

MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES
 Board Meeting
 August 26, 2021
 8:00 am

| AGENDA ITEM | DISCUSSION | ACTION/RECOMMENDATIONS |
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| <p>I. Call to Order & Record of Attendance</p> | <p>The meeting was called to order at 8:00 a.m. by Arthur Bracey, MD, Chair. It was noted there was a quorum present and the attendance was recorded. While some Board members are in the room today, others continue to participate by videoconference as permissible by the Governor's orders and waivers to the Texas Open Meeting Act. The meeting may be viewed online: http://harrishealthtx.swagit.com/live.</p> | <p>A copy of the attendance is appended to the archived minutes.</p> |
| <p>II. Approval of the Minutes of Previous Meeting</p> | <ul style="list-style-type: none"> • Board Meeting – June 24, 2021 • Special Called Board Meeting – July 22, 2021 • Special Called Board Meeting – August 13, 2021 <p>Dr. Bracey noted the following corrections to the August 13th minutes: "Dr. Porsa reported that the HCHD Foundation informed him that it secured a new pledge for \$2M over two (2) years." The number was incorrectly stated as \$200M in the minutes. Attendance was also corrected to reflect that Ms. Clutterbuck was not present on August 13th.</p> | <p><u>Motion No. 21.08-72</u> Moved by Ms. Linda Morales, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve the minutes of the previous meeting. Motion carried.</p> |
| <p>III. Announcements / Special Presentations</p> | <p>A. Approval of a Board Resolution Naming the Board of Trustees Executive Conference Room Located on the First Floor of Fournace Place in Honor of Mr. Elvin Franklin Jr.</p> <p>The Board recognized Mr. Elvin Franklin Jr. for more than 34 years of service and invaluable insight into making Harris Health among the best safety-net healthcare providers in the country. In 1986, Mr. Franklin was appointed to the Harris Health System (HHS) Board of Trustees by Harris County Commissioners Court. While on the Board, Mr. Franklin has been instrumental in the system's growth of outpatient services through health centers, clinics and specialty facilities and the expansion of acute and emergency care at Ben Taub and Lyndon B. Johnson Hospitals. Mr. Franklin was also a co-founder of the Harris County Hospital District Foundation, the 501(c) charitable organization that supports the patient care of Harris Health. His contributions and dedication to Harris Health through his long years of service should be commended and lauded by the community. Mr. Franklin is a true visionary and naming Harris Health's Board Executive Conference room in his honor is appropriate and fitting. Mr. Franklin was physically present with us today and joined by his wife, Mrs. Ann Franklin, and several of his friends and colleagues. Mr. Lawrence Finder saluted Mr. Franklin by expressing his gratitude for his leadership, dedication and continued community service efforts.</p> | <p><u>Motion No. 21.08-73</u> Moved by Mr. Lawrence Finder, seconded by Ms. Elena Marks, and unanimously passed that the Board approve Board resolution naming of the Board Executive Conference Room in Honor of Mr. Elvin Franklin Jr. Motion carried.</p> |

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| | <p>On behalf of Harris Health System and the Board of Trustees, Dr. Bracey presented Mr. Franklin with a notable resolution and asked for a motion of the following action:</p> <p>Harris Health, by and through its Board of Trustees, approves and hereby authorizes the naming of the Board of Trustees Executive Conference Room located on the first floor of Fournace Place in honor of Elvin Franklin Jr.</p> | |
| | <p>B. CEO Report Including Updates on COVID-19, FDA Approved Vaccinations and Mandating Vaccines and Special Announcements</p> <p>Dr. Esmael Porsa, Harris Health System President and Chief Executive Officer (CEO), recognized the following executive leadership:</p> <ul style="list-style-type: none"> • Mr. Joseph Aremu, Named as Administrative Director of Hospital Operations, LBJ Hospital • Dr. Steven Brass, Named as Chief Medical Executive, Effective August 29, 2021 • Dr. Ann Barnes, Named as Chief Health Officer, Effective August 29, 2021 <p>Dr. Esmael Porsa expressed a heartfelt thanks to all frontline workers for going beyond the call of duty, especially over the last year and a half, and for rising to the highest level of quality and professionalism.</p> <p>Dr. Porsa recognized the recipients of the Second Quarter 2021 Top Performing Providers and Advanced Practice Professionals (APP). Each provider achieved at or above the 95th percentile of patient satisfaction scores:</p> <ul style="list-style-type: none"> • Preethi Nambi, MD, Vallbona Health Center • Tamara Callis, MD, Gulfgate Health Center • Monica Shields, MD, Martin Luther King, Jr. Health Center • Solafa Elshatanoufy, MD, El Franco Lee Health Center • Saira Khan, MD, Vallbona Health Center • Jessy Jacob, OD, Martin Luther King, Jr. Health Center • Rashmi Rode, MD, Martin Luther King, Jr. Health Center • Thomas Masciangelo, MD, Gulfgate and Strawberry Health Centers • Susette Arrazolo, FNP, Cypress Health Center • Misha Lateef, MD, Casa De Amigos Health Center • Punita Singh, MD, El Franco Lee Health Center • Terry Mc Dermott, MD, Danny Jackson Health Center • Tariq Mansoor, MD, Baytown Health Center • Ami Dharira, MD, El Franco Lee Health Center | <p>As reported.</p> |

