

# HARRIS HEALTH SYSTEM

## HARRIS HEALTH SYSTEM

### MINUTES OF THE BOARD OF TRUSTEES MEETING

Thursday, September 14, 2017

Board Room – Administration Building

#### Members Present:

Ms. Anne Clutterbuck, Chair  
Dr. Kimberly Monday, Vice Chair  
Ms. Daisy Stiner, Secretary  
Ms. Carol Graebner (9:45 a.m. arrival)  
Dr. Ewan Johnson  
Ms. Elena Marks  
Ms. Linda Morales  
Ms. Carolyn Truesdell

#### Members Absent:

Mr. Lawrence Finder

#### Others Present:

Mr. George Masi, President & Chief Executive Officer  
Mr. Michael Norby, Executive Vice President & Chief Financial Officer  
Dr. Parikshet Babber, Executive Vice President & Chief Medical Officer  
Mr. Tim Tindle, Executive Vice President & Chief Information Officer  
Dr. Ericka Brown, Executive Vice President & Administrator, Ben Taub Hospital  
Dr. Michael Gardner, Executive Vice President & Administrator, Ambulatory Care Services  
Dr. Alan Vierling, Executive Vice President & Administrator, Lyndon B. Johnson Hospital  
Ms. Nicole Streeter, Vice President & Chief Governance Officer  
Dr. Jose Garcia, General Director, AMS, and Interim Chief of Staff, Lyndon B. Johnson Hospital  
Dr. David Robinson, Chair, Medical Executive Board  
Dr. Kenneth Mattox, Chief of Staff, Ben Taub Hospital  
Dr. Mohammad Zare, Chief of Staff, Ambulatory Care Services  
Ms. Mercedes Leal, Attorney, Harris County Attorney's Office  
Ms. Peggy Boice, Harris County Judge Ed Emmett's Office  
Ms. Carole Lamont, Commissioner Steve Radack's Office  
Ms. Amber Weed, Commissioner Ellis's Office  
Mr. August Williams, Commissioner Jack Mormon's Office  
Administrative Staff  
Guests  
(Sign-in Sheets attached to permanent record)

#### I. Call to Order and Record of Attendance

Ms. Anne Clutterbuck, Chair, called the meeting to order at 9:02 a.m., and noted that a quorum was present. The attendance was recorded.

## II. Approval of the Minutes of Previous Meeting

### Motion 17.09-92

Moved by Dr. Kimberly Monday, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve the minutes of the July 27, 2017 Board of Trustees meeting.

## III. Announcements/Special Presentations

- A. Special Announcement** – Mr. George Masi, President and Chief Executive Officer, announced the executive administrative appointments of Dr. Ericka Brown, Executive Vice President and Administrator, Ben Taub Hospital (BTH), as the new Senior Executive Vice President and Chief Operating Officer (COO) of Harris Health System, and of Dr. Nathan Deal, Senior Vice President of Medical Affairs, as the new Executive Vice President and Administrator of BTH. He stated that the appointments will become effective Monday, October 2, 2017.
- B. Special Recognition** – Dr. Brown recognized BTH for receiving the American Heart Association 2017 Mission Lifeline® Gold Plus Receiving Quality Achievement Award and the American Heart Association 2017 Mission Lifeline® NSTEMI Silver Quality Achievement Award. Ms. Heidi McPherson, Senior Community Health Director, American Heart Association, recognized BTH for its excellence in collaboration and teamwork in providing treatment to heart attack patients in the community. Dr. Brown highlighted that BTH has received the Mission Lifeline® Gold Plus Receiving Quality Achievement Award for three (3) consecutive years.
- C. Special Recognition** – Dr. Brown recognized the BTH Labor and Delivery Unit (L&D Unit) for receiving the Beacon Award of Excellence (Silver Level). She reported that BTH was one of only three (3) recipients of the silver Beacon Award within the United States and Canada. She stated that this award is given for excellence in quality and patient care regarding labor and deliveries and she commended the L&D Unit for their hard work and commitment.

## IV. Hear from Citizens

Ms. Cynthia Cole, Executive Director, Local #1550 – AFSCME, American Federation of State, County, and Municipal Employees, commended Harris Health for the hard work and patient care the organization provided during Hurricane Harvey. However, she recommended that Harris Health provide a greater level of support for the essential staff who are required to remain at work through weather events and other emergencies. Ms. Cole stated that some employees are experiencing issues regarding the utilization of Paid Time Off and leave under the Family and Medical Leave Act. She stated that she will present to the Board a letter outlining these complaints along with photos taken by staff at Lyndon B. Johnson Hospital (LBH) of their accommodations during the hurricane. Ms. Clutterbuck responded that the administration will present a post-hurricane report, which will include best practices for future disasters.

Dr. Judy Levison, Professor of Obstetrics and Gynecology, Baylor College of Medicine,

stated that her department established a program in which students from The University of Texas Health Science Center at Houston (UTHealth–Houston) School of Public Health are allowed to collect data and conduct research in a clinical setting. She expressed concern that Harris Health’s policy regarding affiliation agreements is too cumbersome when the agreements involve UTHealth–Houston and Baylor College of Medicine and recommended that the policy be reviewed.

