REGULAR MEETING
OF THE BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS

Tuesday, January 26, 2016
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
Roberto L. Jimenez, M.D., Immediate Past Chair
Robert Engberg
James C. Hasslocher

BOARD MEMBERS ABSENT:

Janie Barrera

OTHERS PRESENT:

George B. Hernández, Jr., President/Chief Executive Officer, University Health System
Leticia Aguilar, M.D., Medical Director, University Family Health Center - North
Bruce Adams, M.D., Medical Director, Emergency Department, University Hospital; and Professor &
Chairman, Department of Emergency Medicine, UTHSCSA
Bryan Alsip, M.D., Executive Vice President/Chief Medical Officer, University Health System
Félix Alvarez, Executive Director, Procurement Services, University Health System
Edward Banos, Executive Vice President/Chief Operating Officer, University Health System
James Barker, M.D., Vice President/Clinical Services, University Health System
Ted Day, Senior Vice President/Strategic Planning & Business Development, University Health System
Sergio Farrell, Senior Vice President, Ambulatory Services, University Health System - Robert B. Green
Campus
Roe Garrett, Vice President/Controller, University Health System
Francisco Gonzalez-Scarano, M.D., Professor & Dean, School of Medicine, UTHSCSA
Greg Gieseman, President/Chief Executive Officer, Community First Health Plans, Inc.; and Vice
President, Managed Care, University Health System
Michael Hernandez, Vice President/Chief Legal Officer, University Health System
Reed Hurley, Executive Vice President/Chief Financial Officer, University Health System
Michelle Ingram, Vice President/Chief Quality Officer, University Health System
Monika Kapur, M.D.  President/Chief Executive Officer, Community Medicine Associates  
Leni Kirkman, Vice President, Strategic Communications & Patient Relations, University Health System  
Priti Mody-Bailey, M.D., Medical Director, University Health System  
Kristen A. Plastino, M.D., President, Medical/Dental Staff, University Health System; and Associate Professor, Department of Obstetrics and Gynecology, UTHSCSA;  
Bill Phillips, Senior Vice President/Chief Information Officer, University Health System  
Richard Rodriguez, Vice President, Asset and Facilities Management, University Health System  
Armando J. Sandoval, Chief of Police/Protective Services, University Health System  
Allen Strickland, Vice President, Hospital Administration, University Hospital  
Sally Taylor, M.D., Vice President/Chief of Behavioral Services, University Health System  
Roberto Villarreal, M.D., Senior Vice President/Research and Information Management, University Health System  
Mark Webb, Chief Executive Officer, Pediatric Services, University Health System  
Chief Scott Rubin, Fair Oaks Police Department  
And other attendees.

CALL TO ORDER AND RECORD OF ATTENDANCE: JAMES R. ADAMS, CHAIR, BOARD OF MANAGERS:

Mr. Adams called the meeting to order at 6:02 p.m.

INVOCATION AND PLEDGE OF ALLEGIANCE:

Mr. Adams introduced Ms. Lucila Guyer of University Health System for the invocation, and he led the pledge of allegiance.

SPECIAL RECOGNITIONION – QUARTERLY EMPLOYEE RECOGNITION AWARDS, MR. GEORGE HERNANDEZ, BOARD MEMBERS:

The Board of Managers recognized the following staff members:

Professional:  Lisa Rupp  
(Nursing) Nurse Clinic Staff III, Pediatric Procedure Room  
Professional:  Norma Pena  
(Non-Nursing) Application Systems Analyst, Clinical Systems  
Management:  Christine Hollis  
Director, Preventive Health & Disease Services  
Technical:  Nora L. Chavera  
Medical Assistant, North Operations  
Clerical:  Vincent Russo  
Insurance Collector, Patient Business Services  
Service:  Miguel A. Martinez  
Lead Cook - UH Cafeteria  
Volunteer:  Paulette Fenoglio  
Volunteer, Volunteer Services
All of this year’s quarterly recipients will be special honored guests at the Annual Recognition Awards Ceremony at the Omni on February 25, 2016. 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. On behalf of the Board of Managers, Mr. Adams addressed the honorees. He let them know that the Board takes great pride in their work because they happily serve patients. The staff’s work is very important and the Board truly values it. He thanked them for the daily, positive interactions they have with our patients.