- Patricia Orozco Tapia, MD, El Franco Lee Health Center
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- Berkley Anderson, PA, Smith Gynecology Oncology Clinic
- Douglas Stanley, MD, LBJ Ear Nose and Throat Clinic
- Julia Reyser, MD, Vallbona Health Center

Dr. Porsa recognized Arnella Pierson, FNP, Shajuanda Walker, FNP, and Dr. John Saunders as the three (3) recipients of the HHS 2021 Fourth Quarter Patient Satisfaction Award. He stated that each provider achieved 100% patient satisfaction score placing him or her in the 100th percentile.

Dr. Porsa reported that there is a continued increase in the positivity rate (15%) for COVID-19 testing across the Texas Medical Center (TMC) and a positivity rate of 20% for Harris County. The region has experienced its highest number of average daily new cases since the start of the pandemic at almost 5,000 cases. Dr. Porsa reported a continued increase in the number of daily new COVID-19 hospitalizations across the TMC. He stated that the average daily rate of 390 new hospitalizations is the highest ever surpassing its peak COVID surge last summer and breaking last week's record. As it relates to COVID-19 inpatient status, Dr. Porsa mentioned that HHS is continuing a race to the top and will soon surpass its highest number of COVID patients of 186 on July 14, 2020. Dr. Porsa stated that many frontline healthcare workers have expressed fatigue, frustration and exhaustion. He stated that he would continue to spread the word to State, City, and County officials regarding the challenges HHS is facing. In support of the frontline workers, HHS has implemented the following COVID-19 retention initiatives:

- Increases to Supplemental Rates, in order to be more competitive
- Non-Discretionary Bonuses
 - No Call-In Award to Nurses, Respiratory Therapists, Radiology Department & Case Management - \$1200
 - Pharmacy Exempt Extra Shift Pay
 - MLK Day Bonus - \$150/day – Employees that filled a staffing need in the administration and distribution of COVID vaccines at clinics on MLK Day
 - Critical Coverage Award – Employees that filled staffing needs during the night shifts from February 17-18, 2021 - \$750/per shift
- Exempt Nurse Bonus - Award for exempt nurses that fill in critical staffing need in a clinical setting at either hospital during COVID surge and nursing shortages
- High Needs Pay Program - \$30/day shift and \$40/night shift
- Shifted to P75 Compensation Strategy for Nursing & Critical Clinical Areas
 - 5% pay adjustments for Nursing

