

HARRIS HEALTH SYSTEM

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MINUTES OF THE BOARD OF TRUSTEES MEETING

Thursday, February 22, 2018

Board Room – Administration Building

Members Present:

Ms. Anne Clutterbuck, Chair
Mr. Lawrence Finder (11:20 a.m. departure)
Ms. Carol Graebner
Dr. Ewan Johnson
Ms. Elena Marks (12:00 p.m. departure)
Ms. Linda Morales
Ms. Carolyn Truesdell

Members Absent:

Dr. Kimberly Monday, Vice Chair
Ms. Daisy Stiner, Secretary

Others Present:

Mr. George Masi, President & Chief Executive Officer
Dr. Ericka Brown, Senior Executive Vice President & Chief Operating 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. Nathan Deal, Executive Vice President & Administrator, Ben Taub Hospital
Dr. Jennifer Small, Interim Executive Vice President & Administrator, Ambulatory Care Services
Dr. Alan Vierling, Executive Vice President & Administrator, Lyndon B. Johnson Hospital
Dr. Jose Garcia, General Director, Affiliated Medical Services
Dr. David Robinson, Chair, Medical Executive Board
Dr. Kenneth Mattox, Chief of Staff, Ben Taub Hospital
Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital
Dr. Mohammad Zare, Chief of Staff, Ambulatory Care Services
Ms. Nicole Streeter, Vice President, Chief Governance Officer
Ms. Mercedes Leal, Attorney, Harris County Attorney's Office
Mr. DeWight Dopslauf, Purchasing Agent, Harris County Purchasing
Ms. Peggy Boice, Harris County Judge Ed Emmett's Office
Ms. Carole Lamont, Commissioner Steve Radack's Office
Mr. Paul Shanklin, Commissioner Jack Cagle's Office
Ms. Amber Weed, Commissioner Ellis's Office (9:10 a.m. arrival)
Mr. August Williams, Commissioner Jack Morman'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 18.02-15

Moved by Ms. Linda Morales, seconded by Ms. Carolyn Truesdell, and unanimously passed that the Board approve the minutes of the December 15, 2017 Board meeting, the January 11, 2018 Special Called Board meeting, and the January 25, 2018 Board meeting, subject to the following corrections and revisions:

January 25, 2018 Board Meeting Minutes:

- Section V.: The sentence “Ms. Clutterbuck opened the public hearing” was omitted.
- Section IX.D.1.: Motion 18.01-11 was revised to read, “Moved by Ms. Carol Graebner, seconded by Ms. Carolyn Truesdell, to approve ratification of agenda item IX.D.1. The motion for agenda item IX.D.1. failed to pass by the following vote: four (4) opposed; three (3) in favor; one (1) abstained; one (1) absent.”

III. Announcements / Special Presentations

A. **Special Recognition** – Mr. Omar Reid, Senior Vice President of Human Resources, recognized Harris Health’s receipt of the American Heart Association’s (AHA’s) Workplace Health “Gold Level” Recognition. He commended the Harris Health Wellness Team regarding their provision of a robust wellness program for Harris Health’s employees. Mr. Reid stated that Harris Health achieved the AHA Gold Level Recognition due to the effectiveness of its wellness program and the overall heart health of its employees. Ms. Heidi McPherson, Senior Community Health Director, AHA, stated that the AHA Workplace Health Achievement Index exceeds industry standards for workplace wellness, and she congratulated Harris Health for being selected as one (1) of three (3) companies in Houston that met the Gold Level metrics. Additionally, Mr. Reid stated that Harris Health was included among the list of the nation’s healthiest employers in the 100th anniversary issue of *Forbes* magazine.

IV. Hear from Citizens

No citizens were present to speak.

V. Election of Officers

Motion 18.02-16

Moved by Ms. Carolyn Truesdell, seconded by Dr. Ewan Johnson, and unanimously passed that the Board elect the following members as Board officers: Ms. Anne Clutterbuck, Chair; Dr. Kimberly Monday, Vice Chair; and Ms. Linda Morales, Secretary.

