

MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES

Board Meeting

May 27, 2021

8:00 am

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>I. Call to Order & Record of Attendance</p>	<p>The meeting was called to order at 8:00 a.m. by Arthur Bracey, MD, Chair. It was noted there was a quorum present and the attendance was recorded. Dr. Bracey announced that the meeting is being conducted by videoconference. Per temporary meeting suspension rules issued by Governor Greg Abbott due to the COVID-19 pandemic, the meeting may be viewed online: http://harrishealthtx.swagit.com/live. Please note that the Board will go into Executive Session immediately after Public Comment. The Board will return to open session to conclude the remainder of the agenda.</p>	<p>A copy of the attendance is appended to the archived minutes.</p>
<p>II. Approval of the Minutes of Previous Meeting</p>	<ul style="list-style-type: none"> • Board Meeting – April 22, 2021 	<p><u>Motion No. 21.05-49</u> Moved by Ms. Elena Marks, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve the minutes of the previous meeting. Motion carried.</p>
<p>III. Announcements/ Special Presentations</p>	<p>A. Special Announcement Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital (LBJ), announced the passing of Dr. Carmel Bitondo Dyer, former Chief of Staff of LBJ and Executive Vice Chair in the Department of Internal Medicine at McGovern Medical School.</p>	
	<p>B. CEO Report Including Updates on COVID-19, Vaccinations, Annual Health System Accreditation Survey, and Special Announcements.</p> <p>Dr. Esmail Porsa, Harris Health System President and Chief Executive Officer (CEO), recognized the following executive leadership:</p> <ul style="list-style-type: none"> • Mr. Louis Smith, Named as Senior Executive Vice President and Chief Operating Officer • Mr. Ken Costigan, Named as Vice President, Operational Excellence <p>Dr. Porsa recognized Dr. Carmella Caldwell, Martin Luther King Jr. Health Center, as the recipient of the Harris Health System (HHS) 2021 First Quarter Patient Satisfaction Award. He stated that Dr. Caldwell achieved 98.2% patient satisfaction score placing her in the 100th percentile.</p>	

Dr. Porsa also recognized the recipients of the First Quarter 2021 Top Performing Practitioners and Advanced Practice Professionals (APP). Each provider achieved at or above the 95th percentile of patient satisfaction scores:

- Lorena Mottu, NP, Cleveland E Odom PAHC
- Olivia Dziadek, MD, El Franco Lee Health Center, OC Gynecology Clinic
- Diane Atwal, MD, Vallbona Health Center
- Zavera McDonald, NP, Pasadena PAHC, Baytown Health Center
- Jason N. Buchanan, MD, Vallbona Health Center
- Anabel Ruiz, MD, Aldine Health Center
- Berkley Anderson, PA, Smith Gynecology Oncology Clinic
- Tarif H. Khair, MD, El Franco Lee Health Center
- Brian Jiang, MD, Smith Endocrinology Clinic Baylor, Ben Taub Orthopedics Clinic
- Mahevis Varani, MD, Aldine Health Center
- Minal M. Patel, MD, Gulfgate Health Center
- Arnelia Pierson, NP, OC Gynecology Clinic, Acres Home and Aldine Health Centers
- Nathan S. Bender, MD, Settegast Health Center
- Ami Dharia, MD, El Franco Lee Health Center
- Cao Tran, MD, El Franco Lee Health Center
- Loan Ho, NP, Smith Gastroenterology Clinic
- Samuel Willis, MD, Martin Luther King Jr. Health Center
- Solafa Elshatanoufy, MD, El Franco Lee and Aldine Health Centers, OC Gynecology Clinic
- Lubna Chohan, MD, Vallbona Health Center
- Malvika Juneja, MD, Vallbona Health Center

Dr. Porsa provided an update regarding Ben Taub Hospital's (BTH) trauma diversion hours, reporting a significant decrease in total hours by 173.02 or 23.25% to 24.81 or 4.50%. Dr. Porsa recognized Dr. Glorimar Medina, Executive Vice President & Administrator, BTH, and her team for adopting a plan to address the diversion efforts. Dr. Porsa also noted that BTH's Chest and Pain Center received full accreditation with Primary percutaneous coronary intervention (PCI) by the American College of Cardiology (ACC).