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| | <ul style="list-style-type: none"> ○ 11% pay adjustments for Critical Clinical employees ● Sign-On/Retention Program for Nursing & Critical Clinical Areas - \$10,000 ● Increased hourly rates for ICU & EC Nurses to \$140/hr ● Increased hourly rates for Respiratory Therapists to \$118/hr <p>Dr. Porsa reported 1,450 COVID hospitalizations from January 1, 2021 through August 17, 2021, and of those admissions, 1377 patients were unvaccinated. HHS continues to observe zero COVID related deaths among its vaccinated patients. Additionally, 98% of its total COVID hospitalizations are among the unvaccinated.</p> <p>Dr. Porsa stated that the Biden administration recommends that Americans should receive the coronavirus booster vaccination at least six (6) months after they have received their second shot. He mentioned that the U.S. Food and Drug Administration (FDA) granted full approval to the Pfizer-BioNTech COVID-19 Vaccine. Dr. Porsa noted that Governor Abbott issued an executive order maintaining the current policy prohibiting the mandating of any COVID-19 vaccinations by any governmental entity in the State of Texas. He stated that he intends to mandate the COVID-19 vaccine for HHS employees and will return to the Board in September to present a new policy. Dr. Porsa continued to stress the importance of vaccination. He expressed his concerns about an impending fourth COVID surge, hospital-staffing shortages, Intensive Care Unit (ICU) bed shortages, all contributing factors that can lead to the health system making critical decisions.</p> <p>Dr. Porsa expressed his sincere thanks and appreciation to the following:</p> <ul style="list-style-type: none"> ● Board of Trustees ● Executive leaders ● Physician leaders ● Nursing leaders ● Allied health leaders ● Front line staff ● TMC leaders ● Elected officials <p>Additionally, Dr. Porsa expressed a heartfelt thanks and appreciation to following hospital administrators for their exceptional leadership, hard work and perseverance during the COVID-19 pandemic:</p> <ul style="list-style-type: none"> ● Ms. Patricia Darnauer, Executive Vice President, Lyndon B. Johnson Hospital ● Dr. Glorimar Medina-Rivera, Executive Vice President, Ben Taub Hospital ● Dr. Jennifer Small, Interim Executive Vice President, Ambulatory Care Services <p>The Board expressed their appreciation and gratitude to all hospital administrators, faculty, and support staff for their tireless efforts throughout the COVID-19 pandemic. For more information, follow Harris Health System on Twitter at @EporsaHarrisHE1 and Like Us on Facebook. A copy of the presentation is available in the permanent record.</p> | |
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| | <p>C. Board Member Announcements Regarding Board member advocacy and community engagements.</p> <p>There were no Board member announcements.</p> | |
| <p>IV. Public Comment</p> | <p>Ms. Cynthia Cole, Executive Director, Local #11550 – AFSCME, American Federation of State, County, and Municipal Employees, recognized Dr. Porsa for his heartfelt message. She stated that she is pleased to know that Harris Health has strategies and people in place to ensure that its patients and staff are healthy. Ms. Cole addressed the Board regarding frontline workers safety and protection measures including their mental wellbeing. She stated that she would provide a letter to the Board specifying some additional employee concerns.</p> <p>Mr. Issac Payton spoke regarding racial inequality, stating that he was treated unfairly and wrongfully terminated.</p> | <p>As reported.</p> |
| <p>V. Consent Agenda Items</p> | <p>A. Recommended Committee Approvals</p> <p>Dr. Bracey stated that the following consent agenda items were discussed at length during the August Committee meetings.</p> <ol style="list-style-type: none"> 1. Approval to Appoint Mr. Terry Elliott, Administrative Director, Facilities Management, to the Public Power Pool (P3). 2. Acceptance of the Harris Health System First Quarter Fiscal 2022 Investment Report. 3. Acceptance of the Harris Health System Second Quarter Calendar Year 2021 Pension Plan Report. <p>Dr. Bracey reported that the Pension Plan Funded Ratio is <u>90.7%</u>. A copy of the pension plan is available in the permanent record.</p> <ol style="list-style-type: none"> 4. Approval of a Change in Harris Health’s Fiscal Year to Run from October 1 to September 30 in Alignment with Changes Approved by the Harris County Commissioner’s Court to Harris County’s Fiscal Year. Harris Health’s Current Fiscal Year 2021-2022 Would Remain as March 1, 2021 - February 28, 2022. If the Change in Fiscal Year is Approved, the Following Seven Month Fiscal Period Would Run from March 1, 2022 - September 30, 2022, to Establish the New Fiscal Year End, and All Subsequent Fiscal Years Would Run October 1 - September 30. | <p><u>Motion No. 21.08-74</u></p> <p>Moved by Dr. Andrea Caracostis, seconded by Professor Marcia Johnson, and unanimously passed that the Board approve agenda items V.A.1. through V.A.4. Motion carried.</p> |

