



University Health System

BEXAR COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS

Tuesday, September 24, 2019
6:00 p.m.
Board Room
Texas Diabetes Institute
701 S. Zarzamora
San Antonio, Texas 78207

MINUTES

BOARD MEMBERS PRESENT:

James R. Adams, Chair
Ira Smith, Vice Chair
Dianna M. Burns, M.D., Secretary
Robert Engberg
James C. Hasslocher
Janie Barrera

BOARD MEMBERS ABSENT:

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

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
Awoala Banigo, Senior Vice President/Chief Revenue Officer, University Health System
Antonio Carrillo, Executive Director, Procurement Services, University Health System
Lourdes Castro-Ramirez, President, University Health System Foundation
Theresa De La Haya, Senior Vice President, Health Promotion/Clinical Prevention, University Health System Texas Diabetes Institute
Stacey Foremski, Special Assistant to the Chief Operating Officer, University Health System
William Henrich, MD, President, UT Health San Antonio
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, Senior Vice President, Strategic Communications and Patient Relations, University Health System
Brian Lewis, Vice President/ Quality, University Health System
Elliott R. Mandell, PhD, MBA, RPh, Senior Vice President/Chief Pharmacy Officer, Department of Pharmacotherapy and Pharmacy Services, University Health System
Bill Mundt, Deputy Chief Information Officer, Information Services, University Health System

Joshua Nieto, General Counsel, Chief Compliance/HIPAA Officer, Integrity Services, University Health System
Teresa Nino, Director/Communications, Epic Health Electronic Health Record, University Health System
Rosa Olivares, Senior Director, Hospital Operations, University Hospital
Bill Phillips, Senior Vice President/Chief Information Officer, Information Services, University Health System
Serina Rivela, Vice President/General Counsel, Legal Services, University Health System
Carlos A. Rosende, MD, Chair, Department of Ophthalmology, UT Health San Antonio
Michael Roussos, Hospital Administrator, University Hospital
Don Ryden, Vice President/Projects, Design, and Construction, University Health System
Theresa Scepaniski, Senior Vice President/Chief Administrative Officer, University Health System
Travis Smith, Deputy Chief Financial Officer, University Health System; and Chief Operating Officer, Community First Health Plans, Inc.
Allen Strickland, Vice President/Hospital Administration, Fiscal, University Hospital
Rajeev Suri, MD, Professor/Department of Radiology; and Vice President/Medical-Dental Staff, University Health System
Sally Taylor, MD, Chief, Behavioral Health Services, University Health System
Ricardo Villarreal, President/Chief Executive Officer, Community First Health Plans, Inc.
Jim Willis, Associate Administrator, University Hospital
And other attendees.

CALL TO ORDER AND RECORD OF ATTENDANCE: JIM ADAMS, CHAIR, BOARD OF MANAGERS:

Mr. Adams called the meeting to order at 6:07 p.m.

INVOCATION AND PLEDGE OF ALLEGIANCE

Mr. Adams introduced Ms. Janet Deitiker-Tracy of United Methodist Church for the invocation, and he led the pledge of allegiance.

CITIZENS' PARTICIPATION: None.

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

SUMMARY:

Dr. Henrich thanked Board members and Health System leadership for attending the annual UT Health President's Gala on Saturday, September 21, 2019 honoring Karen and Ronald Herrmann. The event, which also marked the 50th anniversary of the School of Nursing had 1,900 people in attendance. The Herrmanns made a \$1 million donation for the endowment of a Nursing School program on caring for the caregiver. As the population in San Antonio ages and veterans return from war, there is not another alternative other than family members to care for these individuals. A caregiver's self-care is just as important, there is a high toll on their well-being with depression, anxiety, and suicide prevalent among them. As it turns out Mrs. Hermann's mother was a nurse anesthetist at University Hospital and it is the long standing relationship between the two institutions that was one of the catalysts for this donation. UT Health closed its books for the

