

BOARD OF TRUSTEES

Diversity Equity and Inclusion (DEI) Committee

Friday, November 17, 2023
11:30 A.M.

BOARD ROOM
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <http://harrishealthtx.swagit.com/live>.

Notice: Some Board Members may participate by videoconference.

Mission

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care, and education.

AGENDA

I. Call to Order and Record of Attendance	Ms. Marcia Johnson	2 min
II. Approval of the Minutes of Previous Meeting	Ms. Marcia Johnson	2 min
• DEI Committee Meeting – October 20, 2023		
III. Standing Monthly Reports	Ms. Marcia Johnson	10 min
A. Update Regarding Harris Health’s Minority and/Woman-owned Business Enterprises (MWBE) – Mr. Derek Holmes		<i>(5 min)</i>
B. Update Regarding Harris Health’s Employee Engagement – Ms. Ashley Smith		<i>(5 min)</i>
IV. New Business	Ms. Marcia Johnson	45 min
A. Discussion Regarding the Proposed 2024 DEI Reporting Schedule and 2024 DEI Committee Meeting Frequency – Dr. Jobi Martinez		<i>(10 min)</i>
B. Presentation Regarding Health Equity Through Internal Mobility – Mr. Gary Marsh and Dr. Jobi Martinez		<i>(35 min)</i>
V. Adjournment	Ms. Marcia Johnson	1 min

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING
Friday, October 20, 2023
11:30 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Ms. Marcia Johnson, Chair, called the meeting to order at 11:37 a.m. It was noted there was a quorum present and the attendance was recorded. She announced that while some Board members are in the room, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. Only participants scheduled to speak have been provided dial in information for the meeting. All others who wish to view the meeting may access the meeting online through the Harris Health website: http://harrishealthtx.swagit.com/live .	
II. Approval of the Minutes of the Previous Meeting – DEI Committee Meeting – September 22, 2023		Moved by Ms. Jennifer Tijerina, seconded by Dr. Cody M. Pyke, and unanimously approved the minutes of the September 22, 2023 meeting.
III. Standing Monthly Reports		
A. Update Regarding Harris Health’s Minority/Women Owned Business Enterprises (MWBE)	Mr. Derek Holmes, Administrative Director, Contracting Diversity, delivered an update regarding Harris Health’s Minority and Women–Owned Business Enterprises (MWBE). Mr. Holmes provided the following highlights: <ul style="list-style-type: none"> • FY22 – 23 MWBE Awards = 18.96% • Comprehensive Annual Report anticipated in January 2024 • Various Outreach Initiatives and Partnerships • Finalizing the Contractor Diversity Database & Procedures • Development of Diversity Dashboards • Harris Health Audit of the MWBE Program 	As Presented.
B. Update Regarding Harris Health’s Employee Engagement	Ms. Ashley Smith, Manager, Employee Experience & Culture, delivered an update regarding Harris Health’s Employee Engagement Survey. She shared that the Human Resources (HR) team meets weekly with its vendor and Harris Health’s Diversity Equity and Inclusion (DEI), Information Technology, Employee Relations and Nursing departments. Currently, HR is working on its communication and marketing plan in preparation for the Annual Employee	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	Engagement Survey. Ms. Smith stated that the survey will launch on November 6, 2023, and continue through November 19, 2023. Harris Health will focus on key issues centered on DEI and will communicate through town halls, campaigns and competitions.	
IV. Old Business		
A. Follow-up Discussion Regarding the September Committee Presentation on Addressing Health Disparities	Dr. Chethan Bachireddy, Senior Vice President, Chief Health Officer, led a follow-up discussion regarding the September Committee Presentation on Addressing Health Disparities. Extensive Committee discussions ensued regarding challenges related to health equity and Harris Health’s efforts to help improve patient outcomes. Dr. Esmail Porsa, Harris Health System President and CEO, recognized Dr. Bachireddy and the Population Health team for their hard work and commitment to Harris Health patients.	As Presented.
V. New Business		
A. Discussion Regarding Future Agenda Topics: November 2023	The Committee discussed future agenda topics. Dr. Porsa proposed a calendar of topics to facilitate a more robust and informative presentation and discussion at each DEI Committee Meeting.	
VI. Adjournment	Moved by Ms. Jennifer Tijerina, seconded by Ms. Marcia Johnson, and unanimously approved to adjourn the meeting. There being no further business, the meeting adjourned at 12:32 p.m.	

I certify that the foregoing are the Minutes of the Meeting of the Diversity Equity and Inclusion Committee of the Board of Trustees of the Harris Health System held on October 20, 2023.

