

HARRIS HEALTH SYSTEM

**HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES MEETING
Thursday, March 28, 2019
Board Room – Administration Building**

Members Present:

Ms. Anne Clutterbuck, Chair
Dr. Kimberly Monday, Vice Chair
Ms. Linda Morales, Secretary
Dr. Arthur Bracey
Dr. Ewan Johnson
Ms. Elena Marks
Mr. Art Morales
Ms. Alicia Reyes

Members Absent:

Mr. Lawrence Finder

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. Nathan Deal, Executive Vice President & Administrator, Ben Taub Hospital
Dr. Glorimar Medina-Rivera, Executive Vice President & Administrator, Ambulatory Care Services
Mr. Tim Tindle, Executive Vice President & Chief Information Officer
Mr. Brian Maude, Chief Financial Officer, Community Health Choice
Mr. Omar Reid, Senior Vice President, Human Resources
Mr. Michael Hill, Senior Vice President, Chief Business Development and Strategy Officer
Ms. Karen Tseng, Senior Vice President, Population Health Transformation
Ms. Patricia Darnauer, Senior Vice President, Support Services
Dr. Yvonne Chu, General Director, Affiliated Medical Services
Dr. Joseph Garcia - Prats, 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
Mr. Jeffrey Vinson, Vice President & Chief Information Security Officer
Dr. Michael Nnadi, Vice President & Chief Pharmacy Officer
Dr. Jennifer Small, Vice President & Associate Administrator, Ambulatory Care Services
Ms. Nicole Streeter, Vice President, Chief Governance Officer
Ms. Sara Thomas, Managing Attorney, Harris County Attorney's Office
Mr. DeWight Dopslauf, Purchasing Agent, Harris County Purchasing
Ms. Peggy Boice, Harris County Judge Lina Hidalgo's Office
Mr. Paul Shanklin, Commissioner Jack Cagle's Office
Ms. Amber Weed, Commissioner Rodney Ellis's Office
Ms. Andrea Elizondo, Commissioner Adrian Garcia'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 9:00 a.m., and noted that a quorum was present. The attendance was recorded.

II. Approval of the Minutes of Previous Meeting

Motion 19.03-22

Moved by Ms. Linda Morales, seconded by Mr. Art Morales, and unanimously passed that the Board approve the minutes of the February 28, 2019 Board of Trustees meeting, subject to the following corrections and revisions:

February 28, 2019 Board Meeting Minutes

- Mrs. Peggy's Boice's title was revised from "Harris County Judge Ed Emmett's Office" to "Harris County Judge Lina Hidalgo's Office."

III. Announcements / Special Presentations

A. Special Presentation – Mr. Tim Tindle, Executive Vice President and Chief Information Officer, recognized Harris Health's receipt of an Epic Charitable Fund Safety Net Grant from Fidelity Charitable. Mr. Tindle stated that Harris Health was awarded a safety net grant in the amount \$355,000 for demonstrating advanced utilization of the Epic system to improve the care of patients most in need.

B. Special Recognition – Mr. George Masi, President & Chief Executive Officer, recognized Mr. Tim Tindle for fifteen (15) years of service with Harris Health System. Mr. Masi expressed his gratitude and appreciation for Mr. Tindle's dedication and commitment in information technology excellence.

Dr. Ericka Brown, Senior Executive Vice President & Chief Operating Officer, recognized Harris Health staff for providing exceptional patient care to the residents of Deer Park and Galena Park, Texas who were affected by the ITC chemical plant explosion on March 17, 2019. Dr. Brown reported that in collaboration with Harris County Public Health (HCPH), staff received approximately 2,000 Ask My Nurse calls, transported thirty (30) emergency medical services patients to various urgent care centers, and served over 700 patients alongside its physician partners The University of Texas Science Center at Houston (UT Health – Houston) and Baylor College of Medicine (BCM).

C. Board Member Announcements regarding Board member advocacy and community engagement.

There were no Board member announcements.

IV. Hear from Citizens

Ms. Cynthia Cole, Executive Director, Local #1550 – AFSCME, American Federation of State, County, and Municipal Employees, addressed Harris Health employees' concerns with the safety and security of the parking lots at Thomas Street and Casa de Amigos Health Centers. She stated that several employees provided her with photographs of potentially unsafe conditions and she urged the Board to provide safeguards to ensure that employees feel protected. Ms. Clutterbuck recommended that Ms. Cole speak with Mr. Omar Reid, Senior Vice President, Human Resources, and an update will be provided to the Board.