The Lown Institute Hospitals Index is the first ranking to examine the racial inclusivity of over 3,200 United States hospitals to assess their success at serving the people of color living in their communities. Dr. Porsa reported that Harris Health System ranked #30 as one of top hospitals of racial inclusivity in the U.S. Dr. Porsa shared a patients' testimony regarding their experience at Smith Clinic. He also thanked the staff of Smith Clinic for continuing to provide exceptional patient care.

In celebration of National Nurses Week, Harris Health hosted its 5th Annual Nursing Gala and Award Ceremony to recognize the organization's talented and dedicated nurses. Dr. Porsa recognized Dr. Maureen Padilla as the recipient of the DAISY Lifetime Achievement Award. Recipients of this award are nominated for their dedication to nursing through active mentoring, role modeling, advocating for their patients and promoting the positive image of nursing.

	<p>On its journey to become a high reliability organization, Harris Health has identified two (2) Quality and Patient Safety initiatives, among others, which includes: 1) use of two patient identifiers to properly identify patients, and 2) communicate and escalate. Dr. Porsa stated that patient identification mistakes can lead to errors in medication administration, incompatible blood transfusion reactions, failure to treat a serious illness or disease, medical treatment for erroneous diagnostic lab results, and procedures being performed on the wrong patient, among others. Use of two patient identifiers is one way we can all help keep our patients safe.</p> <p>Dr. Porsa provided a brief overview regarding Det Norske Veritas (DNV) survey including Harris Health’s noteworthy efforts, nonconformities, and next steps. He expressed his thanks to the employees, in particular the Accreditation team and medical staff for a successful survey.</p> <p>Dr. Porsa stated that TMC institutions have administered approximately 2M vaccines and that HHS has administered 158,000 doses. He mentioned that 78% of HHS employees have completed their first dose and 98% have completed their second dose. Dr. Porsa reported a test positivity rate of 3.2%, 348 daily new cases in the Greater Houston Area, and an average daily rate of 70 new hospitalizations across the TMC system.</p> <p>Dr. Porsa provided highlights of the upcoming strategic planning deliverables slated for August 2021 through March 2022. Additionally, Dr. Porsa was pleased to announce the ribbon cutting ceremony and opening of Harris Health’s Food Pharmacy kitchen at the Acres Home Health Center. A copy of the presentation is available in the permanent record.</p>	
	<p>C. Board Member Announcements Regarding Board Member Advocacy and Community Engagements.</p> <p>Dr. Bracey announced that himself alongside Ms. Alicia Reyes, Board Member, and Ms. Fadine Roquemore, Chair of Harris Health System Council at-Large, had the pleasure of touring El Franco Lee Health Center.</p>	
<p>IV. Public Comment</p>	<p>Ms. Cynthia Cole, Executive Director, Local #1550 – AFSCME, American Federation of State, County, and Municipal Employees, addressed the Board regarding employee relations matters concerning diversity and inclusion, turnover rates, unfair treatment and unsafe working conditions. Ms. Cole stated that she would provide the Board with correspondence regarding this matter.</p>	
<p>V. Executive Session</p>	<p>At 8:45 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session for Items ‘A and E’ as permitted by law.</p>	

<p>VI. Reconvene</p>	<p>At 10:00 a.m., Dr. Arthur Bracey reconvened the meeting and stated that no action was taken in Executive Session.</p>	
	<p>A. Report Regarding Quality of Medical and Health Care, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002 to Receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Health Care Services, Including the Harris Health System Quality and Safety Performance Measures, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of Credentialing Changes for Members of the Harris Health System Medical Staff.</p>	<p>No Action.</p>
	<p>B. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements, Including an Update on the CLIA Survey and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>PULLED</p>
	<p>C. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Enterprise Risk Matters, Pursuant to Tex. Health and Safety Code Ann. §161.032 and Tex. Gov’t Code Ann. §551.071.</p>	<p>PULLED</p>
	<p>D. Consultation with Attorney Regarding Patient Safety Incident, Pursuant to Tex. Gov’t Code Ann. §551.071, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>PULLED</p>
	<p>E. Consultation with Attorney Regarding Harris County Hospital District Foundation, Pursuant to Tex. Gov’t Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action.</p>
<p>VII. Consent Agenda Items</p>	<p>A. Recommended Committee Approvals</p> <ol style="list-style-type: none"> 1. Acceptance of the Harris Health System Fourth Quarter Fiscal 2021 Investment Report. 2. Acceptance of the Harris Health System First Quarter Calendar Year 2021 Pension Plan Report. 	<p><u>Motion No. 21.05-50</u> Moved by Mr. Lawrence Finder, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda items VII.A.1. and VII.A.2. Motion carried.</p>

