MEMORANDUM

To: Meeting Minutes from July 17, 2020 Board of Managers Budget Retreat Meeting

From: Suzanne Barnes

Date: July 17, 2020

Re: Tarrant County Hospital District Board of Managers Budget Retreat meeting Virtual Meeting

July 17, 2020

In accordance with section 418.016 of the Texas Government Code, Governor Abbott has suspended various provisions that require government officials and members of the public to be physically present at a specified meeting location. In accordance with this suspension the Tarrant County Board of Mangers held a virtual meeting on July, 17, 2020. The agenda for this meeting was posted in the following locations:

1. Tarrant County Commissioner Court Web Site; and

2. Tarrant County Hospital District Web Site.

Governor's Office Clears Path for Governmental Bodies to Meet Telephonically or by Videoconference During Coronavirus Disaster

AUSTIN - Governor Abbott's office today approved a request by the Office of the Attorney General to temporarily suspend a limited number of open meeting laws in response to the Coronavirus (COVID-19) disaster. This action will allow governmental bodies to conduct meetings by telephone or video conference to advance the public health goal of limiting face-to-face meetings (also called "social distancing") to slow the spread of the Coronavirus (COVID-19).

Importantly, however, this action does not suspend requirements that governmental bodies conduct meetings in a transparent and accessible manner. Specifically, governmental bodies are still be required to do the following:

- provide online written notice containing a public toll-free dial-in number or a free-of-charge videoconference link, as well as an electronic copy of any agenda packet, before conducting telephonic or video conference meetings;
- provide the public with access and a means to participate in those meetings, preferably through two-way audio or video connections; and
- provide the public with access to a recording of those meetings.

Please click here for a complete list of the open meeting provisions that have been temporarily suspended. State agencies and local governmental bodies may contact the Office of the Attorney General with question about the suspension order by telephone at (888) 672-6787 or via email at TOMA@oag.texas.gov. Officials with questions about teleconference and videoconference capabilities offered by the Texas Department of Information Resources should visit dir.texas.gov or call (512) 475-4700.

For information on the spread or treatment of Coronavirus (COVID-19), please visit the Texas Department of State Health Services.

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GOVERNOR GREG ABBOTT

I.   GOVERNOR ABBOTT ALLOWS VIRTUAL AND TELEPHONIC OPEN MEETINGS TO MAINTAIN GOVERNMENT TRANSPARENCY

Ensures continued government operation while preserving transparency

AUSTIN - Governor Greg Abbott today acted to maintain government transparency and continued government operations while reducing face-to-face contact for government open meetings. As Texas works to mitigate the spread of COVID-19, the Governor granted the Office of the Attorney General's request for suspension of certain open-meeting statutes. This temporary suspension will allow for telephonic or videoconference meetings of governmental bodies that are accessible to the public in an effort to reduce in-person meetings that assemble large groups of people.

"Even as the State of Texas takes precautionary measures to contain the spread of COVID-19, we also have a responsibility to maintain government transparency," said Governor Abbott. "With today's action, Texas is reducing non-essential in-person contact for a limited period, while ensuring that state and local government entities continue to work to fulfill necessary functions and with full transparency for the people of Texas. I urge state and local officials to do their part to mitigate the spread of COVID-19 by avoiding meetings that bring people into large group settings."

In accordance with section 418.016 of the Texas Government Code, Governor Abbott has suspended various provisions that require government officials and members of the public to be physically present at a specified meeting location. This temporary suspension will leave important open-meeting protections in place:

- Members of the public will be entitled to participate and address the governmental body during any telephonic or videoconference meeting.
- To hold a telephonic or videoconference meeting, a governmental body must post a written notice that gives the public a way to participate remotely, such as a toll-free dial-in number, and that includes an electronic copy of any agenda packet that officials will consider at the meeting.
- A governmental body must provide the public with access to a recording of any telephonic or videoconference meeting.

State and local officials who have questions about open-meeting requirements after this suspension should submit them to the Office of the Attorney General via e-mail at TOMA@oag.texas.gov, or by leaving a message at (888) 672-6787. Officials with questions about teleconference and videoconference capabilities offered by the Texas Department of Information Resources should visit dir.texas.gov or call (512) 475-4700. Officials who hold videoconference meetings are encouraged to provide for participation via

telephone for members of the public without videoconferencing capability. If officials are not holding a telephonic or videoconference meeting, all open-meeting requirements apply.

