

BOARD OF TRUSTEES
Governance Committee

Tuesday, March 19, 2024
11:00 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	Dr. Cody Pyke	2 min
II.	<u>Approval of the Minutes of Previous Meeting</u>	Dr. Cody Pyke	2 min
	<ul style="list-style-type: none"><u>Governance Committee – January 9, 2024</u>		
III.	Board Education: Texas Pension Review Board Training	Dr. Cody Pyke	5 min
IV.	Update Regarding Board Orientation Process and Board Retreat – Ms. Maria Cowles		5 min
V.	<u>Presentation and Discussion Regarding the 2023 Harris Health System Board Self-Assessment Survey Results</u> <i>– Ms. Olga Rodriguez and Ms. Elisabeth Hurst, NRC Health</i>		25 min
VI.	<u>Board Education Regarding Motions Practice</u> <i>– Ms. Elizabeth Hanshaw Winn</i>		20 min
VII.	Adjournment	Dr. Cody Pyke	1 min

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
GOVERNANCE COMMITTEE MEETING
Tuesday, January 9, 2024
11:00 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Dr. Cody Pyke, Chair, called the meeting to order at 11:01 a.m. It was noted there was a quorum present and the attendance was recorded. Dr. Pyke 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 Governance Committee – November 7, 2023		Moved by Ms. Marcia Johnson, seconded by Ms. Afsheen Davis, and unanimously approved the minutes of the November 7, 2023 meeting. Motion carried.
III. Update Regarding 2023 Board Self – Assessment	Ms. Olga Rodriguez, Vice President, Corporate Communications & Board Services, delivered an update regarding the 2023 Board Self-Assessment and proposed completion timeline. Ms. Rodriguez encouraged the Board members to complete the survey and noted that the results will be presented to the Governance Committee on March 12, 2024. A copy of the presentation is available in the permanent record.	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
IV. Discussion Regarding the 2024 Governance Committee Agenda Items, Goals and Prioritization	<p>Dr. Cody Pyke led the discussion regarding the 2024 Governance Committee Agenda Items, Goals and Prioritization. Committee discussions ensued regarding the following topics:</p> <ul style="list-style-type: none">• Developing Committee Goals and Establishing a Standardized Goal Development Framework for all Committees• Developing a Board Self-Evaluation Framework• Continuing Education for Board Members• Higher Level Robert’s Rules of Order and Parliamentary Procedure Training• Best Practices in Healthcare Governance• Development of Board Officer Job Descriptions• Continued Improvement of Board Orientation Process• 2024 Board Retreat <p>The Committee recommended for board adoption the following four (4) goals:</p> <ol style="list-style-type: none">1) To cultivate continuing education among Board of Trustee members;2) Continue to refine the election process for Board Officer positions;3) Continue to develop and expand the Board self-evaluation processes; and4) To develop recommendations on Harris Health strategic planning process to recommend to the Board.	Moved by Dr. Cody M. Pyke, seconded by Ms. Afsheen Davis, and unanimously accepted that the Committee recommends that the Board approve item IV. Motion carried.
V. Adjournment	There being no further business, the meeting adjourned at 11:35 a.m.	Moved by Dr. Cody M. Pyke, and seconded by Ms. Marcia Johnson, and unanimously approved to adjourn the meeting.

I certify that the foregoing are the Minutes of the Meeting of the Governance Committee of the Board of Trustees of the Harris Health System held on January 9, 2024.

Respectfully submitted,

Cody Pyke, MD, JD, LLM, FCLM, Chair

Recorded by Cherry A. Pierson, MBA

Tuesday, January 9, 2024

Harris Health System Board of Trustees Board Meeting – Governance 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.

GOVERNANCE COMMITTEE MEMBERS PRESENT	GOVERNANCE COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Cody M. Pyke (<i>Committee Chair</i>)		
Dr. Andrea Caracostis (<i>ex-officio</i>)		
Ms. Afsheen Davis		
Ms. Marcia Johnson		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Antoinette Cotton	Maria Cowles
Carolynn Jones	Dr. Matasha Russell
Cherry Pierson	Matthew Schlueter
Daniel Smith	Dr. Maureen Padilla
Derek Curtis	Michael Hill
Ebon Swofford (<i>Harris County Attorney's Office</i>)	Nicholas J Bell
Elizabeth Hanshaw Winn (<i>Harris County Attorney's Office</i>)	Olga Rodriguez
Dr. Esmaeil Porsa (<i>Harris Health System President & CEO</i>)	Omar Reid
Dr. Esperanza "Hope" Galvan	Patricia Darnauer
Dr. Glorimar Medina	Patrick Casey
Dr. Jackie Brock	Randy Manarang
Dr. Jennifer Small	Dr. Sandeep Markan
Jennifer Zarate	Sara Thomas (<i>Harris County Attorney's Office</i>)
Jerry Summers	Shawn DeCosta
Jocelyn Thomas	Dr. Steven Brass
John Matcek	Dr. Tien Ko
Lindsey "Katie" Rutherford (<i>Harris County Attorney's Office</i>)	Victoria Nikitin
Louis Smith	Dr. Yashwant Chathampally

BOARD OF TRUSTEES

Governance Committee

HARRISHEALTH
SYSTEM

Tuesday, March 19, 2024

Presentation and Discussion Regarding the 2023 Harris Health System
Board Self-Assessment Survey Results

Olga Rodriguez

Olga Llamas Rodriguez, MPA, MBA

Vice President, Community Engagement & Corporate Communications / Board Services



Harris Health System

Board Self-Assessment Facilitation

The Governance Institute

Elisabeth Hurst, J.D., *Member Success Manager*



The Governance Institute®

A SERVICE OF **nrc**
HEALTH

Fiduciary Duties & Responsibilities



There are specific requirements for individuals to satisfy during their tenure as board members, some statutory and some best practice:

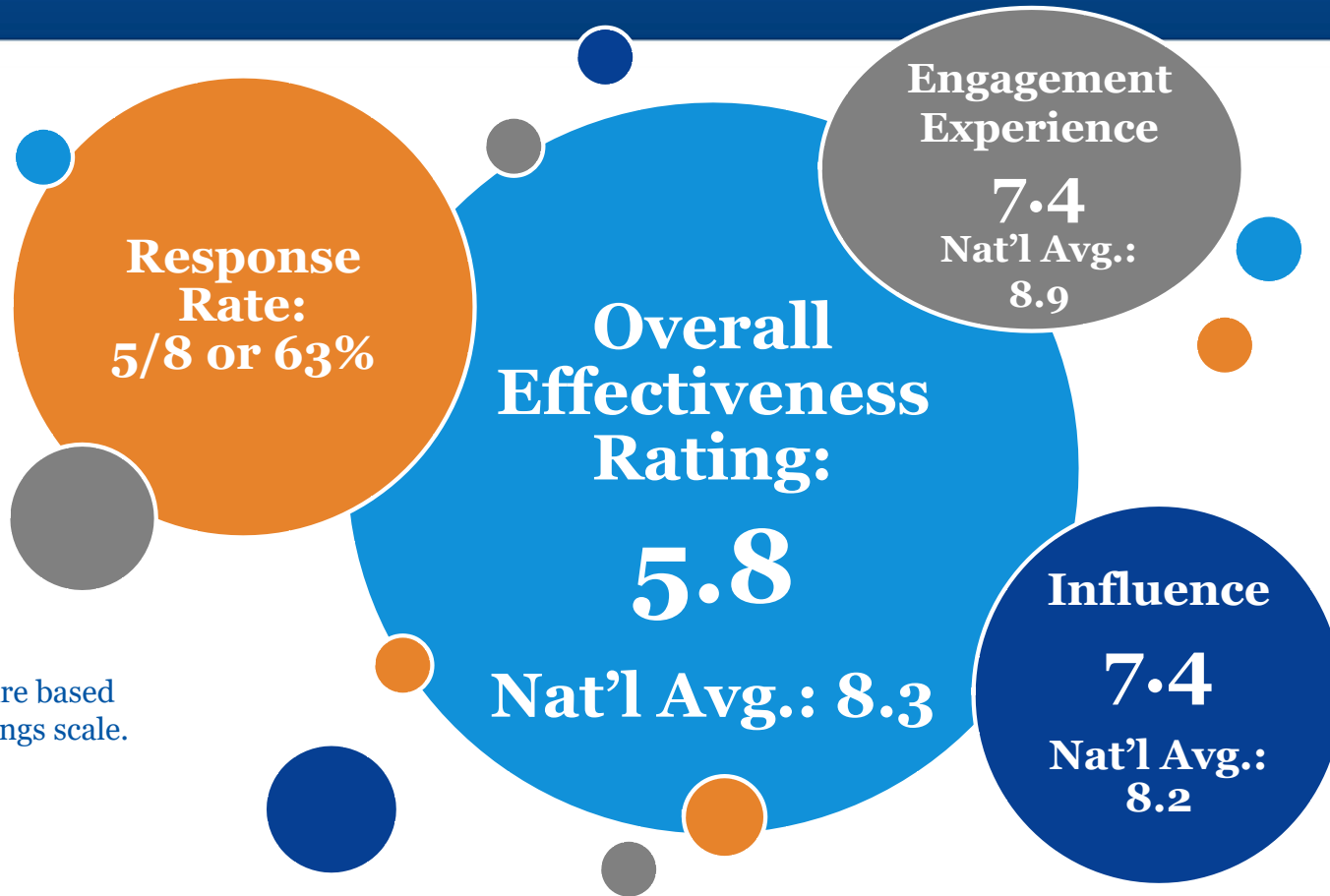
Fiduciary Duties:

- Duty of Care
- Duty of Obedience
- Duty of Loyalty

Responsibilities:

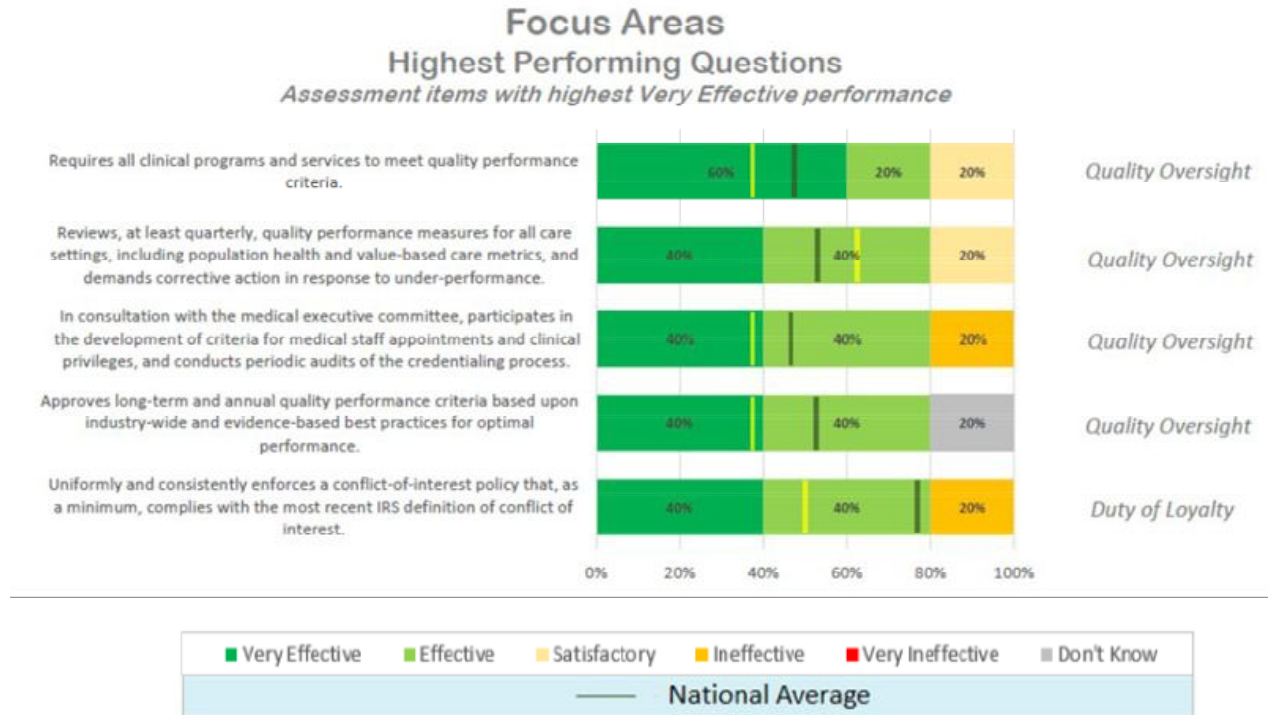
- Quality Oversight
- Financial Oversight
- Strategic Direction
- Board Assessment & Development
- Management Performance
- Community Benefit/Advocacy
- Board Culture