Respectfully submitted,

Ms. Marcia Johnson, JD, Chair

Recorded by Cherry A. Pierson, MBA

Friday, October 20, 2023

Harris Health System Board of Trustees Board Meeting – Diversity, Equity & Inclusion (DEI) Committee Attendance

Note: For Zoom meeting attendance, if you joined as a group and would like to be counted as present, please submit an email to: BoardofTrustees@harrishealth.org before close of business the day of the meeting.

DEI COMMITTEE MEMBERS PRESENT	DEI COMMITTEE MEMBERS ABSENT	ADDITIONAL BOARD MEMBERS PRESENT
Ms. Marcia Johnson (<i>Chair</i>)	Dr. Ewan D. Johnson (<i>Ex-Officio</i>)	
Dr. Cody M. Pyke		
Ms. Jennifer Tijerina		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Antoinette “Toni” Cotton	Himika Rahman
Ashley Smith	Jennifer Zarate
Carolynn Jones	Jerry Summers
Cherry Pierson	Katie Rutherford (<i>Harris County Attorney’s Office</i>)
Daniel Smith	King Hillier
Denise LaRue	Krystal Gamarra
Derek Holmes	Maria Cowles
Dr. Chethan Bachireddy	Mary Gatmaitan
Dr. Esmaeil Porsa (<i>Harris Health President & CEO</i>)	Michael Hill
Dr. Esperanza “Hope” Galvan	Olga Rodriguez
Dr. Glorimar Medina	Omar Reid
Dr. Jackie Brock	Patricia Darnauer
Dr. Jobi Martinez	Patrick Casey
Dr. Joseph Kunisch	Randy Manarang
Dr. Sandeep Markan	Sara Thomas (<i>Harris County Attorney’s Office</i>)
Dr. Steven Brass	Shawn DeCosta
Elizabeth Winn (<i>Harris County Attorney’s Office</i>)	Thomas Alexander
Haley Love	

BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee



Friday, November 17, 2023

Update Regarding Harris Health's Minority and/Woman-owned Business Enterprises

Contract Diversity Program Update

- Continued outreach:
 - Bond-related pre-bid meetings were held on Nov. 7th at LBJ and virtually.
 - Coffee & Conversations: Monthly Webinar starting Nov. 20th
- Internal audit began October 2022.
- Preparing annual report for internal and external stakeholders expected completion January 2024. Report will include FY22-23 Award and Payment Data.
- Awards data for all contracts over \$50k is available. Contract goal setting includes review of eligible contracts. This review will lead to one of the following:
 - Calculation of an advertised MWBE goal;
 - Contract with 0% goals;
 - Exempt contract, or;
 - Contract procured prior to the start of the M/WBE Policy (9/22/2022). In FY22-23, this included new awards, renewals, or amendments. In FY23-24, this number will include renewals or amendments only. Upcoming renewals are reviewed with Purchasing.

Omar Reid

Omar Reid
Executive Vice President & Chief People Officer

HHS MWBE Goal Tracker



Contract Awards with M/WBE Goals	Contract Count	MWBE Contract Count	Non MWBE Amount	MWBE Amount	Total Amount Awarded	MWBE %
Construction	15	15	\$ 20,034,845	\$ 9,412,845.80	\$ 29,447,691	32.0%
Goods & Services	18	18	\$ 9,855,498	\$ 6,219,089	\$ 16,074,587	38.7%
Professional Services	23	23	\$ 63,954,067	\$ 27,351,100	\$ 91,305,167	30.0%
Total	56	56	\$ 93,844,410	\$ 42,983,035	\$ 136,827,445	31.41%

Contract Awards without Subcontracting Opportunities	Contract Count	MWBE Contract Count	Non MWBE Amount	MWBE Amount	Total Amount Awarded	MWBE %
Co-op	4	1	\$ 2,175,775	\$ 707,260	\$ 2,883,035	24.5%
Drop Shipped	17	0	\$ 9,295,376	\$ -	\$ 9,295,376	0.0%
Emergency	1	0	\$ 68,483	\$ -	\$ 68,483	0.0%
Minimal M/WBE Availability	18	0	\$ 37,494,770	\$ -	\$ 37,494,770	0.0%
Non-Divisible	36	2	\$ 21,952,123	\$ 344,242	\$ 22,296,365	1.5%
Specialized, Technical, or Unique in Nature	67	8	\$ 32,395,682	\$ 2,048,997	\$ 34,444,679	5.9%
Total	143	11	\$ 103,382,209	\$ 3,100,499	\$ 106,482,708	2.91%