fiscal year on August, 31, 2019, at which time Drs. Henrich and Hromas were officially informed that UT Health has reached a new high in annual research funding - \$282.3 million - which means that they will bypass the \$300 million mark if they continue to grow research, as Dr. Hromas has planned. This is a distinctive measure of excellence; a notable number to be proud of. Dr. Henrich yielded the floor to Dr. Hromas. Dr. Mark Bonnen, new Chair of Radiation Oncology started on September 1, 2019. Dr. Ralph Ravelo, new Chair of Emergency Medicine, starts in six weeks. The Urology Department Chair search is ongoing, and the Physical Medicine and Rehabilitation search is in its final stages of conducting on-site interviews. Dr. Alsip is on this particular search committee; and there are always one or two Health System leaders involved in the search process for department chairs and/or division chiefs. Dr. Hromas yielded the floor to Dr. Suri for an update on Medical/Dental staff issues. Dr. Suri acknowledged the physician leaders present. The Epic rollout is moving along with providers actively involved in the training phase of the project. The “train the trainer” model approved by the Board last week will focus on the provider’s daily work, and is limited to training and information for their respective specialty; it is the most effective training model to optimize success at go-live. The Health System’s new imaging system, AFGA, is being implemented in three phases over the next three years. Currently the project is in Phase I which focuses on Radiology and Infrastructure. Also, at the present time, the Health System’s Professional Staff Services Department is preparing to eliminate the time consuming and paper intensive credentialing process by launching new software called “MD-App,” which will allow providers and credentialing staff to complete provider applications and privilege forms online. Both Dr. Hromas and Dr. Suri complimented Mr. Christopher Copeland, Director of Professional Staff Services for his professional and helpful attitude during the implementation of MD-App. Board members thanked Dr. Suri for his service and Mr. Hasslocher congratulated Dr. Henrich for the successful gala.

RECOMMENDATION:	This report was provided for informational
ACTION:	No action was required by the Board of Managers
EVALUATION:	Mr. Adams provided a brief update regarding his recent hospitalization. The combination of Health System nurses and UT Health providers is unbeatable. The care and attention they provide to their patients is superb. It was evident to Mr. Adams that the providers collectively value the relationship and they like being part of this particular team. At this time, Mr. Hernandez introduced Mr. Ricardo Villarreal, the new President/CEO at Community First health Plans, Inc., effective September 16, 2019. Mr. Villarreal comes from Driscoll Health System where he served as Vice President of Finance for the Driscoll Health Plan since 2007.
FOLLOW-UP:	None.

NEW BUSINESS:

CONSENT AGENDA – JIM ADAMS, CHAIR

CONSIDERATION AND APPROPRIATE ACTION REGARDING PURCHASING ACTIVITIES — ANTONIO CARRILLO/TRAVIS SMITH

SUMMARY: A total of twenty (20) contracts with a value of \$43,056,280 were presented to the Board of Managers during the month of September. The following contracts require approval by the BCHD Board of Managers: Nine (9) consent contracts with a total value of \$6,599,431; and eleven (11) presented contracts with a total value of \$35,456,849. During the month of September 2019, there were six (6) contracts classified as Small, Minority, Woman, or Veteran Owned Enterprises (SMWVBE). This month's SMWVBE Status Report reflects items submitted for Board approval.

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

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

EVALUATION: Mr. Adams noted item no. 5 on Attachment A, a contract with Gozio, Inc., for a mobile wayfinding application. He called upon Ms. Kirkman for a brief summary of the proposal and she introduced Ms. Crystal Senesac, Executive Director for Marketing Communications; and Ms. Selene Mejia, Manager for Digital Marketing. RFP 219-05-012-SVC was issued earlier this year to identify the best partner to develop a door-to-door, turn-by-turn, hospital-branded mobile wayfinding application, since University Hospital today is roughly two million square feet over three towers – Rio, Horizon and Sky. With the construction of the new Women's and Children's hospital, the recommended comprehensive solution offered by Gozio, Inc., will replace the current mobile application and expand its limited capabilities to provide convenient and useful information for patients, visitors and staff. All needed services are included in the overall cost proposal, with no foreseeable a la carte charges. Gozio, Inc., is located in Atlanta, GA, and its workforce composition was provided for the Board's review. The contract with Gozio, Inc., is in the amount of \$1,038,321.