Mr. Lawrence Finder led the discussion regarding the slate of officers for the Board of Trustees of the Harris County Hospital District d/b/a Harris Health System. He stated that

the nominating committee recommended the following members to hold Board offices: 1) Ms. Anne Clutterbuck as Chair, 2) Dr. Kimberly Monday as Vice Chair, and 3) Ms. Linda Morales as Secretary. Mr. Finder noted that a meeting of the nomination committee was held February 12, 2018 and that the committee recommended the slate listed above. He opened the floor for additional nominations, if any. There were none.

VI. Consent Agenda Items

A. Recommended Committee Approvals

Motion 18.02-17

Moved by Ms. Carolyn Truesdell, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda items VI.A(1)a. through VI.A.16. Mr. Finder recused from agenda item VI.A.9. and the following purchasing items: A(1)a., A(1)b., A(1)c., A(1)d., A(1)e., A(1)f., A(1)g., A(1)h., A(1)i., A(1)j., A(1)k., A(1)l., A(1)n., A(1)p., A(1)q., A(1)s., A(1)t., A(1)u., A(1)v., A(1)aa., A(1)bb., A(1)cc., A(1)ee., A(1)ff., and A(1)gg.

1. Consideration of Purchasing Recommendations Requiring Board Approval (Items A(1)a. through A(1)ii.)
 - a. approve purchase on the basis of best contract for Hologic, Inc. [PP-IM-295] to provide diagnostic imaging equipment in the amount of \$420,000 (Breast and Cervical Cancer Services Grant Funds).
 - b. approve the first of four (4) renewal options for Stryker Sales Corporation through Stryker Endoscopy Division to provide maintenance and repair services for endoscopy equipment in the estimated amount of \$203,405 for the term March 2, 2018 through March 1, 2019.
 - c. approve the fourth and final renewal option for Dräger Medical Inc. to provide preventative maintenance and repair service for Dräger anesthesia equipment in the estimated amount of \$161,498 for the term April 1, 2018 through March 31, 2019.
 - d. approve the fourth and final renewal option for Ricoh USA, Inc. [DIR-TSO-3041] to provide photocopier/scanner lease and services in the estimated amount of \$630,725 for the term March 1, 2018 through February 28, 2019.
 - e. approve the third of four (4) renewal options for Ricoh USA, Inc. [DIR-TSO-3041] to provide copy center services in the estimated amount of \$267,885 for the term March 12, 2018 through March 11, 2019.
 - f. approve first-year funding on the basis of best contracts for ICU Medical Sales, Inc. [PP-NS-1045] – Option 2 (Item 23) (\$3,166); Arrow International Inc. [PP-NS-1043] – Option 1 (Items 1-6) (\$110,829); Edwards Lifesciences LLC [PP-NS-1046] – Option 1 (Items 7-22) (\$293,752) to provide hemodynamic monitoring products and accessories in the estimated multi-vendor amount of \$407,747 for the term July 1, 2017 through June 30, 2018.
 - g. approve first-year funding on the basis of best contract for Bayer HealthCare LLC [PP-IM-367] to provide contrast media injectors and disposables in the estimated amount of \$405,106 for the term January 1, 2018 through December 31, 2018.