Total Eligible	199	67	\$ 197,226,619	\$ 46,083,534	\$ 243,310,153	18.94%
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Contract Awards Exempt from the M/WBE Program	Contract Count	MWBE Contract Count	Non MWBE Amount	MWBE Amount	Total Amount Awarded	MWBE %
Grants	0	0	\$ -	\$ -	\$ -	N/A
Interlocal	9	0	\$ 47,800,807	\$ -	\$ 47,800,807	0.0%
GPO	236	4	\$ 265,443,737	\$ 1,250,227	\$ 266,693,964	0.5%
Loan Transaction	0	0	\$ -	\$ -	\$ -	N/A
Personal Services	16	6	\$ 10,785,064	\$ 414,000	\$ 11,199,064	3.7%
Public Health or Safety	47	9	\$ 50,792,553	\$ 4,975,000	\$ 55,767,553	8.9%
Real Estate	0	0	\$ -	\$ -	\$ -	N/A
Sole Source	70	0	\$ 36,405,109	\$ -	\$ 36,405,109	0.0%
Total Exempt	378	19	\$ 411,227,270	\$ 6,639,227	\$ 417,866,497	1.6%
Total New Awards	577	86	\$ 608,453,890	\$ 52,722,761	\$ 661,176,650	8.0%
Procured Prior to the Program	288	13	\$ 285,616,091	\$ 5,843,622	\$ 291,459,713	2.0%
Grand Total	865	99	\$ 894,069,981	\$ 58,566,383	\$ 952,636,363	6.1%

	Black	Hispanic	Asian	Native American	MBE	White Women	TBD	M/WBE	Non-M/WBE
FY23 MWBE Award \$	\$ 16,030,285	\$ 9,809,740	\$ 2,242,008	\$ 31,686.15	\$ 28,113,718	\$ 15,257,670	\$ 2,712,145	\$ 46,083,534	\$ 197,226,619
FY23 MWBE Award %	6.59%	4.03%	0.92%	0.01%	11.55%	6.27%	1.11%	18.94%	81.06%
2022 Disparity Study	0.0%	2.3%	0.3%	0.0%	2.6%	5.3%		7.9%	92.1%
	6.59%	1.73%	0.62%	0.01%	8.95%	0.97%		11.04%	-11.04%

BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee

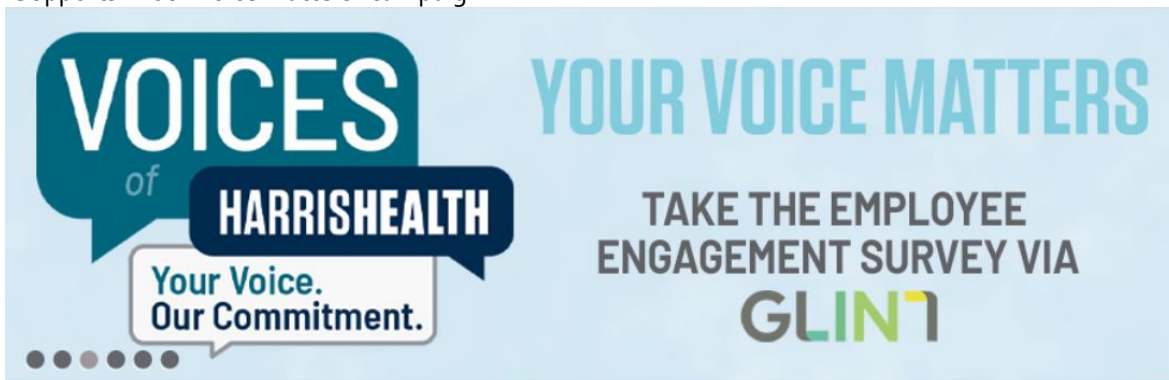


Friday, November 17, 2023

Update Regarding Harris Health's Employee Engagement

Employee Engagement Survey Update

- The Employee Engagement Survey is open.
- Employees received emails beginning Monday.
- Current system response rate as of EOD Nov 7 is 10%
- Of this current response rate, over 1000 comments have been made through the survey comments section. Supports "Your Voice Matters" campaign.



- Resources are on the Employee Experience page including the link and QR code: [Share Your Voice November 6 - 19 \(hchd.local\)](#)
- Pavilion response rates are posted daily on the intranet: [See How Your Pavilion Stacks Up \(hchd.local\)](#)
- Challenge: the email comes from a vendor and we've done such a great job training our staff on phishing emails that some people are not opening it
- Solution: we are sharing what the email looks like and letting people know it's safe – email communications, image posted on the Sharepoint page. We are also sharing the link and QR code as an alternate way to take the survey
- The Employee Engagement Team continues to visit the pavilions to answer questions, help people complete the survey, and raffle prizes. Teams, managers or supervisors may schedule a visit online: [Pavilion Schedule.pdf \(hchd.local\)](#)
- The survey closes November 19, 2023

Omar Reid

Omar Reid
Executive Vice President & Chief People Officer

BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee

HARRISHEALTH
SYSTEM

Friday, November 17, 2023

Discussion Regarding the Proposed 2024 DEI Reporting Schedule and
2024 DEI Committee Meeting Frequency