**AWARD OF “RE-RECOGNIZED LAW ENFORCEMENT AGENCY” BY THE TEXAS POLICE CHIEFS ASSOCIATION FOR BEST PRACTICES IN LAW ENFORCEMENT – CHIEF A.J. SANDOVAL**

**SUMMARY:** Chief Scott Rubin of the Fair Oaks Police Department on behalf of the Texas Police Chiefs Association (TPCA) recognized the Bexar County Hospital District Police Department for achieving Re-Recognition of continual compliance with best practices in law enforcement. Chief Rubin informed the Board that the BCHD Police Department is the 42nd agency of 2,653 police agencies in the state to be recognized for five continuous years. It was the first Hospital District Police Department to achieve status in February 2012, and is still the only Hospital District Police Department to maintain this prestigious recognition. TPCA representatives were on site in November 2015 to conduct an intense two-day assessment that included review of 166 standards of compliance, 16 in-person interviews, physical site inspections, and ride-alongs through all Health System sites. The Recognition Program is voluntary and is a commitment by the BCHD Police Department to maintain compliance and on-going validations of the agency’s policies, procedures, facilities and operations. This recognition is valid through December 2, 2019. Chief Rubin commended Chief Sandoval for being an amazing supporter of the best practices program, a great leader, and an excellent member of the TPCA best practices committee.

**RECOMMENDATION:** This report was provided for recognition purposes only.

**ACTION:** None.

**EVALUATION:** All of the Texas agencies who achieved this recognition during a prescribed period will be publicly recognized at the Texas Police Chiefs Association annual conference in Austin, Texas on March 21-24, 2016.

**FOLLOW-UP:** None.

**CITIZENS’ PARTICIPATION:**

None.
REPORT FROM THE HEALTH SCIENCE CENTER—WILLIAM HENRICH, M.D., PRESIDENT
BY DR. FRANCISCO GONZALEZ-SCARANO:

SUMMARY: Dr. Gonzalez introduced the physician leaders present. He reported that after a very comprehensive search process, the Health Science Center has recruited a new Chairperson for the Department of Medicine, the largest department in the School of Medicine. He thanked Dr. Alsip for serving on the search committee, and Dr. Glenn Gross for the terrific job he has done in that position on an interim basis. Dr. Brian Reeves comes from Penn State College of Medicine where he serves as Chief of the Division of Nephrology, and is Vice Chair of the Department of Medicine. He will join the UTHSCSA faculty on May 1. He also thanked UHS leadership for their help in finalizing the Base Care contract. Dr. Plastino reported that construction of the new and improved women’s health area on the fourth floor has been finalized, and she thanked the leadership for their role in making that happen. She has been working closely with Dr. Alton Powell and Dr. Bryan Alsip in trying to get the Electronic Medical Record to do more for the physicians and staff. She continues to work with Dr. Alsip and Ms. Ingram to ensure there is a safe lab interface with a good back-up plan, should that system go down in the future. It is important to the medical staff that the leadership views that as priority. She has also been working closely with Mr. Banos on patient throughput to improve the patient experience. She thanked Mr. Banos for moving quickly on this item, it will decrease patients’ frustration by getting them in and out as soon as possible. Mr. Adams was pleased to learn, and thanked both organizations, for working together on the trust factor.

RECOMMENDATION: None.

ACTION: None.

EVALUATION: Dr. Jimenez asked Dr. Gonzalez to elaborate regarding a recent discussion on national public radio about Texas physicians who have to leave the state due to funding. The issue is that there are not enough Graduate Medical Education slots for the number of individuals who apply for residencies. Texas has fewer slots per population than needed, and it is a growing state. About 50 percent of those who graduate from a Texas program stay in the state. According to the Association of American Medical Colleges, of the physicians who attend medical school in Texas and complete a residency in Texas, 80 percent will stay and practice in the state. Of the total across the county, 60-70 percent will return to the state where they trained. Texas has the third highest retention rate. Hawaii comes in first and Arkansas is second. At this time, Mr. Adams asked Dr. Bruce Adams to provide an update regarding University Hospital’s Emergency Department (ED). Dr. Adams expressed gratitude to both the Board and the leadership for their tremendous support in several ongoing areas. He highlighted the ED’s new scribes program, which is making a difference in keeping the physicians at the bedside where they need to be, instead of in front of a computer monitor. Activity in the ED has increased by 40 percent in the last two years since the opening of the Sky Tower. Admission rates have not changed and patient acuity is as high as ever. Regarding the Emergency Medicine residency program, the Board’s sustained vision that began about 8 years ago, Dr. Adams reported that in
June 2016, UHS/UTHSCSA will graduate the first group of ten residents; nine of which have accepted positions in the State of Texas. The program recently underwent a successful site visit by ACGME’s Residency Review Committee for a three-year program check. The results of that site visit will be available in about three months, and we will know at that time if we can increase the number of residency slots to 12 or 13 in the next two years. The patient volume and growth can certainly accommodate that many slots.

