



UNIVERSITY HEALTH SYSTEM

REGULAR MEETING OF THE BOARD OF MANAGERS

Tuesday, September 25, 2001
Board Room
University Center for Community Health
701 S. Zarzamora

Minutes

BOARD MEMBERS PRESENT

Robert Jimenez, M.D., Chair
James R. Adams, Vice Chair
Joe D. Edmonson, Secretary
Luis Roberto Vera, Jr.
Alexander E. Briseño

BOARD MEMBERS ABSENT

Robert Engberg
Mary Beth Williamson

OTHERS PRESENT

Jeff Turner, President/ Chief Executive Officer, University Health System
The Honorable Tommy Adkisson, Bexar County Commissioner, Precinct 4
John Blandford, Vice President, Information Services, University Health System
Linda Boyer-Owens, Vice President, People & Organizational Development, University Health System
Joe Naples, Chairman, Department of Anesthesiology, UTHSCSA
Steven R. Bailey, M.D., Medical Director, Cardiac Cath Lab, University Health System; and Professor, Department of Medicine, UTHSCSA
Charles Bowden, Professor & Chairman, Department of Psychiatry, UTHSCSA
Francisco Cigarroa, M.D., President, UTHSCSA
Francine Crockett, Administrative Director, Purchased Resources, University Health System
Theresa DeLaHaya, Vice President, University Center for Community Health and Prevention Services
Peggy Deming, Executive Vice President/Chief Financial Officer, University Health System
Steve Enders, Senior Vice President, Ambulatory Services, University Health System
Roe Garrett, Vice President/Controller, University Health System
George B. Hernandez, Jr., Executive Vice President/Assistant Administrator, University Health System
David Hnatow, M.D., Medical Director, Emergency Center, University Hospital
Robert Huff, M.D., Professor, Department of OB/GYN, UTHSCSA
Thomas Mayes, M.D., Assistant Dean for Clinical Affairs, Office of the Medical Dean, UTHSCSA; and Vice President, Medical/Dental Staff, University Health System

Kenneth Matthews, M.D., Professor, Department of Psychiatry, UTHSCSA
Mary Ann Mote, Chief Revenue Officer, University Health System
John Olson, M.D., Ph.D., Medical Director, Pathology, University Health System; and
Professor, Department of Pathology, UTHSCSA
Nancy Ray, Associate Administrator, University Hospital
Robert Redick, M.D., Chairman, Department of Pathology, UTHSCSA
Jim Rogers, M.D., Vice President, Quality & Cost Improvement, University Health System
Greg Rufe, Administrator, University Hospital
John Sparks, M.D., Medical Director, Correctional Health Care Services, University Health
System
Rudy Urby, M.D., M.P.H., President/Chief Executive Officer, Community Medicine
Associates
And other attendees.

MEMBERS OF THE PRESS

Cindy Tumiel, Interim Medical Reporter, San Antonio Express-News

CALL TO ORDER

Dr. Jimenez called the meeting to order at 6:12 p.m.

INVOCATION AND PLEDGE OF ALLEGIANCE

Father Arechiga provided the invocation and Dr. Jimenez led the pledge of allegiance.

SPECIAL RECOGNITION:

(A) Swearing in of Alexander E. Briseño, Board Member – *The Honorable Tommy Adkisson*

Commissioner Adkisson thanked the Board of Managers for the opportunity to sit among the best of the brightest health care executives in Bexar County this evening. He provided words of encouragement prior to the official swearing in ceremony of Mr. Briseño to the office of member, Board of Managers. Mr. Brisenos will also serve as a member of the Board's Strategic Financial Planning Subcommittee.

REPORT FROM THE NOMINATING COMMITTEE AND ELECTION OF BOARD OF MANAGERS OFFICERS – JOE EDMONSON:

CONCLUSION: As required by the Bylaws of the Board of Managers, Dr. Jimenez appointed a nominating committee, comprised of Joe Edmonson and Mary Beth Williamson, to formulate a recommendation regarding Board officers for consideration by the full Board of Managers.

EVALUATION: None.