Omar Reid

Omar Reid
Executive Vice President & Chief People Officer

PROPOSED 2024 DEI REPORTING SCHEDULE

January 2024	Employee Engagement Survey Findings
February 2024	CHW Home Visits
March 2024	MWBE Annual Report
April 2024	DEI Consultant Findings
May 2024	Patient Perspectives on Access to Care
June 2024	Community Engagement
July 2024	Break <i>(No Committee meetings scheduled for the month of July)</i>
August 2024	DEI Updated Framework
September 2024	Health-Harming Legal Needs Medical-Legal Partnership
October 2024	Apprenticeship Updates
November 2024	Administrative Harms & Unfulfilled Public Benefits
December 2024	Break <i>(No Committee meetings scheduled for the month of December)</i>

2024 Board & Board Committee Calendar

BOARD (9:00 AM-1:00 PM)	JANUARY 25, 2024 JULY 25, 2024 FEBRUARY 29, 2024 AUGUST 29, 2024 MARCH 28, 2024 SEPTEMBER 26, 2024 APRIL 25, 2024 OCTOBER 24, 2024 MAY 30, 2024 DECEMBER 12, 2024 JUNE 27, 2024	ASC AT LBJ GOVERNING BODY (9:00-10:30 AM)	FEBRUARY 22, 2024 AUGUST 22, 2024 MAY 23, 2024 NOVEMBER 21, 2024	BUDGET & FINANCE COMMITTEE (9:00-10:00 AM)	FEBRUARY 15, 2024 AUGUST 15, 2024 (9:00-9:30) MAY 16, 2024 NOVEMBER 14, 2024
SPECIAL CALL BOARD	NOVEMBER 14, 2024 (HRSA)	GOVERNANCE COMMITTEE (11:00 AM-12:00 PM)	JANUARY 9, 2024 SEPTEMBER 10, 2024 MARCH 12, 2024 NOVEMBER 12, 2024 MAY 14, 2024	COMPLIANCE & AUDIT COMMITTEE (10:00-11:30 AM)	FEBRUARY 15, 2024 SEPTEMBER 12, 2024 MAY 16, 2024 NOVEMBER 14, 2024
SPECIAL HHS COMMUNITY TOWN HALL	PLACEHOLDER PLACEHOLDER PLACEHOLDER PLACEHOLDER	QUALITY COMMITTEE (12:00-1:30 PM)	JANUARY 9, 2024 JUNE 11, 2024 FEBRUARY 13, 2024 AUGUST 13, 2024 MARCH 12, 2024 SEPTEMBER 10, 2024 APRIL 9, 2024 OCTOBER 8, 2024 MAY 14, 2024 NOVEMBER 12, 2024	JOINT CONFERENCE COMMITTEE (11:30 AM-12:30 PM)	JANUARY 11, 2024 SEPTEMBER 12, 2024 MARCH 14, 2024 NOVEMBER 14, 2024 MAY 16, 2024
BUDGET WORKSHOP (9:30 AM-11:00 AM)	AUGUST 15, 2024				
		DEI COMMITTEE (11:30 AM-12:30 PM)			
				JANUARY 12, 2024 JUNE 14, 2024 FEBRUARY 16, 2024 AUGUST 16, 2024 MARCH 15, 2024 SEPTEMBER 13, 2024 APRIL 12, 2024 OCTOBER 11, 2024 MAY 17, 2024 NOVEMBER 15, 2024	

JANUARY							FEBRUARY							MARCH							APRIL							MAY							JUNE						
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JULY							AUGUST							SEPTEMBER							OCTOBER							NOVEMBER							DECEMBER								
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HARRIS HEALTH HOLIDAY CLOSURES:	01/01/24 (New Year's Day)	05/27/24 (Memorial Day)	07/04/24 (Independence Day)	11/28/24 (Thanksgiving)	12/25/24 (Christmas)
	01/15/24 (MLK)	06/19/24 (Juneteenth)	09/02/24 (Labor Day)	11/29/24 (Fri. After Thanksgiving)	

BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee

HARRISHEALTH
SYSTEM

Friday, November 17, 2023

Presentation Regarding Health Equity Through Internal Mobility

Omar Reid

Omar Reid
Executive Vice President & Chief People Officer



INTERNAL MOBILITY

Redefining Expectations

INTERNAL MOBILITY

The organizational process of reassigning or relocating employees within the company to various roles or departments.