Mr. Jaison Cherian, registered pharmacy technician, requested to speak to the Board regarding his experience in the active shooter incident that occurred in the Ben Taub Hospital (BTH) outpatient pharmacy. He stated that he was unable to return to work for eight (8) months due to the stress of the traumatic incident. He explained that it was very painful for him to return to BTH and that he was eventually granted a direct transfer. He stated that during the time he was out of work, he filed short-term disability and workman's compensation claims; however, the claims were denied. Mr. Cherian urged the Board to consider the impact of the trauma he experienced and he requested assistance from Harris Health in pursuit of early retirement.

V. Consent Agenda Items

A. Recommended Committee Approvals

Motion 19.03-23

Moved by Ms. Linda Morales, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda items V.A(1)a. through V.A.3. and V.A.6. through V.A.10. Dr. Arthur Bracey recused from agenda items A(1)r., A(1)cc., A(1)dd., and A(1)ee.

1. Consideration of Purchasing Recommendations Requiring Board Approval (Items A(1)a. through A(1)ll.)
 - a. approve the first of three (3) renewal options on the basis of sole source for Philips Healthcare to provide software maintenance and support of physiological monitoring equipment at Ben Taub and Lyndon B. Johnson Hospitals in the estimated amount of \$593,631 for the term March 30, 2019 through March 31, 2020.
 - b. approve an exemption from the competitive bid requirements for Kirksey Architecture to provide professional architectural and engineering services in the estimated amount of \$500,000 for a one (1) year initial term with three (3) one-year renewal options.
 - c. approve an exemption from the competitive bid requirements for Corgan to provide professional architectural and engineering services in the estimated amount of \$300,000 for a one (1) year initial term with three (3) one-year renewal options.
 - d. approve purchase on the basis of product standardization for Hologic, Inc. [PP-IM-295] to replace a non-supported and outdated mammography system and the stereotactic biopsy unit attachment for Lyndon B. Johnson Hospital in the amount of \$494,000.
 - e. approve purchase on the basis of best contract for GE Healthcare [PP-IM-268] to replace two (2) C-Arm units for the use at Lyndon B. Johnson Hospital in the amount of \$452,244.
 - f. approve award on the basis of only proposal received for The Brandt Companies, LLC to provide labor and equipment to replace the existing pump controller at Lyndon B. Johnson Hospital in the amount of \$299,951 (\$260,827 project price / \$39,124 owner contingency).

- g. approve purchase on the basis of best contract for Philips Healthcare [PP-IM-287] to add a portable ultrasound system at Lyndon B. Johnson Hospital in the amount of \$196,245.
- h. approve purchase on the basis of best contract for Hill-Rom Company, Inc. [PP-MM-397] to replace a total of twenty (20) electric medical surgical beds for Ben Taub Hospital in the amount of \$172,670.
- i. approve purchase on the basis of sole source for Draeger Medical Inc. to provide continued preventative maintenance and repair services for Draeger anesthesia equipment at Ben Taub and Lyndon B. Johnson Hospitals in the estimated amount of \$171,031 for a one-year initial term with four (4) one-year renewal options.
- j. approve first-year funding on the basis of best contracts for Olympus America Inc. [PP-OR-1607](Items 160-180)(\$38,913) and Boston Scientific Corporation [PP-OR-1606](Items 1-159)(\$1,423,198) to provide gastrointestinal endoscopy products in the estimated multi-vendor amount of \$1,462,111 for the term February 1, 2019 through January 31, 2020.
- k. approve third-year funding for the GPO contracts for Boston Scientific Corporation [PP-CA-302](\$562,831) and Medtronic USA Inc. [PP-CA-303](\$659,153) to provide cardiac rhythm management in the estimated multi-vendor amount of \$1,221,984 for the term April 1, 2019 through March 31, 2020.
- l. approve third-year funding for the GPO contracts for Hollister Incorporated [PP-NS-1008](\$77); Medline Industries Inc. [PP-NS-1009](\$24,062); ConvaTec Inc. [PP-NS-1005](\$91,461); Smith & Nephew, Inc. [PP-NS-1011](\$180,484); and Molnlycke Healthcare US LLC [PP-NS-1010](\$256,955) to provide primary/secondary wound care dressings and wound debridement products in the estimated multi-vendor amount of \$553,039 for the term April 1, 2019 through March 31, 2020.
- m. approve third-year funding for the GPO contracts for PDI-Professional Disposables International, Inc. [PP-NS-1030](\$54,787) and Diversey, Inc. [PP-NS-1028](\$229,998) (all through Cardinal Health) to provide intermediate level disinfectant wipes in the estimated multi-vendor amount of \$284,785 for the term May 1, 2019 through April 30, 2020.
- n. approve third-year funding for the GPO contracts for 3M Company [PP-NS-1013](\$48,699); Medline Industries Inc. [PP-NS-1017](\$70,102); and ConvaTec Inc. [PP-NS-1015](\$89,471) to provide skin cleansers and barrier and lotion products in the estimated multi-vendor amount of \$208,272 for the term April 1, 2019 through March 31, 2020.
- o. approve funding for Year Two of a three-year agreement for Depuy Synthes to provide spinal implants and related products for surgical procedures at Lyndon B. Johnson and Ben Taub Hospitals in the estimated amount of \$444,601 for the term May 4, 2019 through May 3, 2020.