Overall Participation and Scaled Results of Board Member Responses



These ratings are based upon a 0-10 ratings scale.

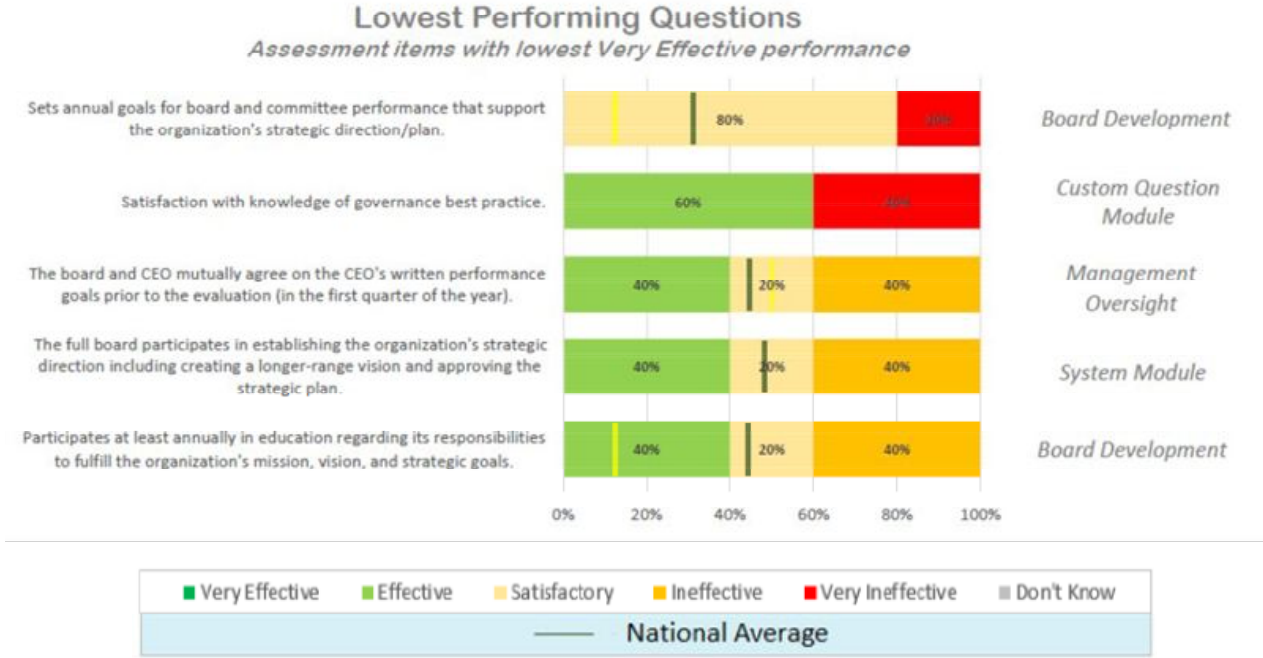
Highest Performing Assessment Items



National Benchmark:

The dark line on each graph indicates where the average organization began their “Very Effective” response rate on a 100% scale.

Lowest Performing Assessment Items



National Benchmark:

The dark line on each graph indicates where the average organization began their “Very Effective” response rate on a 100% scale.

Responses to the Open-Ended Question of Board Member Obligations

QUESTION ASKED: What do you believe to be your most important obligations as a member of the board?



Themes within the Responses



Summary:

The array of topics is themes derived from the open-ended question.

Of the five (5) respondents, four (4) provided feedback.

Responses to the Open-Ended Question of Board Members Engagement in Their Roles

STATEMENT EVALUATED: My experience on the board is positive, meaningful, and engaging.

**Harris Health
Engagement
Experience**

7.4

Nat'l Avg.:
8.9



Open-Ended Responses:

- “Its been tough year. I look forward to better communication and trust.”
- “I would like to have more robust discussions on strategy and direction.”
- “I enjoy serving on this board find my experience both meaningful and engaging. I feel like the board is frequently divided on issues outside the scope of our responsibilities as board members, and that these divisions create barriers to our ability to focus on the work we should be doing.”

Summary:

Respondents were asked to rate their agreement on a given statement (Engagement) on a scale of 0-10.

Three (3) board members provided qualitative feedback on Engagement.

Responses to the Open-Ended Question of Board Members Influence in Their Roles

STATEMENT EVALUATED: I have the opportunity to effectively influence the organization’s strategic direction, culture, and/or performance.

**Harris Health
Role Influence**
7.4

Nat'l Avg.:
8.2



Open-Ended Responses:

- “As a board we have the opportunity, we just need to be a stronger cohesive board.”
- “I feel I have a great opportunity to influence the organization, but I also feel we often waste time in board meetings on matters beyond the scope of our work as board members. I would answer this with a "10 of 10 - strongly agree" if we didn't have so much distracting chatter.”

Summary:

Respondents were asked to rate their agreement on a given statement (Influence) on a scale of 0-10.

Two board members provided feedback on the statement on Influence.

What is the single most important improvement the board could make to be more effective in the upcoming year?