## V. Consent Agenda Items

### Motion 17.09-93

Moved by Dr. Ewan Johnson, seconded by Dr. Kimberly Monday, and unanimously passed that the Board approve agenda items V.A(1)b. through V.A(1)hh.

#### A. Items Related to Purchasing

##### A(1). Consideration of Purchasing Recommendations Requiring Board Approval

###### a. **PULLED**

approve purchase on the basis of best contract for FUJIFILM SonoSite, Inc. [PP-IM-317] to provide diagnostic imaging equipment in the amount of \$374,164.

b. approve purchase on the basis of best contract for Philips Healthcare [PP-MM-292] to provide physiological monitoring systems in the amount of \$296,431.

c. approve purchase on the basis of best contract for Philips Healthcare [PP-MM-292] to provide physiological monitoring systems in the amount of \$107,269.

d. approve purchase on the basis of sole source for St. Jude Medical to provide a CentriMag™ acute circulatory support system in the estimated amount of \$103,590 for the term September 1, 2017 through August 31, 2018.

e. approve an exemption from the competitive bid requirements for Investure Design, LLC to provide professional architectural and interior design services in the estimated amount of \$250,000 for a one-year initial term with four (4) one-year renewal options.

f. approve purchase on the basis of best contract for Sorin Group USA, Inc. a wholly-owned subsidiary of LivaNova PLC [PP-OR-1150] to provide perfusion products in the amount of \$211,372.

g. approve purchase on the basis of single-source contract for Carl Zeiss Meditec, Inc. [PP-OR-1300] to provide surgical microscope products in the amount of \$191,038.

h. approve the third of four (4) renewal options for Texas Access Controls to provide preventive maintenance and inspection services of automatic doors and related items in the estimated amount of \$140,000 for the term September 1, 2017 through August 31, 2018.

i. approve on the basis of sole source for Advanced Sterilization Products Services, Inc. to provide maintenance and service of sterilizers in the estimated amount of \$107,682 for a one-year initial term with four (4) one-year renewal options.

- j. approve the second of four (4) renewal options for the City of Houston through the Houston Parks and Recreation Department to provide the use of public indoor swimming pools for aquatic therapy in the estimated amount of \$2,001 for the term October 26, 2017 through October 25, 2018.
- k. approve the first of four (4) renewal options for CareFusion Solutions LLC [PPPH20CFS01 f/k/a PPPH17CFS01] to provide lease and maintenance of the Pyxis supply distribution system in the estimated amount of \$1,064,160 for the term October 1, 2017 through September 30, 2018.
- l. approve the first of four (4) renewal options for Baxter Healthcare Corporation to provide dialysis supplies in the estimated amount of \$996,386 for the term September 1, 2017 through August 31, 2018.
- m. approve the first of four (4) renewal options for Stryker Craniomaxillofacial, a division of Stryker Sales Corporation, to provide craniomaxillofacial and neurosurgical craniofacial implants and related products in the estimated amount of \$315,035 for the term September 6, 2017 through September 5, 2018.
- n. approve second-year funding for the ASCEND contract for Ecolab, Inc. [AS-NS-849] through Cardinal Health to provide soaps, lotions, and waterless hand rinses in the estimated amount of \$289,629 for the term October 1, 2017 through September 30, 2018.
- o. approve purchase on the basis of best contract for Taylor Communications, formerly The Standard Register Company, [PP-IT-161] to provide document management solutions in the estimated amount of \$225,193 for the term August 1, 2017 through July 31, 2018.
- p. ratify third-year funding for the GPO contracts for Halyard Sales, LLC [PP-DI-1068] (\$43,584) and Covidien Sales, LLC [PP-DI-1067] (\$69,097) to provide feeding pumps, sets, devices, and tubes in the estimated multi-vendor amount of \$112,681 for the term August 1, 2017 through July 31, 2018.
- q. approve renewal for Harris County to provide a cooperative purchasing program in the amount of \$0 for the term October 12, 2017 through October 11, 2018.
- r. approve award on the basis of best proposal meeting requirements for Texas Medical Center Laundry to provide linen processing, cart building, and linen distribution services in the estimated amount of \$2,219,859 for a one-year initial term with four (4) one-year renewal options.
- s. approve provision for The University of Texas at Austin to provide an eTobacco protocol in the amount of \$0 for the term October 1, 2017 through September 30, 2018 with one (1) one-year renewal option.
- t. approve renewal for The Harris Center for Mental Health and IDD to provide security services for the Neuro-Psychiatric Center at Ben Taub Hospital in the estimated revenue amount of \$249,060 for the term September 1, 2017 through August 31, 2018.
- u. approve renewal for the State of Texas Department of Motor Vehicles to provide motor vehicle inquiry services in the estimated amount of \$336 for the term October 23, 2017 through October 22, 2018.

