

**TARRANT COUNTY HOSPITAL DISTRICT (TCHD)  
d/b/a JPS HEALTH NETWORK  
BOARD OF MANAGERS MEETING  
THURSDAY, AUGUST 11, 2011**

The TCHD Board of Managers met on Thursday, August 11, 2011 in the auditoriums of JPS Health Network Outpatient Building, 1500 South Main Street, Fort Worth, Texas for a meeting with the following Board members present:

Scott Fisher, Chair  
Trent Petty, Vice Chair  
Rev. Ralph Emerson, Member  
Karen Van Wagner, Ph. D., Member  
Charles Webber, M.D., Member  
Rex Hyer, M.D., Member  
Charles Powell, Member  
Roy Lowry, D. O., Member  
Dorothy DeBose, Member  
DT Nguyen, Member

Absent: Steve McCollum, Member

Others Attending: Robert Earley, President/CEO  
Bill Whitman, Chief Operating Officer  
Gary Floyd, Chief Medical Officer  
Jane Sanford, Judge Glen Whitley's Office  
Jon Ed Robbins, Precinct Administrator  
Karen Kayser, Assist. Precinct Administrator  
Elizabeth Carter, M.D., President, Medical Staff  
Jay Haynes, M.D., Vice President Occupational & Employee Health  
David Salsberry, Chief Financial Officer  
Dresdene Flynn-White, Vice President Human Resource Development  
Doris Hunt, Vice President, Finance  
Scott Rule, Vice President Planning and Analysis  
Joana Adams, Chief Nursing Officer  
Wanda Peebles, Vice President, Peri-Operative Services  
Sandra Todd-Atkinson, Vice President Patient Services  
Corbin Wilson, JPS Physician Group  
Colene Fielding, JPS Physician Group, Dir. of Finance  
Steve Filler, Chief Information Officer  
Chris Dougherty, Sr. Vice President Community Health  
Wendy Burkholder, Vice President, Community Health  
Rick Edwards, M. D., Vice President, Community Health  
Josephine Fowler, M.D., Vice President Academic Affairs  
Charles Williams, Vice President of Operations  
Kathleen Whelan, Vice President of Operations  
Rose Thomason for Dresdene Flynn-White  
Erma Lee, Compliance Officer  
Neal Adams, General Counsel  
Marvin Collins, District Attorney Office  
Ann Diamond, District Attorney Office  
Dennis Killy, Tarrant Alliance for Responsible Government  
Dann Baker, JPS Chaplain  
Dee Post, Recording Secretary

**I. Call To Order:**

The meeting was called to order by the Board of Managers Chair Scott Fisher at 12:17p.m.

**II. Opening Prayer & Pledge to Flag:**

Dann Baker, JPS Chaplain, led the audience in prayer and pledge to the flag.

**III. Board Chair Report, Deliberation(s) and/or Action(s) – S. Fisher****A. Recognitions**

1. 2012 Budget – Mr. Fisher began the meeting by congratulating the Board for all of their work on the budget during the Saturday, August 6, 2011 Budget Workshop and for approving the budget.
2. New Board Members – Mr. Fisher introduced Dorothy DeBose who was sworn in at the Saturday, August 6, 2011 Board Budget Workshop by Commissioner Brooks. Ms. DeBose will replace Tonya Veasey who resigned from the Board last month.

DT Nguyen – Mr. Fisher also introduced DT Nguyen who was sworn in the week prior to the Board Budget Workshop by Commissioner Nguyen. Mr. Nguyen replaced Dan Serna. Mr. Fisher welcomed both new Board members.

**B. Board Chair Reports –**

Mr. Fisher informed members that he had appointed three Board members to serve on the Nominating Committee for purpose of recommending a Board Secretary. The Nominating Committee was chaired by Charley Powell with the two other members being Trent Petty and Roy Lowry, D.O. The Nominating Committee met earlier today and recommended Rev. Ralph Emerson for the position of Board Secretary. Mr. Fisher asked if there were other Board Secretary recommendations and there were none. Mr. Fisher asked for approval of this recommendation and all Board members were in agreement. Rev. Emerson accepted the appointment. Mr. Fisher reminded Rev. Emerson to add the Executive Committee and the Board Compliance Committee to his calendar.

**IV. Hearing of Citizens**

Dennis Killy – Mr. Killy spoke regarding the great job the CEO and CFO did in recapturing the fiscal year 2011 budget process and for working through the budget and for ending the budget year within criteria.

**V. Administrator's Report, Update on District Activities, Deliberation(s) and/or Action(s) Thereon: R. Earley****A. Update on District Activities****1. American Heart Association –**

Mr. Earley informed members that he is chairing this year's American Heart Walk and invited all Board members to participate in this event. The Heart Walk will take place in the stockyards on September 10, 2011, beginning at 8:30 a.m. Mr. Earley also informed Board members of other JPS American Heart Association fund raisers planned at JPS.

