

**TARRANT COUNTY HOSPITAL DISTRICT (TCHD)**  
**d/b/a JPS HEALTH NETWORK**  
**BOARD OF MANAGERS MEETING**  
**THURSDAY, MAY 12, 2011**

The TCHD Board of Managers met on Thursday, May 12, 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  
Tonya Veasey, Board Secretary  
Dan Serna, Member  
Rev. Ralph Emerson, Member  
Bruce Capehart, 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

Guests: Rebecca Brumley, Director, Red Oak Foundation  
B. G. Porter, President, Studer Group

Others Attending: Robert Earley, President/CEO  
Jane Sanford, Judge Glen Whitley's Office  
Jon Ed Robbins, Precinct Administrator  
Elizabeth Carter, M.D., President, Medical Staff  
David Salsberry, Chief Financial Officer  
Doris Hunt, Vice President, Finance  
Scott Rule, Vice President Planning and Analysis  
Regina Berman, Sr. Vice President Quality & Case Management  
Joana Adams, Chief Nursing Officer  
Wanda Peebles, Vice President, Peri-Operative Services  
Colene Fielding, JPS Physician Group, Dir. of Finance  
Chris Dougherty, Sr. Vice President Community Health  
Wendy Burkholder, Vice President, Community Health  
Josephine Fowler, M.D., Vice President Academic Affairs  
Charles Williams, Vice President of Operations  
Dresdene Flynn-White, Vice President Human Resources  
Steve Filler, Interim CIO  
Erma Lee, Compliance Officer  
Allan Graves, General Counsel  
Alex Branch, Fort Worth Star-Telegram  
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 12:16p.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. Nursing Excellence Awardees – J. Adams - Ms. Adams informed members that Nurses Week was last week. Events were planned for each day of the week and included Blessing of the Hands and a speaker on Thursday. She further explained the selection process for the nursing awards and made the following announcements:

Nurse Manager of the Year – Julie Fields, RN, BSN, CGRN, Inpatient Clinical Manager, PACU

Nurse Rookie of the Year – Christopher Smoyer, RN, Emergency Services

Gold Stethoscope Award – J. Adams – Ms. Adams informed the group that this year's Gold Stethoscope ceremony was held last week with the keynote speaker being Rev. Emerson. Ms. Adams added that twenty nurses were selected as the 2011 Gold Stethoscope winners and from that group the Nurse of the Year was selected. Ms. Adams introduced the nurses that were in attendance at today's Board meeting.

Nurse of the Year – J. Adams – Ms. Adams announced that Constance Harper, RN was selected as this years' Nurse of the Year.

Ms. Adams concluded the nurse's recognition by showing the 2011 Salute to Nurses video. Mr. Fisher thanked the nurses for all that they do.

2. Infection Control Director – Ms. Adams introduced Ria Bryant as the new Director of Infection Control. Ms. Bryant has six years of experience and is certified in infection control.

#### **B. Board Chair Reports –**

There was not a Board Chair report.

### **IV. Hearing of Citizens**

Dennis Killy – Mr. Killy spoke regarding converting the Arlington Hospital to a clinic and that the delay is costing tax payors thousands of dollars each month.

Monica Roark – This citizen left the meeting without speaking.

### **V. Approval of Minutes:**

#### **A. Board Minutes – April 14, 2011**

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

### **VI. Administrator's Report, Update on District Activities, Deliberation(s) and/or Action(s) Thereon: R. Earley**

#### **A. Update on District Activities**

1. **American College Graduate Medical Education and Resident Information –**

Mr. Earley reminded members of the importance of the JPS Residency programs. He commented that 72 percent of JPS Residency graduates stay in Texas and 40 percent remain at JPS.

Mr. Earley informed members that the Residency Review Committee for the Transitional Program has awarded JPS a five year accreditation, which is the highest accreditation that can

be achieved. He further commented that Dr. Nelms, who also sits on the Finance Committee, leads this program. Mr. Earley added that Dr. Nelms and Ruth Cress are to be congratulated.