- v. approve a corrected term for The University of Texas Health Science Center at Houston to provide oral and maxillofacial surgery outpatient services for the term April 1, 2017 through March 31, 2018 (corrected term); April 1, 2017 through March 31, 2018 with three (3) one-year renewal options (as approved).
- w. approve fourth and final renewal option for Aon Hewitt Investment Consulting, Inc. to provide investment consulting services for the 401(k) Plan, 457(b) Plan, and the Pension Plan for Harris County Hospital District d/b/a Harris Health System in the estimated amount of \$101,803 for the term October 1, 2017 through September 30, 2018.
- x. approve an assignment and the third of four (4) renewal options for Nanosphere, Inc. (assignor) and Luminex Corporation (assignee) to provide a molecular *Clostridium difficile* testing system, including analyzers, reagents, consumables, and services in the estimated amount of \$348,729 for the term September 12, 2017 through September 11, 2018.
- y. approve first-year funding for the GPO contract for Coca-Cola Enterprises, Inc. [PP-DI-1252] to provide carbonated beverages in the estimated amount of \$161,250 for the term May 1, 2017 through January 31, 2018.
- z. approve the fourth and final renewal option for Caring Commercial Cleaning, Inc. to provide janitorial services in the estimated amount of \$269,572 for the term October 1, 2017 through September 30, 2018.
- aa. ratify utilization for FleetCor Technologies Operating Company, LLC to provide a fleet fuel monitoring and dispensing system and related items in the estimated amount of \$172,000 for the term August 1, 2017 through July 31, 2018.
- bb. approve award on the basis of low quote for Knapp Chevrolet [Buy Board #492-15] to provide two (2) ambulances in the amount of \$325,300.
- cc. purchase on the basis of best quote for Mark III Systems, Inc. [13/068DG-27] to provide maintenance for IBM enterprise-wide hardware and software in the estimated amount of \$959,688 for the term September 1, 2017 through August 31, 2018.
- dd. approve purchase on the basis of low quote for General Datatech, L.P. [DIR-TSO-2542] to provide Cisco hardware, software, and maintenance in the amount of \$704,822.
- ee. approve purchase on the basis of low quote for Mark III Systems, Inc. (13/068DG-27) to provide Zerto disaster recovery software in the amount of \$359,390.
- ff. approve purchase on the basis of low quote for General Datatech, L.P. [DIR-TSO-2542] to provide Cisco Identity Services Engine software in the estimated (three-year term) amount of \$233,750 for the term September 1, 2017 through August 31, 2020.
- gg. approve renewal on the basis of sole source for Epic Systems Corporation to provide an Epic MyChart subscription in the estimated amount of \$140,000 for the term September 28, 2017 through September 27, 2018.
- hh. approve the first of four (4) renewal options for West Interactive Services Corporation to provide an automated patient communication system in the

estimated amount of \$350,000 for the term September 14, 2017 through September 13, 2018.

A(2). Transmittals of Completed Items **[For Informational Purposes]**

- a. transmittal of purchase on the basis of lowest-priced contract for Siemens Medical Solutions USA, Inc. through S2S Global, a wholly-owned subsidiary of Premier, Inc. [PP-IM-279] to provide diagnostic imaging equipment in the amount of \$60,000.
- b. transmittal of purchase on the basis of best contract for FUJIFILM SonoSite, Inc. [PP-IM-317] to provide diagnostic imaging equipment in the amount of \$55,305.
- c. transmittal of the third of four (4) renewal options for Ameda, Inc. to provide breast pump equipment and related products in the estimated amount of \$95,611 for the term September 15, 2017 through September 14, 2018.
- d. transmittal of the first of four (4) renewal options for AMC Lifestyle Support to provide custom pressure garments in the estimated amount of \$97,594 for the term October 1, 2017 through September 30, 2018.
- e. transmittal of the first of four (4) renewal options for Lone Star Communications Houston, Inc. to provide inspection, certification, and training for the Elpas System in the estimated amount of \$84,740 for the term September 19, 2017 through September 18, 2018.
- f. transmittal of exemption from the competitive bid requirements and additional (non-budgeted) funds for BancorpSouth Insurance Services, Inc. to provide pharmacy benefit claims management consulting services in the additional (non-budgeted) amount of \$47,000 for the term March 1, 2017 through February 28, 2018 (Board previously approved funds in the amount of \$43,000 for the term March 1, 2017 through February 28, 2018).
- g. transmittal of award based on best bids for the Greater Houston Transportation Company (primary for patients [Options 1A, 2A] and secondary for packages [Option 1B]) and Hot Shot Delivery, Inc. (primary for packages [Option 1B]) to provide transportation services for patients and packages in the estimated multi-vendor amount of \$75,000 for the term September 1, 2017 through August 31, 2018 with four (4) one-year renewal options.
- h. transmittal of purchase on the basis of low quote for Direct Packet, Inc. d/b/a OneVision Solutions [DIR-TSO-3869] to provide video infrastructure for an Epic telemedicine platform in the amount of \$93,978.
- i. transmittal of purchase on the basis of low quote for TSA, Inc. [DIR-TSO-2538] to provide Hewlett-Packard servers and storage equipment for the EPSi Sunrise software upgrade in the amount of \$90,361.
- j. transmittal of exemption from the competitive bid requirements for The American Congress of Obstetricians and Gynecologists to provide a voluntary review of quality of care for the obstetrics and gynecology department at Ben Taub Hospital in the estimated amount of \$65,000 upon execution of the Agreement through the delivery and review of the report.

## **B. Recommended Committee Approvals**

### **Motion 17.09-94**

Moved by Ms. Carolyn Truesdell, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda items V.B.1. through V.B.32.

