

**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, February 8, 2022
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
Sandee Marion, Ret. Judge
Richard Usatine, M.D.
- TRUSTEE ABSENT:** Margaret M. Vera
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
Leonard Rodriguez, Director of Development
Molly Solis, General Counsel (sitting in for Frank Garza)
Adam Velez, Director/Contracting & Procurement
Cynthia Hinton, Executive Assistant
- GUESTS PRESENT:** Kathryn Keeton, Ph.D., Chair of CHCS Foundation Board

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, February 8, 2022 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 6:07 p.m., with the following trustees present: Mses. Brown, Cigarroa, Marion, Spencer, Whited, 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. APPROVAL OF MINUTES

Minutes of the Regular Board Meeting held on December 14, 2021 were presented for review and approval. Ms. Whited moved for approval as presented; Ms. Cigarroa seconded the motion. Motion carried.

2. BOARD CHAIRMAN'S REPORT

- Mr. Barrett had no reports at this time.

3. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT

Leadership Briefing:

CHCS Development and Foundation Overview – Kathryn Keeton, Ph.D.

- Ms. Jamison introduced Dr. Kathryn Keeton, Chair of the CHCS Foundation Board, who was there to give an overview and update to the Center's Board of Trustees of the activities that recently went on with the CHCS Foundation, and to give a short update as well of the joint Foundation and Development success of the past year. Dr. Keeton introduced herself and stated she has served as the Chair of the Foundation Board since 2019. She gave a presentation on the growth of the Foundation Board and what they have achieved this past year, and where they are going. The scope for the Foundation comprises of three focus areas: 1) Internal Fundraising & Philanthropy, 2) External Fundraising, and 3) MHA/MHFA Training Provider to Bexar County. She also mentioned that due to the tireless efforts of CHCS employee Karen Coleman they have expanded the Mental Health Awareness training. Ms. Jamison mentioned that next week, in conjunction with the Hispanic Chamber, the Center will be providing mental health first aid training to them and they in turn are offering it to their members of small businesses, and should be announcing that to the media tomorrow .

Dr. Usatine asked what mental health first aid training is. Ms. Jamison explained it is a curriculum developed by the National Council to teach the course and the Center has been certified to teach it. It trains individuals of appropriate terminology, ways to recognize mental health issues, how to interact with the individual, and how to help connect them to services. The Center is hired by the State to train teachers and faculty members of the State, and the Center is paid to do that. We have expanded that outreach and are offering it to the community. A corporate curriculum has been developed and is being offered to corporations to train their employees about mental health first aid. There is a Lunch & Learn curriculum and an 8-hour curriculum. There is a fee schedule which is based on the size of the class and there is a virtual option as well as an in-person option. Board Members Ms. Spencer, Ms. Brown, Ms. White, and Judge Marion were interested in the proposal for the Lunch & Learn Mental Health Training so that they could let others know. Mr. Rodriguez went over some of the successes that have been accomplished in coordination with both the Foundation and the Development office. The Foundation has been awarded a little over \$416,000 and the Foundation has been awarded \$9.7 million; collectively a little over \$10 million. They continue to track and examine other opportunities to grow their funding base. The future of all of this effort is to ensure that they meet their scope of work which consists of fund raising, donor cultivation and

retention, to increase the number of partnerships/collaborations (which have been beneficial when they are looking for funding), growing their expansion program, supporting their legislative agenda, and increasing community awareness through social marketing/media. They now have a new Program and Development Manager, Gabriella Franklin.

Chief Medical Officer's Report – *Dr. Rene Olvera*

- Dr. Olvera stated the first is an announcement of a Center-wide initiative; all of the New Employee Orientation (NEO) will be reviewed, which will include all of the trainings and onboarding. Nursing services will be the first discipline to be looked at. One of the goals is to make the onboarding and orientation more discipline focused, so that the general orientation is in week one and by week two they are learning pertinent skills to their position at the clinic. There is a huge nursing shortage and it is a very competitive field. Focusing on the nursing services first will help with retaining nurses and hopefully get the word out that the Center is a great place to work. The Center has a group of Nurse Managers that are familiar with the nurse preceptor and work structure that exists at many hospitals, so the Center will be implementing something similar to that where the nurses will have a mentor at the clinic that will help them through the first few weeks. Then it will be expanded to the other disciplines; Care Managers, Physicians, Prescribers, etc. This should make the whole onboarding process feel more tailor made to the employee so they will feel they are learning skills with less focus on the big policies and greater focus on being ready to serve at the clinics. He also mentioned that Juanita Cordero moved into the position in November to create the Center of Excellence and work with training and the processes.

Some questions and discussion ensued regarding the hiring fair and what positions were hired and how many.

Contracts executed by the President/CEO over \$50,000 and under \$100,000 for the months of December 2021 & January 2022 – there were no contracts.

