REGULAR MEETING
OF THE BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS

Tuesday, March 29, 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
Robert Engberg
Janie Barrera
James C. Hasslocher

BOARD MEMBERS ABSENT:

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

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., Senior Vice President/Chief Medical Officer, University Health System
Felix Alvarez, Executive Director, Procurement Services, 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
Jacque Burandt, Executive Director, Center for Learning Excellence, University Health System
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
Donald Finley, Director, External Communications, University Health System
Greg Gieseman, President/Chief Executive Officer, Community First Health Plans, Inc.; and Vice President, Managed Care, University Health System
William Henrich, M.D., President, UTHSCSA
Barbara Holmes, Vice President/Chief Financial Officer, Community First Health Plans, Inc.
Michael Hernandez, Vice President/Chief Legal Officer, University Health System
CALL TO ORDER AND RECORD OF ATTENDANCE: JAMES R. ADAMS, CHAIR, BOARD OF MANAGERS:

Mr. Adams called the meeting to order at 6:00 p.m.

INVOCATION AND PLEDGE OF ALLEGIANCE:

Mr. Adams introduced Ms. Yvonne Salazar of Bethesda Assembly of God for the invocation, and he led the pledge of allegiance.

CITIZENS’ PARTICIPATION:

Mr. Candelario Luna addressed the Board as a concerned citizen regarding numerous observations he’s made in the Emergency Department (ED) which he perceives to be problematic. The biggest concern has been, and continues to be, wait times. This issue was initially attributed to the lack of space in the old ED and continues, despite staff efforts to improve, in the new, larger area of the Sky Tower. In his opinion, long wait times now exist due to inappropriate staffing levels. In addition, the nurses that are being recruited are new graduates who do not know more than what they are taught in nursing school. Also, because Emergency Medicine residents now train in the ED, Mr. Luna feels there is no safety net for medical errors that might occur due to the lack of training and experience of these doctors and nurses. Further, there is one full-time educator assigned to the ED who does not make herself visible on a daily basis by training the staff she is paid to educate, except when accreditation agencies are on site. Another issue he has identified is the lack of certifications required of staff to work in the medicine and pediatric
sides of the ED. And finally, the potential for violence in the ED is great, which he feels is due to the inappropriate staffing levels. Such incidents of violence have caused several staff members days off due to injury. (Complete transcript of Mr. Luna’s statements is available from the President/CEO’s office).

REPORT FROM THE HEALTH SCIENCE CENTER – WILLIAM HENRICH, M.D., PRESIDENT:

**SUMMARY:** Approximately 209 medical students from the School of Medicine attended a Match Day event on Friday, March 18, 2016 at John T. Floore Country Store, in Helotes, Texas. Match Day is a rite of passage when graduating medical students from all over the country find out where their residency training will take them. The students were joined by classmates, family, friends and faculty members to open an envelope revealing their future. Twenty-three (23) percent of these students will remain in San Antonio, and 45 percent will remain in Texas. The remaining 32 percent will leave the state. The School of Medicine filled 223 residency slots on March Day and two additional slots immediately thereafter. Dr. Henrich reiterated that the quality of the match has major implications for the overall joint ability of our institutions to improve quality and service. He expressed great pleasure with the match results and feels Dean Gonzalez would agree that the School of Medicine matched very strongly. The faculty rolls out the red carpet, to the extent allowed by the rules, to attract medical students from San Antonio and Texas. Faculty makes certain that medical students understand the many benefits of staying in Bexar County. In this regard, Dr. Henrich thanked the Board of Managers, George Hernandez, his team, the Bexar County Commissioners, and Bexar County Judge Nelson Wolff because the new Sky Tower helps enormously, and is something the interviewees see for themselves when they visit. Although the School of Medicine matched only 223 residents, over the course of the interview season, approximately 3,000 senior medical students from across the country interested in the various specialties, such as medicine, surgery, and anesthesiology, tour the Sky Tower, and in that context, the new hospital is a wonderful calling card, a great venue for training. The facilities compare very favorably to the various places across the country. Dr. Henrich also reported that UT Medicine San Antonio recently received Patient-Centered Medical Home (PCMH) Recognition from the National Committee for Quality Assurance (NCQA). He thanked Dr. Carlos Jaen, Professor and Chairman of the Department of Family and Community Medicine, who currently serves as interim director of the UT Medicine Primary Care Center, for being instrumental in obtaining this prestigious recognition for UTHSCSA. Dr. Henrich yielded the floor to Dr. Plastino for introduction of the physician leaders present. She thanked Health System leadership for providing a great lunch for all physicians in honor of Doctors’ Day at University Hospital today, and the following day at the Robert B. Green. She thanked Mr. Banos and Dr. Alsip for allowing the Hospitalists time on the monthly Executive Committee agenda to discuss the various issues that occur in the field of hospital medicine. The physicians are also excited about the daily leadership huddles that are taking place to proactively address issues.