1. Approval to Appoint the Lyndon B. Johnson Hospital Chief of Staff.
2. Approval of the Ben Taub and Lyndon B. Johnson Hospitals' Neonatal Program Plans.
3. Approval of the Harris Health System Utilization Review Plan FY2017–2018.
4. Acceptance of the Harris Health System June 2017 Financial Report Subject to Audit.
5. Acceptance of the Harris Health System Second Quarter CY2017 Pension Plan Report.
6. Approval to Ratify an IGT Responsibility Agreement Between Harris County Hospital District d/b/a Harris Health System and the Texas Health and Human Services Commission for Participation in the Network Access Improvement Program.
7. Approval of an Agreement Between Harris County Hospital District d/b/a Harris Health System and Community Health Choice Texas, Inc. for Participation in the Network Access Improvement Program.
8. Approval of an Affiliation Agreement Between Harris County Hospital District d/b/a Harris Health System and The University of Texas at Tyler, the Ben and Maytee Fisch College of Pharmacy (Doctor of Pharmacy Program).
9. Approval of an Affiliation Agreement Between Harris County Hospital District d/b/a Harris Health System and Texas State University (Bachelor of Healthcare Administration Program).
10. Approval of the Harris Health System Fiscal Year 2019 Healthcare Premium Rate Schedules for Employees, Retirees, and COBRA Participants, Effective March 1, 2018.
11. Approval to Ratify Participating Agreements Between Harris County Hospital District d/b/a Harris Health System and the Assistant Secretary for Preparedness and Response (ASPR) – Healthcare Preparedness Program for ASPR Year Sixteen – Twenty.
12. Approval to Ratify an Amendment to Increase an Interlocal Agreement Between Harris County Hospital District d/b/a Harris Health System and Harris County Public Health and Environmental Services (HCPHES) to the Total Amount of \$6,923,370, Funded Under the Ryan White HIV/AIDS Treatment Extension Act Part A, to Provide Primary Medical Care, Psychiatric Services, Obstetric and Gynecological Care, and a Local Pharmacy Assistance Program to HIV-Positive Patients of Harris Health System for the Term March 1, 2017 Through February 28, 2018.
13. Approval to Renew an Agreement Between Harris County Hospital District d/b/a Harris Health System and Houston Independent School District to Administer a School-Based Program at Marshall Middle School and Surrounding Schools from September 1, 2017 Through August 31, 2018.
14. Approval to Renew an Agreement Between Harris County Hospital District d/b/a Harris Health System and Galena Park Independent School District to Administer a School-Based

Program at Cloverleaf Elementary School and Galena Park Community Resource and Training Center and Surrounding Schools from September 1, 2017 Through August 31, 2018.

15. Approval to Renew an Agreement Between Harris County Hospital District d/b/a Harris Health System and Sheldon Independent School District to Administer a School-Based Program at Sheldon Elementary School and Surrounding Schools from September 1, 2017 Through August 31, 2018.
16. Approval to Renew an Agreement Between Harris County Hospital District d/b/a Harris Health System and Goose Creek Consolidated Independent School District to Administer a School-Based Program at San Jacinto Elementary School and Surrounding Schools from September 1, 2017 Through August 31, 2018.
17. Approval of the Health Care for the Homeless Program Consumer Advisory Council Report for the Term March 2017 Through May 2017, as Required by the United States Department of Health and Human Services, Which Provides Funding to 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.
18. Acceptance of the Health Care for the Homeless Program Monthly Expense Report for the Term January 1, 2017 Through June 30, 2017, as Required by the United States Department of Health and Human Services, Which Provides Funding to 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.
19. Approval of the Executive Summary of Policy Information Notice 2014-01: Health Center Program Governance, as Required by the United States Department of Health and Human Services, Which Provides Funding to 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.
20. Approval of a Grant Agreement in the Amount of \$200,074.09 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Mobile Health Care for the Homeless Program.
21. Approval of a Grant Agreement in the Amount of \$100,000 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Children's Health Fund 2017 School-Based Mental Health Expanded Access and Health Promotion Project (Year 1).
22. Approval of a Grant Agreement in the Amount of \$75,000 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Children's Health Fund 2017 School-Based Mental Health Promotion Project (Year 5).
23. Approval of a Grant Agreement in the Amount of \$75,000 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Community Outreach Services Department.
24. Approval of a Grant Agreement in the Amount of \$62,554.01 from the Harris County



Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Child Life “CAPES” Program.

25. Approval of a Grant Agreement in the Amount of \$45,000 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Ben Taub Hospital Neonatal Department.
26. Approval of a Grant Agreement in the Amount of \$5,000 from the Harris County Hospital District Foundation’s Small Grants Committee Awarded to Harris County Hospital District d/b/a Harris Health System for the Developmental Care of Infants in the Lyndon B. Johnson Hospital Neonatal Intensive Care Unit.
27. Approval of a Grant Agreement in the Amount of \$2,000 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Ben Taub Hospital Department of Psychiatry Adolescents in Motion Program.
28. Approval of a Grant Agreement in the Amount of \$1,356.34 from the Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for Mammography Services.
29. Approval of a Grant Agreement in the Amount of \$826.56 from the Harris County Hospital District Foundation’s Small Grants Committee Awarded to Harris County Hospital District d/b/a Harris Health System for Everyone’s Language Pill Organizer.
30. Acceptance of the Harris Health System No-Notice Cash Count Baytown Community Health Center Outpatient Pharmacy Cashiering Auditor’s Report.
31. Acceptance of the Harris Health System Epic Willow Pharmacy System Outpatient Prescription Controls Follow-Up Auditor’s Report.
32. Approval of a Board Resolution in Honor of Mr. Elvin Franklin, Jr.’s Thirty-One (31) Years of Service as a Member of the Harris Health System Board of Trustees.