- Promotions
- Lateral moves
- Transfers

At Harris Health

“ The purpose is to strengthen staff engagement and professional well-being by establishing a transparent and efficient process for internal movement and to assist employees toward skill-enhancement through career development. ”

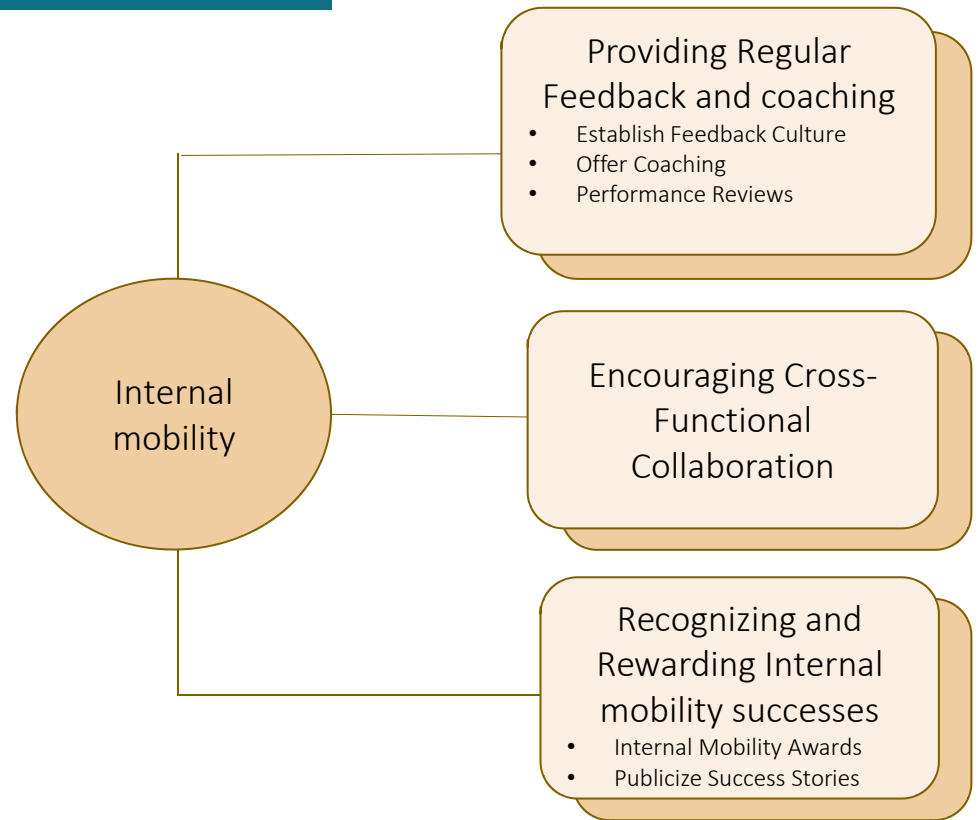
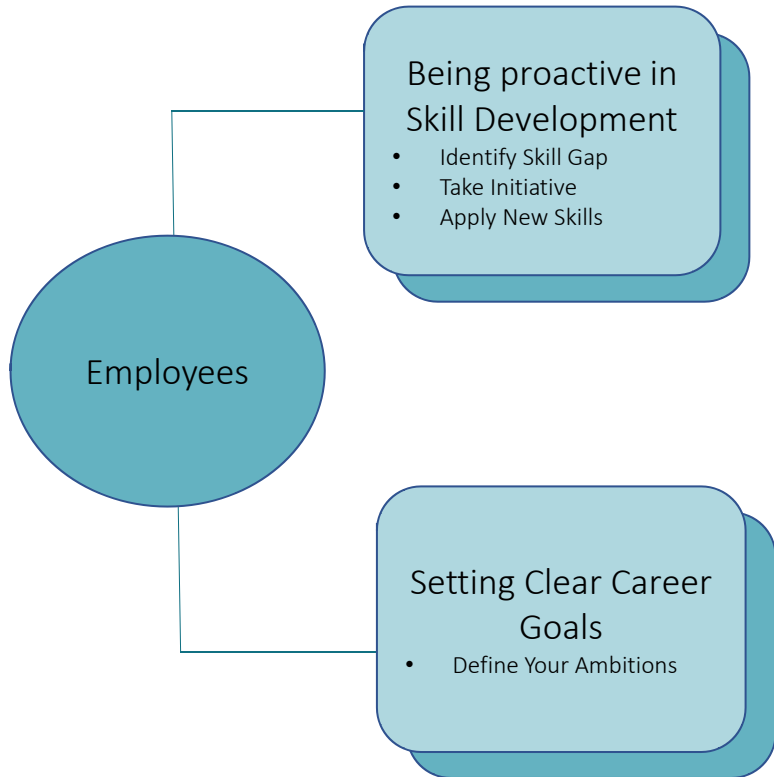


