

**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 13, 2024

6:00 p.m.

- TRUSTEES PRESENT:** Daniel T. Barrett, Chairman
Donnie Windham Whited, Secretary
Graciela Cigarroa, Treasurer
Shari Hromas
Roberta Krueger, M.D.
Sandee Marion, Ret. Judge
Margaret M. Vera
- TRUSTEES ABSENT:** Mary Rose Brown, Vice Chair
Polly Jackson Spencer, Ret. Judge
- STAFF PRESENT:** Jelynn LeBlanc Jamison, President/Chief Executive Officer
Frank Garza, General Counsel
Robert Guevara, Chief Financial Officer
Tremaine Butler, Chief Information Officer
Dr. Amber Pastusek, Chief Medical Officer
Venisa Saenz, Chief of Staff/Board Liaison
Allison Greer, VP of Governmental Relations
Corey Russe, Sr. Director of People Operations
Adam Velez, Sr. Director of Contracts & Procurement
Randa Gipson, Director of Contracts & Procurement
Justin Moseley, Interim Director of Financial Analysis
Cynthia Hinton, Executive Assistant
- GUESTS PRESENT:** Doug Beach, Executive Director, NAMI Greater San Antonio
Xavier Guevara, Consultant, SWBC
Stefanie Montoya, Consultant, SWBC
Connor Roy, Consultant, SWBC

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 13, 2024, 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 6:03 p.m., with the following trustees present: Mses. Cigarroa, Krueger, Marion, Vera, and Dr. Whited, thereby establishing a quorum.

PLEDGE OF ALLEGIANCE – Led by Mr. Barrett

CITIZENS TO BE HEARD – None to be heard.

Mr. Barrett commented that it has been a pleasure to serve on the Board with Dr. Usatine for so many years. Dr. Usatine was a great Board Member that gave of himself to so many meetings and committees. He has asked Ms. Jamison to make plans to get on Dr. Usatine’s calendar so that we can honor him, and staff and Board Members can visit with him.

I. SWEARING IN & INSTALLATION OF NEWLY APPOINTED BOARD MEMBER

Before the new Board Member was sworn in, Mr. Barrett introduced Shari Hromas, and said a few words about her history. He stated that she serves on the Board of NAMI-Greater SA and the Center’s Development/Foundation Board, and he looks forward to having her join this Board of Trustees.

Judge Sandee Marion performed the Oath of Office for Shari Hromas, who was appointed by the University Health System for a two-year term. Ms. Hromas will serve through June 2026.

It was disclosed at the meeting, Ms. Hromas had completed her Board training on July 30, 2024, of the following:

- a. Consumer Rights – *Cynthia Martinez*
- b. Cultural Competency – *Cynthia Martinez*
- c. Corporate Compliance & Ethics 101 – *Jennifer Hussey, Frank Garza*
- d. Open Meetings – *Frank Garza*

II. APPROVAL OF MINUTES

Mr. Barrett asked for a motion to approve the Minutes of the June 11, 2024, Regular Board Meeting, which were presented for review and approval. Dr. Whited so moved for approval as presented; Judge Marion seconded the motion. Motion carried.

III. BOARD CHAIRMAN REPORT – *Daniel Barrett*

- Mr. Barrett did not have anything to report.

IV. PRESIDENT/CEO REPORT
Leadership Briefing

Ms. Jamison reported on the following:

- The Center has started the second event in Thriving Together which is a Center wide training initiative for all the Center’s clinicians. There were about 300 staff for each event. It is being held at St. Philips College today, Wednesday, and Thursday (August 13 – 15, 2024)

Contracts executed by the President/CEO over \$50,000 and under \$100,000 for the months of June 2024 and July 2024

- Ms. Jamison stated there are two contracts between the \$50,000 – \$100,000.
 - 1) One is for a new work order system for the IT Helpdesk with Carahsoft Technology Corporation for \$64,000.
 - 2) The other is to renew the Garza, Gonzalez, & Associates Audit Contract for 1-year in the amount of \$82,000. Ms. Jamison reported that they also do the Foundation’s audit, which is a component of the Center, so that total contract is \$140,000. The balance will be reviewed and considered by the Foundation Board.

Chief Medical Officer’s Report

Dr. Pastusek reported on the following:

- One Psychiatrist was hired that is starting this month for the Justice Programs that replaced one of the locums tenens contracts with UTSA MOU.
- There was one Psychiatrist resignation as of the end of this month who will be going to University Health to do inpatient work at the jail. She is still working on transition planning on this Psychiatrist departure.
- Four Nurses and one Nursing Educator have been hired.