FOLLOW-UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH UNITED SERVICE ASSOCIATES, LLC, FOR JANITORIAL SERVICES AT SELECTED LOCATIONS — JIM WILLIS

SUMMARY: After a comprehensive evaluation of the facilities owned by the Health System, staff identified 17 out of 23 remote locations for transition to a third party janitorial service vendor. The proposed

locations to be served include: Hilliard Clinic, Southeast, Southwest, South Flores, Kenwood, Tech Center, Business Center, Community First Health Plan (CFHP) Oaks Campus, Community First Health Plans Avenida Guadalupe, Naco Perrin, North, North Carelink, Northwest, Dominion, Zarzamora, Salinas, and the Refugee Clinic. On November 19, 2018, a Request for Proposals (RFP) for janitorial services was published for these 17 locations. Mr. Willis summarized the scope of services and described the initial evaluation/scoring criteria that was included in the RFP. In order to promote increased local community participation, potential contractors had the opportunity to bid on all 17 locations or for one or more of three zones. *Zone one:* Hilliard, Southeast, Southwest, South Flores, and Kenwood. *Zone two:* Tech Center, Business Center, CFHP Oaks, CFHP Avenida, and Naco Perrin. *Zone three:* North, North Carelink, Northwest, Dominion, Zarzamora, Salinas, and Refugee. By December 14, 2018, 15 responses were received. The names of the 15 vendors, and their locations, were provided for the Board's review. On February 8, 2019, all 15 submittals were reviewed and scored by the evaluation committee. It was noted that four out of the 15 vendors are local. Based on the results, the evaluation committee invited six of the 15 companies to provide full 30 minute presentations on July 17, 2019. There were also invited to tour all 17 facilities. The six finalists were encouraged to incorporate operational knowledge acquired from the site tours into their final presentations along with providing their best and final offer. This second review included different criteria which Mr. Willis outlined for the Board. The initial and final scoring criteria were combined to determine which finalist brought best value to the Health System. After careful consideration, the recommendation was to award the full contract for all three zones to United Service Associates, LLC. United Service Associates provided the best overall detailed proposal for recruiting local workers, phased implementation, comprehensive training, and quality control at a competitive price. The three-year total contract amount is valued at \$1,996,136, which includes an allowance not to exceed \$150,000 for specialist services. This contract will provide the Health System with cost savings of approximately \$158,000 per year, or a total of \$474,000 in three years. The workforce composition of United Service Associates, LLC was provided for the Board's review and it was noted that the vendor is a local and holds multiple business certifications. Mr. Willis introduced Ms. Ernestina Luna as the local business owner. Ms. Luna is prepared to recruit additional staff, locally, to meet the contract requirements.

RECOMMENDATION: Staff recommends that the Board of Managers approve a janitorial contract for three years in the total amount of **\$1,996,136** with United Service Associates, LLC.

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

EVALUATION: Mr. Willis assured the Board that current Health System housekeeping employees will not be displaced due to the third

party janitorial contract. Approximately 20.2 FTEs of existing Environmental Services personnel will be reassigned to open Environmental Service positions within the Health System. Mr. Engberg agreed with the staff's approach; he is impressed with the cleanliness of Health System facilities. The new workforce will be highly skilled, provide savings for the Health System, as well as quality. As far as oversight of these employees, Mr. Willis noted that the Environmental Services Department has an internal 7-step process in place for all shifts at University Hospital, that management will mirror at all 17 facilities. United Service Associates currently provides quarterly deep cleaning services for the kitchen at University Hospital, and has a history of excellent service for the organization, and other large, local health facilities which Mr. Willis identified for Mr. Engberg.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FOLLOWING ITEMS FOR EXPANSION OF SERVICES AT THE MEDICAL ARTS AND RESEARCH CENTER (MARC) HEART STATION: CONTRACT WITH UT HEALTH SAN ANTONIO FOR CONSTRUCTION SERVICES; AND CONTRACT WITH GE HEALTHCARE FOR A NUCLEAR CAMERA— JIM WILLIS

SUMMARY: The Health System assumed operational responsibility at the MARC Heart Station in 2011. Between 2014 and 2018, the overall operational performance has increased by 16.04 percent. The Heart Station performs approximately 3,600 echocardiograms per year utilizing two technicians, two echo machines and two procedure rooms. Nuclear imaging procedures are provided by one nuclear gamma camera located in a dedicated stress lab providing care to approximately 1,300 patients per year. The two existing echo machines at the Heart Station are owned by the Health System. As part of the Health System strategic plan to upgrade all echo equipment, both of these echo machines were replaced in 2018 to provide the highest level of image quality. The existing nuclear camera at the Heart Station is leased by the Health System since 2011. This camera is now greater than 10 years in age, has slow acquisition/processing times and limits the ability to increase capacity to meet the needs of nuclear imaging. To provide additional expanded capacity, the existing infrastructure of the Heart Station clinic must be reconfigured to accommodate the increase in patients, staff, and physicians. The current footprint of the Heart Station is inadequate and lacks proper flow to remain efficient. Construction to address new growth and improved work flow will include modifications as described by Mr. Willis in his written report. Under the current arrangement with UT Health San Antonio, the Health System bills the technical component for all diagnostic tests performed at the Heart Station. Currently, there is a Physician Services Agreement with UT Health San Antonio to pay UT physicians for all procedure interpretations. UT Health San Antonio then bills for the professional fees and reimburses those collections to