- h. approve first-year funding on the basis of best contracts for Olympus America Inc. [PP-OR-1456] (\$7,133 – Items 112-119) and Boston Scientific Corporation [PP-OR-1454] (\$388,648 – Items 1-69) to provide specialty urological products in the estimated multi-vendor amount of \$395,781 for the term January 1, 2018 through December 31, 2018.
- i. ratify the second of four (4) renewal options for Praxair Healthcare Services, Inc. [PP-MM-607, PP-MM-610] to provide bulk liquid oxygen, tanks, and various gases in the estimated amount of \$287,356 for the term February 16, 2018 through February 15, 2019.
- j. approve second-year funding for the GPO contracts for Medline Industries Inc. [PP-NS-1017] (\$46,078), 3M Company [PP-NS-1013] (\$58,676), and ConvaTec Inc. [PP-NS-1015] (\$88,234) to provide skin cleansers, barriers, and lotion products in the estimated multi-vendor amount of \$192,988 for the term April 1, 2018 through March 31, 2019.
- k. approve first-year funding on the basis of single-source ASCEND contract for Covidien Sales LLC [AS-NS-1082] through Cardinal Health to provide electrocardiology electrodes, cables, lead wires, and defibrillator pads in the estimated amount of \$186,204 for the term October 1, 2017 through September 30, 2018.
- l. approve the second of four (4) renewal options for Luby's Fuddruckers Restaurants, LLC to provide food services in the estimated amount of \$1,290,551 for the term March 7, 2018 through March 6, 2019.
- m. approve purchase on the basis of sole source for Ben E. Keith Co. to provide proprietary food and associated products in the estimated amount of \$225,940 for the term March 1, 2018 through February 28, 2019.
- n. approve purchase for Baxalta [PPPH17BAX02]; Baxter Healthcare Corporation [PPPH17BAX06]; Bio Products Laboratory [PPPH17BPL01]; Biotest Pharmaceuticals Corporation [PPPH17BTP01]; CSL Behring LLC [PPPH17ARM01]; Grifols USA LLC [PPPH18GRIO1]; Kedrion [PPPH17KBP01]; Octapharma USA Inc. [PPPH17OCT01]; and SAOL Therapeutics [PPPH17ADD01] to provide a plasma and recombinant products distribution program – immune globulin intravenous (IGIV) and albumin in the estimated multi-vendor amount of \$3,000,000 for the term January 1, 2018 through December 31, 2018.
- o. approve the fourth and final renewal option for Acute Medical Services LLC (Primary Vendor) (\$750,000) and Best Care EMS Ltd. (Secondary Vendor) (\$250,000) to provide ambulance services in the estimated multi-vendor amount of \$1,000,000 for the term April 1, 2018 through March 31, 2019.
- p. approve the fourth and final renewal option for Beckman Coulter, Inc. [PP-LA-349] to provide urinalysis analyzers, reagents, consumables, and service in the estimated amount of \$241,415 for the term March 27, 2018 through March 26, 2019.
- q. approve award on the basis of lowest-priced proposal for Haemonetics Corporation to provide a whole blood hemostasis testing system, including analyzer(s), reagents, controls, supplies, and service in the estimated amount of \$269,936 for a one-year initial term with four (4) one-year renewal options.
- r. approve the first of four (4) renewal options for Caring Commercial Cleaning Inc. to provide janitorial services in the estimated amount of \$237,111 for the term April 1, 2018 through March 31, 2019.

- s. approve award on the basis of best proposals meeting requirements for B.E. Smith, Inc.; Coker Group Holdings, LLC; Kaye/Bassman International Corporation; Kirby Partners; Korn Ferry International; Merritt Hawkins /MillicanSolutions; Recruiting Source International, LLC; The Royster Group; and THMED Executive Search to provide executive recruitment services in the estimated multi-vendor amount of \$500,000 for a one-year initial term with four (4) one-year renewal options.
- t. approve the first of six (6) renewal options for OptumRx, Inc. (Pharmacy Benefit Manager Services) (\$132,771) and Cigna Health and Life Insurance Company and Cigna Onsite Health, LLC (Group Medical and Stop Loss Coverage) (\$5,203,327) to provide employee and retiree medical and pharmacy benefits and stop loss for catastrophic claims in the estimated multi-vendor amount of \$5,336,098 for the term March 1, 2018 through February 28, 2019.
- u. approve the second of four (4) renewal options for Metropolitan Life Insurance Company to provide dental health maintenance organization and dental preferred provider organization insurance in the estimated amount of \$5,216,367 for the term March 1, 2018 through February 28, 2019.
- v. approve the second of four (4) renewal options for Reliance Standard Life Insurance Company through Insurance Point, a division of Gallagher Benefit Services, Inc., to provide basic and voluntary life and accidental death and dismemberment insurance in the estimated amount of \$2,149,355 for the term March 1, 2018 through February 28, 2019.
- w. approve the second of four (4) renewal options for Davis Vision, Inc. to provide vision insurance in the estimated amount of \$896,268 for the term March 1, 2018 through February 28, 2019.
- x. approve award on the basis of lowest-priced proposal for Care.com, Inc. to provide back-up child care and eldercare services in the estimated amount of \$136,768 for a one-year initial term with four (4) one-year renewal options.
- y. approve the fourth and final renewal option for Hinda, Inc. to provide a comprehensive employee service recognition and rewards program in the estimated amount of \$415,000 for the term March 11, 2018 through March 10, 2019.
- z. approve The University of Texas Health Science Center at Houston (Department of General Medicine) to provide primary medical care services to eligible HIV-infected patients in the Ryan White Grant Funds amount of \$490,172 for the term March 1, 2018 through February 28, 2019.
- aa. approve additional (budgeted) funds and an extension for Computer Task Group, Inc.; Elite Computer Consultants, L.P. d/b/a ECOM; General DataTech, L.P.; and Protiviti, Inc. to provide information technology consulting/contracting services in the additional estimated multi-vendor amount of \$2,046,853 for the extended term March 1, 2018 through August 31, 2018 or until a new Agreement is in place (Board previously approved funds in the amount of \$6,956,069 for the term March 1, 2017 through February 28, 2018).
- bb. approve purchase on the basis of low quote for Oracle America, Inc. [DIR-TSO-2539] to provide Exadata integrated database hardware, software, services, and support in the estimated amount of \$1,415,692.