V. CONSENT AGENDA

1. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with Daniels SharpSmart, Inc. for the provision of Biohazard and Sharps Containers and Disposal Services – *Adam Velez*
2. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with Titan Facility Services, LLC for the provision of Facilities Maintenance Services – *Adam Velez*
3. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with HHS Environmental Services, LLC for the provision of Janitorial Services – *Adam Velez*
4. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with Avail Solutions, Inc. for the provision of Crisis Hotline Services for The Center for Health Care Services – *Adam Velez*
5. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with San Antonio Behavioral Healthcare Hospital, LLC for the provision of Child Inpatient Psychiatric Services – *Adam Velez*
6. Review/Approve the authority for the President/CEO to Negotiate & Execute an Agreement with In Seasons Expressive Arts & Wellness for the provision of YES Waiver Services – *Adam Velez*
7. Review/Approve the authority for the President/CEO to Negotiate & Execute an Agreement with Small Acres Therapy, PLLC for the provision of YES Waiver Services – *Adam Velez*
8. Review/Approve the Center’s Financial Statements for the period ending April 2024, and May 2024 – *Robert Guevara*
9. Review/Approve the Proposed Board and Committee Meeting Schedule for FY 2025 – *Jelynnne LeBlanc Jamison*

Mr. Barrett asked if there were any questions regarding Consent. Judge Marion asked about the

contract for Facilities Maintenance \$1.1 million and Janitorial \$1.28 million. She wanted to know if it was for all 23 facilities. Ms. Jamison said yes, the maintenance contract is to fix broken pipes, and electrical systems, and the janitorial contract is there for all the buildings both owned and leased.

Mr. Barrett asked for a motion to accept the Consent Agenda. Judge Marion so moved; Dr. Krueger seconded. Motion carried.

VI. INDIVIDUAL ITEMS FOR REPORT, DISCUSSION & APPROPRIATE ACTION

1. Review/Approve the authority for the President/CEO to Negotiate & Execute a Contract with Blue Cross Blue Shield of Texas for the provision of Employee Health Benefits – *Adam Velez*

Mr. Velez reported that a Request for Proposal (RFP) was issued in May 2024 to obtain a high-quality cost-effective health care employee benefit package for the Center that would include Medical Benefit plans, Pharmacy Benefit Management plans, Dental plans, Vision plans, Stop Loss, Life/AD&D, Voluntary Life/Accidental Death & Dismemberment (AD&D), Short & Long term Disability (STD & LTD), Voluntary Accident, Voluntary Critical Illness, Absence Management, Employee Assistance Program (EAP), Flexible Spending and Dependent Care Accounts (FSA & DCA), and COBRA account administration. The contracted consultant SWBC Life Insurance Agency, Inc. (SWBC) assisted in this procurement and will continue to assist the Center with contract negotiations, on-going contract evaluation, and other services needed to obtain and maintain the best coverage and most advantageous costs for its employee benefit programs. Nine proposals were received, and the Center's Evaluation Committee, assisted by SWBC, thoroughly reviewed all proposals based on specific criteria. Of the nine proposals, five respondents were selected to be interviewed, and the Evaluation Committee, along with SWBC, participated in the interviews and reviewed the best and final offers. The Evaluation Committee then met on August 1, 2024, and selected Blue Cross Blue Shield of Texas to provide employee benefits to the Center.

The proposed contract will be for an initial term of three years with the option to renew under the same terms/conditions for up to two additional one-year extensions. Based on current enrollment, the Calendar Year (CY) 2025 expense is estimated to be \$14.9 million, and the projected expense for CY 2024 is \$15.4 million. The awarded contract will result in an estimated annual savings of 3.25% to the Center. Upon approval by the Board of Trustees and successful negotiation by the President/CEO, the proposed contract will commence September 1, 2024. This will allow benefits open enrollment to timely occur between November 1, 2024, and November 30, 2024, and the new benefit plans to begin January 1, 2025.

Dr. Krueger asked what kind of plan is it? Mr. Velez replied it is a PPO. Mr. Barrett asked for a motion to accept the contract with Blue Cross Blue Shield of Texas. Dr. Whited so moved; Dr. Krueger seconded. Motion carried.