	<p>B. New Consent Agenda Affiliation Agreements</p> <p>1. Approval of Affiliation Agreements (D1 through D2).</p> <p>Dr. Bracey recused from affiliation agreement VII.B.1. (Item D2).</p>	<p>Motion No. 21.05-51 Moved by Ms. Elena Marks, seconded by Professor Marcia Johnson, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried. Dr. Bracey recused from affiliation agreement VII.B.1. (Item D2).</p>
	<p>C. New Consent Agenda Items for Information Only</p> <p>1. Harris Health System Council-At-Large Meeting Minutes.</p> <p>2. Harris Health Procurement Contract Process Summary Document.</p> <p>3. Harris Health System March and April 2021 Financial Reports Subject to Audit.</p> <p><i>{End of Consent Agenda}</i></p>	<p>No Action Required.</p>
<p>VIII. New Item for Board Consideration</p>	<p>A. Approval of the Designation of Grant Funds in an Amount Not to Exceed \$30,000, Received from the Harris County Hospital District Foundation’s Permanent Endowment Fund for the Purchase and Installation of a Split Condensing Unit at the Lord of the Streets Shelter.</p>	<p>Motion No. 21.05-52 Moved by Dr. Andrea Caracostis, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item VIII.A. Motion carried.</p>
<p>IX. Strategic Discussion</p>	<p>A. Harris Health System Legislative Initiatives</p> <p>1. Update and Discussion Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System.</p> <p>Mr. R. King Hillier, Vice President, Public Policy and Government Relations, led discussion regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System. He noted that the House, joining the Senate, gave its final approval to a \$248.6B, two-year state budget. Mr. Hillier noted that Texas lawmakers took a critical step forward in expanding Texas’ psychiatric hospital system by funding nearly \$400M into projects that would add more than 500 inpatient psychiatric beds across the state, as well as revamp old hospitals for mentally ill patients. The Senate committee passed House Bill 133, which would extend Medicaid coverage for new Texas mothers to six (6) months post-partum.</p>	<p>As Reported.</p>

	<p>Mr. Hillier reported that many hospital immunization bills are now dead; therefore, hospitals have the authority to mandate COVID-19 vaccinations. He noted that the budget would include a study that will research alternatives for renal dialysis reimbursement for outpatient Medicaid. A copy of the legislative report is available in the permanent record.</p>	
	<p>B. Update and Discussion Regarding Nursing Recruitment and Retention</p> <p>Dr. Maureen Padilla, Executive Vice President & Chief Nursing Executive, delivered a presentation regarding Nursing Recruitment and Retention. She delivered a brief overview regarding Harris Health bedside registered nurse (RN) turnover rate, Student Debt Repayment Program, and nurse retention initiatives such as float and preceptor pay incentive programs. She reported that 370 individuals have been enrolled in the Student Debt Repayment Program and an 8% turnover for those who have received at least one contribution as of May 5, 2021. Currently, \$419,800 has been invested in the program. Dr. Padilla presented the following additional RN Incentives:</p> <ul style="list-style-type: none">• Reinstated \$5/hour for working with COVID patients• Increased high needs pay for working an extra shift from to \$30-\$40/ hour• Offered the ability to earn a retention award of \$1200 for working all scheduled shifts in a six week timeframe <p>Dr. Padilla addressed specific objectives for the FY22-24 Nursing Strategic Plan which includes the following:</p> <ul style="list-style-type: none">• Magnet Designation• Pathway to Excellence• Meaningful Recognition• Nursing Center for Excellence (SIM Center)• APRN Program• Nursing Quality• Centralized Staffing Model• Recruitment and Retention• Patient Experience <p>A copy of the presentation is available in the permanent record.</p>	<p>As Presented.</p>
	<p>C. Presentation Regarding Harris Health Strategic Plan Update: Service Lines</p> <p>Mr. Michael Hill, Executive Vice President and Chief Strategy and Integration Officer, and Ms. Amineh Kostov, Vice President, Operations – Specialty Services, delivered a presentation regarding Harris Health System Strategic Plan Update: Service Lines. Ms. Kostov stated that service line management is a patient-centered, value-driven program that organizes multiple discrete departments into a singular, standardized clinical unit (one system). In collaboration with leadership from Baylor College of Medicine (BCM) and The University of Texas Health Science Center at Houston (UTHealth), Harris Health selected the following three (3) programs as service line pilot: 1) Cardiology, 2) Gastroenterology, and 3) Maternal Health.</p>	<p>As Presented.</p>