Open-Ended Response Themes:

- Unbiased Representation of the Organization
- Strategic Planning
- Focus on Safety Net Requirements
- Community Advocacy
- Efficiency in Meeting Format



Of the five (5) respondents who participated in the survey, four (4) board members provided feedback.

The list provided is an external perception of recommendations, not verbatim, of the respondents' feedback.

Open-Ended Comments: Suggestions for Education Topics



Summary:

Respondents were asked to provide suggestions for ongoing board education topics.

Of the five (5) respondents who participated in the survey, four (4) board members provided feedback.

Board members were articulate in providing their recommendations for ongoing education.

The list provided is an external perception of recommendations, not verbatim, of the respondents' feedback.

Fiduciary Duties

Governance Best Practices

Conflict of Interest

Public Entity Specifics

Regulatory Factors

Organizational Programs

Property Tax Implications

Development Planning

“Just as the organization does, the board must look for objective standards for its own performance and track whether it is improving and at the right pace. Goals should be clear and specific as to what is to be accomplished, who will lead the effort, the board members involved, tracking mechanism for progress, and the timeline for completion.”

- *Continuous Governance Improvement*
(Jan. 2017)

Intentional Governance Spectrum



Suggested Next Steps in Governance Planning



Action Item	Strategy	Resources Available
<p>Use the Board Self-Assessment Results to Establish Board Performance Goals</p>	<ul style="list-style-type: none"> • Share assessment results with full board • Include full board in generative discussion of improvement areas • Identify areas for board and committee performance improvement goals that align with the organization’s strategic plan • Full board reviews and finalizes development plan by outlining objectives to meet plan goals • Board monitors plan to ensure goals are being met and presents progress to full board 	<ul style="list-style-type: none"> • Intentional Governance Guide: Board Evaluation & Performance • Elements of Governance: Board Education, Goal Setting, and Work Plans

Thank you for participating in The Governance Institute's Board Self-Assessment Facilitation.



Elisabeth Hurst, JD
Member Success Manager
The Governance Institute
A service of NRC Health
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ehurst@governanceinstitute.com

Tuesday, March 19, 2024

Board Education Regarding Motions Practice

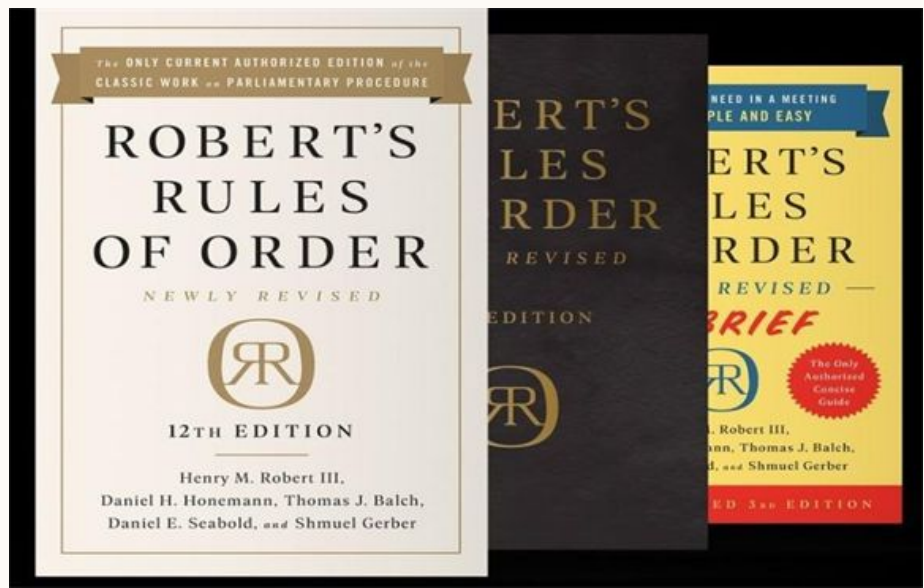


Sara Thomas
Chief Legal Officer/Division Director

THE IMPORTANCE OF PROPER MOTION PRACTICE

**BY ELIZABETH HANSHAW WINN,
ASSISTANT HARRIS COUNTY ATTORNEY
HARRIS HEALTH LEGAL TEAM**

MAKING MOTIONS CORRECTLY MAKES ALL THE DIFFERENCE!



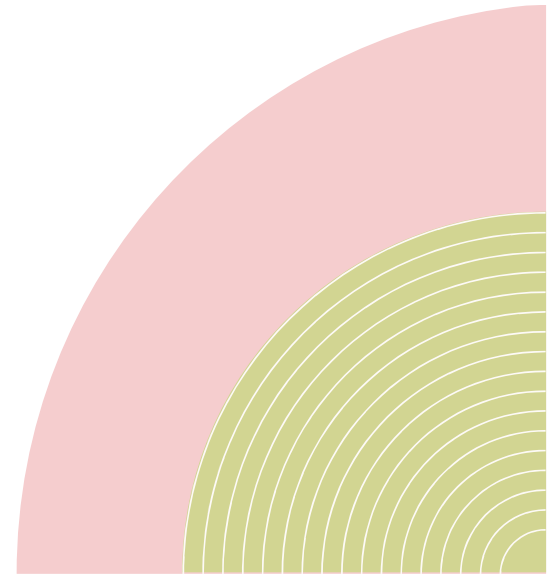
REMINDER OF THE BENEFITS OF PARLIAMENTARIAN PROCEDURES

Working together effectively and smoothly.

Opportunity for all members to be heard.

Helps accomplish meeting purpose.

Forces handling 1 agenda item at a time.



MOTION TIPS

Make Sure the Motion language is Clear!

For example: “I move that we all wear the same color to our board meetings.”



MOTION TIPS CONT'D

Make sure the motion has been seconded, if required.

MOTION TIPS CONT'D

Repeat who made the motion and seconded immediately after the motion is made.

DEBATE

After the chair announces that a motion has been moved and seconded, the Chair should open the floor for discussion/debate.