the Health System. The primary populations served at the MARC Heart Station include the private patients of UT Health, as well as, funded patient referrals from the Health System. Due to the favorable payer mix, the MARC Heart Station has a positive contribution margin of approximately \$1M per year to the Health System. The total cost of this project is **\$977,515**. This represents \$494,521 in construction costs which will be provided by UT Health as the landlord for the MARC. Staff will be seeking an amended lease agreement on the current space prior to construction. The cost of the purchase of a nuclear camera from GE Healthcare is \$437,600. The remaining \$45,394 includes the cost of furniture and IT purchases under existing contracts. The third echo machine to support this expansion was included in a 2019 capital bulk purchase of replacement echo machines within the Health System. That machine is currently in operation at University Hospital, but will be relocated to the MARC Heart Station after completion of the expansion. Increased expenses to cover added lease fees, as well as, increased staffing (echo tech) are included in the 2020 operational budget. The workforce composition for GE Healthcare Interventional Cardiology Division in Wisconsin; and for UT Health San Antonio, was provided for the Board's review.

RECOMMENDATION: Staff recommends Board of Managers' approval for the request of **\$494,521** to contract with UT Health for construction at the MARC Heart Station. Staff further recommends Board of Managers' approval of **\$437,600** to purchase a Nuclear Camera from GE Healthcare for the MARC Heart Station, and **\$45,394** in miscellaneous furnishings. The overall total of the project is **\$977,515**. Staff will proceed with the project upon appropriate extension of the existing MARC lease with UT Health San Antonio.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH MCCrackEN TECHNICAL SOLUTIONS FOR HARDWARE INSTALLATION FOR THE EPIC ELECTRONIC HEALTH RECORD PROJECT— BILL PHILLIPS

SUMMARY: In August of 2019, the Health System Board of Mangers approved the second phase of hardware acquisitions for the Epic Electronic Health Record (EHR) project, which included over 15,000 pieces of equipment. The existing Information Technology staff needs assistance to image/install this hardware in order to meet the Epic timeline at the end of December. The Health System received proposals for this service from four vendors:

Vendor	Type	Cost
Insight	Department Information Resources (DIR)	\$1,433,230
Connection	Premier (GPO)	\$1,034,960
Optimum	National	\$823,200
McCracken	Local SMWVBE	\$496,000
Technical Solution		

McCracken Technical Solutions has been doing business with the Health System for several years and has been involved with many of the Health System's hardware implementations. Most recently, they completed the hardware deployment for the Hilliard Clinic. They are uniquely qualified as they already have the knowledge and are familiar with the Health Systems tools to image desktop computers. Total cost for the acquisition of computer hardware installation services is \$496,000. This service and cost is budgeted in the overall Epic budget. The workforce composition for 7 employees of McCracken Technical Solutions, LLC was provided for the Board's review. Mr. Phillips informed the Board that the vendor will hire 10-15 more local employees to complete the project by December 2019.

RECOMMENDATION: Staff recommends Board of Managers' approval to procure computer hardware installation from McCracken Technical Solutions, LLC for \$496,000.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH THE GARLAND COMPANY, INC. FOR ROOF REPLACEMENT SERVICES AT THE RIO TOWER AT UNIVERSITY HOSPITAL AND ZARZAMORA CLINIC — DON RYDEN

SUMMARY: The current roof in place at the Rio Tower at University Hospital has deteriorated to the point where the roofing membrane, perimeter flashings and roof penetrations have failed and pose a significant risk to operational departments. This project replaces failed roofing systems in a significant portion of Rio Tower with the remaining roof areas planned and funded in the 2020 operating budget. In addition, roof leaks are prevalent at the Zarzamora Clinic with its 29 year-old roof reaching the end of its service life posing a significant risk to clinic operations. This proposal was prepared and submitted through Garland's established contract with Premier, Contract Number: PP-FA-667 (includes roofing products, systems and services). Six (6) Garland approved roofing subcontractors were invited to bid on the project with four subcontractors attending the Pre-Bid Meeting and walk-thru:

Vendor	Location	Cost
Alamo Roofing,	San Antonio - Roof Bid	\$5,538,607
Beldon Roofing,	San Antonio - Roof Bid	\$4,847,730

Tri Lam Roofing, Fort Worth - Roof Bid \$5,379,142
 CRAM Roofing, San Antonio - (No Bid)
 Port Enterprises, San Antonio - (No Bid)
 American Roofing & Metal Co, San Antonio - (No Bid)

Pricing was competitive and compared well between the three (3) bids received. Beldon was the low bidder and is the proposed subcontractor to be used on this project. Staff has reviewed the Contractor's pricing for construction services and recommends approval of their proposal in the amount of \$5,574,898 (includes 15 percent owner allowance) and is broken out with material and labor below. This purchase will be funded from 2019 operational funds.

	MATERIAL	LABOR	OWNER ALLOWANCE	TOTAL
Rio Tower	\$933,404	\$3,192,066	\$618,830	\$4,744,300
Zarzamora Clinic	\$184,139	\$538,120	\$108,339	\$830,598
Total	\$1,117,543	3,730,186	727,169	\$5,574,898

Workforce composition data for Beldon Roofing and Prime Garland/DBS, Inc., was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve the selection of The Garland Company, Inc. (dba) Garland / DBS, Inc. as Contractor for New Roofing Systems and Exterior Repairs at University Hospital and Zarzamora Clinic in the amount of \$5,574,898.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH SPAWGLASS CONTRACTORS, INC. FOR HVAC RENOVATIONS TO THE LABOR AND DELIVERY UNIT AT UNIVERSITY HOSPITAL — DON RYDEN

SUMMARY: The lack of cooling in the labor and delivery rooms on the south side of the building at University Hospital has been an issue with patients for a number of years. Air exchange rates in some areas are not optimal and Texas Department of State Health Services has noted issues with the exhaust system serving the floor. Multiple renovations have been performed over the years and, as a result of these modifications, additional demands have been placed on the HVAC systems resulting in areas that are inadequately cooled, heated, and exhausted. Mr. Ryden and Mr. Banos discussed the history and issues surrounding the various contractors and subs that previously worked on the labor and delivery unit. An engineering assessment of the 4th floor HVAC system was

performed and recommendations for addressing these issues were presented. The Health System solicited Request for Proposals (RFCSP-219-06-015-CNST) for Construction Services with two firms responding. Below are the respondents and their corresponding construction pricing and construction schedule in calendar days.

<u>Metropolitan Contracting Company</u>	<u>SpawGlass Contractors, Inc.</u>
\$1,266,158	\$1,114,979
141 calendar days	87 calendar days

The proposals were evaluated based on the criteria provided to the firms in the RFP. Of the firms that proposed, SpawGlass Contractors, Inc., was selected based on their competitive pricing, proposed schedule, healthcare experience, and safety record. Mr. Ryden provided a project budget summary to include design services, pre-construction and construction services, and commissioning for a total of \$1,284,916. Today's request is for construction services in the amount of \$1,114,979. This purchase will be funded from 2019 capital funds. The workforce composition for SpawGlass Contractors, Inc., an employee-owned company, was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve the selection of SpawGlass Contractors, Inc. as Contractor for L&D Unit HVAC Systems Project and authorize the President/Chief Executive Officer to execute a contract with SpawGlass Contractors, Inc. in the amount of \$1,114,979.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH CYPRESS HEALTHCARE VALET FOR THE HOSPITAL CONCIERGE PROGRAM IN SUPPORT OF THE WOMEN'S AND CHILDREN'S HOSPITAL AND ASSOCIATED PROJECTS—DON RYDEN