RECOMMENDATION: Mr. Edmonson reported that he and Mrs. Williamson met, compiled a recommendation, and had contacted each of the nominees, all of which are willing to serve as officers during the upcoming year. On behalf of the nominating committee, Mr. Edmonson made the following recommendation:

Dr. Jimenez, Chairman
Mr. Adams, Vice Chair
Mr. Edmonson, Secretary

ACTION: Dr. Jimenez accepted the report from the nominating committee, and declared all offices of the Board of Managers vacant. Mr. Vera presided over the meeting and asked for a motion to elect Board officers. A **MOTION** to elect the officers as recommended by the nominating committee was made by Mr. Briseño, **SECONDED** by Mr. Edmonson, and **PASSED UNANIMOUSLY**.

FOLLOW-UP: None.

CITIZEN'S PARTICIPATION

None.

APPROVAL OF MINUTES OF PREVIOUS MEETINGS

CONCLUSION: The minutes of the regular Board meeting of August 28, 2001, and the special Board meeting of August 30, 2001 were presented for approval.

EVALUATION: None.

RECOMMENDATION: Dr. Jimenez recommended approval of the minutes as presented.

ACTION: A **MOTION** for approval of the recommendation was made by Mr. Adams, **SECONDED** by Mr. Vera, and **PASSED UNANIMOUSLY**.

FOLLOW-UP: None.

REPORT FROM THE PRESIDENT OF THE HEALTH SCIENCE CENTER – DR. FRANCISCO CIGARROA

CONCLUSION: Dr. Cigarroa extended a warm welcome to Mr. Briseño from UTHSCSA. He described an incredible month for the health science center with the tremendous tragedy in New York and Washington, D.C.

He and Dr. Jimenez had the opportunity to visit with the Chancellor of the Universidad Nacional Autonoma de Mexico, the oldest and only University in Mexico City. This university is responsible for 50 percent of all research that takes place in Mexico. They met with the deans of the Medical and Graduate Schools.

Dr. Cigarroa was stranded in Boston the day of the tragedy. He is happy to be back with his family, Health Science Center colleagues, and the University Health System to continue the organizations' missions of education, research, and providing health care.

In reply to an inquiry from Mr. Adams, Dr. Cigarroa replied that he is comfortable in the treatment of faculty and staff which may be of Middle Eastern descent. He has been open and forthright with

Health Science Center staff and the media. He is proud of the integrity and respectful attitudes displayed by staff during these times of trial.

Discussion ensued regarding a house staff physician of Middle Eastern decent who recently generated negative publicity in New York. He has been released by the FBI and without charges being filed. Although we are uncertain of his intentions, he is a physician in good standing and will be allowed to complete his residency program in radiology. If he chooses to return, he will be treated with respect and integrity. Mr. Turner pointed out that the diversity of the Bexar County community is its strength. He assured the Board of Managers that both organizations have focused on respect and will continue to reinforce such behavior.

EVALUATION: Mr. Vera voiced support for the house staff physician and welcomes him back.

RECOMMENDATION: Mr. Edmonson recommended that the Board of Managers take a position of support for the physician. Mr. Briseño recommended a statement re-affirming the Board's commitment to the University Health System's mission statement and policy regarding equal opportunity and affirmative action without regard to race, national origin, sex, age, religion, disability, veteran status, or any other factor that is not related to successful job performance.

ACTION: A **MOTION** to accept Mr. Briseño's recommendation was made by Mr. Edmonson, **SECONDED** by Mr. Adams, and **PASSED UNANIMOUSLY**.

FOLLOW-UP: Mr. Hernandez will keep the Board of Managers informed of developments in this matter, and in the issue regarding preventative health care provided to undocumented immigrants and the recent opinion issued by the Texas Attorney General.

REPORTS OF STANDING COMMITTEES

None.

UNFINISHED BUSINESS

None.

NEW BUSINESS

A. CONSIDERATION OF APPROVAL OF RECOMMENDATIONS AND ACCEPTANCE OF REPORTS IDENTIFIED AS CONSENT AGENDA ITEMS:

- CONCLUSION: Five (5) items were presented for approval on the consent agenda:
1. Report from the President of the Medical-Dental Staff - William E. Strodel, M.D.
 - (a) Consideration of Medical-Dental Staff Recommendations
 2. Report on Emergency and Walk-In Services – Greg Rufe
 3. Work Force Enhancement Update – Linda Boyer-Owens

4. Consideration of Revision to Investment Policy – Peggy Deming
5. Consideration of Purchasing Activities – Francine Crockett

EVALUATION: The following items were pulled for discussion:

Item No. 2 was pulled by Dr. Jimenez. Mr. Turner reported that upfront efforts to care for patients outside of the trauma center look promising. He yielded the floor to Dr. Knatow who reiterated the goal to decrease wait time in the EC. He is confident that the overall review process and space trends are taking off in the right direction but more time is needed to implement additional improvements.

