SPECIAL MEETING
OF THE BEXAR COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS

Wednesday, September 30, 2015
9:00 a.m.
Foundation Room
Robert B. Green Campus
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
Robert Engberg
James C. Hasslocher

BOARD MEMBERS ABSENT:

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

OTHERS PRESENT:

George B. Hernández Jr., President/Chief Executive Officer, University Health System
The Honorable Tommy C. Calvert, Bexar County Commissioner, Precinct 4
Bryan Alsip, M.D., Executive Vice President/Chief Medical Officer, University Health System
Edward Banos, Executive Vice President/Chief Operating Officer, University Health System
Tim Brierty, Chief Executive Officer, University Hospital
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
Greg Gieseman, President/Chief Executive Officer, Community First Health Plans, Inc.; and Vice President, Managed Care, University Health System
Laura Gomez, Director, Strategic Planning & Business Development, University Health System
Michael Hernandez, Vice President/Chief Legal Officer, University Health System
Reed Hurley, Executive Vice President/Chief Financial 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
Bill Phillips, Vice President/Chief Information Officer, University Health System
Nancy Ray, R.N., M.A., Senior Vice President/Chief Nurse Executive, University Health System
Sally Taylor, M.D., Vice President/Chief, Behavioral Services, University Health System
Mark Webb, Chief Executive Officer, Pediatric Services, University Health System
CALL TO ORDER AND RECORD OF ATTENDANCE: JIM ADAMS, CHAIR, BOARD OF MANAGERS:

Mr. Adams called the meeting to order at 9:01 a.m.

STRATEGIC PLANNING SESSION: BECOMING THE HEALTH SYSTEM OF CHOICE – GEORGE B. HERNANDEZ, JR.

Mr. Hernandez greeted the Board members and yielded the floor to Mr. Day for an introduction of the topics to be discussed:

Health System’s 2020 Vision Review, Progress, 9:10 am
Physician Alignment and Engagement, 9:25 am
Marketing & Outreach, 9:45 am
Pediatric Status Highlights, 10:15 am

CLOSED SESSION:

2016 Growth Plan & Connection of Strategic Initiatives to Budget
General Tactics and CFHP
Place of Service-Specific: Inpatient/Post Acute/Ambulatory
Summary of Recommendations & Topics for Next Retreat in Series

SUMMARY: HEALTH SYSTEM’S 2020 VISION REVIEW, PROGRESS

Mr. Day reviewed the 2020 Vision Statement, strategic framework, and Key Success Drivers. The Health System’s 2020 Vision, previously agreed upon by the Board is:

University Health System will be the premier health system in South Texas, committed to delivering patient-centered, culturally competent, and high quality health care, based on a strong foundation of outcomes-based research and innovative teaching.

The staff’s approaches to adopt this Vision include:

- Be responsive to patient needs/expectations and the evolving industry;
- Expand the UHS Network to increase access to care, throughput, and scale; and
- Be prepared for changing and decreasing reimbursement models.

Improved Brand Image that is Understood & Appreciated
- Improve performance in US News & World Report for targeted service lines

Be an Innovative Organization in how we deliver care and in identifying financial resources to support the mission

Use relationship with Community First Health Plans for growth
Discussion ensued regarding various federal funding sources (Disproportionate Share, Upper Payment Limit, Uncompensated Care, DSRIP, and total Waiver) for the term 2010 through 2017 (projected). Mr. Day described current, major challenges that the Health System will continue to face in 2016, opportunities, and then described Health System’s approach to deal with such:

Uncertain and changing patterns of reimbursement --
- Pursue profitable service lines
- Improve payer mix
- Pursue additional external funding sources
- Reduce expenses

Consumer Expectations --
- Pursue profitable service lines
- Improve payer mix
- Pursue additional external funding sources
- Reduce expenses

Stiff competition, especially in pediatrics and others --
- Alignment with physicians
- Strong outreach & marketing

Because Texas has not pursued a coverage solution for 1.2 million Texans in poverty, Mr. Day reviewed the number of ambulatory visits for the period 2011 (912,000) through 2015 (1,028,000 projected); and inpatient admissions for the period 2010 (20,004) through 2015 (25,387 projected).