SUMMARY: Construction of the new Women's and Children's Hospital requires demolition of the North Parking Garage and surface lots, displacing current patient and guest parking, which is being relocated into the West Parking Garage (WPG). The WPG is a large structure and additional support services have been identified to ensure ease of patient and guest access. The Hospital Concierge Program is a temporary program to support the Health System's dedication to positive patient experience through wayfinding, traffic control and transport assistance to elevator/shuttle access. This is a new contract to procure temporary services by 30 FTEs during the construction of the Women's and Children's Hospital and patient and guest parking structure to assist patients and visitors 24/7/365. The Health System issued a request for proposals (RFP) for the Hospital Ambassador program on July 22,

2019. Selection criteria included pricing, interest and qualifications, references, and staffing resources. On close of the request for proposals on August 22, 2019, Cypress Healthcare Valet was the only vendor to submit a bid. The evaluation team identified the specific job posts and hours of service required for this critical patient/visitor facility access project. Mr. Banos provided Cypress Healthcare Valet staffing posts, daily service shifts, daily hours, weekly hours, and annual hours required under this contract for a total of 64,064 hours. After careful consideration, the selection team recommends awarding this contract to Cypress Healthcare Valet. Cypress Healthcare Valet understands the System's mission to the Bexar County community and is a company that provides services exclusively for healthcare facilities. They understand the healthcare culture through patient experience and how services impact patient satisfaction scores. The proposed contract is for three years for a total of \$3,197,376, or \$1,065,792 annually, to be funded from the operating budget. This contract is temporary for three years, with the ability to extend in yearly increments based on the need and timeline of the Women's and Children's Hospital construction. The workforce composition for Cypress Healthcare Valet, based out of Nashville, Tennessee, was provided for the Board's review. Cypress Healthcare has committed to hire all staff for this contract locally.

RECOMMENDATION: Staff recommends the Board of Managers approve a Hospital Concierge Program contract with Cypress Healthcare Valet for three years for a total of \$3,197,376.

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

EVALUATION: None.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A CONTRACT WITH STAR SHUTTLE AND CHARTER SERVICES IN SUPPORT OF THE WOMEN'S AND CHILDREN'S HOSPITAL AND ASSOCIATED PROJECTS — DON RYDEN

SUMMARY: To ensure continued access to the hospital during construction of the Women's and Children's Hospital, visitors and patient parking is being relocated into the West Parking Garage (WPG). The walking route for patients, visitors and staff from the WPG into University Hospital has been increased and may pose a challenge for some. The addition of a patient and guest shuttle service will ensure ease of access for all patients and guests. The service will be provided on a 24 hour/365 day constant route. This is a new agreement and is temporary during the construction of the Women's and Children's Hospital and patient/visitor parking structure. The Health System issued a request for proposals (RFP) for the Hospital Shuttle Service on July 24, 2019. Selection criteria included experience, personnel, equipment; qualifications, safety history, pricing, and staffing plan. The RFP included the

expected hours of shuttle service hours and days of coverage. On August 22, 2019, the Health System received three respective responses to the RFP:

- Corporate Services International (CSI)
- Elegant Limousine & Charter
- Star Shuttle and Charter

The evaluation team reviewed and scored all submittals on August 30, 2019. The respondent with the best score, Star Shuttle and Charter, was invited to do a presentation on September 10, 2019. The evaluation team was comprised of Hospital and Corporate Communications Leadership. The team and Star Shuttle addressed all questions, validated that they understood the importance of patient access to services and validated the references and experience met Health System expectations. Mr. Banos provided a breakdown of Star Shuttle and Charter's bid for the contract that included routes, days of week, daily hours, and weekly hours for a total of 18,720 annual hours. The proposed temporary contract is for three years is \$3,372,470 or \$1,124,157 annually, with the ability to extend in yearly increments if needed. The annual fee incorporates \$561,600 for equipment, fuel and maintenance fees and \$562,557 for contracted employee compensation to ensure specialized drivers with commercial drivers' licenses. The quoted price includes Women's and Children's Hospital advertising on the shuttles used for this contract. The workforce composition of Star Shuttle and Charter was provided for the Board's review.

RECOMMENDATION: Staff recommends the Board of Managers approve a patient and guest Shuttle Service contract with Star Shuttle and Charter for three years for a total of \$3,372,470.