- p. approve award on the basis of best proposal meeting requirements for AeroScout, LLC (transacting under the name of “STANLEY Healthcare”) to provide infant security and protection systems at Ben Taub and Lyndon B. Johnson Hospitals in the estimated (Year 1) amount of \$706,682 for a one-year initial term with four (4) one-year renewal options.
- q. approve additional (non-budgeted) funds for Robert L. Hall, Inc., d/b/a BP Equipment to provide parking and revenue control systems in the estimated additional (non-budgeted) amount of \$114,222 for a one-year initial term with four (4) one-year renewal options (Board previously approved funds in the amount of \$862,675).
- r. ratify an exemption from the competitive bid requirements for Baylor College of Medicine to provide various medical services to eligible HIV-infected patients in the Ryan White Grant Funds amount of \$1,021,479 for the term March 1, 2019 through February 29, 2020.
- s. approve additional (budgeted) funds and an extension for Sysmex America, Inc. [PP-LA-427] to provide hematology analyzers, reagents, consumables, supplies and service in the additional (budgeted) amount of \$138,018 for the extended term April 1, 2019 through March 31, 2020 (Board previously approved funds in the amount of \$276,036 for the term April 1, 2017 through March 31, 2019).
- t. approve additional (budgeted) funds and an extension for The University of Texas Health Science Center at Houston to provide oral and maxillofacial surgery outpatient services in the additional (budgeted) amount of \$1,035,945 for the extended term April 1, 2019 through June 30, 2019 (Board previously approved funds in the amount of \$4,143,780 for the term April 1, 2018 through March 31, 2019).
- u. rescind the award for Becton, Dickinson and Company (BD) f/k/a Carefusion Solutions, LLC (sole source) and approve an award for Becton, Dickinson and Company (BD) f/k/a Carefusion Solutions, LLC [PPPH20CFS01] to provide pharmacy carousel systems and support in the estimated amount of \$514,490.
- v. ratify provision for Harris County to provide health care services to felony offenders in residential treatment facilities provided by Harris Health System in the amount of \$1,600,000 for the term March 1, 2018 through February 28, 2019.
- w. ratify the first of three (3) renewal options for Harris County to provide health care services to felony offenders in residential treatment facilities provided by Harris Health System in the estimated amount of \$1,600,000 for the term March 1, 2019 through February 29, 2020.
- x. ratify provision for Harris County Community Supervision & Corrections Department (HCCSCD) to provide health care services to felony offenders in residential treatment facilities for the term March 1, 2018 through February 28, 2019.
- y. ratify the first of three (3) renewal options for Harris County Community Supervision & Corrections Department (HCCSCD) to provide health care services to felony offenders in residential treatment facilities provided by Harris Health System for the term March 1, 2019 through February 29, 2020.

