

**BEXAR COUNTY BOARD OF TRUSTEES FOR  
MENTAL HEALTH MENTAL RETARDATION SERVICES d/b/a  
THE CENTER FOR HEALTH CARE SERVICES**

Regular Board Meeting

6800 Park Ten Blvd, Suite 200-S

San Antonio, Texas 78213

Tuesday, August 10, 2021

6:00 p.m.

**TRUSTEES PRESENT:** Daniel T. Barrett, Chairman  
Mary Rose Brown, Vice Chairman  
Donnie Windham Whited, Secretary  
Graciela Cigarroa, Treasurer  
Roberta L. Krueger, M.D.  
Polly Jackson Spencer, Ret. Judge  
Richard Usatine, M.D.  
Margaret M. Vera  
Sandee Marion, Ret. Judge

**TRUSTEE ABSENT:** Sheriff Javier Salazar

**STAFF PRESENT:** Jelynn LeBlanc Jamison, President/Chief Executive Officer  
Robert Guevara, Chief Financial Officer  
Rene Olvera, M.D., Chief Medical Officer  
Lauro Garza, VP/Occupational Safety Risk Management  
Allison Greer-Francis, VP/Governmental Relations  
Adam Velez, Director/Contracting & Procurement  
Frank Garza, General Counsel  
Maritza Farias, Senior Executive Administrative Assistant

The regular meeting of the Bexar County Board of Trustees for Mental Health Mental Retardation Services d/b/a The Center for Health Care Services was held on Tuesday, August 10, 2021 at the Administrative Offices located at 6800 Park Ten Blvd, Suite 200, San Antonio, Texas 78213.

**CALL MEETING TO ORDER  
CERTIFICATION OF QUORUM**

Mr. Barrett called the meeting to order at 6:06 p.m., with the following trustees present: Mses. Brown, Cigarroa, Vera, Whited, Spencer, Marion; and Drs. Krueger and Usatine; thereby establishing a quorum.

**PLEDGE OF ALLEGIANCE** - Led by Chairman Daniel Barrett

**CITIZENS TO BE HEARD** – No citizens presented to be heard.

**1. SWEARING IN & INSTALLATION OF NEWLY APPOINTED BOARD MEMBER FORMER CHIEF JUSTICE SANDEE BRYAN MARION (PLACE 7) BY RETIRED JUDGE POLLY JACKSON SPENCER**

Judge Polly Jackson Spencer performed the Oath of Office for Judge Sandee Marion, who was appointed by Commissioner Trish DeBerry for a two-year term. Judge Marion will serve through June 30, 2023.

**2. IN RECOGNITION OF JUDGE LAURA PARKER FOR HER LEADERSHIP AND SERVICE AS A MEMBER OF THE CENTER'S BOARD OF TRUSTEES**

Mr. Barrett acknowledged Hon. Judge Laura L. Parker for her dedication, leadership and service to the Center's Board of Trustees. Hon. Judge Laura L. Parker served on the Board from August 2017 through June 2021.

**3. REPORT FROM THE NOMINATIONS COMMITTEE**

Committee Chair Mary Rose Brown reported that the Nominations Committee had virtually met on August 9, 2021 to discuss and propose a new slate of officers for the period August 2021 through July 2022.

Ms. Brown announced that the committee was recommending the following slate of officers:

- Daniel T. Barrett, Chairman
- Mary Rose Brown, Vice Chairman
- Donnie W. Whited, Secretary
- Graciela Cigarroa, Treasurer

There being no nominations from the floor, Judge Spencer moved to close the nominations. Ms. Whited seconded the motion. Motion carried.

**4. ELECTION OF OFFICERS FOR THE PERIOD AUGUST 2021 – JULY 2022**

Judge Spencer moved by acclamation that that the Board of Trustees approve the slate of officers as recommended by the Nominations Committee. Dr. Usatine seconded the motion. Motion carried unanimously.