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

EVALUATION: Mr. Hasslocher encouraged ample signage for shuttle pick up and drop off stations as well as the hospital entrance.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FINANCIAL REPORT FOR AUGUST 2019 — REED HURLEY

SUMMARY: In August, clinical activity (as measured by inpatient discharges) was up 1.4% for the month compared to budget. Year to date inpatient discharges are at 20,749. Community First Health Plan (CFHP) fully-insured membership was up 0.5% at 137 thousand members. On a consolidated basis, gain from operations was \$12.1 million, \$6.1 million better than budget. The consolidated bottom line gain (before financing activity) was \$10.1 million, \$9.1 million better than the budgeted gain of \$928 thousand. Higher net patient revenue and supplemental revenue resulted in performance better than budget. CFHP experienced a bottom line gain of \$1.4 million which was \$1.2 million better than budget. Higher premium revenue was offset by higher medical claims expense,

while lower operating expenses drove the positive performance to budget for CFHP. Debt service revenue was \$5.3 million which was \$126 thousand above budget. For the month of August, outpatient activity was recorded at 53,064 unduplicated visits, 11 percent less than budgeted, which the staff attributes to physician vacancies. Actual funded payer mix for August 2019 was 74.8 percent compared to budgeted 74.3 percent; and 2018 actual funded mix was 74.3 percent. Mr. Hurley reviewed bottom line revenue impacts, such as property taxes, salaries, CFHP claims expense, non-medical supplies, and year to date budgeted bottom line revenue impacts, such as property taxes, grant revenue, CFHP claims expense and medical supplies. Mr. Hurley reviewed notable increases and/or decreases from the December 31, 2018 Consolidated Balance Sheet in detail with the Board, and monthly and projected financial performance through the end of 2019.

RECOMMENDATION: Staff recommends acceptance of the financial reports subject to audit.

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

EVALUATION: Mr. Hernandez voiced his concerns regarding physician vacancies that have impacted outpatient activity this year. Primary physicians and nurse practitioners are very much in demand and the staff will continue to monitor this situation. He will update the Board with any new or critical information on this topic. Further, he reminded the Board of the various initiatives taking place to attract providers. Dr. Burns advised that staff take into consideration the fact that salary is not always the most important issue for providers. Mr. Smith asked about the amount available in the Epic contingency fund, which is \$25 million.

FOLLOW-UP: None.

PRESENTATIONS AND EDUCATION:

OPERATIONS REPORT — EDWARD BANOS/LENI KIRKMAN

SUMMARY: Mr. Banos and Ms. Kirkman reported on the Health System's Patient Experience, Staff Experience, and Consumer Perceptions. The two questions asked of every respondent were: 1) How are we doing? 2) How does our patient experience compare? The Health System scored the highest in the local market among the following metrics:

- Communication about Meds
- Communication with MDs
- Communication with Nurses
- Discharge information
- Responsiveness
- Overall Rating

Overall Rating of Hospital (October 2017 – September 2018)

Overall Rating on a 0-10 scale: 9 or 10 score	Would Definitely Recommend
Baptist	71
	71

Christus	71	70
Methodist	74	75
Methodist Stone Oak	75	79
SW General	56	50
University Health System	76	75
National Average	73	72

Overall Rating of Hospital

2015 = 75.5
 2016 = 79.4
 2017 = 79.9
 2018 = 79.3
 2019 YTD = 81

Communication with Nurses

2015 = 75.6
 2016 = 81.8
 2017 = 83.4
 2018 = 84.00
 2019 YTD = 85.2

Communication with Doctors

2015 = 48
 2016 = 83.6
 2017 = 73
 2018 = 71
 2019 YTD = 87.2

Responsiveness of Hospital

2015 = 60.4
 2016 = 67.6
 2017 = 69.5
 2018 = 71.0
 2019 YTD = 67

Engaged employees also provide feedback

- Anonymous survey administered via email link in June by NRC Health
- Benchmarks: 125 healthcare organizations, 126 thousand employees
- Health System response rate significantly higher than NRC benchmark rate of 67 percent

Survey Year	# Sampled
2015	8149
2016	7754
2017	7421
2018	6991
2019	6641

Overall Rating as a Place to Work at 73rd percentile
 (NRC Avg = 33.3% / NRC 75th = 42.5% / NRC 90th = 54.3%)

2015 = 30
 2016 = 36.5
 2017 = 38.1
 2018 = 40.1
 2019 = 41.7

Would Recommend as a Place to Work at 71st percentile

(NRC Avg = 46.1% / NRC 75th = 57.5% / NRC 90th = 69%)