- cc. approve purchase on the basis of sole source for Oracle America, Inc. to provide an unlimited license agreement for Oracle Database software products in the estimated amount of \$1,270,752.
 - dd. approve purchase on the basis of low quote for Infor (US), Inc. [GS-35F-0265X] to provide interface engine software, services, maintenance, and training in the estimated amount of \$977,475 for a one-year initial term with four (4) one-year renewal options.
 - ee. approve purchase on the basis of product standardization for Dell Marketing, L.P. [DIR-TSO-3763] to provide Dell IT equipment in the estimated amount of \$800,000 for the term January 10, 2018 through January 10, 2019.
 - ff. approve purchase on the basis of sole source for Epic Systems Corporation to provide licenses and maintenance for EpicCare Ambulatory in the estimated amount of \$537,210.
 - gg. approve purchase on the basis of lowest-priced contract for CDW Government LLC [PP-IT-163] to provide mobile computing carts in the estimated amount of \$324,519.
 - hh. approve purchase on the basis of only quote for Carahsoft Technology Corporation [GS-35F-0119Y] to provide SAP BusinessObjects software maintenance and support in the estimated amount of \$217,959 for the term March 16, 2018 through March 15, 2019.
 - ii. approve purchase on the basis of only quote for Set Solutions, Inc. [Choice Partners #15/006MP-19] to provide a user and entity behavior analytics solution in the estimated amount of \$106,067 for a one-year initial term with two (2) one-year renewal options.
2. Acceptance of the Harris Health System Fourth Quarter CY2017 Pension Plan Report.
 3. Approval of the Harris Health System Investment Policy.
 4. Approval to Transfer Funds in an Amount Not to Exceed \$2,500,000 for Fiscal Year 2018 to the Harris County Engineering Department to Provide Architectural, Engineering, Construction Management, and Other Related Services Required for the Ben Taub Hospital Replacement of Main AHU (Phase I).
 5. Approval of an Agreement Between Harris County Hospital District d/b/a Harris Health System and Acclaim Energy Advisors, LLC for Energy Billing Analysis Services.
 6. Approval to Ratify the Transition of Qualified Domestic Relations Order (QDRO) Service Fees from Harris Health System to the Participants and the Administration of QDRO Services in the Harris County Hospital District 401k and Employees' Deferred Compensation Plans by Fidelity Investments, Effective January 1, 2018 Upon Execution of the 26th Amendment to the Fidelity Management Trust Company Agreement for the 401k Plan and Execution of the 11th Amendment to the Fidelity Management Trust Company Agreement for the 457(b) Plan.
 7. Approval of an Affiliation Agreement Between Harris County Hospital District d/b/a Harris Health System, Baylor College of Medicine, and Texas Woman's University (Master of Science in Nursing – Nurse Practitioner Program) – *Mr. Omar Reid*
 8. Approval of an Affiliation Agreement Between Harris County Hospital District d/b/a Harris Health System and the Lone Star College System on Behalf of Lone Star College – Tomball (Associate of Applied Science in Surgical Technology Program).
 9. Approval of an Affiliation Agreement Between Harris County Hospital District d/b/a

Harris Health System and the Houston Community College System – Coleman College for Health Services (Associate of Applied Science in Nuclear Medicine Program).