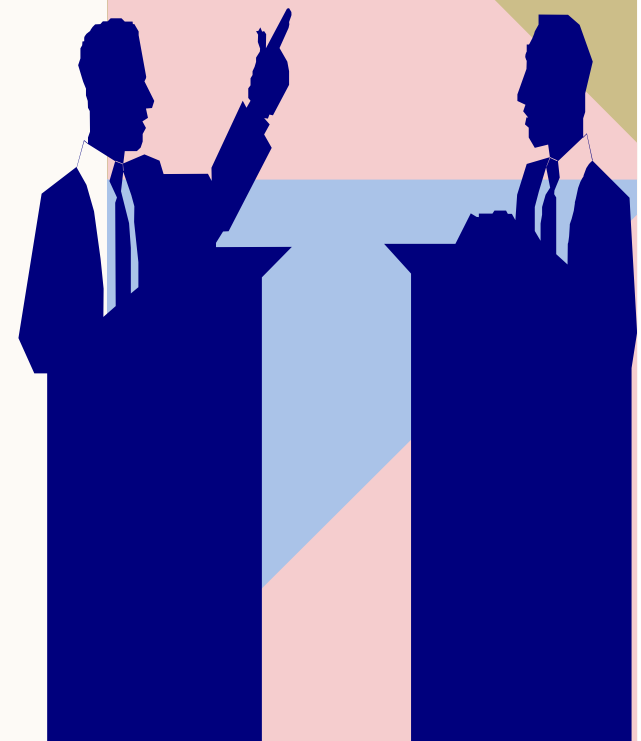
The person who made the motion gets to speak first.

Example:

Chair: To the person who made the motion.

“Would you like to make the first comment?”

“The floor is now open for anyone else who would like to comment on the motion.”



VOTE

- Make sure to give the members time to vote.
- Do not rush the motion process to avoid a Point of Order being raised.

Example:

Chair:

“All those in favor signify by saying aye.”

“All those against, signify by saying nay.”

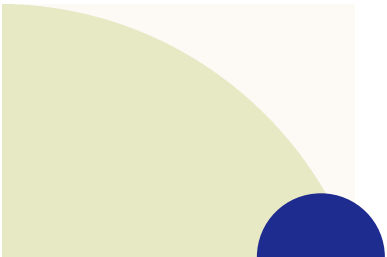


ANNOUNCE RESULTS

ALWAYS ANNOUNCE THE RESULTS!

EITHER “THE MOTION PASSES!”

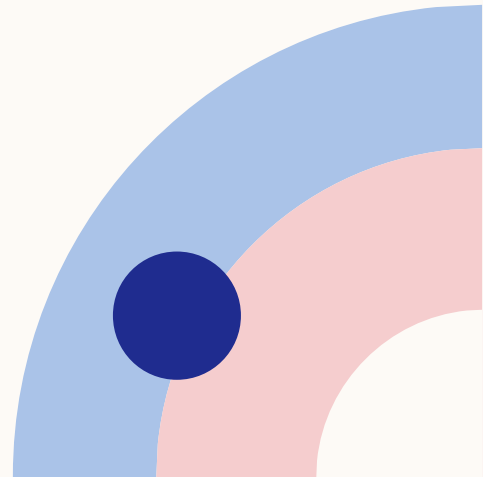
OR “THE MOTION FAILS!”



AMEND A MOTION

For Example:

“I move to amend the motion to add that we all wear the color blue to our board meetings.”



AMEND A MOTION CONT'D

To Amend a Motion, it:

- Must be seconded,
- Is Subject to debate, and
- It requires a majority vote unless bylaws or statutes dictate otherwise.

Need Guidance on Motion Language?

- Let Chair know you need assistance in forming the motion language.
- Ask Chair for a recess to allow time for assistance with motion language.





THANK YOU!

ANY QUESTIONS?

Quick View For Making Motions		
Action	Model Language	Tips & Comments
Make a Motion	"I move that we all wear the same color clothing to our board meetings."	➤ Use Clear Language
Second the Motion	Any option below works: "Second!" "I second the motion!" "I second the motion that we build a new hospital!"	<ul style="list-style-type: none"> ➤ If a motion does not receive a second, the motion fails, unless the motion recommendation comes from a committee. ➤ It is acceptable for the Chair to ask for a second to the motion. ➤ Make sure you direct your communication to the Chair so that the Chair can hear AND acknowledge you.
Place the motion on the floor.	"The motion has been moved by X and seconded by Y, is there any discussion?"	➤ Once the motion is on the floor, it no longer belongs to the motion maker.
Discussion/Debate	"Chair, I have a comment." "Chair, I would like to speak."	<ul style="list-style-type: none"> ➤ Chair should always open the floor for debate/discussion. ➤ Give all members an opportunity to speak. ➤ The Motion maker has the right to speak first.
Vote	"All those in favor, say aye" "All opposed, say nay"	<ul style="list-style-type: none"> ➤ Give members time to respond to both questions. ➤ After a robust debate or debate on a complex topic, Chair should repeat the motion before the vote is taken to limit any confusion on the subject of the vote. ➤ Make sure members online are also given time to vote. ➤ Majority vote required unless bylaws or statutes dictate otherwise.
Announce Results	"motion passes/fails"	➤ Always announce the results.
Amend a Motion	"I move to amend the motion to add that we all wear the color blue to our board meetings."	➤ Must be seconded, open to debate, and requires a majority vote unless bylaws or statutes dictate otherwise.

BOARD OF TRUSTEES

Quality Committee

Tuesday, March 19, 2024

12:00 P.M.