2. **Texas Department of Health and Human Services Commissioner Update** - Mr. Earley informed the Board that he continues to meet with the Commissioner of Health and Human Services regarding the hospital funding shortfall. Mr. Earley will forward information to the Board as it is learned.
3. **Legislative Update** – Mr. Earley informed members that he is working with state officials regarding receiving federal funding.
4. **Joint Council Meeting Updates – Northeast and Arlington** - Mr. Earley informed members that he has met with both the Northeast and Arlington Councils and that they will now be part of the Joint Councils.
5. **Patient Care Pavilion Donor Recognition Events** - Mr. Earley informed members that two donor walls are being installed. One will represent all the employees who donated and the other will represent the public donors for the new Pavilion. The employee recognition will be May 24, 2011, 4:00 p.m. and the public event will be May 26, 2011 - 5:30 p.m.

## **VII. Update and/or Information Regarding Red Oak Foundation – Rebecca Brumley, Director**

Mr. Earley introduced Rebecca Brumley. Ms. Brumley informed members that the Red Oak Foundation is a charitable foundation that has partnered with JPS for 11 years. Their mission is to share and spread the benefits of reading books for young children. This program follows children beginning at age of six months through the age of six. They encourage parents to read to their children and families are provided a book with every child immunization. The Red Oak Foundation has given away more than 300,000 books and they are printed in both English and Spanish.

## **VIII. Update and/or Information Regarding Studer Group – B. G. Porter**

Mr. Porter updated the Board on the Studer Group project and distributed copies of his slide presentation. He informed members that JPS has had tremendous growth in the area of patient transparency but that additional work is needed in the areas of service and finance. JPS has made leadership changes as well as Studer Group coach changes in order to see improvement in patient satisfaction outcomes. Mr. Porter further commented that there will be more focus in HCAHPS as this is the future way healthcare organizations will be measured. He explained that HCAHPS contains eight areas in which healthcare systems will be measured. Mr. Porter reviewed the next steps which included engaging the medical staff to improve patient satisfaction results and to focus on ambulatory services. He added that there is a national standard increase for healthcare organizations to have a ten year strategic plan. Mr. Porter concluded by commenting that all stake holders need to be engaged in the success of the organization.

Mr. Fisher asked for an explanation to the Board of the process of the Emergency Department split flow model. Mr. Porter explained that this process is currently being tested and asked Mr. Whitman to explain further as he recently returned from observing this model at a Houston hospital. Mr. Whitman explained that no patient owns a bed. When a patient walks into the emergency room they are assessed and directed to one of two areas. One is an intake area. This is where all testing is ordered and patients are then directed to a results area, which also frees up a bed. If patients come into the ER on a stretcher, they are sent to a more acute area of the ER. Mr. Whitman added that this method was tested recently and reported that the average length of stay was reduced. He added that flow issues are still being worked out. Mr. Whitman further commented that the construction department will be remodeling the arrangement of the emergency room. Mr. Petty asked what our left without being seen rate is. Mr. Whitman replied less than three percent. Mr. Fisher thanked Mr. Porter for his update.

## **IX. Items to be Withdrawn from the Consent Agenda:**

Ms. Veasey withdrew item XI. G.

**X. 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 remaining consent agenda items. Dr. Webber seconded the motion. All Board members approved and the motion passed unanimously.