**5. APPROVAL OF MINUTES**

Minutes of the Regular Board Meeting held on June 8, 2021 were presented for review and approval. Judge Spencer moved for approval as presented; Ms. Whited seconded the motion. Motion carried.

**6. BOARD CHAIRMAN'S REPORT**

Mr. Barret noted that by the Governor's order members of the Board have to be physically present at the meetings starting on September 1, 2021.

**7. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT**

▪ Leadership Briefing

Ms. Jamison noted that together with Dr. Olvera, she is closely watching the State and local activity regarding COVID 19.

The Center had mandated the use of masks in the clinical areas. In the administrative areas, vaccinated employees have the option to choose; non-vaccinated employees are encouraged to wear a mask. Approximately 75% of employees are vaccinated.

Bexar County Judge Toni Arteaga ruled a mandate to wear masks and waiting for Supreme Court decision. The City Manager released a statement for all city employees and visitors mandating the use of masks on city facilities. Vaccinated individuals can use paid leave during quarantine. Non-vaccinated employees have to use PTO. Up to \$300 incentive is available for individuals that are not vaccinated to become vaccinated.

▪ Chief Medical Officer's Report

Dr. Olvera reported on the following:

- July 1<sup>st</sup> is the beginning of the academic year
- It has been a busy year for the Center, expanded partnership with UIW to 8 general residents rotating at PEC and Crisis
- Expanded child psychiatry presence with UT Health for a total of 6 fellows per year that will rotate through the Child Psychiatry clinics
- In conjunction with UT Health - Doctoral internship for a 5<sup>th</sup> year PhD level Behavioral Health consultant for Integrated Care who is working with Dr. Aguilar.
- In conjunction with Our Lady of the Lake launching a 4<sup>th</sup> year PhD Doctoral trainee in Behavioral Health Consultant Practicum
- Dr. Rosalyn Womack, DO accepted the Center's offer and starts August 16<sup>th</sup> at the Northwest Clinic.

- Contracts executed by the President/CEO over \$50,000 and under \$100,000 for the months of June & July 2021 – None to report

**8. CONSENT AGENDA**

Ms. Whited moved for approval of the Consent Agenda as presented. Dr. Usatine seconded the motion. Motion carried.

**9. INDIVIDUAL ITEMS FOR REPORT, DISCUSSION & APPROPRIATE ACTION**

### **PLANNING & OPERATIONS COMMITTEE**

1. Review and Approval of The Center for Health Care Services Quality Management Plan for Fiscal Years 2021 – 2023

Ms. Hussey presented the Center's Quality Management Plan for FY 21-23 noting the following:

- Compliance Department oversees rules, responsibilities, and additional processes to ensure the provision of quality clinical services.
- State law and accrediting standards require the development and the periodical review and update of the Quality Management Plan
- QM plan include appendices for Substance Abuse Programs, Utilization Management, Youth Empowerment Services (YES) Waiver, and Projects for Assistance in Transition from Homelessness (PATH).
- Review of clinical programs resulted in refunds of billable services of \$430.88 for the last quarter of FY19.
- FY20 refund was \$46,702.78. FY21 the refund is \$9,185.89 to date.
- The Center's Quality Management Plan will be in effect from September 1, 2020 through August 31, 2023.

Judge Spencer moved that the Board of Trustees approve the Center for Health Care Services Quality Management Plan for Fiscal Years 2021 – 2023. Ms. Cigarroa seconded the motion. Motion carried.

### **FINANCE COMMITTEE**

2. Acceptance of the Center's Financial Statements for the Period Ending April 30, 2021 and May 31, 2021

Mr. Guevara presented the Center's Financial Statements noting the following:

April 2021

- The Center's Financials ended with an overall loss of (\$195,566) bringing the year to date loss to negative (\$454,648).
- Planned Reserved Expenditures reported at \$4.2 million, unrecognized waiver of \$1.9 million for an overall YTD net gain of \$3.7 million.
- Monthly personnel cost were (\$231,088) below March expenses as April had one less payroll day.
- Overall, recognized 1115 Waiver funding YTD reported at \$9.1 million, approximately (\$2.2 million) below the expense budget YTD.
- Fund Balance is comprised of \$9 million in cash and \$11.4 million in accounts receivable.