**RECOMMENDATION:** None.
ACTION: None.
EVALUATION: None.
FOLLOW-UP: None.

NEW BUSINESS:

CONSENT AGENDA – JIM 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 DR. DEBORAH CONWAY AS INTERIM CHAIR OF THE DEPARTMENT OF OBSTETRICS AND GYNECOLOGY— KRISTEN A. PLASTINO, M.D., PRESIDENT, MEDICAL/DENTAL STAFF

CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FOLLOWING UHS POLICIES — BRYAN ALSIP, M.D:

NO. 5.13, MEDICAL DEVICE ALARM SAFETY AND
NO. 9.24, ANTIMICROBIAL STEWARDSHIP

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. Engberg, SECONDED by Dr. Burns, and PASSED UNANIMOUSLY.
EVALUATION: None.
FOLLOW-UP: None.

ACTION ITEMS:

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS RELATED TO THE CAPITAL IMPROVEMENT PROJECT:

CONSIDERATION AND APPROPRIATE ACTION TO APPROVE A DESIGN SERVICES CONTRACT WITH MUÑOZ AND COMPANY AS THE LEAD DESIGN FIRM FOR THE NEW NORTHWEST CLINIC AND DIALYSIS CENTER— MARK WEBB

SUMMARY: Staff recently solicited a Request for Qualifications (RFQ) for design services for the new Northwest Clinic and Dialysis Center. This clinic will include areas for primary care, specialty clinics, a dialysis center, and areas for centering. The established clinic prototype will be used as a basis for design and will allow for expansion to meet the demands of growing area demographics. The new Northwest Clinic and Dialysis Center will consolidate the services currently being provided on leased
properties. Additionally, the ultimate site selected for this new facility will serve as a Medical Center North campus for the health system. The Health System received 14 responses to the RFQ. The 14 submittals were evaluated based on the criteria provided to the firms in the RFQ. The criteria used to evaluate the written submittals included qualifications, representative projects, references, project team, including subconsultants, quality assurance, control, and community outreach plan. Of the 14 firms that submitted, five firms were shortlisted and brought in for presentations. The selection committee rated the firms as listed below:

- Muñoz and Company, LLC – 84
- Chesney Morales Partner, Inc. – 81
- Page Southerland Page, Inc. – 75
- KAI Texas – 75
- FKP Architects, Inc. - 72

Muñoz and Company will provide professional architectural and engineering design services for the project to include: full design services, construction administration, and initial outfitting and transition for the new Northwest Clinic and Dialysis Center. The total cost for design services is not to exceed $1,300,000. These fees will be paid from existing capital funds allocated for the Northwest Clinic and Dialysis Center. Muñoz and Company is a minority-owned local company. Muñoz and Company has established targets for SMWVBE of 82 percent and a local participation goal of 85 percent. Mr. Webb provided a table outlining the responsibilities of the proposed subcontractors, a breakdown of certifications and participation rates for each.

RECOMMENDATION: Staff recommends Board of Managers’ approval for a design services contract with Muñoz and Company as the Lead Design Firm for the new Northwest Clinic and Dialysis Center in an amount not to exceed $1,300,000.

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

EVALUATION: Munoz and Company stood apart from other respondents due to the dialysis specialty piece. Construction of this clinic is estimated to be $1.6 million; staff will return to the Board for selection of the construction company and approval of the contract. In response to Mr. Smith’s inquiry about standardizing design of ambulatory clinics, Mr. Webb reported that the standard for replication of clinics was set by the RBG Pavilion. The goal is one layout design for all clinics and support areas. For the Eastside clinic, KAI will work from the RBG design with minor tweaks, but the finished product will be very similar. The Northwest Clinic project will be an expansion of the Eastside clinic, with a dialysis center portion and also very similar.