2. **Southside Opening Ceremony** - Mr. Earley informed the Board that the dedication of the JPS School Based Health Center – Southside will be September 18, 2011 at the Fellowship Hall of Southside Church of Christ, 2101 Hemphill, 2:00 p.m. – 3:00 p.m.

**VI. Approval of Minutes:****A. Board Minutes – July 14, 2011**

Dr. Webber made the motion to approve the July 14, 2011 Board minutes. Rev. Emerson seconded the motion. All members were in agreement and the minutes were approved.

**VII. Deliberation(s), Action(s), and/or Approval(s) Regarding Fiscal Year 2012 Budget and Ad Valorem Tax Rate – D. Salsberry/B. Whitman**

This item was withdrawn from the agenda as it was approved at the August 6, 2011 Board Budget Workshop.

**VIII. Update, Information and/or Approval(s) Regarding Diversity Campaign – R. Earley**

Mr. Earley informed members that the Hospital District contracted with Katrina Keys, an established M/WBE Liaison and leader of K Strategies to work with the District to develop a Corporate Diversity program and establish a Corporate Diversity Committee. Mr. Earley added that the main components of this overview are to develop a corporate diversity program along with diversity initiatives in the areas of supplier diversity, human resources and public affairs. Mr. Earley added that the Corporate Diversity Committee will report quarterly to this Board. A dashboard will be made available on the website. The Corporate Diversity Committee will set the pace for creating structure and direction of the JPS diversity program, market the Corporate Diversity Program and develop an annual diversity program report. Next will be the development of a supplier diversity program to increase efforts to utilize minority and women business enterprise (M/WBE) firms in procurement and contracts. Also, Human Resources diversity initiatives will be developed to increase diversity in recruitment, hiring and sustaining diverse employees. Public Affairs diversity initiative will be another piece in order to provide diversity initiatives to enhance JPS' public image in diverse communities. Culturally sensitive initiatives will also be developed to promote sensitivity to the cultural needs of our diverse patient base.

Mr. Earley further informed the Board that he will also continue to work with the North Texas Leaders for Environment and Development (L.E.A.D.) organization in which he serves on the Board. He added the District will also work with other organizations in order to increase diversity recruitment. Rev. Emerson asked how the Diversity Committee will coincide with the Diversity Taskforce. Mr. Fisher replied that the Diversity Taskforce Committee was established by the former Board Chair and met for one year. The Diversity Committee that Mr. Earley explained is an outgrowth of that Taskforce. There were no further questions regarding this topic.

**IX. Update, Information and/or Approvals Regarding Joint Commission Strategic Surveillance System – G. Floyd, M.D.**

Dr. Floyd reviewed the Strategic Surveillance System included behind tab 3. He informed members of the four data sources included on page 17. He added the Hospital District's numbers have significantly improved and that there have been no sentinel events during the past year. Dr. Floyd continued by reviewing the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) criteria. He added that the data will be collected and measured for all hospitals. The core measures include five major areas and are included on page 18 of the Board Book. Dr. Floyd informed Board members that the lower the score, the better. Dr. Floyd concluded that the Hospital District scores are good and that the goal is to get to the top 25 percent. This item was presented for information purposes and does not require action.

**X. Items to be Withdrawn from the Consent Agenda:**

Mr. Adams made a correction to the Policy listed on page 26. He informed members that the Policy number should be SCA LD 600 instead of SCA LD 2100. Mr. Adams added that this policy number was listed correctly on the Board Agenda. That was the only change to the consent items. No items were withdrawn from the Consent agenda.

**XI. Consent Agenda: All Items with Asterisks (\*\*) are Part of the Consent Agenda, were Discussed in Board Committee Meetings, May Require Little or No Deliberation by the Board of Managers, but Require Board Approval.**

Rev. Emerson made the motion to approve the consent agenda items. Dr. Webber seconded the motion. All Board members approved and the motion passed unanimously.

**XII. Matters from the Executive Committee Requiring Deliberation(s), Action(s) and/or Approval – S. Fisher****\*\* A. JPS Surgical Center – Arlington Policies and Procedures Including the Following –  
B. Whitman, C. Dougherty**

- \*\* 1. Policy Number SCA LD 100 Mission and Goals
- \*\* 2. Policy Number SCA LD 900 Organization and Authority
- \*\* 3. Policy Number SCA LD 600 JPS Surgical Center Arlington Oversight Committee
- \*\* 4. JPS Surgical Center – Arlington 2011 Performance Improvement Plan
- \*\* 5. JPS Surgical Center – Arlington Patient Safety Plan

**\*\* B. Update/Reports from Internal Auditor – J. Grantland**

- \*\* 1. Risk Assessment Analysis
- \*\* 2. District Vehicles
- \*\* 3. Obstetrics/Gynecology Grant
- \*\* 4. Dental Clinics – Payment and Charge Data Capture Follow-Up
- \*\* 5. Landlord Leases

**\*\* C. Update from Compliance Officer – E. Lee**

- \*\* 1. Physician Re-Training Program Protocol

The above items were approved under item XI. Consent agenda.