10. Approval to Ratify Renewal of a Grant Award From the United States Department of Health and Human Services Health Resources and Services Administration (HRSA) to Harris County Hospital District d/b/a Harris Health System in an Amount Not Less Than \$500,000, Funded Under the Ryan White HIV/AIDS Treatment Extension Act of 2009 Part C, to Provide Early Intervention Primary Medical Care to HIV-Positive Patients of Harris Health System for the Term January 1, 2018 Through December 31, 2018.
11. Approval to Ratify Renewal of a Grant Agreement in the Amount of \$290,208 Between Harris County Hospital District d/b/a Harris Health System and the City of Houston Health Department/Bureau of HIV/STD and Viral Hepatitis Prevention, Funded by the Centers for Disease Control and Prevention to Provide Routine HIV Testing at Harris Health System Medical Care and Treatment Facilities for the Term January 1, 2018 Through December 31, 2018.
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 by \$100,000 for a Total Amount of \$7,023,370, Funded Under the Ryan White HIV/AIDS Treatment Extension Act of 2009 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 Interlocal Agreement Between Harris County Hospital District d/b/a Harris Health System and Harris County Public Health in an Amount Not Less Than \$1,000,000, Funded Under the Ryan White HIV/AIDS Treatment Extension Act of 2009 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, 2018 Through February 28, 2019.
14. Approval to Renew a Facility Use Agreement Between Harris County Hospital District d/b/a Harris Health System and Houston Volunteer Lawyers to Provide Space at Thomas Street Health Center for Houston Volunteer Lawyers to Provide Legal Assistance and Consultation for HIV-Positive Patients for the Term March 1, 2018 Through February 28, 2021.
15. Approval of the Health Care for the Homeless Program 2018 Budget, as Required by the United States Department of Health and Human Services, Which Provides Funding to the Harris County Hospital District d/b/a Harris Health System to Provide Health Services to Persons Experiencing Homelessness Under Section 330(h) of the Public Health Service Act Health Care for the Homeless Program.
16. Acceptance of the Harris County Auditor's Fiscal Year 2019 Harris Health System Rolling Audit Plan.

{End of Consent Agenda}

VII. Strategic Discussion

A. Discussion Regarding Selected Goals From "The Bridge to 2020" Harris Health System Strategic Plan

Coordination of Care

1. Harris Health System Conceptual Discussion Regarding Coordination of Care

Mr. George Masi, President and Chief Executive Officer, led the discussion regarding coordination of care. He stated that Goal 5 of Harris Health's strategic plan is to design and implement a transformational model of care that is grounded in population health and sustained by wellness, prevention, disease management, and acute care intervention. Mr. Masi presented the following three (3) models of care: 1) a health system approach which ensures that health care services are coordinated through provider networks to reach eligible patients across the Harris County area; 2) a systems-based approach which focuses on coordinating health care based on a predominant health condition such as diabetes or hypertension; and 3) a social determinants approach in which health care is only one determinant of a healthy person, in addition to other social factors such as education, environment, and economic stability.

Mr. Masi stated that Harris Health must determine how and when to coordinate health care as one of the social determinants of health. To transition into this role, Harris Health must consider how to reallocate its resources, determine whether the social determinants approach is an implied mission or a specified mission, and develop a database management system to transfer patient information. Ms. Elena Marks stated that improving patients' health is different from ensuring the delivery of health care to patients and that Harris Health must be clear on those differences when determining the best approach to take. Ms. Jamie Mathis, Associate Administrator, Disease Management and Population Health, delivered an overview of the coordination initiatives that Harris Health currently has in place. Mr. Tim Tindle, Executive Vice President, Chief Information Officer, stated that electronic health records are evolving to incorporate social determinants such as housing, food, and transportation. He stated that the Epic System documents the social determinants that affect Harris Health's patients and that Epic includes a case management system that allows access to the records of other health care organizations in the community. Mr. Tindle reported that several databases exist which allow institutions to exchange information regarding resources that are relevant and available to meet patients' needs. Ms. Marks recommended that Harris Health consider the likelihood that other stakeholders within the community will utilize an additional database. Discussion ensued. Several Board members stated that the Board and the administration need additional time to fully understand the possible implications of care coordination to Harris Health and its patients before proceeding further. Ms. Clutterbuck requested that the Board receive a report that outlines Harris Health's current coordination initiatives, a list of the organizations that Harris Health may partner with to coordinate care, and the proposed costs of providing coordinated care. Mr. Masi announced that Harris Health is developing a coordination of care department to provide guidance regarding the coordination of health care delivery and social determinants. A copy of the coordination of care presentation is available in the permanent record.