- z. approve the first of four (4) renewal options for Marsh Wortham f/k/a John L. Wortham & Son, L.P. to provide all risk property insurance and boiler and machinery coverage in the estimated amount of \$2,127,339 for the term May 1, 2019 through April 30, 2020.
- aa. approve renewal for Trinity Biotech, Inc. to provide a Hemoglobin A1c testing system including analyzer(s), reagents, consumables, and service in the estimated amount of \$146,011 for the term April 18, 2019 through April 17, 2020.
- bb. approve additional (non-budgeted) funds for Cigna Health and Life Insurance Company (CHLIC) and Cigna Onsite Health, LLC (Group Medical and Stop Loss Coverage) to provide for employee and retiree Group Medical and Stop Loss Coverage benefits in the additional (non-budgeted) amount of \$227,635 for the term March 1, 2018 through February 28, 2019 (Board previously approved funds in the amount of \$5,203,327 for the term March 1, 2018 through February 28, 2019).
- cc. approve the second of five (5) renewal options for Houston Independent School District (HISD - \$0) and Baylor College of Medicine (Baylor - \$150,000) to provide clinic/health services for a school-based teen clinic program in Harris County Precinct 2 in the estimated amount of \$150,000 for the term April 16, 2019 through April 15, 2020.
- dd. approve renewal for Houston Independent School District (HISD - \$0) and Baylor College of Medicine (Baylor - \$150,000) to provide clinic/health services for a school-based teen clinic program in Harris County Precinct 3 in the estimated amount of \$150,000 for the term July 1, 2019 through June 30, 2020.
- ee. approve the second of five (5) renewal options for Baylor College of Medicine to provide physician services for a school-based teen clinic program in Harris County Precinct 1 in the estimated amount of \$150,000 for the term April 5, 2019 through April 4, 2020.
- ff. approve purchase on the basis of sole source for Epic Systems Corporation to provide maintenance for Epic clinical and business software in the estimated amount of \$4,213,368 for the term April 1, 2019 through March 31, 2020.
- gg. approve purchase on the basis of low quote for General DataTech, L.P. [DIR-TSO-4167] to provide maintenance and support for Cisco equipment in the estimated amount of \$2,485,544 for the term April 1, 2019 through March 31, 2020.
- hh. approve purchase on the basis of sole source for Epic Systems Corporation to provide Epic clinical training in the estimated amount of \$133,000 for the term April 1, 2019 through March 31, 2020.
- ii. approve purchase on the basis of low quote for Dell Marketing LP [DIR-TSO-3763] to provide Symantec vault E-Discovery software maintenance in the estimated amount of \$107,355 for the term April 3, 2019 through April 2, 2020.
- jj. approve provision for The University of Texas Health Science Center at Houston (UTHealth) to provide a population health intervention evaluation for a one-year initial term with four (4) one-year renewal options.

- kk. approve purchase on the basis of low quote for Set Solutions, Inc. [18/056KD-56] to provide maintenance and support for the Gigamon Intrusion Prevention System (IPS) in the estimated amount of \$200,577 for the term May 10, 2019 through May 9, 2020.
- ll. approve purchase on the basis of only quote for Set Solutions, Inc. [Choice Partners #18/056KD-56] to provide a Radware Web Application Firewall (WAF) Solution in the estimated amount of \$154,141.

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

- a. transmittal of purchase on the basis of sole source for Stryker Instruments [PP-OR-1310] to replace three (3) surgical drill/drivers for Lyndon B. Johnson Hospital in the amount of \$79,961.
 - b. transmittal of renewal for Joann Marruffo, DDS to provide maxillofacial prosthodontic services for patients in the estimated amount of \$70,000 for the term March 31, 2019 through March 30, 2020.
 - c. transmittal for utilization of the contract for Houston Chronicle – Hearst Newspapers Partnership, LP to provide publication of print and digital public service announcements in the amount of \$51,000 for the term August 14, 2018 through July 31, 2019.
 - d. transmittal of the second of three (3) renewal options for Stryker Sales Corporation through Instruments Division [PP-OR-1207] to provide repair products (consumables) for use with a MultiGen™ radiofrequency ablation unit for the Interventional Radiology department at Ben Taub Hospital in the estimated amount of \$71,790 for the term April 27, 2019 through April 26, 2020.
 - e. transmittal of award on the basis of best proposal meeting requirements for Keystone Advisors to provide a Marketplace enrollment assistance program for a one-year initial term with four (4) one-year renewal options.
 - f. transmittal of purchase on the basis of sole source for Haemonetics Corporation to provide reagents for a Thrombelastograph® Hemostasis Analyzer (TEG®) in the estimated amount of \$64,000 for the term May 1, 2019 through October 31, 2019.
 - g. transmittal of purchase on the basis of low quote for SHI Government Solutions, Inc. [579-19] to provide the annual subscription for Rapid7 InsightIDR Security Information and Event Management (SIEM) System in the estimated amount of \$76,331 for the term February 28, 2019 through February 27, 2020.
2. Notice of Appointments and Selection of New Service Chiefs
3. Approval of Affiliation Agreements Between Harris County Hospital District d/b/a Harris Health System and Six (6) Educational Institutions
- Hardin-Simmons University, Holland School of Sciences and Mathematics
2200 Hickory Street Box 16065, Abilene, Texas 79698

