

MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES

Board Meeting

Thursday, April 28, 2022

8:00 am

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<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 that a quorum was present and the attendance was recorded. Dr. Bracey stated while some of Board members are in the room with us today, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. 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 – March 24, 2022 • Special Called Board Meeting – April 12, 2022 	<p><u>Motion No. 22.04-51</u> Moved by Mr. Lawrence Finder seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve the minutes of the previous meeting. Motion carried.</p>
<p>III. Announcements/ Special Presentations</p>	<p>A. CEO Report Including Updates on COVID-19 and Special Announcements</p> <p>Harris County Precinct One Commissioner Rodney Ellis thanked Dr. Esmail Porsa, President and Chief Executive Officer (CEO), and the Board of Trustees for conducting the 2022 Harris Health Disparity Study.</p> <p>Dr. Esmail Porsa shared that he had the pleasure of participating in the groundbreaking of the new seven story, 1,500 car parking garage at Lyndon B. Johnson (LBJ) Hospital.</p> <p>Dr. Porsa delivered an update regarding COVID-19, stating that the positivity rate across the region continues to remain low at around 2%. The weekly average of daily new COVID-19 positive cases is around 350 and an average of 59 hospitalizations per day.</p> <p>On March 29, 2022, The United States Food and Drug Administration (FDA) expanded the emergency use authorization of the Pfizer and Moderna COVID-19 vaccines. Dr. Porsa stated that Harris Health has begun offering the second booster of the Pfizer and Moderna vaccines to its patients and employees according to the following guidelines:</p> <ul style="list-style-type: none"> • People ages 12 years and older who are moderately or severely immunocompromised. • Adults who are 50 years and older who are not moderately or severely immunocompromised. 	<p>As reported.</p>

	<p>Dr. Porsa shared that Holly Hall Administrative Building will be demolished in the next few months and the space will become a temporary green space for our Smith Clinic patients. Additionally, Dr. Porsa announced that the City of Houston is investing over \$6.8M towards the renovation of the nonprofit Harmony House, which provides housing, supportive services, tools and training to the homeless population.</p> <p>Dr. Porsa invited everyone to participate in the first annual Celebrate You event on Saturday, May 14, 2022. This is an employee appreciation event for staff and their families to celebrate all the amazing work that they do to care for our patients and our community. A copy of the presentation is available in the permanent record.</p>	
	<p>B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements.</p> <p>Dr. Bracey shared that Episcopal Health Foundation (EHF) announced that Ms. Elena Marks, the organization’s founding President and CEO, will retire in 2022 upon selection of her successor. Ms. Marks has guided the \$1.3B start-up foundation from its creation in 2013 to a fully established philanthropic organization respected nationwide for its work to improve health, not just healthcare in Texas. Under her leadership, EHF changed the conversation on health by not only working to make health care more accessible for those most in need, but by investing in new and different solutions that address the underlying, non-medical factors that lead to poor health. Dr. Bracey stated that on behalf of the Board of Trustees, the Board would like to congratulate Ms. Marks on her upcoming retirement.</p> <p>Ms. Jennifer Tijerina announced that on April 28th communities, labor organizations and workers observe International Workers Memorial Day to remember those who suffered injuries or lost their lives on the job and to renew the fight for strong safety and health protections. Dr. Bracey expressed his thanks to all the medical laboratory professionals in honor of Medical Laboratory Professionals Week, April 24th through 30th. This is an annual celebration of medical laboratory professionals and pathologists who play a vital role in health care and patient advocacy.</p>	
<p>IV. Public Comment</p>	<p>Ms. Cynthia Cole, Executive Director, Local #1550 – AFSCME, American Federation of State, County, and Municipal Employees, shared that she is advocating on behalf of staff regarding wage disparity among clinical, non-nursing positions. Ms. Cole addressed the Board concerning 2022 Harris Health retirees who are concerned about losing their health benefits. Additionally, Ms. Cole discussed retention measures as it relates to employee turnover and separation ratios. Dr. Porsa stated that Human Resources (HR) will provide a comprehensive update on the matter to the Board in August.</p>	