*{End of Consent Agenda}*

### **Discussion Regarding the Harris Health System Hurricane Harvey Impact and Recovery Efforts**

Mr. Masi led the discussion regarding the Harris Health System Hurricane Harvey impact and recovery efforts. He stated that BTH, LBJ, and Ambulatory Care Services (ACS) were impacted by Hurricane Harvey. In preparation for the hurricane, Quentin Mease Hospital’s patients were evacuated to BTH due to Quentin Mease’s close approximation to Brays Bayou. Ride-out teams were placed in all pavilions but they were prepared for a standard three-day disaster event instead of a six-day event like Hurricane Harvey. The heavy rains caused a backflow of water and flooding into the BTH basement. Harris Health developed plans in case it became necessary to evacuate patients from BTH, but the backflow was stopped and the evacuation plans were not implemented. Due to the efforts of BTH’s engineering and facilities management staff, the hospital was able to continue operations and providing care for 355 inpatients. LBJ sustained the majority of the storm damage because the driving rains penetrated the walls at LBJ by the second and third days of the event. Some of the walls of the facility began to deteriorate and a number of patient bed areas became dysfunctional due to the water seepage. Many patients at LBJ were transferred to BTH following the storm and LBJ, which has a normal capacity of 255 beds, was

reduced to 114 operational beds. Currently, the engineering departments for LBJ and Harris Health are collaborating with the Harris County Purchasing Department re-establish the patient beds to full capacity. Additionally, 180 evacuees were brought to LBJ from the surrounding neighborhoods, which placed an additional strain on LBJ's food supplies as the storm continued. Harris Health enlisted assistance from Houston TranStar and the Catastrophic Medical Operations Center to transport the evacuees to area shelters. Some of Harris Health's outpatient clinics took on water from the storm but most of the clinics will not suffer long-term effects. The Monroe Health Center was the most severely affected clinic, and it will remain inoperable for four (4) to six (6) weeks. While Harris Health came close to running out of food and supplies due to the unanticipated duration of the hurricane, the organization continued to provide high-quality and safe care for patients and evacuees through the storm. Harris Health also utilized the staff and resources from three (3) of its same-day clinics and from BTH to operate a temporary ACS clinic at NRG Stadium to provide around-the-clock care for storm evacuees. The primary lessons that Harris Health learned were: 1) to prepare for extended ride-out periods of at least 72 hours by pre-positioning supplies in the appropriate areas; and 2) to control the messages that are distributed to the community to prevent confusion.

Mr. Masi stated that 400 Harris Health employees were significantly impacted by the storm and flooding and that seventy-one (71) employees lost everything. Harris Health administration collaborated with the Harris County Hospital District Foundation (Foundation) to establish an employee Hurricane Harvey relief fund. Approximately \$90K in funds have been disbursed to date to Harris Health employees, and fundraising efforts will continue until they are no longer needed. Other hospitals from the state of Texas and from across the country also reached out to Harris Health with donations of money and supplies. Ms. Seema Verma, the Administrator of the Centers for Medicare & Medicaid Services, is scheduled to visit BTH on Monday, September 18, 2017 to view the flood damage. Several Board members thanked Mr. Masi and the Harris Health staff and commended them for their continued hard work and dedication to the Harris County community during and after the storm.

## **VI. Strategic Discussion**

### **A. Review, Discussion, and Possible Action Regarding the Draft of the Harris Health System Strategic Plan, "The Bridge to 2020."**

Mr. Masi delivered an overview of "The Bridge to 2020", its foundation of financial stability, and its supporting pillars of the Patients, the Family (Harris Health staff), and the Home (facilities and infrastructure). He stated that "The Bridge to 2020" leads to a transformational model of care which will permit Harris Health to move away from a traditional acute health care model and toward a future model that focuses on wellness, prevention, and acute care intervention. Mr. Masi explained that the strategic plan allows Harris Health to deliver care in a manner that is more efficient for the organization and presents a better quality of life for its patients. He stated that the Harris Health administration will present the Board with strategic issues from the plan for the Board's consideration on a monthly basis.

Ms. Daisy Stiner requested that the Board and administration have more detailed discussions regarding how Harris Health will collaborate with its community partners to coordinate patient care. She also requested information regarding how Harris Health and the Foundation will share accountability for ensuring that Harris Health achieves its philanthropic goals. Several

Board members expressed concern that the Board has not received sufficient information to make strategic decisions which will have long-term effects on the organization. Mr. Masi stated that there will be some ambiguity involved in the strategic plan, but based on the administration's best analysis, the Board will be presented with as many clearly-defined decisions as possible to design the best health care model for the future. Discussion ensued. Ms. Clutterbuck recommended that a final draft of the strategic plan be presented for consideration at the October 26, 2017 Board meeting. A copy of the initial strategic plan draft is available in the permanent record.