- Lone Star College – CyFair
Office of Academic Success, 20515 State Hwy 249,
Houston, Texas 77070
- San Jacinto College District – North Campus
5800 Uvalde Road, Office N17.2048, Houston, Texas 77049
- San Jacinto College District – North Campus
5800 Uvalde Road, Office N17.2048, Houston, Texas 77049
- University of North Texas Health Science Center
3500 Camp Bowie Boulevard, MET W5E,
Fort Worth, Texas 76107
- University of St. Thomas, Peavy School of Nursing
3800 Montrose, Houston, Texas 77006-4626

Motion 19.03-24 – Pulled from Consent Agenda for further discussion

Moved by Mr. Art Morales, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda items V.A.4. through V.A.5.

4. Approval of the Health Care for the Homeless Program Fourth Quarter Quality and Patient Satisfaction Reports for January 1, 2018 – December 31, 2018 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 [**Annual Accountability**].
5. Approval of the Health Care for the Homeless Program Consumer Advisory Council Report From December 2018 to February 2019 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 [**Annual Accountability**].

Dr. Glorimar Medina-Rivera, Executive Vice President & Administrator, Ambulatory Care Services, stated that the Health Care for the Homeless Program (HCHP) patients were requested to evaluate the following four indicators: 1) ease of access to care, 2) the facility, 3) the intake staff, and 4) the provider. She reported that the survey results indicate scores of 3.5 to 3.8 out of a total high score of 4.0. Dr. Kimberly Monday requested that all fallouts noted on the report be indicated in red. A copy of the report is available in the permanent record.

6. Approval of a Grant Agreement in the Amount of \$1,106.90 from Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the IV Insulin Administration for a One (1) Year Term.
7. Approval of a Grant Agreement in the Amount of \$1,460.00 from Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Beyond Exceptional Expectations (BEE) Award for a One (1) Year Term.

8. Approval of a Grant Agreement in the Amount of \$5,000.00 from Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for Facilitating Group Therapy & Psychiatric Treatment for a One (1) Year Term.
9. Approval of a Grant Agreement in the Amount of \$5,000.00 from Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the Stop the Bleed: Pilot School Initiative for a One (1) Year Term.
10. Approval of a Grant Agreement in the Amount of \$5,000.00 from Harris County Hospital District Foundation Awarded to Harris County Hospital District d/b/a Harris Health System for the 2019 Circle of Survival Trauma Conference for a One (1) Year Term.

{End of Consent Agenda}

VI. Strategic Discussion

A. Toward a Transformative Model of Care: ACS Platform Redesign

Ambulatory Care Services Access and Operations Report – Specialty Care Access Report

Dr. Glorimar Medina-Rivera presented the Ambulatory Care Services (ACS) Access and Operations Report. She stated that in recognizing the importance of early intervention, Harris Health and other safety net clinics have focused their efforts on the expansion of primary care services within Harris County. She mentioned that despite the increase of primary care entities across Harris County, Harris Health continues to treat for almost 50% of patients receiving primary care services. Dr. Medina stated that ACS's goal is to implement the following three (3) strategies: 1) optimizing utilization of the current platform, 2) expanding the scope of primary care physicians (PCP), and 3) increasing the availability of community-based specialists. She explained that Harris Health plans to maximize the resources and tools currently available within the system to improve communication and clinical workflow, as well as improve the scheduling process. Dr. Medina stated that ACS specialists have developed management plans that are communicated to and carried out by the PCPs and that expanding the role of the PCP will include Point-of-Care testing to all the same day clinic sites. She also stated that ACS collaborated with Harris Health physician leadership to increase the availability of community-based specialty care providers within the health centers in areas with the greatest demand for specific specialty services. Dr. Medina reported that one of the main locations will be the Danny Jackson Health Center's (Danny Jackson) which will house multiple clinical specialties and non-clinical social services. She stated that Danny Jackson has already implemented general surgery and urology services. Ms. Elena Marks stated that Harris Health needs the support of the community as it relates to these initiatives and that it is Harris Health's responsibility to effectively convey the message to the public.