2. Review and Discussion Regarding the Harris Health System Facility Infrastructure.

Mr. David Attard, Associate Administrator of Health System Planning, Construction, and Engineering, and Ms. Patricia Darnauer, Senior Vice President, Support Services,

led the discussion regarding Harris Health System facility infrastructure. Ms. Darnauer delivered an overview of five (5) Harris Health facilities that present either the greatest opportunities or the most significant challenges for Harris Health as the organization determines how to transform its health care delivery platform. A copy of the presentation is available in the permanent record.

The Danny Jackson Health Center currently houses a primary care clinic on the first floor and over 8,000 square feet of shelved space on the second floor. Harris Health completed purchase of the facility in January 2018. The Ambulatory Care Services (ACS) leadership is determining how to optimize the facility to meet the primary care and specialty care needs of patients in the northwest Harris County area. Harris Health is performing assessments to identify the specialty care services that are needed in that area so that the administration can formulate future recommendations to the Board.

The Riverside Dialysis Center lacks sufficient space to increase its patient load or for patient education. It operates four (4) shifts each day, which presents challenges to the Riverside staff and the patients who are scheduled for treatments during the evening or late night hours. Harris Health will continue to sustain the facility but alternate locations must be identified so that Riverside may expand its operations to reduce the number of shifts required and to include peritoneal dialysis patients.

The Thomas Street Health Center was determined to be nonviable as a modern clinical facility according to an HDR feasibility study. This facility presents serious risks due to its outdated heating, ventilation, and air-conditioning equipment and infrastructure. Additionally, Thomas Street does not have sufficient space for its patients or staff. Harris Health is limited regarding possible renovations because it leases the building from Harris County rather than owns it.

Quentin Mease Hospital also faces challenges due to its age and condition. Quentin Mease is currently underutilized, and HDR is conducting a feasibility study to determine whether Thomas Street, Riverside, or other services could be transferred there in the future. The results of the study may also be utilized to determine whether Quentin Mease would function best as an inpatient facility, a mixed-use facility, or an ambulatory facility.

The envelope recladding project for the Elvin Franklin, Jr. Administration Building was cancelled after it was discovered that the required costs to complete the project would double. Harris Health administration recommends that the building be vacated as the corporate headquarters. Since Harris Health owns the facility, the staff and functions which currently occupy the Elvin Franklin, Jr. Administration Building could be relocated elsewhere and the structure be redeveloped as a community center.

B. Review and Discussion Regarding the Harris Health System 2017 Medical Staff Engagement and Employee Engagement Survey Results

The Medical Staff Engagement Survey Results were **PULLED** and will be presented for discussion at the March 29, 2018 Board meeting.

Mr. Reid led the discussion regarding the 2017 Employee Engagement Survey results. He reported that Harris Health's survey response rate for 2017 was 75.2%, which represented the third consecutive year of increased employee participation and which significantly exceeded the National Research Corporation (NRC) benchmark of 60.3%. Mr. Reid stated that on a scale of 0 (worst) to 10 (best) as an overall place to work, 37.4% of respondents gave Harris Health a score of 9 or 10, which exceeded NRC's employee two-year average of 31.6%. In 2017, Harris Health focused on improving manager investment and peer relationships by implementing initiatives such as the Just and Accountable Culture Program, the Leadership Forum, and the system-wide Language of Caring training. Harris Health exceeded the NRC employee two-year average in the areas of commitment, job satisfaction, manager investment, and peer relationships. Respondents indicated that the two primary areas for improvement in 2018 are: 1) manager and supervisor communication, and 2) respect and professionalism. To improve communication among management in 2018, Harris Health will implement "Bridge to 2020" leadership training and transition from annual surveys to quarterly surveys. To increase respect and professionalism, Harris Health will focus on talent management, telecommuting, emergency childcare, and redesigning the New Employee Orientation program. A copy of the presentation is available in the permanent record.

C. Harris Health System Legislative Initiatives

1. Update, Discussion and Possible Action Regarding Activities in Austin Relating to Legislative/Regulatory Issues Impacting Harris Health System, the 85th 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.