2015 = 42.9
 2016 = 50.00
 2017 = 52.8
 2018 = 53.4
 2019 YTD = 54.8

Employee Engagement – Workplace Environment
 Improvements in all survey dimensions

	NRC	2015	2016	2017	2018	2019
Commitment	77.7 79.1	73.4	77.9	78.7	77.5	
Job Satisfaction	53.7 63.9	57.0	61.2	61.9	61.6	
Job Satisfaction/ Care Provider	56.7 54.7	46.5	53.4	54.3	54.4	
Manager Invest.	67.6 68.8	59.9	66.0	66.3	66.9	
Overall Rating of Workplace	34.3 41.7	30.0	36.5	38.1	40.1	
Peer Relationships	70.4 78.4	73.8	77.7	77.5	77.7	
Would Recommend Workplace	46.3 54.8	42.9	50.00	52.8	53.4	

These scores are equal to or greater than the NRC Average*

Employee Engagement Action Plan 2019

Department/Unit:		
Summary Metrics	2018	2019

Question: Rate as a place to work

Question: Would Recommend as a place to work

Dimension: Manager Investment

Key Driver 1

Key Driver 2

Key Driver 3

Assignments	Who?	By
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When?

Review Comments

Discuss Results with Staff

Prioritize what you can work on, as a leader, based on scores and comments

Schedule at least one training session for your team in 2020

Things you will do to engage your team	Who?	By
When?		

- 1.
- 2.
- 3.

Ongoing Initiatives and Next Steps

- Department-level action plans for employee engagement
 - Daily hospital and ambulatory leadership huddles to address issues in real-time
 - Daily leadership rounding on patients
 - VPs, directors, patient care coordinators
 - Lean Boards on every unit/department to track progress on goals and drill down reasons for fallouts
 - Daily staff huddles at boards
 - Weekly leadership “Gemba walk” at boards
- RECOMMENDATION: This report was provided for informational purposes.
ACTION: No action was required by the Board of Managers.
EVALUATION: None.
FOLLOW-UP: None.

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

SUMMARY: Mr. Ryden detailed the progress made on the Women’s and Children’s Hospital & Associated Projects to date. His presentation covered the following items:

1. Progress Updates
 - a) Heart/Vascular and Endoscopy (HVE) Center
 - Construction commenced in June 2019 with Transfusion Services enabling project
 - b) Women’s & Children’s Hospital
 - Re-routing of utilities began in August 2019
 - Design development is 50 percent complete
 - c) Garage
 - Architectural and Engineering (A/E) Design continues
 - d) Podium Expansion
 - Preliminary A/E conceptual plans in progress

2. Project photos and Hospital floor plans

Key Milestones:

- June 2019 – HVE Construction Commenced (*i.e. Transfusion Services Enabling Project*)
- August 2019 – Re-Routing of Utilities Began
- November 2019 – Demolition of North Parking Garage Begins
- First Quarter 2020 – Hospital/Garage Construction Commences
- Third Quarter 2020 – HVE Construction Completion

- RECOMMENDATION: This report was provided for informational purposes only.
ACTION: No action by the Board of Managers was required.
EVALUATION: None.
FOLLOW-UP: The groundbreaking ceremony for the Women’s and Children’s Hospital will be held on Saturday, November 2, 2019 at 10 a.m. Discussion ensued regarding the 30,000 square foot area of the 12th floor of the new hospital, which will be designed as core shell and sizing infrastructure. At this point there are not any immediate future projects planned for the area. However, the 30,000 square feet will accommodate an additional 30 hospital beds, if needed, and there will be need for additional automated guided vehicles since the campus will grow by 50 percent with the addition of the

new hospital.

INFORMATION ONLY ITEMS:

EPIC ELECTRONIC HEALTH RECORD PROJECT UPDATE — GEORGE B. HERNÁNDEZ, JR.

UNIVERSITY HEALTH SYSTEM FOUNDATION UPDATE — LOURDES CASTRO-RAMÍREZ

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS — LENI KIRKMAN

SUMMARY:	Mr. Adams directed his colleague's attention for the informational reports. He urged them to
RECOMMENDATION:	None.
ACTION:	This report was provided for informational purposes only; no action was required by the Board.
EVALUATION:	None
FOLLOW-UP:	None.

ADJOURNMENT — JIM ADAMS, CHAIR

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

James R. Adams
Chair, Board of Managers

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

Sandra D. Garcia, Recording Secretary