Summary Table to support the future purchase of goods and services to outfit University Health Vida, not to exceed \$1,236,287.

**COMMENTS/DISCUSSIONS:** Dr. Cohen asked when there are proposals such as this one, are there competitive bids for the additional work of each of the projects. Mr. Ryden commented that there are multiple sub-contractors that place their bids for these projects and further explained the process to the Board. Further discussions ensued.

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

**EVALUATION:** None

**FOLLOW UP:** None

### **Consideration and Appropriate Action Regarding a Lease Agreement with SA 4330 Medical MOB, LTD. for Clinic Space at 4330 Medical Drive, San Antonio, Texas 78229 and Approval of Related Furniture, Fixture, Equipment and Information Technology Infrastructure Expenses — Don Ryden**

**SUMMARY:** In 2024, University Health staff were notified that Pediatrix Medical Services, Inc. announced the pending closure of its existing Pediatric Cardiology practice in San Antonio. This closure puts the current patient roster and community at risk, due to their need to access Pediatric Cardiology Care.

In an effort to ensure continuation of Pediatric Cardiology Care to the community, University Health, under University Medicine Associates, has executed employment agreements' with 3 Pediatric Cardiology Physicians, 1 Pediatric/Congenital Cardiologist, 2 Advanced Practice Providers and 2 Echo Technicians. This equates to employing about half of the staff at Pediatrix Pediatric Cardiology which faces an impending closure. In an effort to expeditiously transition care from Pediatrix to University Health, staff identified a full floor space option that is approximately 10,000 rentable square feet located in Medical Center at 4330 Medical Drive. The Pediatric Cardiology Team stressed the need to have clinical space that is within walking distance to the hospitals within the Medical Center. The approach to preparing and occupying the floor would be phased. This location is ideal to house not only the Pediatric Cardiology Team, but other General or Specialty Medical Providers, due to the close proximity to University Hospital.

Phase I will include utilizing Suite 225, which is approximately 7,000 rentable square feet and partially built out as Clinic space. Some renovations are required to occupy this space. Additionally, the space requires installation of Information Technology Infrastructure and Furniture, Fixtures, Equipment. Cardiology Medical Staff can utilize the existing 10 exam rooms, as 8 exam rooms and 2 Echo Rooms. This suite allows space to be readily available to welcome the new Pediatric Cardiology Team and the patient community.

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Phase II of this project will include bringing additional service providers to occupy the remaining half of the floor, to include Suites 200 and 250. Phase II will require design and construction activities to combine two contiguous suites, as well as the purchase of Furniture/Fixtures/Equipment. University Health, as tenant, will not pay rent for the additional suites 200 and 250, until thirty-days following substantial completion of construction.

University Health will enter into an eight-year lease agreement with a beginning base rent rate of \$20.00 per square foot, plus taxes and property operating expenses. University Health will occupy Suite 225 initially with a future expansion into Suites 200 and 250, within 18 months. University Health will only pay rent on occupied spaces. The rent for Suites 200 and 250 will be abated for up to 18 months, which represents a value of approximately \$100,000. Base rent will increase 3% per year.

As part of the lease agreement, landlord will provide a tenant improvement allowance of \$25 per square foot for Suite 225, a tenant improvement allowance of \$35 per square foot for Suite 200 and a tenant improvement allowance of \$50 per square foot for Suite 250.

The scope for Phase II is under development for future occupancy. Staff estimates approximately \$1.4 million will be needed for the build out and furnishing of Suites 200 and Suite 250. The tenant improvement allowance will be \$138,020 for Phase II and therefore require approximately \$1.3 million of University Health provided funds. The funding for Phase II will be from a future routine capital budget.

Staff recommends that the project costs, for Phase I, be funded from Board Designated Funds.

**RECOMMENDATION:** Staff recommends the Board of Managers approve the Lease Agreement with SA 4330 Medical MOB, Ltd. and authorize the President/Chief Executive Officer to sign the agreement. The eight (8) year lease expense is \$3,216,122. In addition to the lease agreement, staff recommends the Board of Managers approve the project costs and other associated costs therein not to exceed \$2,209,874 to be funded from the Board Designated Capital Account.

**COMMENTS/DISCUSSIONS:** Mr. Banos provided a brief background of how this project came about. When the ENT practice decided to close we were able to expand the practice the Pediatric ENT Service. We have gained more Pediatric ENT Doctors than the Medical School. Further briefing continued and an extensive discussion ensued.

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

**EVALUATION:** None

**FOLLOW UP:** None

**Report on Joint Commission Accreditation — Edward Banos**

**SUMMARY:** We had an un-announced Joint Commission visit on Tuesday, Oct. 15<sup>th</sup> were 11 reviewers arrived along with one Physician and mostly Nurses to include their Supervisor. They conducted a very thorough inspection. Dr. Bryan Alsip commented on how Mr. Banos updated the board. Dr. Alsip commented on how the Inspection Team was very collaborative, one of the largest survey teams in all fifteen years Dr. Alsip has been hear to conduct their Tri-annual survey.



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Overall University Health did very well in the survey. The Surveyors were very pleased and surprised at how well engaged our physicians were and all those they came across as it shows allot about the culture of our organization. The mechanics of our follow-up reports but we are very skilled in that process.

**Adjournment:** — *Jimmy Hasslocher, Chair*

There being no further business Mr. Hasslocher adjourned the public meeting at 6:53pm., for a closed session.

*Jimmy Hasslocher*

Jimmy Hasslocher  
Chair, Board of Managers

*Margaret A. Kelley*

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

*Janie M. Guevara*

Janie M. Guevara, Recording Secretary

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

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

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