FOLLOW-UP: None.
CONSIDERATION AND APPROPRIATE ACTION TO APPROVE A CONSTRUCTION MANAGER SERVICES CONTRACT WITH BYRNE│PRESTON BANKS, A JOINT VENTURE FOR THE DESIGN PHASE AND CONSTRUCTION MANAGEMENT SERVICES FOR THE PEDIATRIC PROGRAM RENOVATIONS AT UNIVERSITY HOSPITAL—MARK WEBB

SUMMARY: Renovation of the Horizon Tower will provide a central Pediatric Program with facilities to match the quality standards set by the Sky Tower. Identified areas of the Horizon Tower, which was built in 1981, will be upgraded to meet Texas Department of State Health Services and current Code requirements. The projects included in this Construction Manager Services Scope are comprised of:

1. NICU and Acute Care Unit (10 beds) Expansion – 12th Floor, Horizon Tower
2. PACU Expansion – 11th Floor, Horizon Tower
3. Cardiac Catheterization Laboratory Addition – 11th Floor, Horizon Tower
4. Intensive Care Unit (25 beds) – 10th Floor, Horizon Tower
5. Specialty Clinics and Outpatient Infusion Clinic – 8th Floor, Horizon Tower
6. Acute Care Unit (25 beds) – 6th Floor, Horizon Tower

The overall estimated budget for these projects is approximately $26 million. This contract proposal is for the Construction Manager at Risk (CMR) for design phase and construction phase services that will optimize the use of available funds while providing the highest quality construction within established project schedules. Solicitations for this work were issued on December 29, 2015 and on February 1, 2016, and resulted in five proposals from the following firms: Byrne│Preston Banks Joint Venture; Joeris General Contractors, LTD; SpawGlass Contractors, Inc.; Turner Construction Company; and Stoddard Construction Management, Inc. Upon thorough review by the selection committee, all of the firms proposing, except Stoddard Construction Management, were identified as having the appropriate levels of relevant experience and qualifications for this project. These four firms were invited to present additional information about their team, experience, and overall qualifications in early March. Each firm’s proposal was evaluated on its completeness, logic, use of industry best practices, and overall quality related to certain selection criteria, which Mr. Webb described in detail with the Board. The selection committee ranked the respondents using the defined criteria along with general construction costs and fees, as follows:

<table>
<thead>
<tr>
<th>Firm</th>
<th>Score</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Byrne-Preston Banks</td>
<td>92.8</td>
<td>$2,149,947</td>
</tr>
<tr>
<td>Turner Construction Co.</td>
<td>82.8</td>
<td>$2,726,750</td>
</tr>
<tr>
<td>Joeris General Contractors, LTD</td>
<td>82.0</td>
<td>$2,707,114</td>
</tr>
<tr>
<td>SpawGlass Contractors, Inc.</td>
<td>77.7</td>
<td>$2,401,229</td>
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Based on the interviews and written information provided by these candidate firms, the selection committee recommends a contract award to Byrne│Preston Banks for this project. Staff has reviewed and negotiated the fees for design phase services in the amount of $106,000. The proposed fees will be paid from project funds. Byrne│Preston Banks has established targets for SMWVBE at 60 percent and a local participation goal of 80 percent. It is a joint venture company made up of two SMWBE certified companies. Byrne Construction Services is certified by the South Central Texas Regional Certification Agency (SCTRCA) as a Minority Business Enterprise (MBE) and a Veteran Business Enterprise (VBE). Preston Banks Construction Company, LLC is certified by the South Central Texas Regional Certification Agency (SCTRCA) as an African American Business Enterprise (AABE), Emerging Small Business Enterprise (ESBE), Minority Business Enterprise (MBE), and a Small Business Enterprise (SBE).

**RECOMMENDATION:** Staff recommends Board of Managers’ approval for the selection of Byrne│Preston Banks as Construction Manager at Risk for the Pediatric Program Renovations at University Hospital; and further, approval to execute the design phase services contract with Byrne│Preston Banks in the amount of $106,000.

**ACTION:** A MOTION to approve staff’s recommendation was made by Mr. Engberg, SECONDED by Mr. Hasslocher, and PASSED UNANIMOUSLY. This MOTION IS NOT for approval of full general construction costs and fees in the amount of $2,149,947.

**EVALUATION:** Mr. Webb elaborated on the process used by the selection committee to arrive at the scores. Such review committees are established based upon the specific project with consistent membership from the facilities team, but also often include users and subject matter experts.

**FOLLOW-UP:** Staff will return to the Board with the construction phase services fee, general conditions cost, and cost of the work for Board consideration after the scope of work is better defined and funding sources are clearly established. The initial funding of $106,000 of the design phase services fee will allow the Health System team to prepare preliminary designs and establish accurate estimates and cost efficient approaches for all the work involved. Mr. Adams thanked Mr. Webb for providing a fulsome view of design fees and forthcoming construction fees.

