

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

Special-Called Board Meeting

6800 Park Ten Blvd, Suite 200-S

San Antonio, Texas 78213

Friday, September 1, 2023

12:00 p.m.

TRUSTEES PRESENT:

Daniel T. Barrett, Chairman
Mary Rose Brown, Vice Chairman (Virtual)
Graciela Cigarroa, Treasurer (Virtual)
Polly Jackson Spencer, Ret. Judge
Sandee Marion, Ret. Judge
Margaret M. Vera

EX-OFFICIO

Javier Salazar, Sheriff

TRUSTEES ABSENT:

Roberta Krueger, M.D.
Richard Usatine, M.D.
Donnie Windham Whited, Secretary

STAFF PRESENT:

Jelynn LeBlanc Jamison, President/Chief Executive Officer
James Chapman, Chief Compliance Officer
Robert Guevara, Chief Financial Officer (virtual)
Rene Olvera, M.D., Chief Medical Officer
Frank Garza, General Counsel
Brad Benoit, Vice President, Children's Behavioral Health
Allison Greer, Vice President, Governmental Relations
Jesse Peralez, Vice President, Community & Crisis Response
Melissa Tijerina, Vice President, Center of Excellence Best Practices
Ashley George, Sr. Director, Integrated Marketing & Communications
Corey Russe, Sr. Director, Office of People Operations
Burt Santos, Sr. Director, Community Behavioral Health Systems
Adam Velez, Sr. Director, Contracts & Procurement
Venisa Saenz, Chief of Staff/Board Liaison
Carla Riedl, Legislative Analyst
Maritza Farias, Sr. Executive Assistant
Cynthia Hinton, Executive 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 Friday, September 1, 2023, 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 12:02 p.m., with the following trustees present: Mses., Brown, Cigarroa, Marion, Spencer, and Vera, thereby establishing a quorum.

PLEDGE OF ALLEGIANCE - Led by Chairman Daniel Barrett
CITIZENS TO BE HEARD - There were none.

I. INDIVIDUAL ITEMS FOR REPORT, DISCUSSION & APPROPRIATE ACTION

1. Review and Approval of The Center for Health Care Services (CHCS) Fiscal Year (FY) 2024 Budget and Staffing – *Robert Guevara*

Mr. Barrett stated the Board appreciates the staff and Ms. Jamison’s hard work and diligence in developing the budget.

Ms. Jamison thanked Mr. Barrett and stated that due to the State’s lengthy session, she thinks most of the agencies were really challenged to get all the State budgets to their State contractors and CHCS was no different, receiving the last State Contract to review on August 31, 2023. She noted that the Center is presenting the budget later than it is normally presented, therefore not complying with the time allocated in the Board Policy. She is requesting the Board Policy Committee to recommend to the Board that the policy be waived this one time so that the budget can be presented for their consideration.

Judge Marion made the motion for the Board Policy to be waived and asked General Counsel Mr. Garza if he had anything to add. Mr. Garza said we are looking for a motion, a second, and vote by the Board to waive this policy for this instance.

Mr. Barrett seconded Judge Marion’s motion. Motion carried.

Ms. Jamison stated that CHCS is focused on FY 2024 on developing the employees, their wellness, and giving them the tools to reach their full potential either through tuition reimbursement or development opportunities CHCS has to offer to help them with clinical outcomes.

Mr. Guevara gave a short financial operation recap from the current fiscal year. In FY 2023 the Board approved the budget of \$130 million, approved a Fund Balance designation of almost \$10.6 million which was offset by salaries, fringe, and vacant positions, of which none was used this fiscal year. Overall, he is projecting to end the fiscal year with a positive \$2.4 million in surplus. The Center was in 100% compliance with the State Performance Contract.

