SPECIAL MEETING  
OF THE BEXAR COUNTY HOSPITAL DISTRICT  
BOARD OF MANAGERS  

STRATEGIC PLANNING RETREAT  

Friday, April 10, 2015  
9:00 a.m. to 2:00 p.m.  
Foundation Room  
Robert B. Green Campus, 5th Floor  
903 W. Martin  
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  
Robert A. Gilbert  
James C. Hasslocher

OTHERS PRESENT:  

George B. Hernández, Jr., President/Chief Executive Officer, University Health System  
Tricia Aleman, Executive Director, Corporate Communications & Marketing, University Health System  
Bryan Alsip, M.D., Executive Vice President/Chief Medical Officer, University Health System  
James Barker, M.D., Vice President, Clinical Services, University Health System  
Tim Brierty, Chief Executive Officer, University Hospital  
Ted Day, Senior Vice President/Strategic Planning & Business Development, University Health System  
Theresa De La Haya, Senior Vice President, Health Promotion/Clinical Prevention, University Health System - Texas Diabetes Institute  
Sergio Farrell, Senior Vice President, Ambulatory Services, University Health System - Robert B. Green Campus  
Greg Gieseman, President/Chief Executive Officer, Community First Health Plans, Inc.  
Laura J. Gomez, Director, Business & Strategy Implementation, University Health System  
Michael Hernandez, Vice President/Chief Legal Officer, University Health System  
Barbara Holmes, Vice President/Chief Financial Officer, Community First Health Plans, Inc.  
Monica Kapur, M.D., President/Chief Executive Officer, Community Medicine Associates  
Leni Kirkman, Vice President, Strategic Communications & Patient Relations, University Health System
Mary Ann Mote, Senior Vice President/Chief Revenue Officer, University Health System  
Bill Phillips, Vice President/Chief Information Officer, University Health System  
Nancy Ray, Senior Vice President/Chief Nurse Executive, University Health System  
Michelle Ryerson, Senior Vice President, Chief Nursing Officer/Chief Operating Officer, Pediatric Clinical Services, University Health System  
Sally Taylor, M.D., Senior Vice President/Chief Behavioral Medicine, University Health System  
Mark Webb, Executive Vice President/Chief Operating Officer, University Health System  
And other attendees.

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

Mr. Adams called the meeting to order at 9:00 a.m.

**STRATEGIC PLANNING SESSION: BECOMING THE HEALTH SYSTEM OF CHOICE —GEORGE B. HERNÁNDEZ, JR. AND STAFF**

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<tr>
<th>SUMMARY</th>
<th>Mr. Hernandez greeted the Board members and reviewed the day’s agenda:</th>
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<tr>
<td>9:00 AM</td>
<td>Welcome and Introduction to the Day</td>
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<tr>
<td>9:05 AM</td>
<td>Executive Summary of March &amp; October 2014 Retreats</td>
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<td>9:15 AM</td>
<td>Healthcare Industry Trends</td>
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<tr>
<td>9:30 AM</td>
<td>Picture of University Health System in 2020 &amp; How Do We Get There from Here? (Closed Meeting)</td>
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<tr>
<td>11:00 AM</td>
<td>Status Report on Strategic Goal “Develop &amp; Promote our Brand Image” (Closed Meeting)</td>
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<tr>
<td>12:00 PM</td>
<td>Summary of Recommendations, Topics for Next Retreat in Series (Closed Meeting)</td>
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<tr>
<td>12:30 PM</td>
<td>LUNCH</td>
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<tr>
<td>1:00 PM</td>
<td>NASDAQ Director’s Desk Software Demonstration</td>
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**RECOMMENDATION:** As indicated below.