2. Review/Approve The Center for Health Care Services (CHCS) FY 2025 Budget and Staffing – *Robert Guevara*

Ms. Jamison thanked the Executive Committee and the Finance Committee when the Budget Assumptions were presented to them earlier in the summer. Being presented today is a budget that has investments around supporting the Center's Business Model which is about Improve

Access to Care. This includes focusing on scheduling 700 appointments daily, keep the scheduled appointments to see consumers, ensure documentation is accurate and reflects the services provided, and to bill for services on a timely basis. The transition from the 1115 Waiver program to the DPP and Charity Care Program caused the Center to focus on outcomes and timely reporting. A lot of internal work has been done to re-evaluate workflows, additional training on documentation so that full payment from both of those programs can be realized. She then went over the Current Business Model Assumptions and Access to Care. The Center has benefited from decisions and appropriations authorized by the ADA State Legislature. Working with STRAC, who was the convening partner, and the other partners in Bexar County to determine what gaps were still present in Bexar County and went after a series of grants to meet those gaps. To date they have been successful to \$25.3 million additional state funding for new specialty services for the community. Ms. Jamison reported that the Center is investing \$1.7 million in two 3-day Thriving Together Events for 750 staff. It is to reset fundamentals and basics in documentation to give them the tools to provide quality care to the Center's consumers. In the budget for FY 25, it is being proposed to add five additional Senior Trainers and one Curriculum Developer to staff. A lot of feedback has been received from staff for additional development opportunities. In the area of timely reporting, she is proposing three investments. One is to hire a consultant to address the backlog and inform workflows to ensure that the Center bills accurately and timely to meet timeframes for payors. The second is to look at AI Technology to assist in validating claims and mitigating denials. The third is improving the Center's reporting capabilities and increase visibility into service data in the respective business units. In the area of Performance Strategy, it is still being recommended that each of the employees are evaluated 10% on Center-wide goals, 70% on their individual performance, and 20% on the Core Values. Before we participate in performance, there are gating metrics to meet, and 75% of employees must meet 100% of the Training Targets. In the Wellness area, it cannot be mandated for individuals to participate in wellness, but those who elect to participate, the gating metric is that 90% must meet all the points for Wellness. The Phishing Target is related to IT, which continues to be a huge exposure or liability issue for the Center. While we are performing well Center-wide and compare ourselves against the industry, this area still has huge ramifications if someone were to click on a phishing and expose the Center. The Center has a robust penetration program. Tests are sent to the employees randomly all the time which get more sophisticated by the month. The target Center-wide is that 95% of employees meet the phishing test. If all three of those gating metrics are met, then we can participate in performance. Ms. Jamison continued to go over the FY 25 Metrics for Safety, Fiscal, Scheduling & Appointments, Productivity, and the Services Completed. She stated that under the Safety Metric, there have been significant strides in this area but holding onto the Best-in-Class rate continues to be a challenge. She is recommending we maintain the same rates that we had for FY 24, and these are all the targets that we will be held accountable for FY 25.

Mr. Guevara stated that Ms. Jamison has given them an overview of the changes that are happening in this industry and shared the business model and Center-wide goals & objectives for the Center. He will now share some of the proposed budget recommendations, budget priorities, and overall budget detail for FY 2025.

FY 2025 Budget Proposed Budget

Mr. Guevara stated:

- Directed Payment Program revenue is budgeted at \$4.1 million which is \$90,000 less. Charity Care Program revenue is budgeted at \$28.6 million which will be reported in November. Last year we budgeted for 18 million but recognized \$37.8 million. If everything holds true, then the Center should be able to put \$9 million in reserves this FY.
- General Revenue Funding is budgeted at \$30.1 million, an increase of \$629,000 from last FY. The increase will also require the 9% local match that is currently provided by University Health which is an increase of \$56,615 and has been communicated to University Health.
- Targets for the Performance Contract will remain the same; \$6790 for Adults, \$1598 for Children. We are currently at 115% of our Adult target and 96% of our Child Target.
- Current SB 292 and PPB funding – \$8.3 million is being added to that funding bringing it to a total \$16,042,400. This will increase the beds by 15 which will bring our capacity to 70. The Center will continue to work with local hospitals to procure the psychiatric beds for our community.
- Total proposed budget for FY 2025 is \$164.4 million, which includes Patient Service Revenue of \$18.8 million. This is the largest budget that the Center has ever brought forward for a recommendation.

Mr. Guevara then shared some of the Assumptions and funding sources and what is being proposed for FY 2025. For the County, City, this assumes that the Center will maintain the level of consumers as of this point, and any changes to that will require an amendment to either headcount or to the resources.

He then said that one of the biggest priorities for FY 2025 is the recommendations for the Compensation Structure which includes:

- Increase the living wage from \$16.00 to \$17.45 and adjust for market and compression. The overall impact to that is \$7.7 million with benefits and an authorized headcount of 1237.37.
- Creation of three pay-plans for flexibility in addressing individually changing markets and performance for Staff, Medical, and Leadership.
- Performance Pay is proposed to be reflective of the pay plan structure; 3% for Staff, 2% for Medical, and 1.5% for Leadership.
- Health Insurance is budgeted at \$9,013,825; to date, plan spend is 7% below projection.