SUMMARY:

PHYSICIAN ALIGNMENT & ENGAGEMENT:

Pursuant to the new Affiliation Agreement between the Health System and the UTHSCSA School of Medicine, entered into on August 25, 2015:

- Organizations are working together proactively;
- Formalization of existing joint planning process has occurred;
- October launch of Joint Conference Council (JCC);
- New opportunities developing. Atmosphere of collaboration; and
- Measurement of benefit of collaboration.

Mr. Brierty reported on the status of physician engagement efforts and Dr. Alsip reviewed the physician relations plan goal, which is to design and implement specific initiatives to improve the relationship between the Health System and UT, CMA, and community physicians. Tactical themes of the plan include ongoing communication, physician recognition and appreciation, a physician lounge, assessment of community physician perception and action plan, and physician mixers with UT, CMA, and UHS leaders.

RECOMMENDATION: As indicated below.
ACTION: As indicated below.
EVALUATION As indicated below.

FOLLOW-UP: Board members provided the following feedback:
• Consider creating a service line-based physician panel and include Board member (assigned to committee) to enhance alignment (e.g., Heart and Vascular Institute)
• Continue to increase emphasis on physician recognition and highlight this at Board of Managers level in future meetings (similar to staff recognition)

SUMMARY:

MARKETING & OUTREACH:

Ms. Kirkman reviewed an integrated action plan and the types of tactics used to target consumers. Mr. Day reviewed tactics used to target referring providers and facilities, as well as payer tactics. Also reviewed were adult inpatient market share trend data for all service lines, age 18 and over, and compared to Nix Health System, Methodist Health System, CHRISTUS Santa Rosa Health System, Baptist Health System, and Southwest General Hospital. Mr. Brierty reviewed the various initiatives occurring in the inpatient environment to handle increased demand for UHS services. Mr. Day reviewed the 2016 growth plan outreach tactics for the following service lines, targeting adult markets: Heart & Vascular, Neurosciences, Orthopedics, Transplant, and Women’s Services. Ambulatory will target both adult and pediatric markets, and Neonatology will target the pediatric market. The plan is to create access, develop durable relationships, and deliver and extend value. Mr. Day and provided a strong collaboration example in the Laredo Service Area with Laredo Medical Center, STAT Emergency Center of Laredo, and Doctors Hospital of Laredo, and he reviewed an Enhanced Outreach Approach for the South Texas service area,

• Enhance data integration: Study of changing admission patterns to drive tactics;
• Enhanced accountability: Review of volume of activity by outreach team members;
• Enhanced resources: Expansion in 2015 (7.2 FTE’s) with plan for further expansion into 2016; and
• Assessment of competition’s approaches: Determination where to match or leapfrog their approach.

Mr. Day and Ms. Kirkman reviewed the Health System’s branding/marketing execution plan, and also the strategic communications plan with measurable outcomes:

Differentiate University Health System through unique positioning.
✓ Core messaging outline
✓ “There is a difference” Campaign
• National Academic Medical Center Branding agency – Oct. Board meeting

Bring in additional resources
✓ Core messaging outline
✓ “There is a difference” Campaign
• National Academic Medical Center Branding agency – Oct. Board meeting

Executive tactical recommendations
• Patient Experience
• “Internal” Physician Experience
• Referring Physician Experience

Website Redesign – launching in December 2015
Media Relations – program written
Community Relations – program written
Employee Communications – program under development; employee engagement survey
Physician Communications – in process
Branding/reputation – nearly complete
Consumer engagement and services line marketing - 17 CRM campaigns executed to-date, downstream revenue reporting in process

Ms. Kirkman also led a discussion regarding the Health System’s brand and customer relationship management (CRM) campaigns for targeted services lines. She presented statistics related to four new pediatric advertisements.

RECOMMENDATION: As indicated below.
ACTION: As indicated below.
EVALUATION As indicated below.