EXECUTIVE SESSION (DISCUSSION ONLY: CLOSE TO THE PUBLIC)

At 6:34 p.m., Mr. Barrett moved the Board into Executive Session per Texas Government Code, Sections:

551.071 (Consultation with General Counsel)
551.072 (Real Estate Matters).

RECONVENE OPEN SESSION

The Board reconvened into Open Session at 6:57 p.m.

No action was taken at the Executive Session. Updates were given on property sales and lease agreements.

4. CONSENT AGENDA

1. Approval for the President/CEO to negotiate and execute a lease of space at 6800 Park Ten Blvd – *Jelynn LeBlanc Jamison*

2. Approval to Ratify the execution of the Contract with Echosens North America, Inc. for the purchase of a FibroScan – *Adam Velez*

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

5. INDIVIDUAL ITEMS FOR REPORT, DISCUSSION & APPROPRIATE ACTION

FINANCE COMMITTEE (*Mary Rose Brown, Chair*)

1. Acceptance of the Center's Financial Statements for the period ending October 31, 2021 and November 30, 2021 – *Robert Guevara*

Mr. Guevara presented the Center's Financial Statements as follows:

a) *October 2021 Financials:*

- Overall operating loss of (\$351,683) for the month. Including the Planned Reserve Expenditures YTD of \$1,374,419 and all funds recognized the Net YTD gain is \$701,799
- Monthly personnel cost were \$282,192 below September expenses. October had the one less payroll day.
- 1115 Waiver funding recognition YTD - \$2,457,880. Approximately (\$472,103) below the expense budget YTD
- Fund Balance Composition: Cash - \$13,486,400, A/R - \$13,258,489
- YTD Revenue Budget - \$1,127,725, Actual YTD Revenue - \$16,651,386, Actual YTD Expense - \$16,886,279, Net Gain YTD - (\$234,893). The \$4.4 million variance have none or minimal financial impact to the bottom line due to no cost incurred.
- Strategic Plan Revenues – (\$525,484), the equivalent of 15.8%
- Strategic Plan Expenses - (\$3.3 million) Controlled Spending, the equivalent of 17.34%
- YTD Service Revenue - Original Budget - \$2.1 million. Actual YTD - \$1.8 million. Variance of (\$303,558). Rehab and Case Management (\$108,342). The target was not met on the first three months of the fiscal year. The Center is experiencing a significant amount of vacancies in the clinical positions.
- Monthly Service Revenue Target – Original Budget - \$299,469, Actual - \$946,435. Variance of \$159,000 for the month and \$342,000 overall for the first two months of the fiscal year.
- Daily Billable Service Revenue – Target - \$52,642, Actual - \$43,020. Averaging \$43,473 through the month of October. Variance of \$7,177 per day when comparing to same time last fiscal year.
- Medicaid Rehab Actual - \$229,890. Original Budget - \$299,469. Variance of \$64,000
- Fund Balance - \$40,822,336
- Investments in Tex Pool decreased by (\$3,049,493). Interest earned for the month - \$506
- Days of operation – 104.07 with a profit margin of 9.3%
- Cash Flow - Beginning Balance - \$19,479,305. In Flows - \$5,178,640, Out Flows - \$8,315,687. Ending Balance - \$16,342,258

b) *November 2021 Financials:*

- Overall operating loss of (\$257,406) for the month. Overall YTD loss – (\$1,020,256).

- Including the Planned Reserve Expenditures YTD of \$2,046,047 and all funds recognized the Net YTD gain is \$1,025,791
- Monthly Personnel Cost were \$460,505 above October expenses. November had two more payroll days.
 - 1115 Waiver funding recognition YTD - \$3,676,925, approximately (\$718,050) below the Expense budget YTD
 - Fund Balance Composition: Cash - \$6,161,883 A/R - \$14,511,706
 - YTD Revenue Budget - \$31,691,588, Actual YTD Revenue - \$25,141,979, Actual YTD Expense \$25,515,310, Net Gain YTD - (\$373,331). The variance of \$6.5 million is comprised of Waiver, HHSC Other (PPB Beds), and Other. These have none or minimal financial impact due to no cost incurred.
 - Strategic Plan Revenues - (\$731,242), the equivalent of 14.66 %
 - Strategic Plan Expenses - (\$5,108,810), Controlled Spending, the equivalent of 17.42%
 - YTD Service Revenue - Original Budget - \$3,185,740. Actual Budget - \$2,680,488. Variance of \$505,000. The trend continues in November with the biggest impact in Rehab and Case Management and Other Insurance and Medicare.
 - Monthly Service Revenue Target was \$1,000,197. Actual - \$790,468. Variance of \$209,000. Through the month of November shortage of \$551,000. The December target not met by \$230,000. Currently, the January target is short by \$178,000. Clinical positions vacancies amount to 114 positions
 - Daily Billable Service Revenue – Daily average target is \$52,642, Actual is \$43,915. Averaging \$43,621 through the month of November. This same time last year the average was \$51,000
 - Medicaid Rehab Actual - \$214,220. Original Budget - \$294,728, FY21 Average \$299,469
 - Fund Balance - \$40,683,899
 - Investments in Tex Pool decreased (\$7,199,663). Interest earned for the month - \$338. Days of operation – 102.81, profit margin of 8.95%
 - Cash Flow - Beginning Balance - \$16,342,258, In Flows - \$3,937,788, Out Flows - \$10,787,075 Ending Balance - \$9,492,971

Ms. Whited moved for acceptance of the Financial Statements for October & November 2021. Dr. Krueger seconded the motion. Motion carried.