Dr. Monday stated that she would like to ensure that physicians are aware of the importance of the success of E-consults and telemedicine and that both the PCPs and specialists are collectively working together to reduce patient wait times.

Mr. Masi stated that this will be an ongoing dialogue as he has been invited to a briefing at Commissioners Court in mid-April to discuss Harris Health's position regarding the development of a tertiary level care infrastructure. Discussion ensued. A copy of the presentation is available in the permanent record.

B. Harris Health System Legislative Initiatives – Agenda Item Taken Out of Order

1. Update, Discussion and Possible Action Regarding Activities in Austin Relating to Legislative/Regulatory Issues Impacting Harris Health System, the 86th 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 House Ways and Means Committee dismissed the property tax reform bill which included exemptions for hospitals, junior colleges, or water districts. Mr. Hillier also reported that the Senate moved to reform the Driver Responsibility Program as it posed substantial and disproportionate financial hardship on low-income drivers and families.

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

Mr. R. King Hiller, Vice President, Public Policy and Government Relations, led the discussion regarding Pending Federal Legislative and Policy Issues Affecting Harris Health System. He stated that all hospitals that utilize affiliation financing agreements were notified by the Texas Health and Human Services Commission (HHSC) that those agreements may no longer be viable under the Departmental Appeals Board (DAB) ruling. Mr. Hillier stated that the notices were issued as a result of Centers for Medicare & Medicaid Services (CMS) review of the 2,400 affiliation financing agreements that were submitted to the agency. He noted that a new funding arrangement, Local Provider Participation Fund (LPPF), will likely be necessary in Harris County. Mr. Hillier reported that State Representative Garnet Coleman filed House Bill 3459 and Senator Borris L. Miles filed Senate Bill 2022, which address future funding arrangements. He also reported that on March 12, 2019, the Trump administration submitted its recommendations to Congress for a proposed \$4.7 trillion federal budget for 2020. Mr. Hillier stated that the budget calls for significant reforms and reduced federal spending for Medicare and Medicaid programs. A copy of the report is available in the permanent record.

VII. General Action Items

A. Item(s) Related to Budget & Finance

Motion 19.03-25

Moved by Dr. Kimberly Monday, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item VII.A.1.

1. Acceptance of the Harris Health System February 2019 Financial Report Subject to Audit.

Mr. Michael Norby, Executive Vice President & Chief Financial Officer presented the Harris Health System February 2019 Financial Report. He stated that the total clinic visits were 4.4% less than budget and inpatient days were 11.2% less than budget. Mr. Norby reported that the total patient days were favorable by 2.5% compared to last year. He stated that the primary care visits decreased by 4% and specialty care clinic visits increased by 3%. Mr. Norby mentioned that improvements in the unfunded payor mix resulted in a reduction of unfunded patients to 51.4% of Harris Health total volume. He stated Harris County property taxes were projected at \$20M; however, the final evaluations were received with a positive benefit of \$27M. Mr. Norby reported a favorable revenue variance of \$5.6M in Medicaid Disproportionate Share (DSH) revenue and \$6.7M was reported in Medicaid GME Program revenue. He mentioned that the total net benefit of the program is \$60M and that Harris Health received the intergovernmental transfer for the first half of the \$60M. Mr. Norby stated that February revenue of \$142.5M was \$26.4M or 22.8% greater than budget; however, the changes to the Federal Fiscal Year 2018 Uncompensated Care (UC) calculations resulted in a \$7M shortfall in UC revenues for February. He stated that February expenses of \$139.1M were \$22.5M or 19.3% more than budget expectations. Mr. Norby reported an unfavorable variance of \$13.1M in total salaries and benefits primarily related to the annual pension actuarial report which resulted in an additional \$13.5M in pension expense. He also reported an operating income of 21.1M or 1.4% compared to a budgeted 24.3M or 1.7%. Additionally, he reported year-to-date unrestricted cash of \$741M and a total of 195 days cash on hand.