**XI. Matters from the Finance Committee Requiring Deliberation(s), Action(s) and/or Approval – T. Petty**

**\*\* A. Finance Committee Minutes for Information**

\*\* 1. Unapproved April 27, 2011 Minutes

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

\*\* 1. A133 Audit – D. Hunt/D. Salsberry

\*\* 2. 2011 Audit RFP Results – D. Hunt/D. Salsberry

\*\* 3. Medicaid Legislative Update – D. Salsberry

\*\* 4. S&P Rating Update – D. Salsberry

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

Mr. Whitman referred members to page 52 and informed them that readmission metrics had been added to this page as requested. Mr. Whitman commented that the arrival time to time of admission was 11.40 hours and the arrival time to time of discharge was 5.73 hours which is an increase from the past several months. He also commented that the left without being seen percentage decreased for the month of March. Community Health Center incoming calls were 71,260 which was a record number of calls for the centers. Mr. Whitman continued by explaining the myocardial infarction (MI), heart failure and pneumonia rates and informed members that the rates included on page 52 are Medicare rates which will effect the Hospital District's reimbursement. Next, members were referred to page 53 and Mr. Whitman explained the network operating indicators. Mr. Whitman informed members that all JPS leaders review this score card. Members were referred to pages 68 through 69 and Mr. Whitman reported that total admissions and the number of emergency room patients admitted as inpatients increased for the month from what was budgeted. He added that the total number of births were down from what was budgeted which is a trend that is expected to continue through the next fiscal year. He continued by reporting that the total patient days and the average daily census had a variance increase of 8.3 percent while the adjusted patient days increased by 4.4 percent from what was budgeted. He further commented that the hospital is operating at capacity. Mr. Whitman continued by reporting that main emergency room visits increased by 10 percent with the total number of community health center visits being at budget. The total number of surgery cases was at budget and the payor mix included on page 70 was reviewed. Mr. Serna asked about the recent changes made in the anesthesia and the surgery departments. Mr. Whitman replied that the addition of Ms. Peebles has made a remarkable difference in the surgery department. Mr. Petty had a question regarding the emergency room visits and if that tracks with the agreement that the Board members will be asked to vote on later in the meeting. Mr. Whitman replied that it does. There were no further questions for Mr. Whitman.

Mr. Salsberry referred members to page 57 and commented that the Hospital District volume is has increased and that the inpatient census has driven the inpatient, outpatient mix to change. He added the District is also experiencing a higher gross venue mix with a case mix index increase of 8.6 percent. He further reported that the outpatient operating net revenue increased and that the total operating expense is at budget. Mr. Salsberry continued by reporting that FTEs

are lower than recently noted and contract labor costs and total overtime hours continue to decline. He added the total supply expenses decreased from this same time as last year, days cash on hand decreased for the month and the days expense in accounts payable was a favorable 16 percent. He commented there was nothing of significance to note on the balance sheet and referred members to page 63. On the income statement for March the hospital had a negative operating margin of \$1,734,000, which was greater than the budgeted loss of \$581,000. Total margin for the fiscal year was a loss of \$7,364,000 compared to a budgeted loss of \$1,300,000. Mr. Salsberry continued by reporting that supplies were below budget and the operating revenues were above budget by \$583,000. The non-operating revenue was \$569,000 which was \$293,000 below a budget of \$862,000. Investment income was \$207,000 which was also under budget. The operating margin for the month was a negative 3.2 percent compared to a negative budgeted margin of 1.1 percent.

**JPS Physicians Group** – Coleen Fielding provided the JPS Physician Group report and noted that the March 2011 total encounters were 44,508 which is an increase of 2.7 percent compared to 2010. She added that the JPS Physicians Group had a positive margin due to DSH Upper Payment Limit (UPL) funding. She reviewed the payor mix as included on page 89 and noted the total operating revenues were \$4,982,00 and \$321,000 above budget. 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 \$1,019,000 compared to a budget of \$472,000. For the year, the total margin is a positive \$1,372,000 compared to a budgeted gain of \$74,000. There were no questions for Ms. Fielding.

Mr. Serna made the motion to approve the March 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 Budget Approval:**

**\*\* 1. Health Plan Audit and Recovery Project – D. Salsberry**

The above item was approved under item X. Consent Agenda.

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

**\*\* 1. EPIC Update – S. Filler**

**\*\* 2. Maxor Outpatient Pharmacy – B. Whitman**

**\*\* 3. 2011 Insurance Renewal – S. Rule/L. Hansard**

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

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

1. Abbott Diabetes Care – C. Williams/M. Sakovich - This item was tabled.

**\*\* 2. Sysmex Hematology System – C. Williams/M. Sakovich**

**\*\* 3. Discussion and/or Action(s) of Terms and Conditions of Professional Medical Services Agreement for Radiology between Tarrant County Hospital District and RadCare**

Items 2. and 3. were approved under item X. Consent Agenda.

**\*\* G. Discussion(s), Update, Action(s) and/or Approval Regarding Terms and Conditions of Professional Medical Services Agreement for Emergency Department Services between Tarrant County Hospital District and Integrative Emergency Services Physician Group, P.A.**

Ms. Veasey pulled this item from the consent agenda in order to receive additional information. Mr. Whitman distributed and explained the performance measures for the emergency department.