**ACTION:** As indicated below.

**EVALUATION/FOLLOW UP:** Board members provided the following feedback:

Executive Summary Review of March and October 2014 retreats:

a. Introduction on Trends, Best Practices & Positioning Options for Population Responsiveness & Ambulatory Development  
b. Overview of the Health System Strategic Planning Framework  
c. Progress reports on Population Responsiveness, Ambulatory Network, and Marketing & Outreach  
d. Trends and Best Practices for Physician Alignment  
e. Follow-up Topics Requested:  
   i. Periodic Progress Reports  
   ii. Network Development  
   iii. Detailed Marketing & Outreach Plan
Healthcare Industry Trends:

Population Health & Responsiveness
a) Expected competency for success – keeping patients out of the hospital is the goal
b) Payer reimbursement slowly accommodating

Care Delivery & Network Development
a) Extensive expansion of retail clinics and urgent care centers
b) Disruptive innovation applies – retail & e-visits
c) Trend for alignment across the continuum of care

Physician Alignment & Engagement
a) Greater financial pressure for physician alignment
b) Rewards available to aligned physicians through incentives
c) Increase in physician employment trend

CLOSED MEETING:

Mr. Adams announced the meeting closed to the public at 10:15 a.m., pursuant to TEX. GOV'T CODE, Section 551.085 (Vernon 2004) to receive information on and/or deliberate regarding pricing, market data and/or financial and planning information relating to the arrangement or provision of proposed new services and/or product lines. The following Board members were present: Mr. Jim Adams, Mr. Ira Smith, Dr. Diana M. Burns, Dr. Roberto Jimenez, Mr. Robert Engberg, Mr. Robert “Bo” Gilbert, and Mr. James Hasslocher. The following staff members were also present: Mr. George Hernandez, Mr. Ted Day, Mr. Mark Webb, Dr. Bryan Alsip, Mr. Reed Hurley, Mr. Tim Brierty, Ms. Michelle Ryerson, Ms. Nancy Ray, Mr. Sergio Farrell, Ms. Leni Kirkman, Mr. Michael Hernandez, Dr. James Barker, Dr. Monica Kapur, Dr. Sally Taylor, Ms. Mary Ann Mote, Mr. Bill Phillips, Ms. Laura Gomez, Mr. Greg Gieseman, Ms. Barbara Holmes, Ms. Tricia Aleman, Ms. Sandra Garcia, and Mr. Steve Amason. After discussion, no action was taken in the closed meeting and Mr. Adams reconvened the public meeting reconvened at 1:25 p.m.

Population Health & Patient Responsiveness/Customer-Focus Action Items
a. Be creative in creating models to address varying levels of needs for patients (chronic, complex → well)
b. Pursue alternative care delivery techniques that are meaningful to patients

Network Expansion Action Items
a. Expand tactical approaches for Network Expansion
b. Create alignments with physicians
c. Connect tactics with overall branding strategy
d. Consider expanding resources available to execute on these strategies
Physician Alignment & Engagement Action Items
a. Expand breadth of performance-based agreements Utilize recognition for physicians & providers to ensure they feel valued
b. Promote physicians via advertising and other media

Status Report on Strategic Goal “Develop and Promote our Brand Image”

EVALUATION/
FOLLOW UP
(CONTINUED):

Develop & Promote Our Brand Image” Action Items
a. Identify techniques to solicit patient feedback real time
b. Consider increasing the use and availability of pamphlets educating patients to promote brand Consider setting up Awards Display case in lobby
c. Provide detailed update to BOM on marketing/outreach activities
d. Ensure alignment amongst branding strategies
e. Identify strategies to promote employee satisfaction as its own campaign

Summary of Recommendations:

a. Leadership should feel empowered to execute tactics expeditiously and develop internal structure to collaborate on action items raised.
b. Be nimble in our strategy to incorporate new (currently unknown) opportunities that will be generated in coming years due to rapid changes in the industry
c. Develop market leading approach in patient-centric care delivery models
d. Show phased implementation including short-term actions being taken now to prepare us for 2020 vision.
e. Demonstrate progress – show that words can be translated to action.

ADJOURNMENT:

There being no further business, the public meeting adjourned at 1:30 p.m., and Board members were invited to stay for a Director’s Desk software demonstration.

James R. Adams                        Dianna M. Burns, M.D.
Chairman, Board of Managers           Secretary, Board of Managers

Sandra D. Garcia, Recording Secretary