Dr. Jimenez asked if Dr. Adams had given any thought to working with the School of Nursing to develop a certification program for ED nurses. At this time, focus is on working with the School of Allied Health Professions to develop an Emergency Medicine Physician Assistants’ program, which will take a few years to develop; there are only two to three of those programs in the country. In the meantime, there is some cross work happening with the School of Nursing. Finally, Dr. Adams provided copies of San Antonio Scene Magazine which designates 23 of San Antonio’s best emergency room doctors, 22 of which practice in University Hospital’s Emergency Department. Mr. Adams concluded by thanking UHS leadership for setting out to renew the master Affiliation Agreement with UTHSCSA. It is meant to create a closer, working relationship, and the jury is out. The agreement is signed and it is now up to the administrators and the physicians to make the new agreement work. There are very few limits to how far we can go with the partnership. Both organizations are fortunate to be allied with each other.

FOLLOW-UP:

Dr. Jimenez asked Dr. Gonzalez to provide a full presentation to the Board on Graduate Medical Education in the near future.

NEW BUSINESS:

CONSENT AGENDA – JAMES R. ADAMS, CHAIR

CONSIDERATION AND APPROPRIATE ACTION REGARDING MEDICAL-DENTAL STAFF RECOMMENDATIONS FOR STAFF MEMBERSHIP – KRISTEN A. PLASTINO, M.D., PRESIDENT, MEDICAL/DENTAL STAFF

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE APPOINTMENT OF HEALTH SYSTEM REPRESENTATIVES TO THE NEWLY ESTABLISHED AIRLIFE ADVISORY COMMITTEE – GEORGE B. HERNÁNDEZ, JR.

CONSIDERATION AND APPROPRIATE ACTION REGARDING 4TH QUARTER INVESTMENT REPORT—ROE GARRETT/REED HURLEY

CONSIDERATION AND APPROPRIATE ACTION REGARDING UNIVERSITY HEALTH SYSTEM POLICY NO. 2.16, DATA GOVERNANCE—ROBERTO VILLARREAL, M.D.

CONSIDERATION AND APPROPRIATE ACTION REGARDING PURCHASING ACTIVITIES (SEE ATTACHMENT A) – FELIX ALVAREZ/FRANCINE WILSON

SUMMARY:
The items above were presented for the Board’s consideration as consent items.

RECOMMENDATION:
Staff recommended approval of the consent agenda as submitted.
ACTION: A MOTION to approve staff’s recommendation was made by Mr. Smith, SECONDED by Mr. Engberg, and PASSED UNANIMOUSLY.

EVALUATION: None.

FOLLOW-UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE RENEWAL OF THE LOCAL MATCH AGREEMENT WITH THE ALAMO AREA COUNCIL OF GOVERNMENTS FOR STATE FY 2016—TED DAY/SALLY TAYLOR, M.D.

SUMMARY: The Health System has contracted with the Alamo Area Council of Governments (“AACOG”) since September 6, 2006, when The Center for Health Care Services transferred the responsibility for Mental Retardation Authority (MRA) to them, pursuant to House Bill 2292 which was passed in 2003. The Health System desires to continue to assist AACOG by providing funds to support the Local Match Sponsorship Program for mental retardation services. The purpose of this Local Match Agreement is to renew the agreement that facilitates payment of the local match requested by the Department of Aging and Disability Services (“DADS”), in furtherance of the Health System’s sponsorship commitment. This agreement does not create an employment relationship, partnership, or joint venture. The Health System has determined its level of support for AACOG’s State fiscal year 2016 to be the sum of $307,076.00 payable in four (4) equal installments each quarter beginning on September 1, 2015 and shall continue until August 31, 2016. The 2016 match is unchanged from 2015. The local match amount is derived from a DADS formula based on Bexar County’s per capita income in relation to the State of Texas per capita income and the level of General Revenue allocation from DADS to Bexar County for purposes of supporting mental retardation services. The cost of this agreement has been incorporated into the University Health System’s 2016 budget.

RECOMMENDATION: Staff recommends Board of Managers’ approval to execute a renewal Agreement with the Alamo Area Council of Governments in the amount of $307,076.00 payable in four (4) equal installments each quarter beginning on September 1, 2015 and continuing until August 31, 2016.