Dr. Webber made the motion to approve this item. Ms. Veasey seconded the motion. All Board members were in agreement and the motion passed unanimously.

**\*\* H. Discussion(s), Update, Action(s) and/or Approval Regarding Terms and Conditions of Medical Education Affiliation Agreement for Emergency Medicine between Tarrant County Hospital District and Integrative Emergency Services Physician Group, P.A.**

This item was approved under item X. Consent Agenda.

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

The Board recessed and reconvened in closed session at 2:23 p.m.

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

The Board reconvened in open session at 3:28 p.m.

XII. B. District Attorney Contract for Legal Services – Dr. Lowry made the motion to approve the District Attorney Contract for an additional year. Mr. Powell seconded the motion. All Board members were in favor and the motion was approved unanimously.

XII. C. 1. Appointments/Reappointments to Medical Staff – Dr. Carter informed members that the Medical Executive Committee recommends approval of the appointments/reappointments of the providers included on the memo that was distributed. Dr. Hyer made the motion to approve the Appointments/Reappointments memo. Dr. Webber seconded the motion. All Board members were in agreement and the motion passed unanimously.

**XIV. Matters from the Quality Committee Requiring Deliberation(s), Action(s) and/or Approval – C. Webber, M.D.**

**\*\* A. Quality Committee Minutes for Information**

\*\* 1. May 4, 2011

**B. Deliberation(s), Action(s) and/or Approval Regarding Report(s) from the Medical Staff Committee – E. Carter, M.D.**

Dr. Carter informed members that the medical staff is engaged through the medical staff committees and individual physician champions in an ongoing effort to reduce patient harm and mortality. She reviewed the twelve initiatives included on page 135 of the Board book.

**\*\* C. Deliberation(s), Action(s) and/or Approval Regarding Report(s) from the Medical Staff Committee – E. Carter, M.D.**

\*\* 1. Joint Commission Readiness and Regulatory Update

\*\* 2. Core Measures Report

\*\* 3. Overview of Business Intelligence Portal

\*\* 4. Key Comparative Data Report

\*\* 5. Organ Procurement Report

Items 1. thru 5. were approved under item X. Consent Agenda.

**XV. Matters from the Planning Committee Requiring Deliberation(s), Action(s) and/or Approval – Rev. R. Emerson**

**\*\* A. Planning Committee Minutes for Information**

\*\* 1. May 4, 2011

**\*\* B. Deliberation(s), Action(s) and/or Approval Regarding RFQ for Energy Services Companies for Performance Contracting – C. Williams**

**\*\* C. Discussion(s), Update(s), and/or Information Regarding the Following****\*\* 1. Design and Construction Project Report – B. Whitman****\*\* 2. Design and Construction Pavilion Operating Room (O.R.) Addition Project – B. Whitman**

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

**XVI. Report of Legal Counsel and/or Legal Matters Requiring Discussion(s), Updates, Deliberation(s), Action(s) and/or Approval – N. Adams****A. Discussion(s), Update, Action(s) and/or Approval Regarding Terms and Conditions of Proposed Second Amendment to Professional Medical Services Agreement for Emergency Department Services between Tarrant County Hospital and Texas EM-1 Medical Services, P.A.**

This item was withdrawn from the agenda.

**B. Discussion(s), Update, Action(s) and/or Approval Regarding Terms and Conditions of Proposed Pipeline Easement Agreement between Tarrant County Hospital District and Texas Midstream Gas Services, L.L.C.**

Mr. Graves referred members to tab 29 of the Board book and asked for approval of the easement and right-of-way agreement between Texas Midstream Gas Services, L.L.C. and the Tarrant County Hospital District. Mr. Petty made the motion to approve this item. Dr. Van Wagner seconded the motion. All Board members were in agreement and the motion passed unanimously. This item will be presented for approval at the May 17, 2011 Commissioner's Court meeting.

**XVII. Adjourn**

There being no further business, Dr. Lowry moved to adjourn the May 12, 2011 Board of Managers meeting. All members were in agreement and the meeting was adjourned at 3:33 p.m.

**Approved:**

\_\_\_\_\_  
**Scott W. Fisher, Chairman**