2. 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 reported that the U.S. Congress passed a short-term bill on February 8, 2018, which will fund the federal government through March 23, 2018. Mr. Hillier explained that the bill did not include additional spending cuts to hospitals and other healthcare providers. He announced that he will travel with Dr. Ericka Brown, Senior Executive Vice President and Chief Operating Officer, Dr. Nathan Deal, Executive Vice President and Administrator, BTH, and Ms. Clutterbuck to Washington, D.C. next week to meet with legislators regarding the 340B Drug Discount Program and the Health Insurance Marketplace cost-sharing reductions. A copy of the report is available in the permanent record.

VIII. Board Review and Action Items

A. Joint Conference Committee Items

Motion 18.02-18

Moved by Dr. Ewan Johnson, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item VIII.A.1.

1. Acceptance of the Medical Executive Board Report for February 2018.

Dr. David Robinson, Chair, Medical Executive Board, presented the Medical Executive Board (MEB) Report for February 2018. A copy of the report is available in the permanent record.

Motion 18.02-19

Moved by Ms. Carolyn Truesdell, seconded by Ms. Carole Graebner, and unanimously passed that the Board approve agenda item VIII.A.2.

2. Approval Regarding the Credentialing Changes for Members of the Harris Health System Medical Staff (February 2018).

Dr. Robinson presented the February 2018 credentialing changes for the members of the Harris Health System medical staff. He reported that there were ten (10) initial appointments, twenty-eight (28) reappointments, fifty-three (53) resignations, and seven (7) change/add privileges. Dr. Robinson explained that most of the resignations resulted from physicians who remained credentialed but no longer practice at Harris Health. A copy of the report is available in the permanent record.

Ms. Marks requested that the MEB, Harris Health administration, and the Board provide her with recommendations for three (3) topics that the Joint Conference Committee should focus on in 2018. She made this request as a follow-up to the February 8th Joint Conference Committee discussion regarding ways in which the Committee meetings may be utilized to generate substantive discussions between the Board and medical staff.

B. Performance Improvement & Patient Safety Committee Items

Motion 18.02-20

Moved by Ms. Carolyn Truesdell, seconded by Ms. Carol Graebner, and unanimously passed that the Board approve agenda item VIII.B.1.

1. Approval of the Harris Health System 2018 Quality Manual.

Dr. Parikshet Babber, Executive Vice President and Chief Medical Officer, presented the Harris Health System 2018 Quality Manual. He explained that the Quality Manual establishes a systematic approach to quality and cultivates a culture of patient safety and continuous process improvement for Harris Health. Dr. Babber reported that Harris Health adopted the following six (6) criteria from the Institute of Medicine as guiding principles of quality care: 1) Safe, 2) Timely, 3) Effective, 4) Efficient, 5) Equitable, and 6) Patient-Centered. Additionally, he stated that the Quality Manual addresses the strategic goals and quality objectives that are included in the Harris Health "Bridge to 2020" Strategic Plan and outlines Harris Health's continuous process improvement models. A copy of the manual is available in the permanent record.

2. Discussion Regarding Updates from the Office of the Chief Medical Officer: Transforming Healthcare Together.

Dr. Babber stated that he will defer the discussion regarding this report until the March 29, 2018 Board meeting.

C. Budget & Finance Committee Items

Motion 18.02-21

Moved by Dr. Ewan Johnson, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item VIII.C.1.

1. Acceptance of the Harris Health System January 2018 Financial Report Subject to Audit.

Mr. Michael Norby, Executive Vice President, Chief Financial Officer, presented the Harris Health System January 2018 Financial Report. He reported that Harris Health experienced an \$8.7M positive variance in ad valorem tax revenue and a \$19M positive variance in Delivery System Reform Incentive Payment revenue in January 2018. Mr. Norby stated that the financial report reflects \$5M in Hurricane Harvey repair expenditures but that Harris Health will attempt to recover 90% of these costs through the Federal Emergency Management Agency. He reported that operating income for the month totaled \$52M, which was \$25M greater than budget. Mr. Norby estimated that Harris Health will achieve an operating margin of approximately 2% by the fiscal year-end. A copy of the report is available in the permanent record.

Motion 18.02-22

Moved by Ms. Anne Clutterbuck, seconded by Ms. Carol Graebner, and unanimously passed that the Board approve agenda items VIII.C.2. , VIII.C.4. and VIII.C.5.