**XIII. Matters from the Finance Committee Requiring Deliberation(s), Action(s) and/or Approval – T. Petty****\*\* A. Finance Committee Minutes for Information**

- \*\* 1. Unapproved July 27, 2011 Minutes

**B. CFO Report and Update – D. Salsberry**

- 1. EPIC Project Review – S. Filler

Mr. Earley introduced Steve Filler. Mr. Filler provided an update of the ELM project included behind tab 8 of the Board book. Mr. Filler informed members that this project is on time and below budget. The project timeline chart included on page 80 was briefly reviewed. Mr. Filler added that most of the cost for this project will be next fiscal year due to this project going live in May, 2012. Rev. Emerson asked what are some of the factors for this project being ahead of schedule. Mr. Filler explained that the partnership between

EPIC, JPS and Accenture is good and that these entities together provide an abundance of knowledge and experience. Mr. Nguyen asked what the contingency plan is for this transition and for training staff. Mr. Filler replied that the old system will be replaced and that about six months of training will be provided in staggered stages so staff will not have to work on two different systems at one time. Dr. Hyer asked for clarification of being under budget. Mr. Filler replied that costs are projected to be under budget from what was first reported and there will not be a need to obtain monies from the contingency funds. Mr. Nguyen asked if being under budget will change maintenance costs. Mr. Filler replied that maintenance costs are expected to be incurred sooner than projected due to being ahead of schedule with this project. There were no further questions for Mr. Filler.

**C. Deliberation(s), Action(s) and/or Approval(s) Regarding the June 2011 Unaudited Financial Reports, including JPS Physician Group – B. Whitman, D. Salsberry, C. Fielding**

Mr. Whitman reviewed the statistical indicators included on pages 99-100. He reported that the acute care and NICU inpatient admissions were below budget. Psychiatric and skilled nursing areas were slightly above budget for the month. He added that the total patient days were slightly under budget for the month and 6 percent over budget year-to-date. A revised network operating indicators dashboard was distributed and reviewed. Mr. Whitman reported the emergency department arrival to admit times were 11.37 hours and the arrival to discharge time was 5.30 hours for the month. He added the left without being seen rate was 5.1 percent and the left against medical advice was 3.5 percent which was a reduction from the past two months. He further reported the incoming calls for the health centers increased from the past month. He continued by reviewing the inpatient quality metrics included in the handout and the network goals. Mr. Whitman explained to the new Board members that that the Network Goals and Leadership Evaluation Manager (LEM) are Press Ganey benchmarks and compares the District to other teaching hospitals. He further informed members that the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPs) was added. He explained that the Centers for Medicare/Medicaid Services (CMS) developed HCAHPs tools in 2005. The Hospital District has been utilizing this tracking system since 2008. Mr. Whitman further informed members that this is a budget neutral item and will not take the place of Press Ganey. He added this is an overview of how the categories are measured and what it means to the Hospital District. Mr. Petty asked if 1 percent calculates off of the DRG payment and Mr. Whitman replied no. Mr. Petty asked if Press Ganey scores are measured and reported for the JPS Physicians Group. Mr. Whitman replied they are not and that those metrics were not available at the time of the Press Ganey contract. Mr. Petty commented that the JPS Physician Group metrics should be included. Dr. Carter informed members that the Medical Staff is also working on these metrics as a medical group and not as a contractor. Members were informed that all contracts were written before this measurement process began. Dr. Van Wagner commented that contracts can be amended and that the information may be helpful to the Hospital District. Rev. Emerson asked if patients receive both the hospital and provider surveys. Mr. Whitman replied that the two surveys are integrated so that the patient only receives one survey. He further commented that by doing this, the response rate is higher. Rev. Emerson then asked if patients are briefed that they may be receiving a survey and Mr. Whitman replied that sometimes they are. He added that the District is not allowed to hand out surveys. He further informed members that he and Mr. Earley have begun making discharge phone calls and that patients are informed at that time that they may be receiving a survey, but they are not coached on how to complete the survey. Rev. Emerson commented that he does not see a problem with this. Mr. Nguyen asked if the data is broken down by shifts to help see where potential problems might be and Mr. Whitman replied that the District does break down the data.