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| | <p>B. New Consent Agenda Affiliation Agreements</p> <p>1. Approval of Affiliation Agreements (B1 through B3). <i>Mr. Finder recused from Affiliation Agreement B2.</i></p> | <p><u>Motion No. 21.08-75</u></p> <p>Moved by Ms. Anne Clutterbuck, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item V.B.1. Motion carried. Mr. Finder recused from Affiliation Agreement B2.</p> |
| | <p>C. New Consent Agenda Grant Agreements</p> <p>1. Consideration of Approval of Grant Agreements (Items C1 through C6). <i>Mr. Finder recused from Grant Agreement C6.</i></p> | <p><u>Motion No. 21.08-76</u></p> <p>Moved by Ms. Linda Morales, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item V.C.1. Motion carried. Mr. Finder recused from Grant Agreement C6.</p> |
| | <p>D. New Consent Purchasing Recommendations</p> <p>1. Approval of Purchasing Recommendations (Items A1 through A74) <i>Dr. Bracey recused from Purchasing Item A73.</i></p> <p>Dr. Bracey noted that Purchasing’s Transmittals (B1 through B17) are not for approval. Professor Marcia Johnson inquired regarding the purchasing recommendations and ensuring that the procurement process is diversified and inclusive. She also inquired regarding the impact of Harris County’s Disparity Study on Harris Health. Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney’s Office, stated that although Harris County purchasing agent acts on behalf of Harris Health, Harris Health is still required to adhere to its own procurement policy and complete its own diversity study and may not rely on Harris County’s diversity study. Ms. Carolyn Jones, Executive Vice President & Chief Compliance and Risk Officer, stated an update would be provided to the Board in the coming months regarding the Harris Health Disparity Study. A copy of the purchasing recommendations is available in the permanent record.</p> | <p><u>Motion No. 21.08-77</u></p> <p>Moved by Ms. Alicia Reyes, seconded by Dr. Andrea Caracostis, and opposed by Professor Marcia Johnson. Majority passed that the Board approve agenda item V.D.1. Motion carried. Dr. Bracey recused from Purchasing Item A73.</p> |
| | <p>E. New Consent Agenda Item for Approval</p> <p>1. Approval for an Interlocal Agreement Between the Harris County Hospital District d/b/a Harris Health System and Harris County, Texas, on Behalf of the Harris County Attorney’s Office for Legal Services.</p> | <p><u>Motion No. 21.08-78</u></p> <p>Moved by Ms. Anne Clutterbuck, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve agenda item V.E.1. Motion carried.</p> |

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| | <p>F. New Consent Agenda Items for Information Only</p> <p>Dr. Bracey noted that the following items were presented in your packet for review and are provided for informational purposes only.</p> <ol style="list-style-type: none"> 1. Harris Health System Council-At-Large Meeting Minutes. <ul style="list-style-type: none"> • June 14, 2021 2. Harris Health System June 2021 Financial Reports Subject to Audit. 3. Harris Health System July 2021 Financial Reports Subject to Audit. <p><i>{End of Consent Agenda}</i></p> | <p>For informational purposes only - No action required.</p> |
| <p>VI. New Items for Board Consideration</p> | <p>A. Approval of Payment for the Contracted Services Specified in the Harris Health System Affiliation and Support Agreement with the University of Texas Health Science Center at Houston (UT Health) to Provide Funding to Support Oral Maxillofacial Member Positions at Harris Health System Oral Surgery Facilities for Ongoing Implementation of the Harris Health Oral Surgery Specialty Clinics in an Amount Not to Exceed \$4.7 million for Term July 1, 2021 through June 30, 2022.</p> <p>B. Approval of Payment for the Contracted Services Specified in the Harris Health System Affiliation and Support Agreement with the University of Texas Health Science Center at Houston (UT Health) to Provide Funding to Support Dental Staff Member Positions at Harris Health System Dental Facilities for Ongoing Implementation of the ACS Dental Services Program in an Amount Not to Exceed \$3.79 million for the Term July 1, 2021 through June 30, 2022.</p> | <p>Motion No. 21.08-79 Moved by Professor Marcia Johnson, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item VI.A. Motion carried.</p> <p>Motion No. 21.08-80 Moved by Ms. Alicia Reyes, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve agenda item VI.B. Motion carried.</p> |
| | <p>A. Harris Health System Legislative Initiatives</p> <ol style="list-style-type: none"> 1. Update and Discussion Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System. <p>Mr. R. King Hillier, Vice President, Public Policy and Government Relations, provided an update regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System. He stated that the House voted to adopt a rule that allows Democrats to immediately begin work on a massive \$3.5T social benefits package, which includes some health components. He noted that the rule also requires the lower chamber to take up the Senate-passed bipartisan \$1.2T infrastructure bill by September 27, 2021. Texas legislatures are currently in its second called session where a quorum was finally established with fourteen (14) days left in session.</p> | <p>As Reported.</p> |
| <p>VII. Strategic Discussion</p> | | |