Item No. 3 was pulled by Mr. Briseño. Although it is obvious that staff is paying close attention to workforce issues, the recent tragedy has hindered recruitment efforts. He asked how the national scenario will impact on these efforts. Staff has identified 81 reservists from nursing and allied health science areas that would need to be replaced if deployed to active military duty, and only a few physicians.

RECOMMENDATION: Staff recommended approval of the consent agenda.

ACTION: A **MOTION** for approval of the consent agenda as presented was made by Mr. Vera, **SECONDED** by Mr. Briseño, and **PASSED UNANIMOUSLY**.

FOLLOW-UP: None.

B. ITEMS RELATED TO PLANNING & OPERATIONS – ROBERT JIMENEZ, M.D.

1. REPORT ON HEALTH CARE SUMMIT – JEFF TURNER

CONCLUSION: On Monday, September 10, senior staff and Board members attended a session convened by Judge Nelson Wolff, Mayor Ed Garza, and Commissioner Paul Elizondo, of almost 400 community leaders to examine and develop action plans regarding health care concerns in Bexar County. The areas of focus were financial challenges, trauma, mental health, health care workforce, and prevention/health promotion. The process used to accomplish the task in each focus area ended with the release of the final reports to the local media. The summit resulted in the creation of a Health Care Commission, which will be composed of approximately 20 community leaders, and will be appointed by the Judge and the Mayor. Dr. Bill Thornton has been named Chair of this Commission and will oversee a results-oriented process over the next year to assure actions defined during the summit are accomplished.

EVALUATION: Dr. Jimenez thanked the staff for actively participating in this forum. Dr. Cigarroa was impressed with the number of attendees representing both the private and public sectors and their high levels of energy. Commissioner Adkisson's view is that the Health Care Summit was successful because the issues discussed are relevant to

the community. Mr. Turner thanked Board members for participating.

RECOMMENDATION: This report was provided for information. No action is required by the Board of Managers.

ACTION: None.

FOLLOW-UP: Mr. Turner will provide the Board of Managers with copies of the final reports developed for each of the focus areas.

2. REPORT ON DISASTER RESPONSE AND PREPARATION – GREG RUFÉ

CONCLUSION: The events of Tuesday, September 11, 2001 in New York, Washington, D.C., and Pennsylvania caused the staff of the University Health System to implement portions of the emergency preparedness plan in preparation for the unknown. The Health System was also at the same time preparing for a National Disaster Medical System (NDMS) area wide mock disaster exercise scheduled to begin on Wednesday, September 12, 2001. The exercise was cancelled but our participation in the NDMS became real.

In the event that casualties from outside San Antonio needed our help, physicians at University Hospital began to triage patients immediately and made 60 staffed beds available by the end of the day. City-wide efforts produced 1,000 beds. However, bed count availability dropped the following day because hospitals had not been consistent in defining "available" and "staffed" beds. At University Hospital, all elective O.R. cases were cancelled until Thursday. Both military Level 1 trauma centers were closed to civilians and University Hospital became the sole Level 1 trauma center available. Code II trauma cases were diverted to other hospitals.

The Pastoral Care Services department organized prayer sessions for employees and visitors. Human Resources identified staff directly affected and in need of emotional support. Medical staff aggressively participated in preparation activities, and Dr. Charles Bauer provided briefing sessions to the Bexar County Medical Society on how to recognize symptoms of biological warfare.

We learned how fragile the local health care system is if we rely solely on the military for trauma services, and there is some concern regarding biological hazard preparedness. We learned that all weekend staff in the University Hospital laboratory are military reservists. A lot of local and community work is needed to increase awareness and improve state of preparations to handle mass casualties.

The exercise brought the community closer and willing to work together to accomplish the task at hand. Improvement efforts will be coordinated through the Greater San Antonio Hospital Council.

EVALUATION: Dr. Jimenez asked how mass burn casualties would be handled in Bexar County. According to Dr. Cigarroa, at present we rely on the Brooke Army Medical Center, but discussions are ongoing with the military regarding the future of a burn center. Dr. Cigarroa proposes that Health Science Center physicians and surgeons can assist the military in staffing a burn center, if necessary. Another option is to convert an intensive care unit at University Hospital into a burn center if needed, but there is a real need for a local state-of-the-art burn unit.