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**CONSIDERATION AND APPROPRIATE ACTION TO APPROVE AN AMENDMENT TO THE DESIGN SERVICES CONTRACT WITH O’CONNELL ROBERTSON FOR THE PEDIATRIC CARDIAC CARE UNIT RENOVATIONS AT UNIVERSITY HOSPITAL 9TH FLOOR, HORIZON TOWER—MARK WEBB**

**SUMMARY:** The Board of Managers tabled this item until April 2016. See evaluation provided with next agenda item.

**RECOMMENDATION:** None.

**ACTION:** None.

**EVALUATION:** None.

**FOLLOW-UP:** None.
CONSIDERATION AND APPROPRIATE ACTION TO APPROVE AN AMENDMENT TO THE CONSTRUCTION CONTRACT WITH CENTENNIAL CONTRACTORS FOR THE REMAINING PEDIATRIC CARDIAC CARE UNIT RENOVATIONS AT UNIVERSITY HOSPITAL 9TH FLOOR, HORIZON TOWER—MARK WEBB

SUMMARY: The Board of Managers tabled this item until April 2016.

RECOMMENDATION: None.

ACTION: None.

EVALUATION:
Dr. Burns expressed concern that the costs for pediatric projects and renovations are so far off. An initial estimate was provided at $1.7 million with costs having grown to almost $5 million. It seems to her that staff should have been aware of these costs when looking at the design for the entire project. Further, the piece meal method of receiving cost information causes confusion; she would like to see the whole picture. Mr. Hernandez explained that the floors in the Horizon Tower were built one at a time in the 1980s, unlike those in the Rio Tower which were built all at one time in the 1990’s. Some of the problems being encountered on the various floors do not match, such as those with the HVAC systems. Mr. Hasslocher agreed that in his experience, in the renovation of older buildings, you can find unknown serious problems that often multiply. Mr. Engberg agreed with Dr. Burns and also expressed discomfort that the Board has not been provided with final costs. Mr. Webb did include a chart within his written report to indicate major projects at University Hospital with completion dates, costs, approval dates, and sources of funding, which he feels paints a more complete picture of the various major projects, pediatric program enabling projects, renovation work, as well as the two new ambulatory clinics. Mr. Adams asked Mr. Engberg to spend some time reviewing these items with Mr. Webb to help identify ultimate construction costs because he would like the Board to receive the best financial view possible. These are awfully big numbers and the Board members agreed that it is worth taking the time to catch up on these projects. Mr. Engberg is the Board’s principal liaison for CIP and construction projects.

FOLLOW-UP: As indicated above.

CONSIDERATION AND APPROPRIATE ACTION REGARDING SELECTED PURCHASING ITEMS:

OVERVIEW OF CONTRACTS WITH THE CENTER FOR HEALTH CARE SERVICES—SALLY TAYLOR, MD TO BE IMMEDIATELY FOLLOWED BY:

SUMMARY:
Dr. Taylor introduced Robert Guevara, Chief Financial Officer and Interim Chief Operating Officer; Cynthia Martinez, Vice President/Restoration Services; and Marshall Millard, General Counsel of The Center for Health Care Services (Center). She provided an overview of the long standing, positive relationship between the Health System and the Center and also, the current agreements between the two entities, status, value, and terms of each. As a prime sponsor, the Health System provides funding and support of the Center’s initiatives through a variety of contracts and memoranda of understandings (collectively referred to as “agreements”) which promote coordinated mental health,
mental retardation and substance abuse treatment services:

- Annual Local Match Memorandum of Understanding – Calculated at 9 percent of total general revenue received by the Center from Texas Department of State Health Services

- CareLink Detoxification and Substance Abuse Services Agreement – Fee for service contract.

- CareLink Provider Agreement for Psychiatric Services – Fee for service contract.

- Mommies Program Agreement – Fixed funding contract.

- Methadone Pharmacotherapy Services – Fee for service contract.

- New Generation Medications Agreement – Fee per prescription contract, term based on State fiscal year.

- Memorandum of Understanding for Capital Improvement – One time capital contribution of $1,420,505 in exchange for priority access to three beds at the Crisis Care Center. Contract extends through 2022.

- Substance Abuse/Medical Services Support Agreement – No costs associated with this agreement.

- Master Business Associates Agreement and Electronic Medical Record Access Agreement – Read only access to each other’s patient records for continuity of care reasons. No costs associated with this agreement.

**RECOMMENDATION:** None.

**ACTION:** This presentation was provided for informational purposes only, and Center staff was invited to attend today’s meeting.