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| | <p>During this session, the House would take up election integrity bills among several other bills. Mr. Hillier stated that Governor Abbott issued an executive order prohibiting vaccine mandates in Texas. He mentioned that Dr. Porsa testified in front of the Senate Committee on Health & Human Services Committee on August 10, 2021 to discuss the impact of the surge, specifically staffing issues. Subsequently, Governor Abbott re-implemented emergency staffing program, a program that offers emergency staff for facilities facing severe critical shortages. Mr. Hillier reported that Harris Health received over 100 positions to support in staffing its facilities. He noted that the COVID-19 surge has also caused a statewide shortage of labor and delivery nurses. Therefore, hospitals lack the ability to transfer patients to the appropriate level of nursery care. Mr. Hillier reported that seventeen (17) labor and delivery nurses were on-boarded using federal relief funds allocated to the state. Effective September 1, 2021, hospitals will adopt new visitation guidelines that continue to provide ongoing protection for its patients and employees. Starting September 1st, after Governor Abbott signs the permitless carry bill into law, Texans age 21 and older are permitted to carry handguns without training or a license. Mr. Hillier noted that on August 20, 2021, a federal district judge temporarily reinstated a 10-year extension of the Texas’ Medicaid 1115 waiver agreement. Discussion ensued regarding the permitless carry law including new provisions and posted signage requirements. A copy of the legislative report is available in the permanent record.</p> | |
| | <p>B. Presentation Regarding Harris Health Strategic Plan Update: Pillar 2</p> <p>1. Employee Engagement Plan</p> <p>Ms. Allison Bashir, Director, HR Organizational Services, delivered a brief overview regarding the Employee Engagement Plan. Harris Health will enhance the patient, employee and medical staff experience and develop a culture of respect, recognition and trust by actively listening to feedback and developing strategies to address high-impact areas of opportunity. She noted that the action plan consists of the following components:</p> <ul style="list-style-type: none"> ● Focus on People <ul style="list-style-type: none"> ○ Information Gathering & Intentional Response ● Active Listening <ul style="list-style-type: none"> ○ Employee Surveying & Continuous Improvement Planning ● Response Strategy <ul style="list-style-type: none"> ○ System-wide resources to address areas of opportunity | <p>As Presented.</p> <p>Ms. Linda Morales requested information regarding the percentage of employees who participated in Biassync.</p> |

Ms. Bashir stated that annually, Harris Health surveys staff through the Life Line Employee Engagement Survey and the NDNQI nursing satisfaction survey. She mentioned that Human Resources, in partnership with Nursing Quality, has developed a collaborative process allowing leaders to develop a continuous improvement plan thoughtfully responding to their employees' responses to both surveys. She presented strategies to address areas of opportunity:

- Leadership Development
- Developing an Inclusive Working Environment
- Mission Retention
- Recognition Connection

Ms. Bashir stated that the plan is focused on culture building however, it is incremental. She stated that this is a long-term initiative that is directly aligned with Harris Health's 5-year Strategic Plan 2021-2025. She mentioned that it is a multifaceted and collaborative system wide action plan. Ms. Linda Morales inquired regarding the Biassync, a web-based tool to address implicit bias. She requested information regarding the percentage of employees who participated in the program. A copy of the presentation is available in the permanent record.

2. Medical Staff Engagement Plan

Dr. Jason Chung, Associate Chief Medical Officer & Senior Vice President, Medical Affairs and Utilization, delivered a brief overview regarding the Medical Staff Engagement Plan. Harris Health will develop a culture of respect, recognition and trust with its patients, staff and providers. In close tandem with other Pillars of the Strategic Plan, People and Physician Engagement represent supporting staff and physicians as they care for our patients. Dr. Chung presented the key areas of focus, future engagement strategies and progress to date. He stated that it is a long-term initiative that is directly aligned with Harris Health's Strategic Plan timeframe. He shared that it is a multifaceted and interdependent on nurse staffing, infrastructure and information technology (IT) improvements. A copy of the presentation is available in the permanent record.