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TARRANT COUNTY HOSPITAL DISTRICT (TCHD)
d/b/a JPS HEALTH NETWORK

EMERGENCY PROCEDURES PURSUANT TO
GOVERNOR GREG ABBOTT'S AND
ATTORNEY GENERAL KEN PAXTON'S
TEMPORARY MEETING SUSPENSION GUIDELINES
THIS MEETING IS AVAILABLE FOR VIEWING VIA
NORMAL JPS HEALTH NETWORK YOUTUBE CHANNEL

WEBEX-TCHD - Board of Managers Budget Retreat Meeting

Friday, July 17, 2020
Meeting Minutes

The Tarrant County Hospital District ("District") Board of Managers met Friday, July 17, 2020, via WebEx with the following members present:

> Charles Webber, M.D., Board Chair
> Dorothy DeBose, Board Vice Chair
> Roger Fisher, Board Secretary
> Charlie Powell, Board Immediate Past Chair
> Amanda Arizola
> Rev. Ralph Emerson
> D.T. Nguyen
> Steve Montgomery
> Trent Petty
> Steven Simmons, D.O.
> Zim Zimmerman

Board Members Absent:

Others Attending:
> Robert Earley, President, Chief Executive Officer
> Karen Duncan, M.D., Executive Vice President, Chief Operating Officer
> Sharon Clark, Senior Executive Vice President, Chief Financial Officer
> Zelia Baugh, Executive Vice President, Behavioral Health
> Alex DuBuclet, Interim Senior Vice President, Human Resources & Learning
> Tricia Elliott, M.D., Senior Vice President, Medical, Academic, and Research Affairs Chief Academic Officer
> David Mendenhall, Vice President, Chief Technology Officer
> Joy Parker, Vice President, Community Health Administration
> Gerald Stephenson, M.D., Vice President, Chief Quality Officer
> Scott Cummings, General Counsel
> Suzanne Barnes, Recording Secretary

I. **WELCOME 1:00PM – R. Earley**
- Dr. Duncan thanked the leadership for all their work during the budget process

II. **OVERVIEW/INTRODUCTION**
- Sharon Clark gave an overview on what will be presented at the budget retreat meetings, for today and on July 24th.

- Mr. Montgomery gave introductory remarks
  - Thanked the leadership and the board
  - Goals – Listen, Learn and Engage
  - Offer feedback to Administration

- **FY 2021 BUDGET OVERVIEW – S. CLARK**
  - Create a baseline budget
    - Volume projections significantly impact revenues and expenses
    - Variable and Fixed Labor Cost
    - Fixed costs are budgeted based on active and approved contracts

- **FY 2020 REVENUE SOURCES**
  - Patient Services Revenue – 39.1%
  - DSH, DSRIP & UC – 10.1%
  - Retail Pharmacy – 4.6%
  - Other – 4.4%
  - Ad Valorem Tax Revenue – 41.8%
  - Revenue Evaluation
  - Expense Projections
  - New Requests

- **FY 2021 EXPENSE SOURCES**
  - Physician Payments – 13/7%
  - Purchased Services – 10.9%
  - Supplies – 14.6%
  - Depreciation – 3.7%
  - Other – 4.7%
  - Salaries and Related Expenses – 52.4%

- **EVALUATION OF NEW REQUEST**
  - New requests were divided into five groups
  - Each group was assigned 2-5 leaders
  - Create their own scoring categories
  - Team leaders ranked those requests
  - Five Work Groups
    - Business Operations
    - Care Efficiency
    - Culture
    - Regulatory
    - Integrated Health Outcomes

- **CRITERIA UTILIZED FOR EVALUATION**
  - Alignment to strategy of the organization
  - Financial Impact
  - Regulatory, Safety, Legal or existence of contractual obligation
  - Operational Efficiencies
  - Synergy other projects
  - Implementation Risk
  - Access to care
  - Health Outcomes
  - Perceived risk to the organization
  - Each group presented to Senior Executives

- **KEY INPATIENT STATISTICS – PATIENT DAYS**

Although patient days are rising slightly, a shift in patient days from Medical and Surgical to ICU/Intermediate care is anticipated to continue in to FY 2021

- **KEY OUTPATIENT STATISTICS – EMERGENCY DEPARTMENT AND URGENT CARE**

ED and Urgent Care is expected to return to pre-COVID – 19 level.

The recent return in patient flow back to the Psychiatric Emergency Center creates capacity in the main ED, lowering left-without being seen rates.

- **SURGICAL STATISTICS – INPATIENT SURGERIES, OUTPATIENT SURGERIES AND INVASIVE LAB CASES**

IP surgeries have declined in FY 2020 during the COVID -19 pandemic and are projected to continue into the first part of FY 2021 with a gradual increase in the later months of the fiscal year.