**EVALUATION:** None.

**FOLLOW-UP:** None.

**CONSIDERATION AND APPROPRIATE ACTION REGARDING THE FOLLOWING CONTRACTS WITH THE CENTER FOR HEALTH CARE SERVICES:**

**RENEWAL OF THE LOCAL MATCH AGREEMENT FOR STATE FY 2016—SALLY TAYLOR, M.D.:**

**DETOXIFICATION AND SUBSTANCE ABUSE SERVICES—VIRGINIA MIKA, PHD/ROBERTO VILLARREAL, M.D.:**

**PSYCHIATRIC SERVICES—VIRGINIA MIKA, PHD/ROBERTO VILLARREAL, M.D.; AND**

**SERVICES PROVIDED TO THE “MOMMIES PROGRAM”—THERESA DE LA HAYA**
SUMMARY:

Staff members reviewed the following contracts, their terms, and service details with the Board:

Local Match Direct Contribution for State Fiscal Year 2016 - State Fiscal Year 2016 (September 1, 2015 – August 31, 2016) local match funding requested for this item is $2,466,499, payable in four (4) equal installments if the Center meets all performance standards, staff meets monthly to review metrics. The contract this year includes an access clause for Center outpatient services for Health System patients, and also a Center liaison position at University Hospital to help manage those care transitions from one agency to the other. Contract Manager: Sally Taylor, MD.

RECOMMENDATION: Staff recommends approval as indicated above.
ACTION: A MOTION to approve staff’s recommendation was made by Mr. Smith, SECONDED by Mr. Engberg, and PASSED UNANIOUSLY.
EVALUATION: Discussion ensued regarding the option to provide in-kind services as opposed to cash contributions, staff has opted to contribute via the cash option, which is allowed by the Sponsorship Agreement. Increase of $708,000 based on general revenue received from the State (local direct contribution calculated as 9 percent of this amount).
FOLLOW-UP: None.

CareLink Detoxification and Substance Abuse Services Agreement - To align with the Health System’s budget (calendar) year, the initial term is May 1, 2016 – December 31, 2016, for a sum not to exceed $500,000. The agreement may be renewed up to two successive one (1) year terms for an amount not to exceed $750,000 annually, provided that the Center meets all performance standards and patient satisfaction metrics. The total request for the two (2) years and eight (8) months is $2,000,000. The Health System has contracted with the Center for these services since 2009. Contract Managers: Virginia Mika, PhD, MPH, and Roberto Villarreal, MD, MPH

RECOMMENDATION: As indicated above.
ACTION: A MOTION to approve staff’s recommendation was made by Mr. Hasslocher, SECONDED by Ms. Barrera, and PASSED UNANIOUSLY.
EVALUATION: Discussion ensued regarding cost of contract in prior years, which has consistently been $750,000.
FOLLOW-UP: None.

Professional Psychiatric Services for CareLink Patients - Services are negotiated at 90% of the current Medicare Fee Schedule. To align with the Health System’s budget (calendar) year, the initial term is May 1, 2016 – December 31, 2016 and the amount requested for approval is estimated to be $171,333 for this initial 8-month term. The agreement may be renewed up to two successive one (1) year terms for an amount is estimated to be $257,000 annually, provided the Center meets all performance standards and patient satisfaction metrics. The total request for the two (2) years and eight (8) months is estimated at $685,333. This contract has been in place since 2002, and is a fee for service contract.
Contract Managers: Virginia Mika, PhD, and Roberto Villarreal, MD, MPH.

**RECOMMENDATION:** As indicated above.

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

**EVALUATION:** Discussion ensued regarding the types of mental health disorders, substance abuse related issues, and developmental disabilities covered under this contract. Most patients are classified as priority population, which are those with severe depression, bipolar and schizophrenia.

**FOLLOW-UP:** None.

**Mommies Program Agreement** - To align with the Health System’s budget (calendar) year, the total amount requested is $155,913.75 for an initial 9-month term (April 1, 2016 – December, 31, 2016) and may be renewed up to two successive one (1) year terms provided the Center meets all performance standards. This contract has been in place since 2011. The total amount for each renewal term is $207,885 per year.

**Contract Manager:** Theresa De La Haya

**RECOMMENDATION:** As indicated above.

**ACTION:** A MOTION to approve staff’s recommendation was made by Mr. Smith, SECONDED by Ms. Barrera, and PASSED UNANIOUSLY.