Mr. Salsberry reviewed the financial performance and ratios and referred members to page 88. He informed the new Board members that this page is used as a higher level dashboard relative to the budget and not prior year performance. He reported that volumes for the month were soft

relative to budget and operating expenses and the acuity was high relative to the case mix index. He added that adjusted patient days increased slightly for the month and was on target for year-to-date. Contract labor decreased and supply expenses for the year were positive. Board members were referred to page 93 and Mr. Salsberry commented that the District, in general, had a positive month. Mr. Salsberry further reported that there was no change in the Moody Bond rating but was given an unfavorable outlook. Mr. Petty asked if Moody's indicated if there was anything the Hospital District could do to improve this and Mr. Salsberry replied it was due to the Federal rating. He added this has no impact on the District as our bond rates are fixed.

Members were referred to page 95 and Mr. Salsberry briefly reviewed the income statement. Mr. Salsberry reported revenues were higher than budgeted. He added total operating expenses decreased slightly for the month and the net income was slightly above budget. Mr. Salsberry explained this was partly due to receiving \$3.3 million in trauma funds which the District receives once a month. There were no further questions for Mr. Salsberry.

**JPS Physicians Group** – Coleen Fielding provided the JPS Physician Group report and noted that the June 2011 total encounters were 35,550 which is a decrease of 21.2 percent compared to 2010. She noted this variance is due to reduced staff, employee paid time off and some delay in getting charge slips. She reviewed the payor mix as included on page 119 and noted there was little change in Medicare encounters for the month and an increase in Medicaid/Pending. She added other insured, JPS Connection and uninsured payor mix decreased for the month. Page 121 was briefly reviewed. The total operating revenues decreased slightly for the month from what was budgeted and the total operating expense was about the same. She further reported that there were no other significant variances to report for the month. In total, the margin for the month was a positive \$761,000 compared to a budgeted margin of \$1,005,000. For the year, the total margin is a positive \$2,093,000 compared to a budgeted gain of \$900,000 due to stronger than expected disproportionate share revenues. There were no questions for Ms. Fielding. Mr. Petty verified that the JPS Physician Group 2012 budget will be presented at the next Finance Committee and Board meetings.

Dr. Webber made the motion to approve the June unaudited financial reports. Mr. Powell seconded the motion. All Board members were in favor and the motion passed unanimously.

**\*\* D. Deliberation(s), Action(s) and/or Approval Regarding the Following Agreements:**

- \*\* 1. Data Captor Solution License Agreement with Capsule Tech, Inc. – S. Filler/T. Baird/  
C. Verkler
- \*\* 2. Software License Agreement and Support Services Agreement with Clinical Computer  
Systems, Inc. (OBIX) – Dr. Grimes/S. Filler/P. Alridge
- \*\* 3. Blue Cross Blue Shield HMO/PPO Amendment – D. Hunt
- \*\* 4. Second Amendment to Agreement of Lease for Health Center for Women Arlington – S.  
Rule
- \*\* 5. Account Resolution for Comerica Now Premium Business Money Market Account – D.  
Hunt

The above items were approved under item XI. Consent Agenda.

**XIV. Recess and Reconvene in Closed Session:**

The Board recessed and reconvened in closed session at 1:58 p.m.

**XV. Reconvene in Open Session for Deliberation(s) and/or Action(s) Deemed Necessary Regarding Any Matter Listed on the Closed Session Agenda, Paragraphs XIV. A., B., C., D., E. and F.**

The Board reconvened in open session at 2:30 p.m.

- XIV. C. 1. Appointments/Reappointments to Medical Staff – Dr. Carter reviewed the process for credentialing providers to the new Board members. She informed them that the Medical Executive Committee recommends approval of the appointments/reappointments of the providers included in the memo that was distributed. Dr. Webber made the motion to approve the Appointments/Reappointments memo. Dr. Lowry seconded the motion. All Board members were in agreement and the motion passed unanimously.

**XVI. Report of Legal Counsel and/or Legal Matters Requiring Discussion(s), Updates, Deliberation(s), Action(s) and/or Approval – N. Adams**

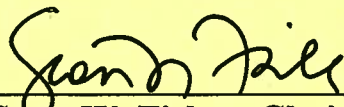
- \*\* A. Approval of the Legal Services Agreement between the Law Firm of Baron & Budd, P. D. and Tarrant County Hospital District.**
- \*\* B. Approval of Policy No. 110-015 entitled “Authority of Chief Executive Officer to Make Contracts and to Settle Claims and Lawsuits”**
- \*\* C. Amendment to JPS Pension Plan**
- \*\* D. Medical Staff Rules and Regulations Revision**

The above items were approved under item XI. Consent agenda.

**XVII. Adjourn**

There being no further business, the August 11, 2011 Board of Managers meeting was adjourned at 2:32 p.m.

**Approved:**



**Scott W. Fisher, Chairman**