Dr. Kimberly Monday requested that Mr. Norby include staffed bed occupancy and hospice and rehabilitation referrals line items to the financial statement report. Mr. Norby stated that the outsourcing report will provide those line items as a separate, more robust quarterly report. A copy of the report is available in the permanent record.

2. Presentation of the Year-End (Fourth Quarter) 2018 NAIC Filing for Community Health Choice, Inc.

Mr. Brian Maude, Chief Financial Officer, Community Health Choice, Inc. (CHC, Inc.) presented the Fourth Quarter 2018 NAIC Filing for CHC, Inc. He stated that the Health Insurance Marketplace performed exceptionally well for 2018 with a net income of \$36.4M, year-end capital position of \$57.3M, and Risk-Based Capital (RBC) of 249.97%. A copy of the report is available in the permanent record.

3. Presentation of the Year-End (Fourth Quarter) 2018 NAIC Filing for Community Health Choice Texas, Inc.

Mr. Brian Maude, Chief Financial Officer, Community Health Choice Texas, Inc. (CHCT, Inc.) presented the Fourth Quarter 2018 NAIC filing for CHCT, Inc. He reported a positive net income of \$1.8M, a stable capital position of \$88.2M, and an RBC of 251.81%. He stated that membership enrollments declined by approximately 2,900 members for an average of 281,006 enrollments for 2018. A copy of the report is available in the permanent record.

B. Item(s) Related to Joint Conference

Motion 19.03-26

Moved by Dr. Kimberly Monday, seconded by Mr. Art Morales, and unanimously passed that the Board approve agenda item VII.B.1. Dr. Arthur Bracey recused from agenda item VII.B.1.

1. Approval Regarding the Credentialing Changes for Member of the Harris Health System Medical Staff (March 2019).

Dr. Joseph Garcia - Prats, Chair, Medical Executive Board, presented the March 2019 credentialing changes for the members of the Harris Health System medical staff. He reported that there were ten (10) initial appointments, fifty-eight (58) reappointments, four (4) resignations, and six (6) change/add privileges. Dr. Garcia - Prats stated that there were no files for discussion. A copy of the report is available in the permanent record.

Motion 19.03-27

Moved by Ms. Linda Morales, seconded by Dr. Kimberly Monday, and unanimously passed that the Board approve agenda items VII.B.2.

2. Acceptance of the Medical Executive Board Report for March 2019.

Dr. Garcia - Prats recognized Dr. Mohammad Zare, Chief of Staff, Ambulatory Care Services, and his team for their exceptional presentation regarding cancer screenings. He expressed appreciation to Dr. Zare and his leadership team for their significant role in preventative health care.

C. Item(s) Related to Quality

1. Discussion Regarding Harris Health System Clinical Performance Corporate Scorecard

Dr. Ericka Brown, Senior Executive Vice President & Chief Operating Officer led the discussion regarding the Harris Health System Clinical Performance Corporate Scorecard. She reported that Harris Health scored 79.0% regarding the Communication with Nurses metric for 2018, which fell below the inpatient goal of 82.2%. Additionally, Dr. Brown reported that Harris Health scored 79.6% regarding the Recommended Provider metric, which fell below the 2018 goal of 79.9%. She explained that corrective action plans were implemented at both hospital pavilions to address these issues. Dr. Brown reported that in 2018 there was a 56% reduction in the number of hospital-acquired Clostridium Difficile infections. She expressed that both BTH and Lyndon B. Johnson Hospital assigned teams to develop throughput initiatives to improve the effectiveness of processes that impact the patient flow through the emergency centers. She mentioned that the metrics for hemoglobin A1C was 29.8% year-to-date, which failed to meet the national benchmark of 22.0%. Dr. Brown stated that an ACS multidisciplinary team developed a corrective action plan to improve the management of diabetic patients with regard to their hemoglobin A1C levels. A copy of the scorecard is available in the permanent record.