**EVALUATION:** Discussion ensued regarding existing community efforts to prevent pregnancy of addicted mothers. A portion of the Mommies Program is for education of such, with other programs in the community, such as the UT Teen Health Program targeting both male and female high school students to prevent unplanned pregnancies. There is a lot of attention on the prevention of opiate use as well, which will also aid these efforts. Dr. Burns expressed that although the methadone program is great, it is a temporary fix; it is her professional opinion that success is indicated by reducing the number of babies born on methadone, an increase in the number of non-methadone mothers, or a decrease of mothers on this program. Local researchers have started documenting continuity of care and studying the data available at the Center’s Restoration Center for this purpose. Mr. Adams is not certain that, collectively, the community has done an effective job in harnessing the problem. Different agencies deal with different pieces, although each of agencies here brings a different perspective to the table. He would like to see a population health approach on a larger scale, so that as a community, we can make some headway with this issue. Dr. Plastino elaborated regarding ongoing collaborative between the Health System, the Center, and UTHSCSA, which are closely looking at post-partem contraception methods for methadone moms. Texas Department of State Health Services Family Planning Program and Texas Health and Human Services Women’s Health Program (Medicaid) now cover immediate insertion of intrauterine devices, and also Nexplanon, an implant discreetly inserted under the skin on the inside of the upper arm. These contraception methods are provided with the patient’s consent and last anywhere from three to ten years so that the second pregnancy for these women is a chosen pregnancy and not one on methadone. Often, these women leave the hospital and do not find their way back for services. This is an integrated method approach that happens immediately after a woman gives birth and
before she leaves the hospital. These options are supported by the ambulatory side of the Health System, while women receive prenatal care, so that they have time to think about it. Mr. Adams advised the staff that by the nature of our business, he sees an opportunity to make some noise in other parts of the community and create a leadership role. Ms. Barrera agreed that the Health System has resources to be a convener of other programs within the community, for example, the Worden School of Social Service at Our Lady of the Lake University and not for profit businesses to assess their expertise and ensure services and programs are not overlapping. She cited another program, “78207,” which is the most indigent zip code in San Antonio that was aimed at pre-teen Latinas, but was cancelled due to lack of funding. Mr. George Hernandez agreed that this particular contract for the Mommies Program was very innovative 5 years ago, however, it is time take it to the next level. He is especially interested on the emphasis on preventing first time moms from becoming pregnant again due to the addictive nature of methadone.

FOLLOW-UP:
Mr. Adams asked Mr. Hernandez to designate a staff member to serve as the contract point to help decide what role the Health System will take.

CONSIDERATION AND APPROPRIATE ACTION REGARDING A DESIGN SERVICES CONTRACT WITH KAI TEXAS FOR THE NEW UNIVERSITY HEALTH SYSTEM - EASTSIDE CLINIC—MARK WEBB

SUMMARY:
Health System staff solicited a Request for Qualifications (RFQ) for Design Services for the new Clinic on the Eastside at 601 Runnels Avenue, San Antonio, Texas 78208. This clinic will serve as the prototype for future Health System clinics and as such needs to be modular in design and expandable to meet the demands of diverse area demographics. Twenty (23) RFQ responses were received from interested design firms and 23 proposals were evaluated based on the criteria provided to the firms in the RFQ. Six firms were shortlisted and brought in for presentations. Of the six firms that presented, KAI Texas was selected on the basis of demonstrated competence and qualifications to perform the services. KAI Texas has performed the initial programming services for the Eastside Clinic. The scope of work for the next phase is full design services for the development of construction documents including FF&E for the Eastside Clinic at the amount of $417,000. Capital funds in the amount of $4.5M were previously allocated to support the development of the Eastside Clinic. Mr. Hernandez interjected that funding for this clinical site was approved by Centers for Medicare and Medicaid Services (CMS) in May 2014, as a new three-year DSRIP project in partnership with the San Antonio Housing Authority to increase access to preventive care on this part of town. Based on the initial programing and needs assessment, the proposed budget for the building is estimated to be $5 million, the amount approved by CMS. Staff is requesting approval to contract with KAI Texas for an amount not to exceed $550,103 which includes the original contract of $133,103 for master planning and programming, plus this amendment for $417,000. KAI Texas is a Local, African American (AAABE), and Small Business Enterprise (SME).
RECOMMENDATION: Staff recommends approval to contract with KAI Texas as the Architect of Record for the new Eastside Clinic. The firm will provide professional architectural and engineering design services for $417,000. The contract will provide for full design services, construction administration (CA), and Initial Outfitting and Transition (IOT) for the new UHS Eastside Clinic, estimated to be 25,000 square feet in size.

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

EVALUATION: Staff will ensure appropriate parking space is available to meet the demands of the clinic as urged by Mr. Hasslocher at the time of his motion.

FOLLOW-UP: None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING CAPITAL EQUIPMENT NEEDS FOR THE HEART AND VASCULAR INSTITUTE—ED BANOS