FOLLOW-UP: Board members provided the following feedback:

• Continue to increase focus on developing referral processes with community physicians and UTHSCSA to gain their business. Focus on Bexar County outreach and include solo practitioners, not just larger practices. Solicit input from Dr. Burns.
• Continue to partner with UTHSCSA on outreach efforts.
• Assess how UHS is listed in the payer handbooks and whether patients have appropriate choice - are we called UHS, or CMA, or UT?
• Update transfer center reporting to show acceptance rate for appropriate transfers (with goal of 100%)

SUMMARY: PEDIATRIC STATUS HIGHLIGHTS

The Honorable Tommy C. Calvert and Dr. Dianna M. Burns arrived during this portion of the meeting at 10:00 and 10:15 am, respectively.

Mr. Day reviewed the Health System’s competitive position and pediatric inpatient market share trend data for all services lines, excluding neonatology and deliveries, age 17 and under, and compared to Baptist Health System, Southwest General Hospital, Methodist Health System, CHRISTUS Santa Rosa Health System, and NIX Health System. He also reviewed enhanced outreach efforts in Bexar County and beyond, Vision and roadmap for the future, unified brand development, the operational plan that calls for the creation of Children’s Hospital environment, including a Pediatric Emergency Department. Mr. Webb reported that staff would soon bring a full business plan update to the Board which incorporates 2016 projections.

RECOMMENDATION: As indicated below.
ACTION: As indicated below.
EVALUATION As indicated below.
FOLLOW-UP:  

Board members provided the following feedback:

- Present unified brand to Board once approved by UHS and UTHSCSA leadership.
- Update Board on vision, roadmap, and business plan for pediatrics, and solicit their input.

SUMMARY:  

CLOSED MEETING: 2016 GROWTH PLAN AND CONNECTION OF STRATEGIC INITIATIVES TO BUDGET

Mr. Adams announced the meeting closed to the public at 11:30 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, Mr. Robert Engberg, and Mr. James C. Hasslocher. The following staff members were also present: Mr. George B. Hernández, Dr. Bryan Alsip, Mr. Edward Banos, Mr. Tim Brierty, Mr. Ted Day, Mr. Sergio Farrell, Mr. Greg Gieseman, Mr. Reed Hurley, Dr. Monika Kapur, Ms. Leni Kirkman, Mr. Bill Phillips, Ms. Nancy Ray, Dr. Sally Taylor, Mr. Mark Webb, Ms. Laura Gomez, Ms. Sandra Garcia, and Mr. Steve Amason. After discussion, no action was taken in the closed meeting and Mr. Adams reconvened the public meeting at 1:40 p.m.

RECOMMENDATION: As indicated below.
ACTION: As indicated below.
EVALUATION: As indicated below.

FOLLOW-UP:  

Board members provided the following feedback:

- In a future meeting, define the vision for the Health System and who we want to be in various markets (explain how strategic partnerships/affiliations fit into this vision).
- Assess strategic vision for potential partnership with Bexar County in Northeast area of town and present this in a future meeting.
- Continue to incorporate strategy on the role of CFHP in context of entire Health System (pros/cons/value proposition) in Board discussion.
- Expand partnership list to include Federally Qualified Health Centers, and discuss with Board developing partnerships across our geographic region.
- Incorporate information technology and telemedicine strategy updates in a future session. Provide an update in this discussion on Electronic Medical Record standardization.
- Make strategy session less focused on status reporting and more focused on presentation of strategies for board feedback.
- Focus on continuing to improve market share, as well as brand image.
- Add business and financial plans as a key driver.
- Agree with the plan to prepare for 2016 financial challenges.
- Organize and execute for growth.
- Continue speed of action, and be willing to take risks.
Strategize on how to mobilize the business community to help advocate for Medicaid expansion in Texas

SUMMARY: SUMMARY OF RECOMMENDATIONS AND TOPICS FOR NEXT RETREAT IN SERIES

RECOMMENDATION: As indicated below.
ACTION: As indicated below.
EVALUATION As indicated below.

FOLLOW-UP: Board members provided the following feedback:
• Provide targeted education in order to equip for decision-making (e.g., bundled payments).
• Educate Board on relevant regulations and how they are anticipated to impact UHS. Discuss positioning to mitigate impact and address requirements.

ADJOURNMENT:

There being no further business, Ms. Adams adjourned the public meeting at 2:00 p.m.

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

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Sandra D. Garcia, Recording Secretary