Mr. Guevara noted it is important to start with the 1115 Waiver transition for the FY 2024 Budget because it sets the tone for the rest of the budget. The 1115 Waiver DSRIP value-based programs started in December 2011 and ended September 2022. It then transitioned to the Directed Payment Program (DPP) and the Charity Care Pool (CCP). DPP consists of two components: Component 1 is a uniform dollar increase issued in monthly payments to all CMHCs participating in the program, and Component 2 is a uniform percent increase on certain CCBHC services provided in the STAR, STAR+PLUS, and STAR Kids networks. CCP provides an opportunity for reimbursement of Charity Care costs and the Medicaid shortfall in the first year

of the program only, which included individuals that were unfunded or under-insured and was reported Year 1 CCP in November 2022. Year 2 CCP will not include the Medicaid shortfall and Year 2 CCP reporting will be used as the baseline for the next 5 years and will be assessed every 5 years for the next 10 years. The estimation for this year is that CCP and DPP revenues are going to be \$22.5 million in the budget. This past fiscal year CHCS was able to claim in CCP \$24.3 million which is a decrease of \$4 million off the top. Prior to the Waiver with the value-based program CHCS was able to draw down \$29 million in valuation. With the Medicaid shortfall not being available this year it is going to set the baseline for the next 5 years. CHCS will no longer have the flexibility to move Waiver dollars around. Ms. Jamison added that having this flexibility was key, because it helped CHCS meet the cash flow needs for programs that weren't paying on time or weren't funding at the levels that they needed to fund at.

Mr. Guevara stated General Revenue is budgeted at \$39,714,706 at current value with no increase/decrease from last fiscal year. Patient Service Revenue is budgeted at \$9,504,285 at a 20% of the historical average. The FY 2024 requests to our partners as follows: An additional \$1,769,690 from Bexar County, an additional \$1,620,982 from City of San Antonio (COSA), and an additional \$1,407,003 from STRAC.

For FY 2024 CHCS is proposing an authorized headcount of 1190 FTEs which is about 125 less than last year. Currently, CHCS has been averaging 1100 filled headcount. To balance the budget, \$8,611,945 fund balance was requested. Performance Pay is budgeted at \$1,145,983 and Health Insurance budgeted at \$7.7 million. CHCS is proposing to recognize the listed eleven holidays and two floating holidays.

Mr. Guevara stated the HHSC Performance Contract has remained static at \$39,714,706 and is not anticipating any census changes of 6790 for adults and 1598 for children. CHCS is currently serving 109% of target for adults and 102% for children. The University Health Local Match is budgeted at same level as last year of \$2,726,050 which is the equivalent of 9% of the general revenue allocation. For the Jail-Based Competency Restoration Services the budget is \$183,333 for the next 3 years. The CHCS Youth Mental Health Collaboration with COSA ARPA funds budgeted at \$1,213,883, and \$431,525 is budgeted for completion of the Facilities Master Plan.

Mr. Guevara went over the FY 24 Proposed Program Budget. The total cost for the Integrated Treatment Program at Haven for Hope is \$1.6 million and CHCS contributes \$5.2 million for treatment. COSA notified CHCS the funding level will be \$704,057 for this residential program, a shortfall of \$899,000 to cover the entire costs. The current funding from COSA covers certain FTEs and no operational costs. The proposed budget recommendation is to reduce the number of available beds from 140 to 45 (25 men & 20 women) to align with the funding. Questions and discussion ensued.

Mr. Guevara reported the Bexar County General Fund Contract which currently provides for services at the Justice Intake and Assessment Annex and Assisted Outpatient Treatment has not been executed for FY 2024, a total funding of \$4.8 million. This contract funds Justice Intake, Mental Health Court Services, and Assisted Outpatient Treatment and will impact 30 FTEs for Justice Intake & Court Services, and 6.5 FTEs for Assisted Outpatient Treatment. CHCS is currently averaging 1600 monthly assessments at the Intake facility. This program is not

included in the CHCS FY 2024 budget as it has not been presented for approval by Commissioners Court. Bexar County had sent a draft contract for FY 2024 but not at the funding that was requested. Ms. Jamison added it was with a 2021 budget. She stated the Center revised the language updating to \$4.8 million to meet the program requirements but have not yet heard back. She hopes that before the County Commissioners consider their budget on September 12, CHCS will have an opportunity to meet with Bexar County staff to resolve this issue. Judge Marion asked if Judge Huff was aware of this. Ms. Jamison stated that Judge Huff was made aware that the timing of funding of contracts continues to be an issue but does not know if she is aware of the status of the draft contract and added she would make Judge Huff and Judge Kazen aware. Judge Marion asked where the County is getting their number from. Ms. Jamison said the County is using a 2021 budget that was given to them in July 2020. Mr. Guevara noted that budget was still short \$859,000 since 2021. Ms. Jamison stated that an invoice was submitted to the County for the last 3 years of the funding gap.