SUMMARY: The Heart and Vascular Institute (HVI) project received partial funding for design services in 2012 and in June 2015 the Board of Managers approved funding for construction, renovation and equipment in the amount of $18,000,000. The HVI project includes several phases of renovation, relocation of services and expansion of services which was described and categorized in detail by Mr. Banos in his written report to the Board. The HVI areas include the adult cath lab, interventional radiology, heart station at the Medical Arts and Research Building, vascular lab, and non-invasive cardiology. Staff provided in-depth justifications for the necessary major capital purchases being requested today, as well as expected expense amounts for each of the areas. The HVI project will positively impact current business plans by providing greater access to current patient volume as well as provide additional capacity for projected future growth of the Heart and Vascular service line. Time is of the essence with this project to ensure the Health System maintains a competitive advantage in the marketplace. The vendor of choice for angiography imaging equipment in the past has been Philips Health Care, having provided 90 percent of the angiography equipment. Amerinet, one of the Health System’s Group Purchasing Organizations, has a first quarter group buy promotion with Philips that offers an approximate 40 percent discount off list price. The total savings if staff issues the purchase orders for three Philips systems before March 31, 2016 represents a savings opportunity of approximately $1,800,000 off the normal GPO pricing. These equipment purchases are essential to replace old, out of date equipment that has exceeded its life expectancy and limits the Health System’s ability to achieve strategic growth initiatives. Combined equipment and construction expenses will total $11,500,000 from the previously approved $18,000,000 HVI project and $2,500,000 from 2016 routine capital for a total of $14,000,000. The remaining $6,500,000 in HVI project funds will be requested for the Pediatric Cath Lab once the evaluation of the relocation of that lab has been completed.

RECOMMENDATION: Staff recommends Board of Managers’ approval of the capital purchases identified today ($11,500,000 from HVI project funds and $2,500,000 in
ACTION:

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

EVALUATION:

Mr. Adams asked for assurance that the lead physicians, particularly, Drs. John Calhoun and Steven Bailey, are in agreement that this is the right approach. The physicians have been regularly talking about equipment needs and growth, and have expressed their commitment to the program, they understand that the Health System wants to grow slowly and appropriately. Mr. Adams issued a stipulation to that staff urging them not to repeat what happened with the adoption of the electronic medical record, when the Board was told it was what the physicians wanted and ended up with two incompatible systems. Mr. George Hernandez assured Mr. Adams that the physicians are very much aligned in this matter. Another player is the Department of Medicine, which Dr. Alsip added, the new Chair, is very supportive. Dr. Baily is a division chair under this department which also sets the tone for alignment. Mr. Hasslocher commended the savings of approximately $1,800,000, which led Mr. Engberg to verbally presume that the equipment is state of the art. Mr. Banos reiterated that these upgrades will not only serve the needs of the Health System today, but also its future needs. He confirmed that this equipment is state of the art.

FOLLOW-UP:

None.

CONSIDERATION AND APPROPRIATE ACTION REGARDING CONTRACTS WITH THE FOLLOWING LOCAL MARKETING SERVICES FIRMS: MARKETVISION, CREATIVE NOGGIN, DESIGN FILM-JOSH ZAPATA, ACA DIGITAL; AND WENDY RIGBY - LENI KIRKMAN TED DAY

SUMMARY:

At its January 19, 2016 meeting, the Board of Managers approved a contract with ND&P (Richmond, Virginia) to provide comprehensive marketing consultation services including updating the current branding/graphic design standards manual, developing a new brand campaign for University Health System, integrating University Children’s Health into the Health System’s brand architecture, and developing a Children’s Health campaign. To assure this process takes into account San Antonio’s unique culture, and to provide opportunities for local marketing communications professionals to participate and gain valuable insight into the healthcare industry, the Board was supportive of staff’s recommendation to hire local graphic design, digital advertising, copywriting, media services, and Hispanic market experts to partner with ND&P and the internal communications team. A request for proposals was issued in December 2015 for these five marketing communication services: Hispanic Marketing, Graphic Design, Digital Marketing, Copywriting, and Media Services. The selected firms will work within the Health System’s brand/graphic design standards to support and supplement the internal communications team with the volume of day-to-day corporate and service line specific communications projects. A total of 21 firms submitted proposals for one or more of the five marketing
communication services. Proposals were scored on customized matrices that corresponded to each of the five marketing services categories for which they submitted. Internal team members with expertise in each category, who will work directly with the selected vendors to develop and implement communication materials and campaigns, participated on the scoring committees. A review of the individual evaluations of the committee reflected strong consensus to select the following firms to provide the indicated services:

Creative Noggin: Graphic Design, Copywriting, Media Services
DesignFilm – Josh Zapata: Graphic Design
MarketVision: Hispanic Marketing
Wendy Rigby: Copywriting

The digital marketing portion of this RFP will not be awarded at this time.