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

EVALUATION: The number of targeted individuals for fiscal year 2015 was 655, while the actual number served was 885. AACOG is conservatively looking at same target for 2016, and again anticipates exceeding it. They have been very responsive in providing feedback to the staff on how the local match funds are used. Dr. Taylor reiterated the importance of the local match to provide safety net services for those with developmental disabilities. The primary goal is to keep individuals in their own home and, if needed, provide services at home. Further, AACOG is federally mandated to provide screening of any individual placed in a skilled nursing facility that the Health System may identify as possibly having developmental issues,
to ensure that the needed services are provided in the SNF. This past year they screened 18 patients for UHS. Mr. Engberg noted that the written report mentions a process to measure metrics. The data that is routinely tracked are the number of clients remaining in the community and the number of placements in homes. The goal is to not institutionalize these individuals. Judge Polly Jackson Spencer is a great advocate for this community and is also the Health System’s representative on the Board of the Center for Health Care Services. Judge Spencer has a daughter with special needs and she recently praised DADs for stepping in to help with additional resources for her daughter, whom she has cared for at home for many years. Mr. Hasslocher was recently appointed to the AACOG Board of Directors as a Health System representative, and Mr. Engberg continues to serve as an alternate.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING RENEWAL OF A CONTRACT WITH THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER, SAN ANTONIO FOR PROFESSIONAL SERVICES (“SPONSORED CARE”)—ALLEN STRICKLAND

SUMMARY: The purpose of this agreement is to cover urgent and emergent medical conditions of unfunded patients who seek health care in the Health System’s Emergency Department and the necessary follow up care to assure the condition responds appropriately to treatment. This agreement is for a one-year period beginning January 1, 2016 through December 31, 2016. Currently, Bexar County residents at or below 75 percent of the federal poverty level qualify as indigent and are eligible for sponsored care services. This definition includes inmates or detainees of the Bexar County Detention Facilities, as well as homeless individuals in Bexar County. This agreement requires the deduction of charges for services rendered pursuant to the Bexar County Clinical Services (BCCS) or CareLink Provider Agreement. Payment under this agreement will only be made for professional services that are not covered under the CareLink Provider Agreement, BCCS or any other third party payer including payments made by the patient. The contract value for this 12-month period of activity is estimated at $2,868,984. In 2014, the BCHD tax division paid UTHSCSA $3,219,889.56. In 2015, the BCHD tax division paid a total of $3,047,976.13. Payments are negotiated at 65 percent of the current Medicare rate. This is a planned expense and funding has been included in the 2016 Operating Budget. Staff anticipates the 2016 approved amount to be $2,868,984 for 12 months of activity beginning January 1, 2016 and ending December 31, 2016. UTHSCSA’s workforce composition data was provided for the Board’s review.

RECOMMENDATION: Staff recommends Board of Managers approval of the Sponsored Care Provider Agreement for a one-year period with UTHSCSA for an estimated amount of $2,868,984.

ACTION: A MOTION to approve staff’s recommendation was made by Mr. Hasslocher, SECONDED by Dr. Burns, and PASSED UNANIMOUSLY.
EVALUATION: Mr. Smith asked about the volume of care that is written-off by the School of Medicine as charity care. Mr. Strickland yielded the floor to Dean Gonzalez for elaboration. The School of Medicine uses the term "self-pay" for uninsured individuals, and in most cases, do not expect to get paid for care provided under this category. Overall, that number has increased from prior years; however, Dr. Gonzalez did not have that amount readily available. He suspects the increase has to do with the number of uninsured, the lack of Medicaid expansion, along with the insurance products available through the Affordable Care Act marketplace which have high co-pay requirements and, essentially, become self-pay cases. Mr. Hernandez added that in the State of Texas, Medicaid pays only half of actual healthcare costs. Further, Texas has the highest rate of uninsured, at about 20 percent. Even with the Affordable Care Act, every single provider in Texas has a substantial amount of charity care on their books.

FOLLOW-UP: None.

INFORMATION ONLY ITEMS:

UPDATE ON CAPITAL IMPROVEMENT PROGRAM ACTIVITIES—MARK WEBB

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS—LENI KIRKMAN

SUMMARY: Mr. Adams directed the Board's attention to the two (2) written reports above. He urged his colleagues to contact staff with specific comments, questions, or suggestions.

RECOMMENDATION: These reports were provided for informational purposes only.

ACTION: No action by the Board of Managers was required.

EVALUATION: Mr. Smith highlighted an evening event, IconTalks, at which Dr. Dianna Burns-Banks will be honored on Thursday, January 28 at 8 p.m. at the Tobin Center. Also, Ms. Kirkman reminded the Board that the annual employee recognition banquet will be held on Thursday, February 26, 2016 at the Omni Hotel.

FOLLOW-UP: None.

ADJOURNMENT:

There being no further business, Mr. Smith adjourned the public meeting at 6:50 p.m.

James R. Adams
Chairman, Board of Managers

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

Sandra D. Garcia, Recording Secretary