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- Revenue Budget through the month of April was \$76.3 million, earned revenue was \$67.3 million. There are three areas that are causing the variance: Waiver (\$2.2 million), (\$1.5 million) for PPP Beds, and Other (\$5.2 million) which is comprised of \$4.2 million in fund balance not yet been utilized, and the recognition of the CARES funding.
- Strategic Plan Revenues is below target at (\$554,099), a 5% equivalent. However, \$6.1 million in controlled spending offset this amount.
- Service Revenues through April was budgeted at \$7,892,700; target exceeded by \$546,625.
- Service Revenue budget for the month of April was set at \$992,495, exceeded by \$135 thousand for a gain of \$1.1 million.
- Daily Billable Service Revenue actual was \$53,691, averaging \$50,719 through the month of April. Compared to same month last year the daily billable average exceeded by \$6,300 per day.
- Medicaid Rehab/Case Management Actual - \$298,076, originally budgeted at \$299,469.
- Fund Balance was \$34.4 million. Tex Pool decreased by (\$3.8 million), earning \$132 in interest. Days of operation – 78.25 with a profit margin of 5.4%.
- Cash Flow beginning balance reported at \$14.3 million, ending balance at \$9.2 million.

May 2021

- The Center's financials the Center had a positive contribution to the fund balance of \$273 thousand for an overall YTD gain of \$356 thousand and a negative contribution YTD of (\$98 thousand).
- Reserve Expenditure reported at \$4.9 million and \$1.9 million of unrecognized waiver. With all funds recognized, the net YTD gain is \$4.8 million.
- Monthly Personnel Cost were (\$291,325) below April expenses. May had one less payroll day. Funding recognition YTD for 1115, Waiver is \$10.4, approximately (\$2.3 million) below the expense target.
- Fund Balance is comprised of \$4.6 million in cash and \$11.6 million in account receivable. Typically, April, May, and June are low cash months.
- 1115 Waiver draw was received in July for \$17.1 million.
- Overall revenue target thorough May was \$89.6, Actual YTD Revenue was \$75.9 million. The variance includes Waiver (\$2.3 million), Senate Bill 292 PPB Beds (\$1.5 million), and (\$9.5 million) comprised of fund balance and CARES dollars not recognized for the year. Variances have no or minimal financial impact due to no cost incurred.
- Strategic Plan Revenues were slightly low at (\$664,196), the equivalent of 4.7%; however, this is offset by \$7.1 million in control spending or the equivalent of 8.7%.
- Service Revenue through the month of May original budget was \$8.8 million; target exceeded by \$632 thousand, actual budget is \$9.4 million. During the month of June, the Center was slightly below target by \$32 thousand and during the month of July, the revenue is below target by \$105 thousand. There has been an increase on staff

taking time off, approximately 11,000 hours of paid time off in June and about 12,000 in the month of July.

- Daily Billable Service Revenue average was \$50,812 through the month of May. The average for May was \$51,563 exceeding daily average target by \$2,700 when compared to May of 2020.
- Medicaid Rehab/ Case Management actual was \$246,039; originally budgeted at \$299,469, shortfall of \$53 thousand.
- Fund Balance reported at \$34.7 million with investments in Tex Pool decreasing by (\$4.2 million). Interest earned for the month was \$62. Days of operation – 79.5, with a profit margin of 6.1%.
- Cash Flow beginning balance was \$9,237,503 and the ending balance was \$4,943,921.

Ms. Whited moved that the Board of Trustees accept the Center's Financial Statements for the Period Ending April 30, 2021 and May 31, 2021. Judge Spencer seconded the motion. Motion carried.