3. Patient Engagement Plan

Dr. Maureen Padilla, Senior Vice President, Nursing Affairs and Support Services, and Mr. David Riddle, Director, Patient Experience, delivered an overview regarding the Patient Engagement Plan. The goal is to create the Patient Experience Collaborative to provide a system level forum for strategic review of patient experience scores, trends and priority matrix reports. The Collaborative has created multidisciplinary sub-group committees that have developed actionable solutions.

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| | <p>The approach utilizes the repeatable Plan, Do, Check, Act methodology to achieve the goal of continuous improvement in the following five major targeted focus areas:</p> <ul style="list-style-type: none"> • Doctors Listened Carefully • Nurses Listened Carefully • Good Communication Between Providers and Nurses • Care Transitions • Wait Times <p>Mr. Riddle noted that these initiatives will be piloted in various locations, assessed for effectiveness, and modified as needed and expanded across the system. Lastly, Mr. Riddle presented the following next steps:</p> <ul style="list-style-type: none"> • Finalize plans with subcommittee leaders • Identify and commit necessary resources • Implement, assess and revise <p>A copy of the presentation is available in the permanent record.</p> | |
| | <p>C. Presentation Regarding Harris Health Strategic Plan Update: Pillar 4</p> <p>1. Population Health Plan With Objectives and Outcome Measures</p> <p>Ms. Karen Tseng, Chief Integration Officer, delivered a presentation regarding Harris Health Strategic Plan Update. She noted that Pillar 4 is anchored in three (3) spheres of action that advance this mandate of “right care, right time, right place.” She explained that these priority actions comprise of the continuum of care: our acute care hospitals, our post-acute and ambulatory platform (including primary and specialty clinics), and our community care partners (including the social determinants of health). The priority goals are to measurably improve patient health outcomes by optimizing a cross-continuum approach. The approach is anchored in high-impact preventive, virtual and community-based services that are deployed in coordination with clinical and social services partners, and underwritten by actionable population health analytics and technology. Ms. Tseng presented Harris Health’s key populations, key service lines, key geographies as well as key tactics employed by each working group to advance towards set goals. A copy of the presentation is available in the permanent record.</p> | <p>As Presented.</p> |
| | <p>D. Discussion Regarding an International Nurse Staffing Agency</p> <p>Dr. Maureen Padilla led the discussion regarding an International Nurse Staffing Agency. As the collective experience of the workforce declines and care complexity rises, a new challenge is emerging, which the Nursing Executive Center has termed the “experience-complexity gap.”</p> | <p>As Presented.</p> |

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| | <p>Dr. Padilla explained that this gap is projected to grow as nurses continue to retire. If unaddressed, the experience-complexity gap has the potential to result in increased adverse care outcomes and negatively impact care quality. Dr. Padilla reported as of July 7, 2021, there are 488 total vacant positions. She also reported that on August 1, 2021 all travel nurses are receiving the crisis rate of minimum \$150 per hour and for specialty nurses such as Intensive Care Unit (ICU) or Emergency Room (ER) the rate is \$240-\$280 per hour. As it relates to contract labor utilization, contract nurses have worked more than 118,698 hours for a total cost of \$11.6M. With the continued nursing shortage and difficulty in recruiting experienced nurses to mitigate Harris Health’s experience-complexity gap, Harris Health would like to consider Avant Healthcare Professionals, a premier recruiting and staffing firm for internationally registered nurses. A copy of the presentation is available in the permanent record.</p> | |
| <p>VIII. Executive Session</p> | <p>At 9:57 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session for Items ‘A and H’ as permitted by law, pursuant to Texas Health and Safety Code §161.032, Texas Occupations Codes §160.007 and §151.002, and Texas Government Codes §551.071, §551.074, §418.183, and §551.089.</p> | |
| <p>IX. Reconvene</p> | <p>At 12:28 p.m., Dr. Arthur Bracey reconvened the meeting and stated that the Board will take action on item C of the agenda.</p> <p>A. Report Regarding Quality of Medical and Health Care, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002 to Receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Health Care Services, Including the Harris Health System Quality and Safety Performance Measures, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of Credentialing Changes for Members of the Harris Health System Medical Staff.</p> <p>B. Consultation with Attorney Regarding Harris County Hospital District Foundation Bylaws and Strategic Agreement Between Harris Health System and Harris County Hospital District Foundation, Pursuant to Tex. Gov’t Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.</p> <p>C. Consultation with Attorney Regarding Board of Trustees Participation in Board Meetings and Board Committee Meetings via Videoconference Call Policy, Pursuant to Tex. Gov’t Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.</p> <p><i>Harris Health, by and through its Board of Trustees, moves to authorize the President/CEO of Harris Health system to present proposed revisions to the Harris County Hospital District</i></p> | <p>No Action Taken.</p> |
| | | <p>No Action Taken.</p> <p><u>Motion No. 21.08-81</u> Moved by Dr. Ewan Johnson, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item VIII.C. Motion carried.</p> |