#### **Motion 17.09-95**

Moved by Ms. Carol Graebner, seconded by Dr. Kimberly Monday, and unanimously passed that the Board approve agenda item VI.B., subject to the amendment that the proposal to consolidate the Joint Conference and Performance Improvement & Patient Safety Committees be deferred for consideration at a later time.

#### **B. Review, Discussion, and Possible Action Regarding the Harris Health System Board of Trustees' Committee Structure**

Ms. Clutterbuck led the discussion regarding the Harris Health System Board of Trustees' committee structure. She explained that restructuring the committees will enable the Board to streamline its review process and serve to guide the Board toward focusing on strategic topics. Ms. Carolyn Truesdell and Ms. Stiner inquired regarding which committee will adopt the duties of the Post-Retirement Benefits Committee. Mr. Michael Norby, Executive Vice President and Chief Financial Officer, suggested that either the Budget & Finance Committee or the Planning & Operations Oversight Committee will assume those duties. Ms. Clutterbuck recommended that post-retirement benefits be included in the Planning & Operations Oversight Committee along with all other human resources considerations. She stated that the Board Bylaws will be updated to include a listing of all the committees and the purpose of each one. Ms. Nicole Streeter, Vice President and Chief Governance Officer, stated that any issues that were previously addressed by the Legislative Committee will be included in the Board meeting strategic discussions. Dr. Ewan Johnson inquired regarding the proposal to consolidate the Joint Conference Committee and the Performance Improvement & Patient Safety (PI/PS) Committee. Ms. Carol Graebner explained that consolidating the Joint Conference and PI/PS Committees would increase the Board's efficiency because the two committees seem to overlap in many of their duties. Dr. Parikshet Babber, Executive Vice President and Chief Medical Officer, stated that the Joint Conference Committee should remain as a stand-alone committee because it serves as a designated arena in which the medical staff can express its views and activities to the Board. He expressed concern that combining the Joint Conference and PI/PS Committees will send the message that quality and patient safety are the sole responsibilities of the physicians. Dr. Babber explained that every employee of Harris Health is responsible for quality and patient safety and that all stakeholders should be represented if the committees are consolidated. He also stated that Harris Health may lose focus and momentum regarding the level of excellence the organization achieved in quality care over the last two (2) years if the committees are combined. Significant discussion ensued. Ms. Stiner recommended that the Board defer its decision regarding consolidation of the Joint Conference and PI/PS Committees and the membership composition of the Joint Conference Committee until the Board receives further input at a later time.

## **C. PILLAR 1: FINANCIAL STABILITY**

### **1. Harris Health System Legislative Initiatives**

- a. Update, Discussion and Possible Action Regarding Activities in Austin Relating to Legislative/Regulatory Issues Impacting Harris Health System, the 85<sup>th</sup> Legislative Session, and the Harris Health System Legislative Platform.

Mr. R. King Hiller, Vice President, Public Policy and Government Relations, led the discussion regarding activities in Austin relating to legislative/regulatory issues impacting Harris Health System. He reported that the Texas legislature ended its special session in August 2017 without passing property tax reform measures.

- b. Update, Discussion and Possible Action Regarding Pending Federal Legislative and Policy Issues Affecting Harris Health System.

Mr. Hillier led the discussion regarding pending federal legislative and policy issues affecting Harris Health System. He stated that U.S. Congressman Michael McCaul's office collaborated with Harris Health to bring Federal Emergency Management Agency representatives to the Houston area to assist Harris Health employees with filing claims following Hurricane Harvey. Mr. Hiller expressed gratitude to U.S. Congressman John Culberson's office for spearheading a Congressional delegation letter to delay the \$2B reduction in Medicaid Disproportionate Share Hospital (DSH) funds that were originally scheduled to go into effect October 1, 2017 under the Affordable Care Act.

### **2. Budget & Finance Committee Agenda Items**

#### **Motion 17.09-96**

Moved by Ms. Anne Clutterbuck, seconded by Dr. Kimberly Monday, and unanimously passed that the Board approve agenda item VI.C.2.a.

- a. Approval for Allscripts Healthcare Solutions, Inc. f/k/a Allscripts Corporation to Provide a Financial Decision Support Software Module and Implementation in the Estimated Amount of \$1,697,877 for a One-Year Initial Term with Continuous One-Year Renewal Options.

#### **Motion 17.09-97**

Moved by Ms. Anne Clutterbuck, seconded by Carol Graebner, and unanimously passed that the Board approve agenda item VI.C.2.b.

- b. Acceptance of the Harris Health System July 2017 Financial Report Subject to Audit.

Mr. Norby presented the Harris Health System July 2017 Financial Report Subject to Audit. He stated that the State of Texas issued Harris Health \$1M in DSH revenue that remained from previous years. Mr. Norby reported that revenue totaled \$131M for the month, which was \$3M greater than budget, and that expenses totaled \$116.4M

for the month, which were \$0.6M greater than budget. A copy of the report is available in the permanent record.

**Motion 17.09-98**

Moved by Ms. Elena Marks, seconded by Ms. Carol Graebner, and unanimously passed that the Board approve agenda item VI.C.2.c.

- c. Approval of the First Amendment to the Facilities and Management Services Agreement Between the Harris County Hospital District and Harris County Clinical Services.