### 3. Review and Approval of the Center's FY 2022 Budget and Staffing

Mr. Guevara presented a financial and operational recap for FY 21 noting that the overall financial performance is projected to be a positive \$1.7 million at year-end. COVID response affected service delivery, 75% of services are virtual or telephonic, and 25% are face to face through June. Metrics of 1115 Waiver were 100% achieved with a total valuation of \$19.6 million. The Center achieved 100% compliance with State Performance contract.

Mr. Guevara provided a detailed review of the proposed FY 2022 budget assumptions including revenue, expenses, program changes and other impacts, staffing plans by Business Units, funding sources and headcount. Mr. Guevara noted that the staff developed and presented to the July 15, 2021 Finance Committee the forecast assumptions of major changes to be incorporated in FY 22 to include:

- Current levels for State contracts
- Bexar County Drug Court – RFP was submitted for a fee for service payment structure
- General Revenue anticipated funding at \$27,594,502
- Patient Service Revenue – \$13,160,488
- Alignment of health insurance costs in conjunction with health broker USI Insurance industry trends and current expense trends.
- Performance pay budgeted at 1.5%.
- Tuition Reimbursement and Language Pay Pilot Programs budgeted at \$250,000.
- Progression and Compression Pay framework
- Budgeted Waiver funding in the FY 2022 budget reduction of 12%, budgeted at \$17.03 million. Unused balance of \$2.1 million.

Ms. Jamison added that this is the last year for Waiver funding. However, Texas received a 10-year extension in January. CHCS has set up the IGT for the Direct Payment Program and collecting data in accordance to the measures received.

The uncertainty resides on the \$500 million proposed for the Charity Care pool to be available to public health organizations throughout the State. Guidance from HHSC and the Texas Council recommends proceeding as if the 1115 Waiver is going to renew as of September 1, 2021.

- Headcount - 1,261.92 positions including: 49 new clinical staff, 7 new positions in support of the new Electronic Health Record Initiative, 12 new positions to support Centralized Scheduling expansion to Substance Use and Justice Programs, 12 new Business Support Staff to address current patient volume at clinics, and support process changes related to new Electronic Health Record. One hundred and two (102) new positions budgeted at 9 months.
- Total proposed budget is \$126,766,352 with a proposed head count of 1,262 and a fund balance designation of \$6,302,801. The increase of \$2,053,862 will fund the requested additional clinical positions. The fund balance as in prior years will be reduced with a combination of managing turnover, and increased revenue growth.
- Changes will take effect with FY 2022 approved budget that starts on September 1, 2021.

Mr. Barrett commended Mr. Guevara and staff for the presentation and work done to develop the FY 22 budget.

Dr. Usatine moved that the Board of Trustees accept the Center's FY 2022 Budget and Staffing. Dr. Krueger seconded the motion. Motion carried.

## **REPORTS**

### **TEXAS COUNCIL OF COMMUNITY MHMR CENTERS INC. BOARD**

- Mr. Barrett briefly informed that the Council will go back to meet in person.
- He will be given the Board a more robust report at the next meeting.

### **TEXAS COUNCIL RISK MANAGEMENT FUND BOARD**

- Mr. Guevara reported that the TRCMF met virtually on Friday, August 6<sup>th</sup>
- Three member's term had expired; a recommendation will be presented at the November Board meeting.
- Property insurance renewal expected at the end of August; the estimated increase is 10 to 16% across the board.
- The fund has a net asset of \$39 million

### **TEJAS HEALTH MANAGEMENT BOARD**

- Last meeting was July 13, 2021. The FY 22 Tejas budget does not include any membership contributions.
- Superior Healthy at Home contract is growing about a \$100 thousand a month.
- Superior is having issues with their system and cannot pay the claims. The Center will continue to contribute to Tejas and if it codes, the contribution fees will stop and they will start conversations on how to return the Center's investment.

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**ADJOURNMENT**

There being no further business to discuss, Mr. Barrett called for a motion to adjourn. Ms. Whited moved for adjournment. Meeting adjourned at 7:22 p.m.

Passed and approved this 12 day of October, 2021.



Daniel T. Barrett  
Board Chairman



Donnie Windham-Whited  
Board Secretary