D. Miscellaneous Items

Motion 19.03-28

Moved by Dr. Kimberly Monday, seconded by Ms. Alicia Reyes, and passed that the Board approve agenda item VII.D.1. Dr. Arthur Bracey recused from agenda item VII.D.3.

1. Approval of a Memorandum of Understanding Between Harris County Hospital District d/b/a Harris Health System and the American Medical Association Related to the Implementation of Harris Health System's "Healthy Heart, Healthy You" Remote Blood Pressure Monitoring Program.
2. **PULLED**
Approval of a Revision to Policy 4500 – Organ, Tissue and Eye Donation, Identification and Referral.
3. **PULLED**
Approval of an Amendment to the Contract Between Harris County Hospital District d/b/a Harris Health System and Baylor College of Medicine, Department of Ophthalmology d/b/a Lions Eye Bank of Texas to Participate in the Procurement of Eye and Eye Tissue and to Provide Eye and Eye Tissue for Eligible Patients.
4. **PULLED**
Approval of an Amendment to the Contract Between Harris County Hospital District d/b/a Harris Health System and LifeGift Organ Donation Center to Participate in the Procurement of Organs and Tissue from Eligible Donors.

Motion 19.03-29

Moved by Dr. Kimberly Monday, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item VII.D.5.

5. Approval to Recommend the Appointment of Ms. Alicia Reyes, Member of the Harris Health System Board of Trustees to the Harris Health System Budget and Finance Committee and Joint Conference Committee

VIII. Executive Session

At 10:46 a.m., Ms. Clutterbuck stated that the Board would enter into Executive Session under Texas Occupations Code Ann. §160.007, Texas Health & Safety Code §161.032, Texas Gov't Code Ann. §551.071, Texas Gov't Code Ann. §551.074, and Texas Gov't Code Ann. §551.085.

IX. Reconvene

At 12:50 p.m., Ms. Clutterbuck reconvened the meeting and stated that no action was taken in Executive Session. Dr. Arthur Bracey recused from executive session discussion regarding agenda item VIII.A.

- A. Discussion Regarding Financial Planning Information Related to the Negotiation Between the Harris County Hospital District d/b/a Harris Health System and Baylor College of Medicine and The University of Texas Health Science Center at Houston 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.

- B. 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.

- C. Report by the Chief Operating 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.

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

No action was taken.

- E. Discussion Regarding the Annual Review of Harris Health System Executive Compensation as prescribed in the Harris Health System Board Bylaws, Article XI, Section 1.C., Regarding the President, Chief Executive Officer; Senior Executive Vice President, Chief Operating Officer; Executive Vice President, Chief Financial Officer; Executive Vice Presidents, Ben Taub Hospital, Lyndon B. Johnson Hospital, and Ambulatory Care Services; Executive Vice President, Chief Information Officer; Executive Vice President, Chief Medical Officer; Executive Vice President, Chief Business Development and Strategy Officer; Senior Vice President, Corporate Compliance; Senior Vice President, Chief Nursing Executive; Senior Vice President, Human Resources; Senior Vice President, Population Health Transformation; Senior Vice President, Chief Pharmacy Officer; Vice President, Chief Governance Officer; Vice President, Advanced Analytics and Business Strategy; Vice President of Public Policy and Government Relations; and Executive Director, Harris County Hospital District Foundation; and, Harris Health System Organizational Chart, Pursuant to Texas Gov't Code Ann. §551.074, and Possible Action Regarding This Matter Upon Return to Open Session

No action was taken.

- F. Discussion Regarding Harris Health System President and Chief Executive Officer and Chief Governance Officer Performance Evaluations Pursuant to Tex. Gov't Code Ann. §551.074, and Possible Action Regarding This Matter Upon Return to Open Session

No action was taken.

X. Adjournment

Moved by Ms. Linda Morales, seconded by Dr. Kimberly Monday, and unanimously accepted to adjourn the meeting.

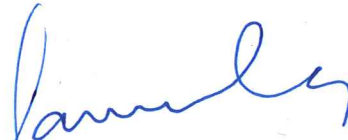
There being no further business, the meeting adjourned at 12:51 p.m.

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 March 28, 2019.

Respectfully submitted,



Anne Clutterbuck, Chair
Board of Trustees



Linda Morales, Secretary
Board of Trustees

Recorded by Cherry Pierson