Mr. Michael Norby presented the First Amendment to the Facilities and Management Services Agreement Between Harris Health and Harris County Clinical Services (HCCS). He stated that HCCS and Affiliated Medical Services (AMS) decided to temporarily reduce the notice period for assignment of their Base Agreement from thirty (30) days to seven (7) days due to the uncertainty surrounding the Medicaid 1115 Waiver extension. Mr. Norby explained that this amendment will bring the Harris Health Management Services Agreement into alignment with HCCS and AMS's decision. A copy of the First Amendment is available in the permanent record.

- d. Presentation of the Second Quarter 2017 Financial Statements of Community Health Choice, Inc.
- e. Presentation of the Second Quarter 2017 Financial Statements of Community Health Choice Texas, Inc.

Mr. Kenneth Janda, President and Chief Executive Officer, Community Health Choice, Inc. (CHC, Inc.), presented the Second Quarter 2017 financial statements of CHC, Inc. and Community Health Choice Texas, Inc. (CHCT, Inc.). He reported that CHC, Inc. will not achieve its original \$17M budget estimate but it is on target to maintain a breakeven budget for the remainder of the year. CHC, Inc. built cost-saving initiatives into their budget but those initiatives did not go into effect until May 2017. Medical claims were \$70M greater than budget due to an increase in CHC, Inc.'s membership and an increase in enrollments in the Health Insurance Marketplace. The 2017 claims also include \$7M in claims from 2016 that were paid after the 2016 financials were closed. Pharmacy costs experienced a \$9M variance year-to-date as a result of more patients taking medications to treat chronic conditions and the pharmaceutical companies increasing the prices of generic and brand-name medications. Dr. Ewan Johnson inquired whether CHC, Inc. is able to mitigate some of the costs related to high drug prices. Mr. Janda stated that he plans to implement a community rewards program to incentivize participants to consider alternatives to high-cost maintenance medications. Copies of the financial statements are in the permanent record.

**Motion 17.09-99**

Moved by Ms. Anne Clutterbuck, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda items VI.C.2.f. and VI.C.2.g.

- f. Approval to Amend Article I(g) (Powers Reserved to the District); Article III (Board of Directors), Section V (Open Meetings); and Article III, Section XII(e) (Conflict of Interest) of the Amended and Restated Bylaws of Community Health Choice, Inc. and Policy Regarding Board of Directors Meetings.
- g. Approval to Amend Article I(g) (Powers Reserved to the District); Article III (Board of Directors), Section V (Open Meetings); and Article III, Section XII(e) (Conflict of Interest) of the Amended and Restated Bylaws of Community Health Choice Texas, Inc. and Policy Regarding Board of Directors Meetings.

**Motion 17.09-100**

Moved by Dr. Kimberly Monday, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item VI.C.2.h.

- h. Approval to Appoint Stephen L. McKernan, BS Pharmacy, ND, DO, to the Board of Directors of Community Health Choice, Inc. and Community Health Choice Texas, Inc. (Collectively, "Community").

**D. PILLAR 2: OUR PATIENTS**

**1. Review and Discussion Regarding the Harris Health System Executive Quality Summary and Scorecard.**

Dr. Babber presented the Harris Health System Executive Quality Summary and Scorecard. He stated that Harris Health reported no fallouts regarding survey of patient experience metrics, clinical care outcomes, or readmissions rates for June 2017. Dr. Babber noted that metrics regarding hospital-acquired conditions (HACs) and hospital-acquired infections (HAIs) need improvement and that his team is conducting deeper dives to ensure that best practices are utilized and standardized to combat HACs and HAIs. Finally, Dr. Babber commended Dr. Michael Gardner, Executive Vice President and Administrator, ACS, and Dr. Mohammad Zare, Chief of Staff, ACS, for the high patient satisfaction survey scores that ACS reported on its June 2017 scorecard. A copy of the scorecard is available in the permanent record.

**E. PILLAR 3: OUR FAMILY**

**1. Planning & Operations Oversight Committee Agenda Item**

**Motion 17.09-101**

Moved by Ms. Carolyn Truesdell, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item VI.E.1.a.

- a. Approval to Ratify the First Amendment to the Salary Reimbursement Agreement Between the Harris County Hospital District d/b/a Harris Health System and The University of Texas MD Anderson Cancer Center in the Total Amount of \$87,360 for Patient Navigators to Provide Breast Cancer Education Services.

## 2. Joint Conference Agenda Items

### Motion 17.09-102

Moved by Dr. Kimberly Monday, seconded by Ms. Carolyn Truesdell, and unanimously passed that the Board approve agenda item VI.E.2.a.

- a. Acceptance of the Medical Executive Board Report for July 2017.

Dr. David Robinson, Chair, Medical Executive Board, presented the Medical Executive Board (MEB) Report for July 2017. He stated that a primary goal of the MEB is to improve patient care through community outreach initiatives rather than the traditional model of waiting for patients to come to the hospitals and that the Board of Trustees will see the implementation of these initiatives in the future. Dr. Robinson reported that sepsis protocols were implemented in Epic to identify patients who arrive at the emergency rooms exhibiting symptoms of sepsis and to automatically notify the physicians of the patients' conditions so that these patients may receive proper treatment in a timely manner. A copy of the report is available in the permanent record.