<p>V. Executive Session</p>	<p>At 8:23 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session as permitted by law under Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §151.002 and Tex. Occ. Code Ann. §160.007.</p>	
	<p>A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002 to Receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including the Harris Health System Quality, Safety Performance Measures and Zero Harm, 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>No Action Taken. Dr. Arthur Bracey recused from discussions related to Baylor College of Medicine.</p>
<p>VI. Reconvene to Open Meeting</p>	<p>At 8:31 a.m., Dr. Arthur Bracey reconvened the meeting in open session; he noted that a quorum was present and that no action was taken in Executive Session.</p>	
<p>VII. General Action Item(s)</p>	<p>A. General Action Item(s) Related to Quality: Medical Staff</p> <ol style="list-style-type: none"> 1. Acceptance of the Medical Executive Board Report to Include Notice of Appointments and Selection of New Service Chiefs. <p>Dr. John Foringer, Chair, Medical Executive Board (MEB) presented the Medical Executive Board Report. He stated that the MEB approved Policy 3466.01 – Red Rules and Policy 7.11 – Patient Identification. Dr. Foringer thanked all those involved in the development and revisions of these policies. A copy of the MEB report is available in the permanent record.</p>	<p><u>Motion No. 22.04-52</u> Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.</p>
	<ol style="list-style-type: none"> 2. Approval of Credentialing Changes for Members of the Harris Health System Medical Staff. <p>Dr. Foringer presented the credentialing changes for members of the Harris Health System Medical Staff. He reported that there were eight (8) temporary privileges, twenty (20) initial appointments, fifty-eight (58) reappointments, seven (7) change/add privileges and seven (7) resignations. A copy of the report is available in the permanent record.</p>	<p><u>Motion No. 22.04-53</u> Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item VII.A.2. Motion carried. Dr. Arthur Bracey recused on this matter related to Baylor College of Medicine.</p>

	<p>B. General Action Item(s) Related to Quality: Correctional Health Medical Staff</p> <p>1. Approval of Credentialing Changes for Members of the Harris Health System Correctional Health Medical Staff</p> <p>Dr. Otis Ekins, Chief Medical Officer, Harris Health Correctional Health, presented the credentialing changes for members of the Harris Health System Correctional Health Medical Staff. He reported that there were six (6) initial appointments. A copy of the report is available in the permanent record.</p>	<p><u>Motion No. 22.04-54</u> Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.</p>
	<p>2. Update Regarding Harris Health Correctional Health Quality</p> <p>Dr. Ekins delivered an update regarding Harris Health Correctional Health Quality. He stated that the Correctional Health team have identified quality metrics surrounded by key chronic care illnesses seen at Harris County jail. The quality metrics include the following:</p> <ul style="list-style-type: none">• 14 day Health Assessments• Pharmacy quality reports• Vaccinations• Diabetes• Hypertension• HIV/AIDS <p>A copy of the update is available in the permanent record.</p>	<p>As Presented.</p>
<p>VIII. Strategic Discussion</p>	<p>A. Harris Health System Strategic Plan Initiatives</p> <p>1. Presentation Regarding 2022 Harris Health System Disparity Study</p> <p>Ms. Colette Holt, Principal, Colette Holt & Associates, delivered a presentation regarding 2022 Harris Health System Disparity Study. The purpose of the study is to provide a legal defense for a government program if the new programs are challenged, meet constitutional requirements, provide policy and program recommendations and to educate stakeholders on the legal, regulatory and economic issues to build consensus. Ms. Holt provided a brief summary of the study's findings, data sources and methods. She stated that the study analyzed FY2018 – 2019 contracts directly awarded by procurement or by exception that were greater \$50,000. She reported that over 96% of Texas dollars were spent in Harris, Fort Bend, Galveston and Montgomery counties.</p>	<p>As Presented.</p>

Ms. Holt stated that there were seventy-one (71) North American Industry Classification System (NAICS) industry codes in which Harris Health made purchases. She addressed the study findings as it relates to utilization, weighted availability and disparity ratios.