(or immediately following the Governance Committee)

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 | Dr. Andrea Caracostis | 1 min |
| II. | <u>Approval of the Minutes of Previous Meeting</u> | Dr. Andrea Caracostis | 2 min |
| | <ul style="list-style-type: none"><u>Quality Committee Meeting – February 13, 2024</u> | | |
| III. | <u>Harris Health Safety Message Video: Minute for Medicine</u> | | 5 min |
| | <u>– Dr. Steven Brass</u> | | |
| | <ul style="list-style-type: none"><u>Human Factors – Approach to Patient Safety</u> | | |
| IV. | <u>Presentation Regarding Harris Health’s Engagement Survey Updates</u> | | 10 min |
| | <u>– Mr. Omar Reid</u> | | |
| | <ul style="list-style-type: none"><u>Employee Experience and Culture</u> | | |
| V. | <u>Presentation Regarding Harris Health’s 2024 Det Norske Veritas (DNV) Annual Hospital Survey – Ms. Vivian Ho-Nguyen</u> | | 10 min |
| VI. | <u>Consideration of Recommendation for Approval of the 2024 Quality Committee Goals to the Harris Health System Board of Trustees</u> | | 10 min |
| | <u>– Dr. Steven Brass</u> | | |

-
- VII. Executive Session** **Dr. Andrea Caracostis 50 min**
- A.** [Report Regarding Quality of Medical and Healthcare, 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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils – Dr. Steven Brass and Dr. Yashwant Chathampally](#) *(45 min)*
- 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 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 – ***Ms.Carolynn Jones*** *(5 min)*
- VIII. Reconvene** **Dr. Andrea Caracostis 1 min**
- IX. Adjournment** **Dr. Andrea Caracostis 1 min**

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
QUALITY COMMITTEE MEETING
Tuesday, February 13, 2024
12:00 PM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Ms. Carol Paret, Presiding Officer, called the meeting to order at 12:10 p.m. It was noted that a quorum was present and the attendance was recorded. Ms. Paret 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 Previous Meeting Quality Committee Meeting – January 9, 2024		Moved by Ms. Afsheen Davis, seconded by Dr. Cody Pyke, and unanimously approved the minutes of the January 9, 2024 meeting.
III. Harris Health Safety Message: Minute for Medicine – Systems Approach	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, presented a Minute for Medicine video series related to a Systems Approach. A copy of the video series is available in the permanent record.	As Presented.
IV. Consideration of Recommendation for Approval of the 2024 Quality Committee Reporting Schedule to the Harris Health System Board of Trustees	Dr. Steven Brass delivered a presentation regarding the 2024 Quality Committee Reporting Schedule. A copy of the presentation is available in the permanent record.	Moved by Ms. Afsheen Davis, seconded by Dr. Cody Pyke, and unanimously accepted that the Committee recommends that the Board approve item IV. Motion carried.
V. Executive Session	At 12:15 p.m., Ms. Carol Paret stated that the Quality Committee of the Board of Trustees would go into Executive Session for items ‘A through C’ as permitted by law under Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002.	

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>A. Report Regarding Harris Health System Correctional Health Quality of Medical and Healthcare, 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</p>		<p>No Action Taken.</p>
<p>B. Report Regarding Quality of Medical and Healthcare, 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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils</p>		<p>No Action Taken.</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
C. 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 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		
VI. Reconvene	At 1:14 p.m., Ms. Carol Paret reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.	
VII. Adjournment	There being no further business, the meeting adjourned at 1:14 p.m.	Moved by Ms. Afsheen Davis, and seconded by Dr. Cody Pyke, and unanimously approved to adjourn the meeting.

I certify that the foregoing are the Minutes of the Meeting of the Quality Committee of the Board of Trustees of the Harris Health System held on February 13, 2024.

Respectfully submitted,

Ms. Carol Paret, BS, Presiding Officer,
in lieu of Andrea Caracostis, M.D., MPH, Chair

Recorded by Cherry A. Pierson, MBA

Tuesday, February 13, 2024

Harris Health System Board of Trustees Board Meeting – Quality 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.


QUALITY COMMITTEE MEMBERS PRESENT	QUALITY COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Afsheen Davis	Dr. Andrea Caracostis (<i>Committee Chair</i>)	Carol Paret (<i>Presiding Committee Chair</i>)
Dr. Cody M. Pyke		
Sima Ladjevardian		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Amy Smith	Dr. Joseph Kunisch
Antoinette “Toni” Cotton	Louis Smith
Berrlyn Nelson	Maria Cowles
Carolynn Jones	Dr. Martha Mims
Cherry Pierson	Dr. Matasha Russell
Dr. Chethan Bachireddy	Matthew Schlueter
Derek Curtis	Michael Hill
Elizabeth Hanshaw Winn (<i>Harris County Attorney’s Office</i>)	Dr. Michael Nnadi
Dr. Esmaeil Porsa (<i>Harris Health System President & CEO</i>)	Nicholas J Bell
Eunice Ambriz	Dr. Otis R. Egin
Dr. Glorimar Medina	Patricia Darnauer
Dr. Hemant K. Roy	Randy Manarang
Dr. Jackie Brock	Dr. Sandeep Markan
Jeffrey Baffour	Sara Thomas (<i>Harris County Attorney’s Office</i>)
Dr. Jennifer Small	Shawn DeCosta
Jennifer Zarate	Dr. Steven Brass
Jerry Summers	Dr. Tien Ko
Jessey Thomas	Tiffani Dusang
John Matcek	Dr. Yashwant Chathampally

Tuesday, March 19, 2024

Harris Health Safety Message Video: Minute for Medicine

HRO Safety Message (Video): Harris Health Minute for Medicine: Human Factors - Approach to Patient Safety



Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

HARRISHEALTH SYSTEM

HRO Safety Message

**Human Factors - Approach to Patient
Safety**

**Steven Brass, MD, MPH, MBA
Chief Medical Executive**

**Board of Trustees Quality Committee
March 19, 2024**

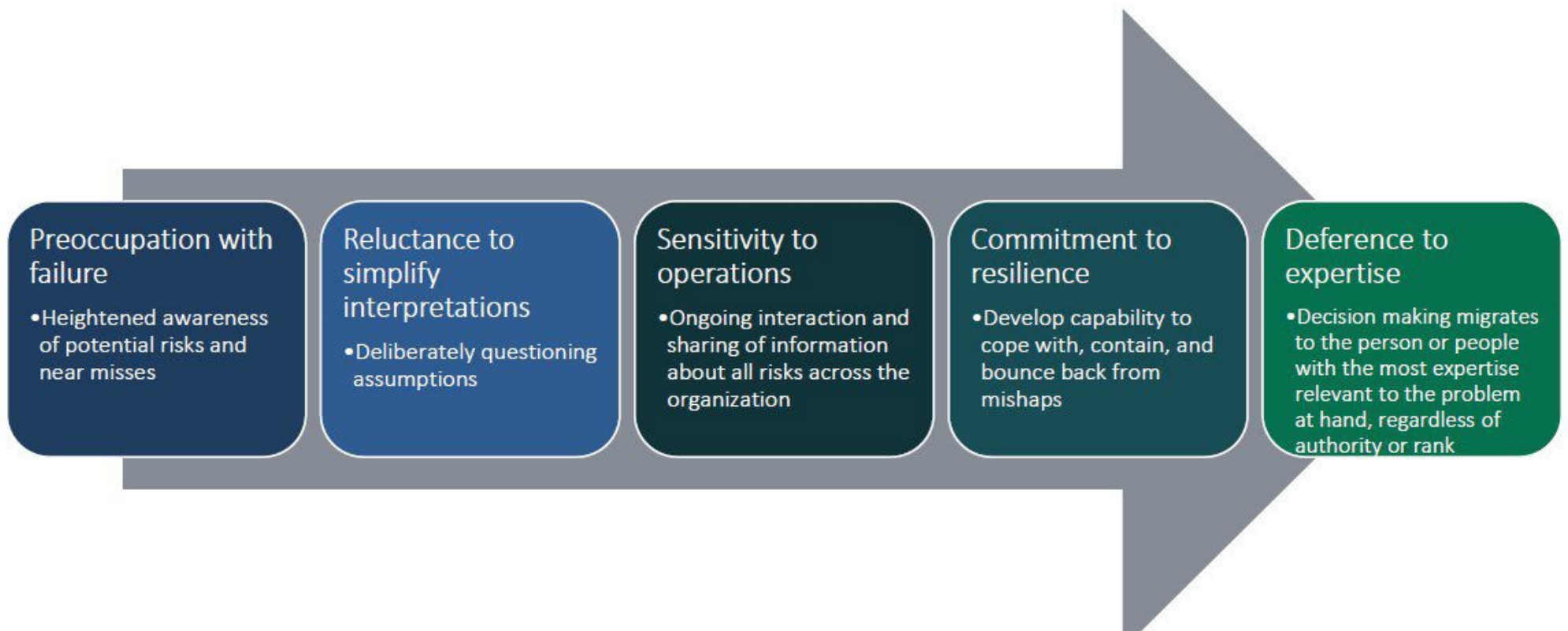
SAFETY MESSAGE

HARRIS
HEALTH
SYSTEM

ZERO
HARM

Safety 1st. Always.

Five Principles of a High Reliability Organization





HRO Mindset:

Harris Health System Minute For Medicine: Human Factors -
Approach to Patient Safety

<https://youtu.be/H1kKkzyf4f0>

Tuesday, March 19, 2024

Presentation Regarding Harris Health's Engagement Survey Updates

Harris Health Engagement Survey Updates:

- Employee Experience and Culture



Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

**Engagement Survey
Updates**
Employee Experience & Culture

**Omar C. Reid, MBA, IPMA, CP
EVP, President & Chief People
Officer**

**Board of Trustees Quality Committee
March 19, 2024**

2023 Major Themes



Feedback

- Two-way conversation
- Ask for specific feedback
- Give feedback as a team
- Thank people for feedback



Authenticity

- Improve trust in the team
- Create opportunities for connection
- Help employees be themselves at work
- Create a culture of inclusion



Inclusive Leaders

- Build a culture of belonging
- Create a culture of inclusion
- Show your team you value their input
- Cultivate inclusive leadership



Recognition

- Practice reflective recognition
- Share how we want to be recognized
- Make time for recognition in team meetings
- Send a weekly gratitude note

Post-Survey Communications

- System Results & Themes (Dr. Porsa Townhall)
- Resources & Next Steps
- Comments Do's & Don'ts
- Survey expectations (for everyone)
- Focus Area Status
- Survey outcomes

Don't	Do
Don't try to find out "who said what".	The employee engagement survey is confidential. Attempting to determine who said what will only cause distrust amongst our staff and reduce the likelihood of future participation. Focus your attention on high-level themes with a goal of action and next steps.
Don't dismiss any comments as "wrong" or "misguided".	Accept the fact that comments are given based on the employee's experience. What can you do to change that experience?
Don't hyper-focus on a particular comment.	Understand the comment in relation to the score of the question that was asked as well as the % of your employees who provided comments.
Don't jeopardize the survey's integrity by ridiculing, publicizing, or otherwise disparaging an employee's comment.	Feedback is a gift. The employees who provided a comment in addition to their survey response genuinely feel that doing so will help to affect positive change.
Don't retaliate against your employees by making an adverse employment action in response to negative comments they may have provided.	Review Policy 3.58 Non-Retaliation for Reporting Fraud, Abuse, or Wrongdoing . Any workforce member who conducts or condones any retaliation will be subject to disciplinary action, up to and including termination.
Don't neglect to take action based on the results. Surveys raise employees' expectations. When the expectation of change remains unfulfilled, they can become more demoralized than before the survey.	Clearly communicate your plans. Utilize the Glint platform to get tips on action planning for focus areas. Reserve a portion of your team meetings for check-ins .



Top Strengths - HR

- Well-Being
 - Harris Health System colleagues reached out to me when I was going through a personal issue. I have never worked at a place where I genuinely feel happy to go to work.
 - The Wellness team does a great job!
- Recognition
 - I do not get enough recognition or praise of the work I do.
 - Feedback is a gift, and I appreciate the recognition I receive when due.
- Decision-Making
 - No I am not... the leaders make the decisions and never consider how the work will get done or what challenges will be faced to get it done. They just want it accomplished !!
 - Decisions are often made poorly, and even after decisions are made, the follow-up on those decisions are ineffective.