REDEFINING THE EXPECTATIONS

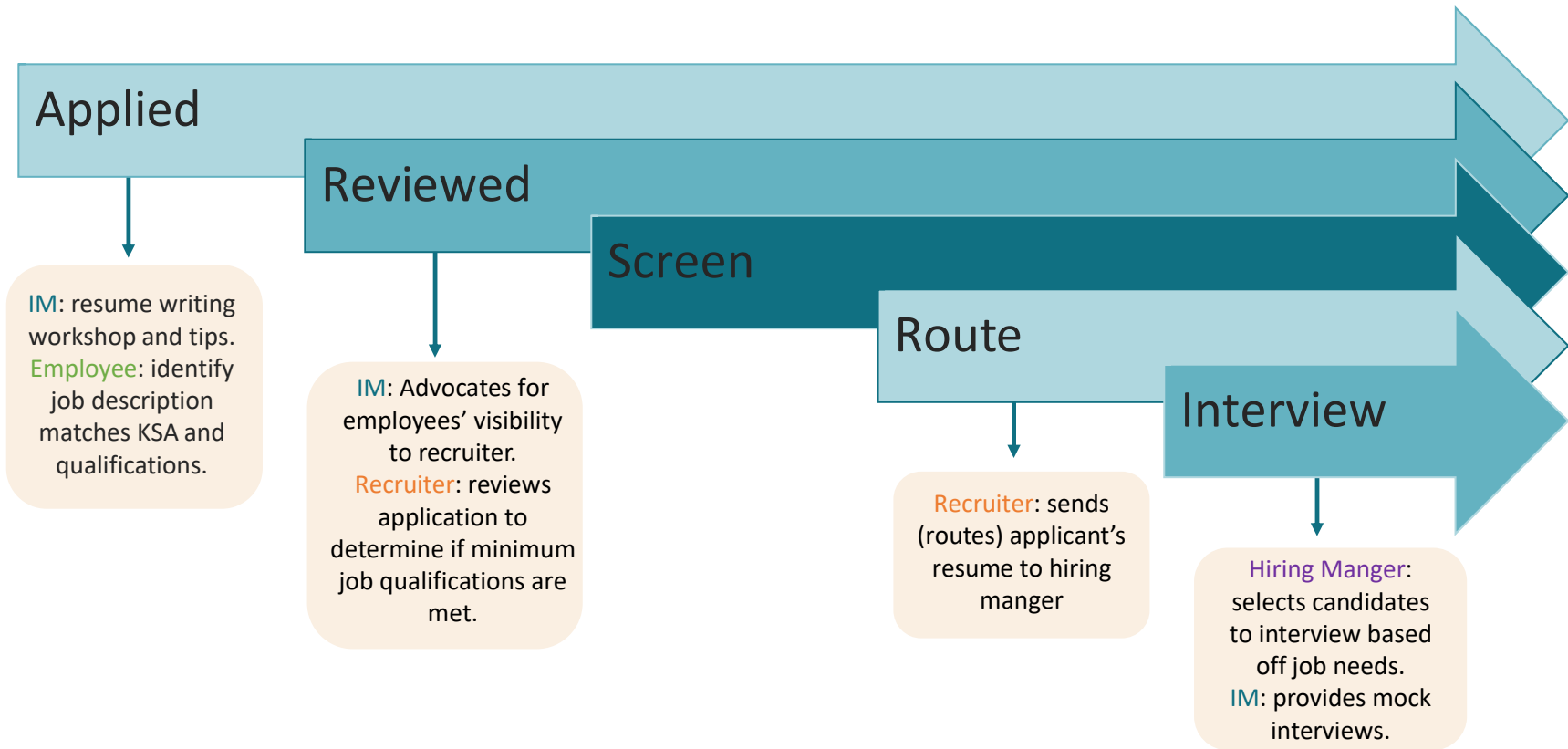
Our Goal is to Assist You- While consultation with Internal Mobility doesn't guarantee an immediate job transfer, our commitment is to support you in these ways:

- ❖ Match Skills and experience
- ❖ Enhance Visibility
- ❖ Empower Your Candidacy

The IM Commitment



HIRING PROCESS



CHALLENGES AND SOLUTIONS

Limited Awareness of
Internal Opportunities



- Enhanced Communication
- Regular Updates
- Managers' Role

Skills Mismatch



- Skills Development
- Cross-Training
- Skill Assessments

Resistance to Change



- Change Management
- Communication
- Mentorship and Support



INTERNAL MOBILITY IS A PARTNERSHIP

Unlock Your Potential with Internal Mobility: A Partnership for Your Success

At Harris Health we firmly believe that your career journey is a partnership, and the driver's seat is yours to take. Internal Mobility is not just a resource; it's your compass on this exciting expedition.





HARRISHEALTH SYSTEM

Flex Select Pilot Program

Update 10..2023

Flex Select Pilot Program

Problem: Employees don't qualify for desired roles resulting in them leaving the organization in search of professional growth

Needs: High turnover and national staffing shortage results in critical staff shortages causing cost to rise in attracting and recruiting talent.