	<p>Ms. Kostov noted that there are several multidisciplinary workgroups comprised of healthcare team members from various specialty areas with complementary skills, expertise, and experience. Dr. Carey Eppes, Chief of Obstetrics, BTH, and Dr. Enrique Garcia-Sayan Rivas, Director of Cardiology & Echocardiography, LBJ, provided a brief overview of the service line development timeline, workgroup updates and accomplishments as well as next steps. A copy of the presentation is available in the permanent record.</p>	
	<p>D. Presentation Regarding Ambulatory Care Services Virtual Care Services</p> <p>Dr. Jennifer Small, Interim Executive Vice President & Administrator, Ambulatory Care Services, and Ms. Leslie Ferrell, Administrative Director, Virtual Care, delivered a presentation regarding Ambulatory Care Services (ACS) Virtual Care Services. Ms. Ferrell addressed the 2021 ACS Telehealth Strategic Priorities including services expansion and development, quality/process improvement and growth opportunities. She provided a brief overview of the virtual care breakdown by care setting as well as the monthly volume summary. She reported that ACS has completed 560,000 virtual encounters since its inception. Ms. Ferrell noted that Harris Health was awarded \$500,000 in grant funding from The John M. O’Quinn Foundation to further enhance the virtual care platform. Additionally, Ms. Ferrell stated that requests for funds were submitted to The Federal Communications Commission (FCC), which is a federal reimbursement program to continue and enhance virtual care programs. Submissions from Harris Health focused on the Healthcare for the Homeless Program (HCHP), Population Health, iPads for language services and telemedicine carts for hospital pavilions. A copy of the presentation is available in the permanent record.</p>	<p>As Presented.</p>
<p>X. General Action Items</p>	<p>A. Item(s) Related to Quality Committee</p>	
	<p>1. Acceptance of the Medical Executive Board Report to Include Notice of Appointments and Selection of New Service Chiefs.</p> <p>Dr. Bracey stated that the Medical Executive Board Report was included in the Board packet. A copy of the report is available in the permanent record.</p>	<p><u>Motion No. 21.05-53</u></p> <p>Moved by Dr. Ewan Johnson, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item X.A.1. Motion carried.</p>