Mr. Vera applauded the Health System pediatric nurse for the effective television advertisement calling all nurses who have left the field to help by returning to work during this time of national crisis.

Mr. Briseño expressed concern regarding the Health System's contingency plan to accommodate the departure of reservist staff deployed for active military duty, otherwise is confident the exercise went well.

Mr. Edmonson was informed and re-assured by Mr. Turner the morning of Tuesday, September 11, that everything was under control.

Mr. Adams would like to see the same level of awareness, understanding and concern brought to the daily crises faced by the local health care industry.

Dr. Jimenez thanked Mr. Turner for keeping the Board informed during this period.

RECOMMENDATION: This report was provided for informational purposes only. No action is required by the Board of Managers.

ACTION: None.

FOLLOW-UP: The University Health System will continue working to improve its emergency preparedness plans.

C. ITEMS RELATED TO BUDGET & FINANCE – JEFF TURNER

1. CONSIDERATION OF FINANCIAL/OPERATIONS REPORTS FOR AUGUST 2001 – PEGGY DEMING

CONCLUSION: For the month, the Health System recognized its second largest loss for the year. Activity is 4.9% below budget, and the operating loss of \$2.9m is \$1.3m above budget. Total operating revenues are down \$115k, operating expenses are 3.6% above budget, and net loss of \$1.4 m is \$77k more than budget. For CFHP, membership is 24.2% above budget, operating loss of \$318k is \$418k more than budget, premium revenue is up 29.7%, operating expenses are 36.4% above

budget, net loss of \$256k is \$409k more than the budgeted gain of \$153k.

- EVALUATION: None.
- RECOMMENDATION: Staff recommended acceptance of this report by the Board of Managers.
- ACTION: A **MOTION** to accept the finance reports, subject to audit, was made by Mr. Edmonson, **SECONDED** by Mr. Briseño, and **PASSED UNANIMOUSLY**.
- FOLLOW-UP: None.

2. REPORT ON FINANCIAL PLAN DEVELOPMENT – JEFF TURNER

CONCLUSION: Staff is committed to addressing the significant deficits projected for the Health System and is proceeding with the development of a 5-year financial and operational plan as approved by the Board of Managers last month. The Board's deadline for the development of this multi-year plan was set for no later than May 31, 2002; however, Bexar County Commissioners Court has encouraged an earlier deadline. Another informal proposal includes the creation of a blue ribbon task force to receive the plan, evaluate it and deliver to interested groups. Input by the Health Science Center is anticipated and critical.

EVALUATION: Mr. Adams suggested that staff lay out objectives and milestones in a draft plan. He is not interested in presenting a rushed and incomplete plan to Commissioners Court. He stated again that he is discouraged by the Health System's use of benchmarking and other processes to affect the benefits of setting a multi-year plan because differentiation in each year is necessary. Mr. Briseño also expressed concern with moving up the plan deadline. If more time is needed to complete a well-drafted plan, both Board members support going back to Commissioners Court and asking for it. Mr. Briseño would like to focus on solving short term problems with permanent solutions. Messers. Adams, Briseño, and Edmonson are opposed to any blue ribbon task force concept.

Board members commended staff for helping them prepare for the Commissioners Court presentations last month. They thanked Dr. Mayes for the support displayed by Health Science Center. Mr. Briseño thanked Mr. Edmonson for the good job he did in educating Commissioner Adkisson, which was evident by the great job the Commissioner did in articulating the information to other Commissioners.

- RECOMMENDATION: None.
- ACTION: None.
- FOLLOW-UP: Mr. Adams requested monthly updates on the development of the multi-year financial plan.

COMMUNICATIONS

Mr. Turner acknowledged Francine Crockett, administrative director of purchased resources, for being an honoree at the Speaking of Women's Health Conference earlier this month. Ms. Crockett was recognized for the development of an outreach program for African-American women and their families, a program that provides women's health information via church organizations.

ADJOURNMENT

There being no further business, the public meeting adjourned at 7:55 p.m. The Board of Managers went into a closed session to evaluate the quality of medical and/or health care services as permitted by Section 161.032 of the TEXAS HEALTH & SAFETY CODE.

Robert L. Jimenez, M.D., F.A.P.A.
Chairman, Board of Managers

Joe Edmonson, Secretary
Board of Managers

Sandra D. Garcia, Recording Secretary