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| | <p><i>Foundation Bylaws and Amendments to the Strategic Agreement between the Harris County Hospital District Foundation and Harris Health System to the Harris County Hospital District Foundation. Additionally, this board requests the Harris County Hospital District Board to consider and approve the proposed revised Bylaws and Amended Strategic Agreement.</i></p> | |
| | <p>D. Consultation with Attorney Regarding Patient Safety Incident, Pursuant to Tex. Gov't Code Ann. §551.071, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002, and Possible Action Regarding this Matter Upon Return to Open Session.</p> | <p>No Action Taken.</p> |
| | <p>E. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements, Including an Update on the CIA Survey and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session.</p> | <p>No Action Taken.</p> |
| | <p>F. Report by the Senior Vice President, Chief Cyber & Information Security Officer, Regarding Harris Health System's Information Security Program, Pursuant to Tex. Gov't Code §418.183, Tex. Gov't Code §551.089, and Tex. Health & Safety Code §161.032, and Possible Action Upon Return to Open Session.</p> | <p>No Action Taken.</p> |
| | <p>G. Update Regarding LBJ Infrastructure, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, Tex. Occ. Code Ann. §151.002 and Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.</p> | <p>No Action Taken.</p> |
| | <p>H. Consultation with Attorney Regarding Personnel Matters, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Gov't Code Ann. §551.071, Tex. Gov't Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session.</p> | <p>No Action Taken.</p> |
| <p>X. General Action Items</p> | <p>A. Item(s) Related to Quality Committee</p> <p>1. Acceptance of the Medical Executive Board Report to Include Notice of Appointments and Selection of New Service Chiefs. A copy of the report is available in the permanent record.</p> | <p><u>Motion No. 21.08-82</u> Moved by Ms. Elena Marks, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item X.A.1. Motion carried.</p> |

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| <p>2. Acceptance of Credentialing Changes for Members of the Harris Health System Medical Staff Subject to Review of Files for Discussion.</p> <p>Dr. Jason Chung, Associate Chief Medical Officer & Senior Vice President, Medical Affairs and Utilization, presented the credentialing changes for members of the Harris Health System Medical Staff. He reported that in July there were forty (40) temporary privileges, fifty-five (55) initial appointments, 88 reappointments, ten (10) change/add privileges and six (6) resignations. The August credentials report includes twenty-two (22) temporary privileges, forty-one (41) initial appointments, 150 reappointments, nine (9) change/add privileges and eight (8) resignations. A copy of the reports is available in the permanent record. <i>Dr. Arthur Bracecy recused from this agenda item.</i></p> | <p><u>Motion No. 21.08-82</u></p> <p>Moved by Ms. Elena Marks, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item X.A.2. Motion carried. Dr. Arthur Bracecy recused from this agenda item.</p> |
| <p>3. Review and Discussion Regarding the Harris Health System Staffing Advisory Committee’s Semi-Annual Evaluation of the Nurse Staffing Plan and Aggregate Staffing Variance [Part 1 of 2].</p> <p>Dr. Maureen Padilla, Senior Vice President, Nursing Affairs and Support Services, led the discussion regarding the Harris Health System Advisory Committee’s Semi-Annual Evaluation of the Nurse Staffing Plan and Aggregate Staffing Variance. The plan takes into account patient census, scope of services provided on the unit, severity of illness and intensity of care, geographical layout of the unit, skill mix, and competency and experience of the nurses. Ms. Antoinette “Toni” Cotton, Chief Nursing Officer, Ben Taub, reported that the staffing committee consists of eighteen (18) nurse clinicians and received a response rate of 100%. She stated that 71% of those respondents agreed with the staffing plan and 29% disagreed. The element with the highest level of disagreement is that there is general sense of adequate staffing. Ms. Cotton stated that the contributing factors include high patient volumes, staffing shortage, change in patient care needs and acuity related to COVID-19. Additionally, Ms. Cotton reported that Harris Health has acquired thirty-four (34) state crisis nurses, several travel agency nurses, fifteen (15) ambulatory staff, and seventy-one (71) nursing residents.</p> <p>Mr. Derek Curtis, Chief Nursing Officer, LBJ, reported that the hospital’s staffing committee consists of twelve (12) nurse clinicians and received a response rate of 100%. He stated that 87% of those respondents agreed with the staffing plan and 13% disagreed. Ms. Patricia Wanza, Staffing Advisory Committee Chair, LBJ, expressed her appreciation to the Board of Trustees and Executive Leadership, on behalf of the nursing staff, for implementing the nursing retention bonuses and for establishing the student loan repayment program. A copy of the presentation is available in the permanent record.</p> | <p>As Presented.</p> |