### Motion 17.09-103

Moved by Ms. Carolyn Truesdell, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item VI.E.2.b.

- b. Approval Regarding the Credentialing Changes for Members of the Harris Health System Medical Staff (August 2017).

Dr. Robinson presented the August 2017 credentialing changes for members of the Harris Health System medical staff. He reported that there were thirty-eight (38) initial applications, ninety-eight (98) reappointments, no resignations, and eleven (11) change/add privileges. A copy of the report is available in the permanent record.

## 3. Miscellaneous Agenda Item

- a. Review and Discussion of the Staffing Advisory Committee's Semi-Annual Evaluation of the Nurse Staffing Plan and Aggregate Staffing Variance.

Dr. Matthew Schlueter, Chief Nursing Officer, BTH and Quentin Mease; Ms. Monica Manthey, Staffing Advisory Committee Co-Chair, BTH and Quentin Mease; Dr. Derek Curtis, Chief Nursing Officer, LBJ; Ms. Thy Bui, Staffing Advisory Committee Co-Chair, LBJ; Ms. Pamela Russell, Staffing Advisory Committee Associate Administrator and Executive Sponsor; and Ms. Fallon Wylie, Nursing Program Director and Staffing Advisory Committee Facilitator, presented the Staffing Advisory Committee's Semi-Annual Evaluation of the Nurse Staffing Plan and Aggregate Staffing Variance. Ms. Russell stated that the Texas Health

and Safety Code requires hospitals where 60% of the registered nurses (RNs) spend at least 50% of their time conducting direct patient care to have staffing advisory committees. She delivered an overview of how the staffing plans are developed, who comprises the staffing advisory committee memberships, and the required elements of the staffing plans. Ms. Manthey reported that 76% of the staffing committee members responded to the BTH/Quentin Mease evaluation and that 95% of those respondents agreed with the staffing plan. She stated that 35% of the direct-care RNs responded and that 80% of those respondents agreed with the staffing plan. Dr. Curtis reported that 90% of the staffing committee members responded to the LBJ evaluation and that 66% of those respondents agreed with the staffing plan. He stated that 48% of the direct-care RNs responded and that 75% of those respondents agreed with the staffing plan. The evaluations for BTH and LBJ demonstrated that the highest level of disagreement at both pavilions occurred regarding the adequacy of staffing and the nursing characteristics that are considered within the staffing plans. A copy of the evaluation is available in the permanent record.

## **VII. Executive Session**

At 12:14 p.m., Ms. Clutterbuck stated that the Board would enter into Executive Session under Texas Health & Safety Code §161.032, Texas Occupations Code Ann. §160.007, Texas Gov't Code Ann. §418.183, Texas Gov't Code Ann. §551.074, Texas Gov't Code Ann. §551.071, and Texas Gov't Code §551.085.

## **VIII. Reconvene**

At 1:45 p.m., Ms. Clutterbuck reconvened the meeting and stated that no action was taken in Executive Session.

- A. Report by the Senior Vice President of Corporate Compliance 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 §161.032 of the Texas Health & Safety Code, and Possible Action Upon Return to Open Session.

No action was taken.

- B. Report by the Chief Medical Officer Regarding Quality of Medical and Health Care, pursuant to Texas Health & Safety Code Ann. §161.032 and Texas Occupations Code Ann. §160.007 to Receive Peer Review and/or Medical Committee Report in connection with the Evaluation of the Quality of Medical and Health Care Services, and Possible Action Upon Return to Open Session.

No action was taken.



- C. Discussion Regarding Harris Health System's Information Security Program, Pursuant to Texas Gov't Code Ann. §418.183 and Texas Gov't Code Ann. §551.074, and Possible Action Regarding This Matter Upon Return to Open Session.

No action was taken.

- D. Consultation with the County Attorney Regarding Contemplated Litigation, Pursuant to Texas Gov't Code Ann. §551.071, and Possible Action Regarding This Matter Upon Return to Open Session.

**Motion 17.09-104**

Moved by Ms. Carolyn Truesdell, seconded by Ms. Carol Graebner, and unanimously passed that the Board approve agenda item VII.D.

The Harris County Hospital District d/b/a Harris Health System ("Harris Health"), by and through its Board of Trustees, approves the filing and/or joinder in a lawsuit by Community Health Choice, Inc. (Community) regarding payments to Community under the Accountable Care Act Risk Corridors Program.

- E. Discussion Regarding Strategies to Improve and Maximize Financial Performance and Budget Projections Under Provider Agreements, Network Relationships, and Other Strategic Means or Additional Lines of Business for Community Health Choice, Inc., Pursuant to Texas Gov't Code §551.085.

No action was taken.

**IX. Adjournment**

Moved by Ms. Elena Marks, seconded by Dr. Ewan Johnson, and unanimously accepted to adjourn the meeting.


There being no further business, the meeting adjourned at 1:46 p.m.

I certify that the foregoing are the Minutes of the meeting of the Board of Trustees of the Harris County Hospital District d/b/a Harris Health System held at the Administration Building in Houston, Texas on September 14, 2017.

Respectfully submitted,



Ms. Anne Clutterbuck, Chair  
Board of Trustees



Ms. Daisy Stiner, Secretary  
Board of Trustees

Recorded by Kenya Shields