Mr. Guevara stated the SB 292 Program which is a Mental Health Grant for Justice-Involved Individuals has not been secured and therefore not included in the FY 2024 budget. The services from this grant include 15 inpatient beds, staffing at Justice Intake, and the Forensic Assertive Community Treatment team. He stated the grant requires a dollar per dollar local match and presented the funding impact and FTE/contractual impact. He stated CHCS does not have the local match to draw down this funding, and while CHCS has relied on the collaboration with Bexar County since 2017 for this local match, Bexar County has not recognized the delivered and audited services through 2022. Ms. Jamison stated the County Manager is refusing to acknowledge those services and without that local match, \$4.5 million is at risk. She indicated the Center is continuing to have those conversations and the County Judge is aware of all the criticality of the funding issues. She intends to resume meetings next week with the District Attorney, County Auditor, and County Judge's office.

Mr. Guevara stated the recent work session with COSA was to request 24/7 coverage of the CHCS CORE Team. The funding impact is \$682,080 with 6 FTEs which is not included in the budget because we have not been able to secure the agreement. Ms. Jamison noted the CORE Team looks just like the SMART Teams, and that City Council has asked at a work session last week that SAPD expand their teams to cover the entire city 24/7.

Mr. Guevara reported on the Strategic Goals and the budget amounts for each of the Key Focus Areas:

1. Patient Experience
2. Patient & Community Outcomes (Additional authorized headcount requested by COSA for further expansion, and funding is contingent on an approved STRAC budget expected in the coming weeks.
3. Community Perception
4. Employee Experience
5. Patient and Employee Safety
6. Financial and Sustainable Growth

Mr. Guevara reported on the Funding by Source, Expense by Category, and the Staffing Plan by Business Unit. He presented a graph that showing the service revenue for Medicare &

Medicaid, Other Insurance, and CareLink/Methodone. He stated the budget for these is \$9,504,285 which is a 20% reduction from historical trends. The Center's budget request for FY 24 is \$129,335,445. CHCS is requesting 1190 for FY 2024 which is reflective of the programs previously discussed that are not included in the budget. Mr. Guevara noted the largest categories in the budget according to the line item goes to 66% to Salaries & Fringe followed by 12% to Clinical Contracts.

Staff's recommendation is to:

- Approve the recommended FY 2024 Budget of \$129,335,444;
- Approve the Authorized Headcount of 1190.34;
- Approve the Fund Balance Designation of \$8,611,945; and
- Authorize CHCS staff to align final staffing to meet agreed upon budget.

Ms. Jamison stated that at the Center Care Clinic, two Therapists have recently been certified for First Responder Treatment and that is a new treatment option. CHCS will be advertising to First Responders in our community. It is available to anyone in our CenterCare clinic who would like to be seen by these Therapists specifically trained to provide treatment for First Responders.

Ms. Jamison stated that knowing where we are with our two large entities and the timing with which they approve their budget and their fiscal year which starts October 1. Staff has prepared several amendments for the Board's consideration. Additionally, letters of support have been created for the Board to consider sending to the County Commissioners and City Council Members representing the Center's budget ask. Ms. Greer has those letters prepared which will be emailed to the Board with addresses, so it will be easy to send electronically.

Ms. Jamison said an amendment has been created per program for the Board to consider them individually. There is one amendment that considers all of them. On the amendment related to Integrated Treatment Program (ITP) Ms. Jamison would ask for time for CHCS to continue to work with Haven for Hope on the location of that program. This program is serving approximately 59 individuals and have not operated at 100% given the spatial issues. Intakes stopped taking intakes once noticed about the funding position was received. She would ask for consideration for CHCS staff recommendation on ITP allowing CHCS to continue to work with the Haven staff on the best physical location for that program. Ms. Jamison noted that CHCS would ask the Board to consider authorizing those positions in anticipation of the City Council discussion and consideration on enhancing their CORE teams. Ms. Brown stated the need to up the beds as they are very much needed but agrees to the need of working through the issues.