JSCA, the outpatient surgery center, suspended procedures in March due to COVID-19; anticipating opening in FY 2021 with reduced volumes.

Invasive Lab is expected to return to normalized volumes during FY 2021.

- **KEY OUTPATIENT STATISTICS**
  - O Primary Care Clinic Visits
    In response to the suspension of non-emergent visits, Community & Specialty Clinics consolidated operations in March. Clinics are projecting to reopen in phases.
    Telehealth visits will continue at a lower rate with a shift to clinic location visits as clinics openings are phased into full service.
  - O Specialty Care Clinic Visits
    Telehealth visits will continue at a lower rate with a shift to clinic location visits as clinics openings are phased into full service.
    Telehealth is not available for all specialties such as ophthalmology and optometry attributing to a reduction in total visits for FY 2021.

- **KEY BEHAVIORAL HEALTH INPATIENT STATISTICS**
  - O Psychiatric Patient Days
    Anticipate Psych patient days to return to normalized levels for FY 2021.
  - O Psychiatric Emergency Center
    FY 2020 Psych Emerg3ency visits declined due to redirection during FY 2019 to main ED and COVID-19 Impact.
    FY 2021 Psych Emergency visits represent a full year of return to patient evaluation on Tower 10.
  - o Psychiatric Clinic Visits

- **COMMUNITY HEALTH – JOY PARKER**
  - o 2020 Accomplishments
    - NCQA CMH Designation
    - Access Resource Center Enhancements
    - MyChart Direct scheduling and Fast Track enhancements
    - Welcome Kiosks
    - Cancer Screening
    - Behavioral Health Integration
    - Heart Health
    - Virtual Health
    - Patient Experience
    - Reviewed the Continued Focus on Outcomes

- **BEHAVIORAL HEALTH – ZELIA BAUGH**
    - 2020 Accomplishments
        - BH COVID Inpatient Unit
        - Inpatient Throughput
        - DSRIP
        - BH Quality Core Measures
        - Overtime – reduced
        - Reviewed Vision for the Future

- **INFORMATION TECCHNOLOGY – DAVID MENDENHALL**
    - 2020 Accomplishments
        - Telehealth Phase 1
        - Mobile/Remote workforce
        - Streamlined data extraction process
        - Move to semi-annual/quarterly Epic releases
        - New Data Center online
        - Enhanced Cyber Security program
        - Integration of BioMed under IT
        - Reviewed Vision for the future

- **QUALITY – DR. STEPHENSON**
    - 2020 Accomplishments
        - Stabilized Quality Division
        - Established in-house capabilities in Environment of Care/Life Safety and Performance Excellence
        - Created a structure for continuous regulatory preparedness
        - Performing at stretch for PSI-90
        - National recognition for registry performance for stroke, cardiovascular and orthopedics
        - Reduced Sentinel Events
        - Improved performance in CAUTI, Cdiff and MRSA
        - Infection Prevention instrumental in response to COVID-19
        - Reviewed Vision for the future

- **MEDICAL, ACADEMIC, & RESEARCH AFFAIRS – DR. ELLIOTT**
    - 2020 Accomplishments
        - Academic Affairs
            - First-Time Board Pass Rate/98% Graduating Residents
            - 24 Residents retained over past 3 years
            - Continued Accreditation for all Residency and Fellowship Programs
            - $1.4 million secured in grant funding
            - Caring for the Caregiver team and initiatives
        - Research
            - Awarded over 4500K in grant funding
            - $340,126 in clinical trial revenue YTD
            - Engaged in COVID research
            - Successful virtual Research symposium
            - Discovered excess HCV testing
        - Medical Staff
            - Recruitment of new Executive Director, Medical Staff Affairs
            - New department chair orientation
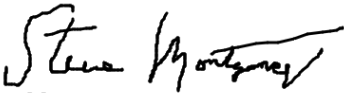   - Revised the peer review form

- o Developed a process to support Joint Commission Standard for Disaster Privileges
  - o Reviewed Vision for the Future

- **WORKFORCE – ALEX DUBUCLET**
  - o 2020 Accomplishments
    - ▪ Diversity & Inclusion
      - o Guided Discussion
      - o Serving with Sensitivity – Improving Patient Outcomes
      - o Reviewed Outstanding Benefits

Mr. Earley thanked all the presenters and the board, he also stated that Acclaim will be presented at a later date.

Mr. Montgomery addressed several questions from the board members.

III.   ADJOURN – 4:18PM

Steve Montgomery

Steve Montgomery
Aug 14, 2020 8:21 AM CDT

Steve Montgomery – Finance Chair   Date