Mr. Guevara continued going over the rest of the Budget Priorities, and went over the FY 25 Expense by Category, Funding by Source, Program Budget Comparison, 3-Year Staffing Comparison, and the Expense Comparison.

Overall:

- Requested Budget of \$164,491,908
- Authorized Headcount of 1,237.37 positions
- No Fund Balance Designation requested this FY – was able to accomplish this with current resources and the recognition of additional CCP revenue last FY. He is asking for flexibility to make changes to the budget and staffing resources as needed.
- Authorized CHCS staff to align final staffing to meet agreed upon budget

Mr. Guevara stated this is the largest budget with no fund balance request and no additional head count this FY.

Mr. Guevara recognized Justin Moseley for his involvement in the budget. Mr. Moseley thanked his team for assisting with the budget. Mr. Barrett stated this is a monumental task and thanked them for a job well done. Ms. Jamison also recognized Corey Russe, Sr. Director of People Operations, because he has worked on the compensation structure, and has done a lot of work at looking at all positions. She stated that three pay plans should position the Center to address the market in a more real-time fashion, and that Mr. Russe and his staff has also done a great job.

Mr. Barrett asked for a motion to approve the FY 2025 Budget, Staffing head count, and the budget amounts. Ms. Cigarroa so moved; Ms. Vera seconded. Motion carried.

VII. EXECUTIVE SESSION (DISCUSSION ONLY: CLOSED TO THE PUBLIC) PURSUANT TO CHAPTER 551, TEXAS GOVERNMENT CODE 551.071 (Consultation with General Counsel)

551.071(Consultation with General Counsel): Advise on matters in which the duty of the General Counsel to the Center under the Texas Disciplinary Rules of Professional Conduct of the State of Texas clearly conflicts with Chapter 552 of the Texas Government Code

A. Discussion regarding amending President/CEO Contract Terms

Mr. Barrett called the meeting in to Executive Session at 6:55 p.m.

VIII. RECONVENE OPEN SESSION

The meeting reconvened at 7:09 p.m. Mr. Barrett stated there was no action taken in Executive Session. Mr. Barrett asked for a motion for approval of extending the President/CEO contract to 2027. Ms. Cigarroa so moved; Dr. Whited seconded. Motion carried.

IX. REPORTS

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

Mr. Barrett stated the Texas Council Board will meet this week and he will bring a report to the next meeting.

2. TEXAS COUNCIL RISK MANAGEMENT FUND BOARD (TCRMF) – *Robert Guevara*

Mr. Guevara stated there were a couple of coverage changes that were made to Roof, they are going from replacement value to actual cash value which is happening already. They take the depreciated value of the roof and that is what they compensate for. Vacant properties are moving from replacement cost to actual cash value under 120 days from being vacant, and then they will be removed from coverage after one year of vacancy and any portion of the fund year that it becomes vacant. The Board also approved \$2.5 million in surplus to stabilize rates. The increase in rates you will see is in property. Workers' Compensation and General Liability is still good.

3. TEJAS HEALTH MANAGEMENT BOARD – Robert Guevara

Mr. Guevara stated that Tejas is doing very well. They have a \$4 million positive fund balance. They approved the budget of \$6.2 million which is \$266,000 higher than last year. There was one unfortunate event, they had \$48,000 in fraud happen by an external entity. It was a process breakdown, and the process has since been fixed to ensure it does not happen again. They are working with Chase and the Insurance Company to try to recoup the \$48,000. Mr. Barrett asked what the short-term projection is of paying back the Center. Mr. Guevara replied that a week ago as Treasurer of Tejas, he signed an Investment Policy. Tejas is on the verge of investing any excess funds outside of the \$2.8 million, and once they do that, then they will start developing the framework to pay back the investing Centers. Mr. Barrett said that the Center has greatly benefited from Tejas every year, and it has more than paid for itself. Mr. Guevara stated that \$8 million of the Center’s rehab is tied directly to Tejas because of the product they allow to verify authorizations.

X. ADJOURNMENT

There being no further business, Mr. Barrett asked for a motion to adjourn the meeting. Ms. Vera so moved; Judge Marion seconded. Mr. Barrett adjourned the meeting at 7:35 p.m.

Passed and approved this 8th day of October, 2024.



Daniel T. Barrett
Board Chairman



Cynthia Hinton
Executive Assistant