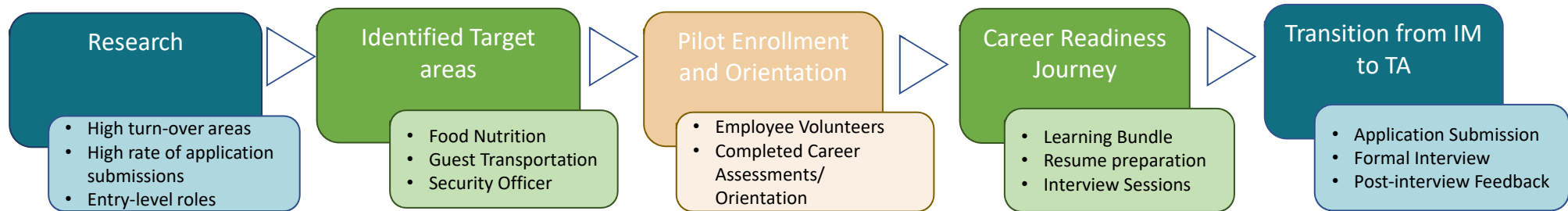
Strategic Goal: Improve Employee Retention

Aim is to establish a growth culture of learning and agility that promotes Internal Mobility. This process Empowers the Employee to search, develop and obtain desired role, shifting the focus to look internally for top talented performers.

Meeting Organizational goal to engaging and retaining and promoting staff.



FS Pilot Planning and Launch



Start

- 52 employees Interested in pilot program
- 30 Employees Received Pilot Orientation

Work

- 18 Enrolled into Courses and Sessions
- 13 Completed All Requirements

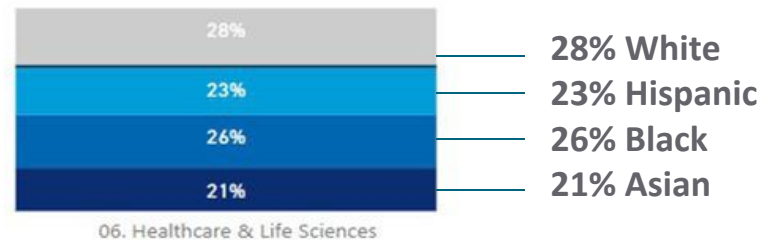
Hires

- 13 Flex Select Employees
- 1 Current Transfer/ Food Nutrition-> Psych Tech I

Greater Houston Partnership 2023 Equity & Inclusion Assessment: Workforce & Mobility