	<p>2. Acceptance of Credentialing Changes for Members of the Harris Health System Medical Staff Subject to Review of Files for Discussion. Dr. Arthur Bracey recused from this agenda item.</p> <p>Dr. John Foringer, Chair, Medical Executive Board (MEB), presented the credentialing changes for members of the Harris Health System Medical Staff. He reported that there were five (5) temporary privileges, nine (9) initial appointments, eighty (80) reappointments, seven (7) change/add privileges and nine (9) resignations. A copy of the report is available in the permanent record.</p> <p><i>Harris Health, by and through its Board of Trustees, moves for approval of Credentialing changes for Members of the Harris Health System Medical Staff.</i></p>	<p><u>Motion No. 21.05-54</u></p> <p>Moved by Ms. Elena Marks, seconded by Mr. Lawrence Finder and unanimously passed that the Board approve agenda item X.A.2. Motion carried. Dr. Arthur Bracey recused from this agenda item.</p>
	<p>B. Item(s) Related to Budget & Finance Committee</p>	
	<p>1. Consideration of Purchasing Recommendations Requiring Board Approval (Items (A(1) through A(59)).</p> <p>Dr. Bracey stated that item A2 of the purchasing matrix incorrectly references Language Interpretation Services for Community Health Choice, Inc. however; it should read <i>“Language Interpretation Services for Harris County Hospital District d/b/a Harris Health System.”</i> Dr. Bracey noted that the purchasing transmittals (B1 through B14) are not for approval.</p>	<p><u>Motion No. 21.05-55</u></p> <p>Moved by Mr. Lawrence Finder, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item X.B.1. Motion carried.</p>
	<p>C. Item(s) Related to Community Health Choice</p>	
	<p>1. Approval of Appointment of Rodney Lenfant to the Board of Directors (“Board”) of Community Health Choice, Inc. and Community Health Choice Texas, Inc. (Collectively, “Community”).</p>	<p><u>Motion No. 21.05-56</u></p> <p>Moved by Ms. Alicia Reyes, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item X.C.1.</p>
<p>XI. Item(s) Related to Health Care for the Homeless Program</p>	<p>A. Approval of the Following Reports for the Health Care for the Homeless Program as Required by the United States Department of Health and Human Services Which Provides Funding to the Harris County Hospital District d/b/a/Harris Health System to Provide Health Services to Persons Experiencing Homelessness Under Section 330(h) of the Public Health Service Act Health Care for the Homeless Program.</p> <ul style="list-style-type: none"> • 2020 Annual Risk Management Report • 2020 Annual Progress Report • Uniform Data System (UDS) Comparison Report January 2017-December 2020 	<p><u>Motion No. 21.05-57</u></p> <p>Moved by Ms. Alicia Reyes, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve agenda item XI.A. Motion carried.</p>

- Three (3) Medical Service Contracts
 - Baylor College of Medicine Psychiatric Services
 - Baylor College of Medicine Family Practice
 - Dionne P. Lee Mobile Dental Contract
- Six (6) Continuation Agreements
 - Harmony House
 - Open Door Mission
 - Star of Hope Cornerstone Community
 - Star of Hope Men’s Development Center
 - The Beacon Downtown
 - Jackson Hinds Garden

Dr. Jennifer Small, Vice President & Associate Administrator, Ambulatory Care Services, delivered a presentation regarding the Health Care for the Homeless Program (HCHP) operational update including Patient Services, 2020 Annual Progress Report, 2020 Risk Management Report, and the Uniform Data System (UDS) Comparison Report. During the month of April, there were 155 new adult patients associated with the program and 150 telehealth visits. Dr. Small stated that HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA). As of April, HCHP served 3,142 unduplicated patients with 6,547 total visits completed. Due to the COVID-19 pandemic, she noted a slight decrease in the number of unduplicated patients seen overall compared to prior months. She also reported a market drop attributed to facility closures during Winter Storm Uri, however, the program continued to provide services through their mobile unit. Dr. Small stated that the HCHP completed the HRSA noncompeting continuation budget period report with no findings and secured continued funding for an extension year because of the COVID-19 pandemic to the original three-year grant period. The fourth year award was for \$3,905,084. Dr. Small informed the Board of the HCHP risk management activities listed below:

- Completed annual health care risk management training for health center staff.
- Revised contract review process by the compliance and legal departments.
- Weekly risk management assessments such as infection prevention, environment of care rounds, and safety monitoring and hand hygiene inspections.
- Participation of HCHP in the Harris Health Safety Committee.
- HCHP management met quarterly with shelter management to address risk management and safety concerns in addition to productivity and performance improvement strategies.
- Monthly chart audits completed by MDs and by the quality assurance coordinator.
- Monthly review of medication reconciliation reports.
- Monthly Compliance and Performance Improvement Committee meetings.

	Dr. Small presented the UDS Comparison Report Summary for January 2017 through December 2020. She noted HCHP's productivity measures, measures exceeding UDS goal, and areas of improvement. Dr. Small addressed the Three (3) Medical Service Contracts and Six (6) Continuation Agreements for Board approval. A copy of the presentation, contracts, and agreements are available in the permanent record.	
XII. Adjournment	Moved by Ms. Elena Marks, seconded by Mr. Lawrence Finder, and unanimously approved to adjourn the meeting. There being no further business to come before the Board, the meeting adjourned at 10:56 a.m.	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on May 27, 2021.

Respectfully Submitted,

Arthur Bracey

Arthur Bracey, M.D., Chair

Elena Marks

Elena Marks, Secretary

Minutes transcribed by Cherry Pierson