Mr. Guevara went over all five Amendments:

1. Amendment 1 (All) is to include all the programs that are not included in the FY 2024 Budget. This would be the ITP, General Fund Contract, SB 292, and SA-CORE. This would change the approved budget to \$137,173,062. The Authorized Headcount would be 1253 FTEs and the new Fund Balance Designation would be \$9,838,811. That is to include all programs in this amendment.

2. Amendment 2 (ITP) – To just include this program in the budget, will change the approved budget to \$129,242,418. The Authorized Headcount would be 1194 and the Fund Balance Designation would be \$9,316,160. Authorization to align final staffing with the agreed upon budget should the full funding not be available.
3. Amendment 3 (GFC) – Included in the GFC at full funding of \$131,370,261. It would change the Authorized Headcount to 1210 and the Fund Balance Designation to \$8,810,138. Authorization to align the final staffing to meet the agreed upon budget. This amendment assumes full funding of the GFC at \$4.8 million.
4. Amendment 4 (SB 292) – For SB 292 to include all those programs, the approved budget would be \$133,071,460. The Authorized Headcount would be 1205 and the Fund Balance Designation would be \$9,753,615. Authorization to align final staffing to meet the agreed upon budget.
5. Amendment 5 (SA-CORE) for CORE expansion 24/7 – The approved budget would be \$128,883,674. The Authorized Headcount of 1186 and the Fund Balance Designation of \$8,611, 945. Authorization to align final staffing to meet the agreed upon budget.

Mr. Barrett clarified Amendment 1 (All) is what is being considered with the exception of the bed reduction. Ms. Jamison noted would be Amendments 3, 4, and 5. Ms. Jamison clarified that if the Board approves Amendments 3, 4, and 5, ITP will continue to be operated at the 45 bed level and the Center will continue to work with Haven for Hope and COSA for full funding, the location, and resolving the issues. Judge Spencer clarified that approving Amendments 3, 4, and 5 will be put back into the budget several of the programs that are not currently included and asked if the Board approves Amendments 3, 4, and 5, what will the overall budget be? Mr. Guevara said the total budget would be \$136,273,625, Authorized Headcount would be 1239.17, and Fund Balance Designation would be \$8,939,374. Ms. Jamison stated that there are no layoffs associated with any of these Amendments, that we have vacancies and would redirect all the employees affected. Ms. Brown asked if there was State funding for ITP. Ms. Jamison clarified that there is no State funding tied to ITP; COSA funds come out of their General Fund; and Haven for Hope received a Collaborative Grant. Ms. Jamison said CHCS will work toward a solution for ITP and will ask COSA for that funding.

Mr. Guevara recapped that CHCS is requesting Authorized Budget of \$136,273,625, Authorized Headcount of 1239.17, and Fund Balance Designation of \$8,939,374.

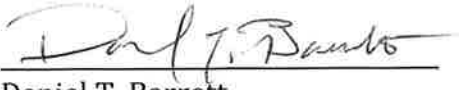
Sheriff Salazar asked if any of these Amendments will affect the jail? Ms. Jamison replied that with the Board's approval of these amendments, everything will continue as is and hopefully will continue beyond with approval by the County Commissioners of the General Fund budget and resolution of the MOU related to the \$4.5 million we get from the State.

Judge Spencer made a motion to amend the proposed budget to meet those requirements consistent with proposed Amendments 3, 4, and 5. Ms. Cigarroa seconded. Motion carried.

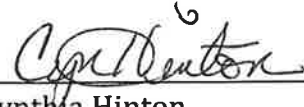
II. ADJOURNMENT

There being no further business, Mr. Barrett asked for a motion to adjourn the meeting. Judge Spencer so moved; Judge Marion seconded. Mr. Barrett adjourned the meeting at 12:50 p.m.

Passed and approved this 10th day of October 2023.



Daniel T. Barrett
Board Chairman



Cynthia Hinton
Executive Assistant