Top Opportunities - HR

- Accountability
 - Within my department yes, but not in the overall HR department.
 - Everyone talks about how important accountability is, but many of these employees (whether non-supervisory or supervisory) do not truly hold themselves or their teams accountable. It truly creates an environment where advancement in processes or decisions are limited.
- Authenticity
 - This is the #1 reason I enjoy being with this org! You are not placed into a box unable to do things outside of the normal roles and responsibilities of your title. They embrace hybridity.
 - Only certain times
- Values
 - I live the company values everyday. Not all people do the same. I believe there are more people that do live our values than not. It brings the System down when people including leaders do not live the company values.
 - For the most part, people are open and receptive. However, when a mismatch in understanding arises, it would be more helpful to ask a subordinate why they feel that way, instead of just saying things are this way because that's the way it is.
 - Everyone I meet here inspires me to grow and I look forward to coming into work everyday!

Tuesday, March 19, 2024

Presentation Regarding Harris Health's 2024 Det Norske Veritas (DNV)
Annual Hospital Survey



Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

HARRISHEALTH SYSTEM

**2024 DNV Annual Hospital
Survey**

**Vivian Ho-Nguyen, MBA, MT (ASCP),
CPHQ, ASQ-CQA**

**Administrative Director,
Accreditation and Regulatory Affairs**

**Board of Trustees Quality Committee
March 19, 2024**

The Survey Readiness Program

Governed by the Executive Corporate Compliance Survey Readiness Committee with the aims to:

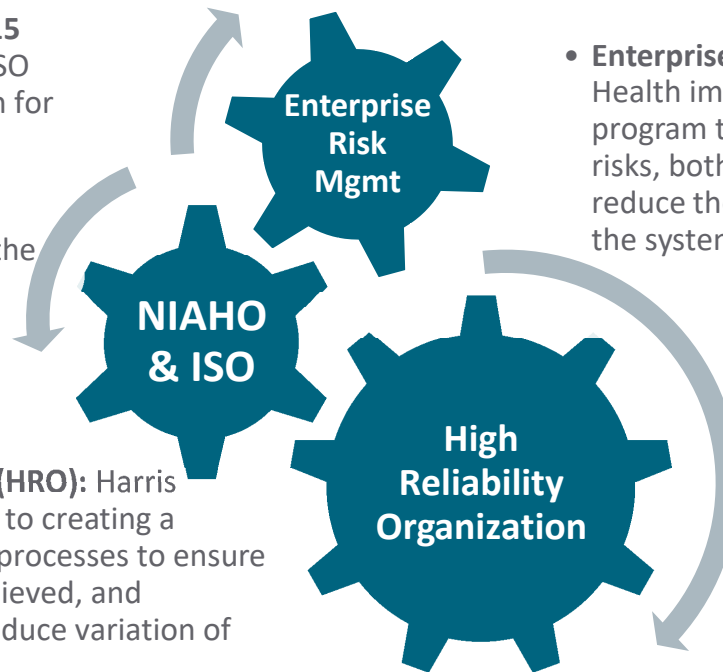
- minimize risks and enhance patient safety; and
- standard compliance and maintain continuous survey readiness

*~"Compliance is never "done", it requires continuous monitoring."~
unknown*

Integrated Approach to Patient Safety

- **NIAHO Accreditation & ISO 9001:2015 Certification:** The accreditation and ISO certification process is the foundation for ensuring Harris Health complies with regulatory requirements such as the Conditions of Participation (CoPs) set forth to improve quality and protect the health and safety of our patients.

- **High Reliability Organization (HRO):** Harris Health leaders are committed to creating a culture of safety by assessing processes to ensure the highest level of care is achieved, and embracing opportunities to reduce variation of the services provided.



- **Enterprise Risk Management:** Harris Health implemented an ERM program to proactively identifying risks, both negative & positive, to reduce the impact that could derail the system's strategic objectives.

DNV Hospital Accreditation Program Standards

- National Integrated Accreditation for Healthcare Organizations (NIAHO) Standard:
 - A blend of CMS CoPs and ISO 9001:2015 standards
 - DNV replaced the CMS QAPI condition with ISO 9001 Quality Management System
- ISO 9001 Quality Management System (QMS)
 - Provides a framework for effective QMS that will deliver the intended outcome
 - Requires process-based approach (goal: most effective & efficient process; reduce variation)
 - Incorporates P-D-C-A improvement cycle & Risk-Based Thinking in every aspect of management
 - Focus for 2024 – Process Management

Ask yourself: Who are we? What are we doing? How do we manage our processes, communicate care/service outcomes to leaders and across the health system, and align what we do to our strategic plan so that we can achieve Harris Health's Mission, Vision, and Values?

DNV Survey Preparation Timeline



Pre-Survey

- Chapter Work Group Standard Assessments
- Rounding Activities
- Internal Quality Audits
- Leadership & Escort Team Preparation

During Survey

- System-wide notification
- Survey Coordination, Facilitation & Support
- Just-in-time Risk Reduction & Mitigation

Post Survey

- System approach to action plan development
- Action plans Implementation
- Monitor Effectiveness
- Internal Quality Audits

Need More Information?

Harris Health's intranet houses information and tools that are necessary for day-to-day operation and management.

Contact Us at Accreditation@harrishealth.org OR visit our SharePoint site by typing "Accreditation" in the intranet page search field.

Access the Survey Readiness Guide for frequently reviewed processes, a pre-flight checklist, and much more by visiting the Accreditation SharePoint site or by typing "survey readiness guide" in the search bar on the intranet home page.



Tuesday, March 19, 2024

Consideration of Recommendation for Approval of the 2024 Quality Committee Goals to the
Harris Health System Board of Trustees

Proposed 2024 Quality Committee Goals:

- Obtain ongoing education and training related to medical staff governance, peer review, credentialing, etc. with the goal of understanding national best practices.
- Complete training in high reliability organization.
- Recommend potential updates to Harris Health System quality dashboard metrics to maintain alignment with national best practices and benchmarks.



Dr. Yashwant Chathampally
Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

Tuesday, March 19, 2024

Executive Session

Report Regarding Quality of Medical and Healthcare, 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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils.



Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

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