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| <p>XI. Item(s) Related to Health Care for the Homeless Program</p> | <p>A. Approval of the Following Reports for the Health Care for the Homeless Program (HCHP) 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.</p> <ul style="list-style-type: none"> • HCHP Budget Review • Program Director’s Performance Appraisal • American Rescue Plan Budget Narrative • Change in Scope: Reopening Clinic at Jackson Hinds Garden • Change in Scope: Additional Hours at Star of Hope Men’s Development Center <p>Ms. Tracey Burdine, Director, HCHP, presented the Health Care for the Homeless Program (HCHP) operational update. She reported that there were seventeen (17) new telehealth patients, 141 telehealth return patients and 204 new adult patients associated with the program. HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA). During the month of August, HCHP served 4,951 unduplicated patients and completed 12,407 total visits. Ms. Burdine stated that the amount of unduplicated patients seen overall has trended upward compared to the prior year. She reported an increase in patient visits compared to the prior quarter. She reported budgeted expenses of \$4.2M in which 89% of total grant funding have been utilized. She noted that personnel and supplies expenses are allocated to HCHP’s new COVID-19 budget instead of its primary annual budget. Additionally, Ms. Burdine explained that any additional funds will be carried over to the next calendar year. Ms. Burdine presented her performance appraisal to the Board for review. She stated that HCHP received a grant from the American Rescue Plan Act (ARPA) in the amount of \$3.8M to enhance healthcare services and infrastructure. Services provided will include medical mobile services, vision mobile services and immunization mobile services. Ms. Burdine noted that HCHP has submitted an application to The Health Resources and Services Administration (HRSA) Service Area Competition (SAC) to request \$3.9M in grant funding. She stated that the HCHP will reopen its clinic at Jackson Hinds Garden, 607 Thornton Rd, Houston, Texas 77018, to have 24 hour access and increase services to the homeless population. Therefore, per the HRSA requirements, the site must be added to the scope of project. Ms. Burdine noted that the change in scope will be implemented beginning on September 1, 2021. Additionally, Ms. Burdine stated that the HCHP will add eight (8) hours of service on Wednesdays at the Star of Hope Men’s Development Center, 1811 Ruiz St. Houston, Texas 77022, to be open 40 hours a week. The change in scope will be implemented beginning on October 1, 2021. A copy of the report is available in the permanent record.</p> | <p>Motion No. 21.08-83 Moved by Ms. Alicia Reyes seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve agenda item XI.A. Motion carried.</p> |
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| XII. Adjournment | Moved by Mr. Lawrence Finder, seconded by Ms. Elena Marks, and unanimously approved to adjourn the meeting. There being no further business to come before the Board, the meeting adjourned at 11:24 a.m. | |
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I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on August 26, 2021.

Respectfully Submitted,

Arthur Bracey, M.D., Chair



Elena Marks, Secretary



Minutes transcribed by Cherry Pierson