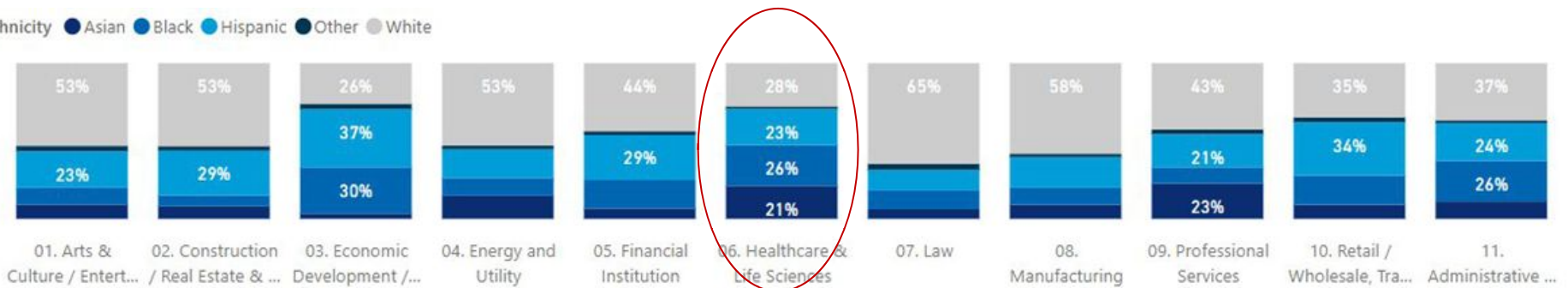
Workforce

Race/Ethnicity ● Asian ● Black ● Hispanic ● Other ● White



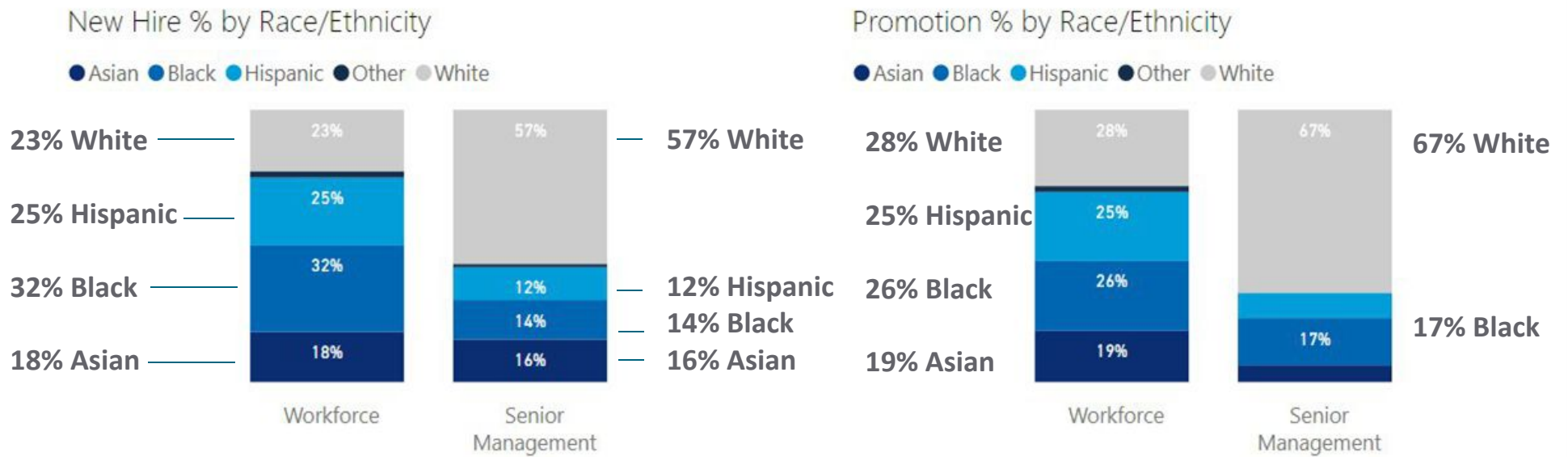
Workforce across Industries

Race/Ethnicity ● Asian ● Black ● Hispanic ● Other ● White



Source: Houston Regional Equity & Inclusion Assessment

Greater Houston Partnership 2023 Equity & Inclusion Assessment: Workforce & Mobility

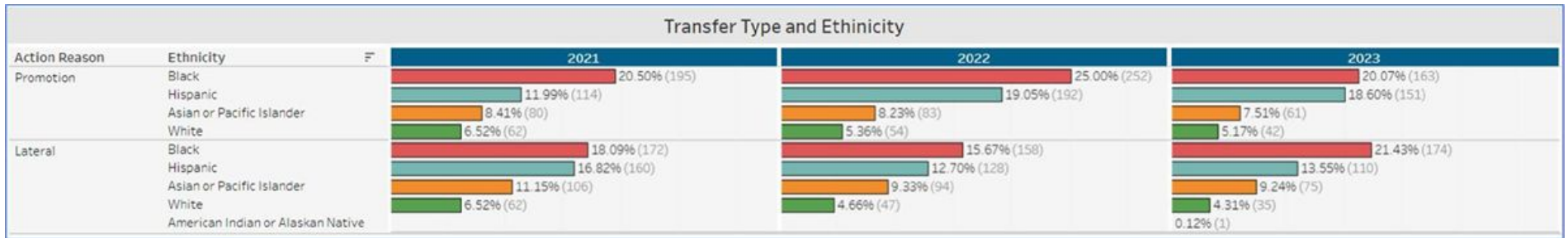


Source: Houston Regional Equity & Inclusion Assessment

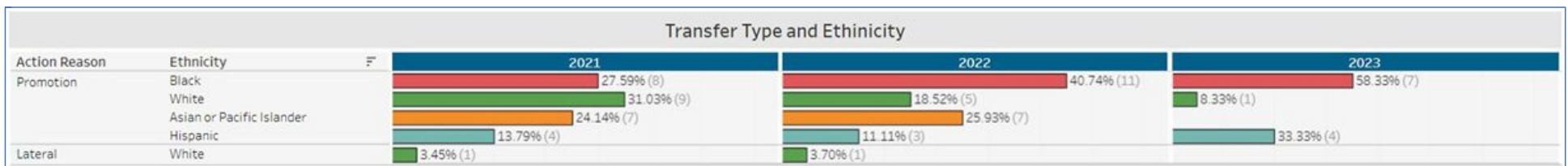
Yearly Promotions and Lateral Transfers (January 1, 2021 thru September 30, 2023)



Yearly Promotions and Lateral Transfers (January 1, 2021 thru September 30, 2023) reflected across Race/Ethnicity



Yearly Promotions and Lateral Transfers (January 1, 2021 thru September 30, 2023) reflected across Race/Ethnicity – only Director and Above Manager Levels



INTERNAL MOBILITY IS A PARTNERSHIP

Unlock Your Potential with Internal Mobility: A Partnership for Your Success

Video Testimonial