Funding for the first nine months of these fee-for-service, not-to-exceed contracts is included in the 2016 Corporate Communications & Marketing budget. Each contract will be for a 3-year term, with two options to renew for one additional year. The proposed contract amounts by vendor are listed below (along with their SMWVBE status):

- Creative Noggin: 3-year contract for graphic design, copywriting and media services not to exceed $175,000 per year (Woman-owned business with 10 employees).
- DesignFilm: 3-year contract for graphic design services not to exceed $40,000 per year (One-person Hispanic-owned business).
- MarketVision: 3-year contract for Hispanic Marketing services not to exceed $100,000 per year (Hispanic-owned business with 28 employees).
- Wendy Rigby: 3-year contract for copywriting services not to exceed $40,000 per year. (One-woman sole proprietor)

**RECOMMENDATION:** Staff recommends the Board of Managers approve contracts, as outlined above for marketing communication services to supplement internal staff resources and to partner with University Health System’s brand agency to assure all internal and external communication projects are consistent, professional and culturally competent across all types of media.

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

**EVALUATION:** Ms. Kirkman cited the strategic vision, which is to be the Health System of choice for everybody in San Antonio, Bexar County, South Texas, and beyond in response to Mr. Smith’s inquiry about the purpose of this project. Dr. Burns’ commended Mr. Day for arranging an in-person presentation by two UT providers for 20 providers from her practice this morning. This is now the second extremely positive interaction by her practice; the UT providers are excellent, and she saw it as a very effective marketing strategy. The UT physicians were personable and very open to providing telephone and in-person consults as needed by the community providers. Mr. Day agreed and reported that they have been extremely
engaged in all pediatric outreach efforts. Mr. Hasslocher thanked the staff and acknowledged their hard work in arriving at today’s recommendation.

FOLLOW-UP: None.

INFORMATION ONLY ITEMS:

REPORT REGARDING MEDICAL-DENTAL STAFF COMMITTEES AND DEPARTMENTS — KRISTEN A. PLASTINO, M.D., PRESIDENT, MEDICAL/DENTAL STAFF

UPDATE ON FACILITIES DEVELOPMENT ACTIVITIES—MARK WEBB

REPORT ON RECENT RECOGNITIONS AND UPCOMING EVENTS—LENI KIRKMAN

ANNUAL REPORT ON LEARNING AND DEVELOPMENT—JACQUE BURANDT/ThERESA SCEPANSKI

SUMMARY: Mr. Adams directed the Board’s attention to the four (4) 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: None.

FOLLOW-UP: None.

CLOSED MEETING:

Mr. Adams announced this meeting closed to the public at 8:18 p.m. The following Board members present: Mr. Jim Adams, Mr. Ira Smith, Dr. Dianna M. Burns-Banks, Ms. Janie Barrera, Mr. Robert Engberg, and Mr. James Hasslocher. At 8:53 p.m., Mr. George B. Hernández, Jr., President/Chief Executive Officer, joined the meeting. A closed meeting was held pursuant to TEX. GOV’T CODE, Section 551.074 (Vernon 2004) to evaluate the performance and duties of the President/CEO. After discussion, no action was taken in closed session. Mr. Adams announced that the closed meeting ended at 9:10 p.m. The public meeting reconvened at 9:10 p.m.

CONSIDERATION AND APPROPRIATE ACTION REGARDING ANNUAL EVALUATION OF THE PERFORMANCE AND DUTIES OF THE PRESIDENT/CEO—JIM ADAMS, CHAIR

SUMMARY: In January 2016., Mr. Adams appointed Mr. Hasslocher to chair an ad hoc committee charged with the annual evaluation of the President/CEO. Mr. Engberg and Mr. Adams served as the other two committee members. The ad hoc committee met twice since that time and has reviewed their findings with the full Board of Managers in Executive Session this evening, and again in a subsequent session that included George Hernandez for discussion. The committee actively solicited input from all members of the Board during this process.

RECOMMENDATION: The ad hoc committee recommends a salary increase to $650,000. In recognition of the President/CEO’s performance, the ad hoc committee also recommends a one-time bonus award of $75,000.

ACTION: A MOTION to increase George Hernandez’s salary to $650,000, effective January 1, 2016, and a one-time award of $75,000, for a total
compensation of $725,000.00 for his performance in 2015, was made by Mr. Hasslocher, **SECONDED** by Mr. Engberg, and **PASSED UNANIMOUSLY**.

**EVALUATION:**
Mr. Hernandez thanked the Board of Managers for their consideration. He acknowledged the Board’s commendation of his work as recognition of all the good work being done by the great employees; lots of success is team success. He also recognizes the employees as the key to driving the Health System’s success, and improvements in quality. He is often approached about the many wonderful experiences patients have at University Hospital, a testament to the success of the team approach taken at University Health System.

**FOLLOW-UP:** None.

**ADJOURNMENT:**
There being no further business, Mr. Smith adjourned the public meeting at 9:12 p.m.

Ira Smith  
Vice Chair, Board of Managers

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

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Sandra D. Garcia, Recording Secretary