2. Approval of Purchase for Pricewaterhouse Coopers Public Sector LLP to Provide Project Administration, Project Management, and Financial Services for Development and Implementation of Hurricane Restoration Projects for Harris County Hospital District d/b/a Harris Health System in the Estimated Amount of \$1,498,560.

Motion 18.02-23

Moved by Ms. Carol Graebner, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item VIII.C.3.

3. Approval of Award on the Basis of Low Bid for Westway Construction Services, LLC to Provide Renovations of Emergency Center Shock Trauma Rooms at Ben Taub Hospital in the Amount of \$1,013,708.
4. Approval of the Third of Four (4) Renewal Options for National Research Corporation to Provide Patient Satisfaction and CAHPS Surveys, and Employee and Medical Staff

Surveys in the Estimated Amount of \$881,238 for the Term March 26, 2018 Through March 25, 2019.

5. Approval of the Fiscal Year 2018 Budgets for Community Health Choice, Inc. and Community Health Choice Texas, Inc.

D. Planning & Operations Oversight Committee Item

Motion 18.02-24

Moved by Ms. Carolyn Truesdell, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item VIII.D.1.

1. Approval of a Grant Agreement In the Amount of \$100,000 Between Harris Health System and the Harris County Hospital District Foundation for the “LBJ Farm Project” (the Community Garden Project at Lyndon B. Johnson Hospital).

Dr. Alan Vierling, Executive Vice President and Administrator, LBJ, presented the recommendation to approve a grant agreement in the amount of \$100,000 between Harris Health System and the Harris County Hospital District Foundation for the “LBJ Farm Project.” He stated that this project will allow LBJ to maximize patient health outcomes and affect long-lasting change in the community. Dr. Vierling explained that the project will include a Prescriptions for Fresh Produce program, an outpatient rehab garden, LBJ employee garden plots, opportunities for community education, and the provision of fresh flowers to patients hospitalized at LBJ. A copy of the report is available in the permanent record.

IX. Executive Session (Agenda Item IX. was taken out of order)

At 9:14 a.m., Ms. Clutterbuck stated that the Board would enter into Executive Session under Texas Gov’t Code Ann. §551.074, Texas Gov’t Code Ann. §551.071, Texas Gov’t Code Ann. §551.085, Texas Health & Safety Code §161.032, and Texas Occupations Code Ann. §160.007.

X. Reconvene

At 11:09 a.m., Ms. Clutterbuck reconvened the meeting and stated that no action was taken in Executive Session.

- A. Discussion Regarding the Harris Health System Senior Vice President of Corporate Compliance, Pursuant to Texas Gov’t Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session.

No action was taken.

- B. Consultation with the County Attorney Regarding a Complaint Regarding a Patient’s Eligibility Status, Pursuant to Texas Gov’t Code §551.071, and Possible Action Regarding This Matter Upon Return to Open Session.

No action was taken.

- C. Discussion Regarding Financial Planning Information Related to the Negotiation Between the Harris County Hospital District d/b/a Harris Health System and Affiliated Medical Services for the Arrangement or Provision of Medical Services, Pursuant to Texas Gov't Code Ann. §551.085, and Possible Action Regarding This Matter Upon Return to Open Session.

No action was taken.

Motion 18.02-25

Moved by Ms. Carolyn Truesdell, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item IX.D. to expand Community Health Choice Texas, Inc.'s expansion of its Medicaid business line to include the STAR+PLUS Program.

- D. Review and 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.

- E. 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 Texas Health & Safety Code §161.032, and Possible Action Upon Return to Open Session.

No action was taken.

- F. Report by the Chief Medical Officer Regarding the 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.

XI. Adjournment

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

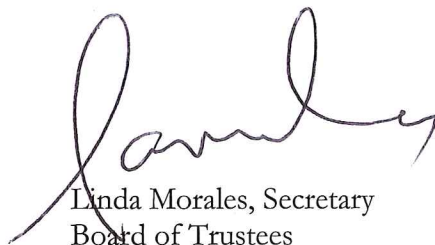
There being no further business, the meeting adjourned at 12:53 p.m.

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 February 22, 2018.

Respectfully submitted,



Anne Clutterbuck, Chair
Board of Trustees



Linda Morales, Secretary
Board of Trustees

Recorded by Kenya Shields