2. Acceptance of the Center's Fiscal Year 2022 Budget Amendment – *Robert Guevara*

Mr. Guevara stated the original approved budget was \$126,766,352. The amendment includes \$3.1 million in revenue changes and a reduction of Fund Balance designations of (\$734,006). The revised FY 2022 Budget is \$129,214,608.

Original headcount was 1,261.92. The revised authorized headcount request including 40.4 new FTE's for new programs (SAMSHA, DOJ, SMART, and City MDT), revised headcount is 1,302.32.

New Waiver Programs:

- Public Health Providers Charity Care Pool (PHP-CCP) – Reimbursement of the Charity Care Pool and in the first year will also cover the Medicaid shortfall. It provides

reimbursement for all of the General Revenue services the Center provides. Impact to the budget is unknown; therefore, it has no impact to the current budget.

- Directed Payment Program (DPP) for Behavioral Health Services – It is a new value-based program run through the managed care organizations (MCOs) to support CCBHC model of care. Reimbursement rate is based on the cost report methodology. New structure outcome measures will be established and the Center must maintain CCBHC status. Impact to the budget is \$2,556,883. As of current, the Center has received approximately \$2.3 million. The IGT amount submitted was \$3.6 over the course of last fiscal year; the estimation is that the Center will receive \$6.5 million once all the settlement goes through. The Center is requesting a reduction of the service revenue target by the same amount.

The Center has 50 less direct care staff than FY 2021 1st Quarter. Visits overall shortfall – (19,250). Average revenue per visit is \$28.29 = \$545,000 short in the 1st Quarter. Requesting to reduce the service budget by \$2.5 million and increase the DPP funding by the same amount of \$2.5 million.

Mr. Guevara stated that some of the revenue added to the Budget includes:

- SAMHSA – Community Mental Health Expansion - \$1,799,970. The Center will provide services at the Eastside Mental Health Clinic expanding services to 2,000 individuals. 19 FTE's will be added to complete this task.
- BJA Justice and Mental Health Collaboration Program - \$684,721. Expansion of pre-booking assessments and diversion, increasing Outpatient Competency Restoration services, adding Jail Based Competency Restoration services. 5.4 FTE's added.
- Community Crisis Response
 - Bexar County/STRAC – \$436,143 – Expansion of the Specialized Multidisciplinary Alternate Response Team serving the area of unincorporated Bexar County and 26 suburban cities. Law enforcement, paramedics, and mental health professionals are joining the effort to address 9-1-1 calls that indicate a mental health need. 9 FTE's
 - City of San Antonio/STRAC - \$261,428 (estimated cost). Provide clinical support to the City's Multidisciplinary Response Team. 7 FTE's. Currently negotiating the program and budget details.

Ms. Brown moved to accept the Center's FY 2022 Budget Amendment. Ms. Whited seconded the motion. Motion carried.

REPORTS

TEXAS COUNCIL OF COMMUNITY MHMR CENTERS INC. BOARD – *Daniel T. Barrett*

- Mr. Barrett stated he was unable to attend the Board meeting and did not have a report.

TEXAS COUNCIL RISK MANAGEMENT FUND BOARD – *Robert Guevara*

- Mr. Guevara reported that two more Centers were added to the Fund; Hill Country and

Regular Board Meeting
February 8, 2022

Lakes Regional. Right now the Fund has a positive fund balance of \$43.6 million. The Center's fund balance as of December 31, 2021 was a positive \$2.7 million in all products for worker's compensation, liabilities, property, etc. The bad news is that property rates are expected to go up 20%. So far the Fund has incurred \$4.1 million in claims for 81 claims in the hurricane area.

TEJAS HEALTH MANAGEMENT BOARD – *Robert Guevara*

- Next meeting is scheduled for March 2, 2022.

After all the reports, Mr. Barrett mentioned that the April 12th Board Meeting will be rescheduled because of NATCON 22 being held April 11 – 13, 2022. Ms. Jamison stated that a doodle poll will be sent to the Board Members to determine another date for the Center's April Board Meeting.

ADJOURNMENT

There being no further business to discuss, Mr. Barrett called for a motion to adjourn the meeting. Ms. Brown moved for adjournment, Dr. Usatine seconded. Meeting adjourned at 7:33 p.m.

Passed and approved this 22 day of April, 2022.



Daniel T. Barrett
Board Chairman



Mary Rose Brown
Board Vice Chair