Harris Health Utilization of M/WBE's

- M/WBEs: 7.9%
 - Blacks: 0.0%
 - Hispanics: 2.3%
 - Asians: 0.3%
 - Native Americans: 0.0%
 - White women: 5.3%
- Non-M/WBEs: 92.1%

Weighted availability in Harris Health's Marketplace

- M/WBEs: 19.5 %
 - Blacks: 6.8%
 - Hispanics: 4.7%
 - Asians: 2.4%
 - Native Americans: 0.3%
 - White women: 5.2 %
- Non-M/WBEs: 80.5%

Disparity Ratios

- Disparity ratio = M/WBE utilization ÷ availability
 - M/WBEs: 40.4%***
 - Blacks: 0.0%[‡]
 - Hispanics: 48.5%[‡]
 - Asians: 12.2%[‡]
 - Native Americans: 0.0%[‡]
 - White Women: 101.2%
 - Non-M/WBEs: 126.8%***

Ms. Holt discussed the economy-wide analysis, stating that this is useful to evaluate the effectiveness of race-neutral measures. Additionally, Ms. Holt provided an overview of the study's anecdotal findings as well as study recommendations.

Dr. Porsa stated in alignment with the Board's diversity and inclusion philosophy statement, which states to uplift and enrich our community, the System aims to develop strong and sustainable relationships with minority and other underrepresented suppliers contractors and service providers. He emphasized that efforts would be grounded in

	<p>Harris Health’s mission and public responsibility to improve lives in the communities where our employees and patients live and work.</p> <p>Dr. Porsa expressed his commitment to implementing the recommendations in the report. He stated that by June 2022, a Harris Health Minority and Women- Owned Business Enterprise (MWBE) contracting policy will be developed outlining Harris Health’s MWBE Program. He shared that his intention is to align this policy with Harris County’s policy to take advantage of all the efforts that has already been put forth, but also recognized that these policies cannot be identical.</p> <p>Dr. Porsa stated that performance standards will be developed based on the MWBE contracting policy and procedures. He noted that Harris Health will create a senior leadership position responsible for implementing its contracting diversity policy, and will enter into a local agreement with Harris County so that the County can administer several elements of the System’s MWBE contracting program including tracking, monitoring the impact, and reporting of performance standards. Dr. Bracey stated that Harris Health will continue to implement and expand its race and gender neutral measures, develop race and gender conscious measures and share with the Board its efforts and progress on a quarterly basis. A copy of the presentation is available in the permanent record.</p>	
	<p>2. Update Regarding Population Health Initiatives</p> <p>Dr. Jennifer Small, Interim Executive Vice President, Ambulatory Care Services, delivered an update regarding Population Health Initiatives. Harris Health will measurably improve patient health outcomes by optimizing a cross-continuum approach that is anchored in high-impact preventive, virtual, and community-based services. The approach will be deployed in coordination with clinical and social services partners, and underwritten by actionable population health analytics and technology.</p> <p>Dr. Small provided a high-level overview of the population health management goals which includes: 1) Optimizing Harris Health’s Ambulatory Care platform, 2) Advancing a Cross-Continuum Approach to Improving Health, Coordinated across Care Settings and Over time, and 3) Integrating technology and analytics to support risk-stratified care management and rigorous evaluation of population health interventions on quality, costs and access.</p> <p>Discussion ensued regarding opportunities to maximize resources, incorporate technology and leverage community partners. A copy of the presentation is available in the permanent record.</p>	<p>As Presented.</p>

	<p>3. Presentation and Consideration of Approval of Population Health Collaboration with The University of Texas at Austin Dell Medical School</p> <p>Dr. Ann Barnes, Senior Vice President, Chief Health Officer, delivered a presentation of Population Health Collaboration with University of Texas at Austin Dell Medical School. She stated that the Food Pharmacy program has had demonstrated positive improvements on hemoglobin A1c levels for patients with diabetes. Dr. Barnes shared that the expansion of the program can also improve the disease process for patients with chronic kidney disease. UT Dell Medical School Factor Health is an initiative that builds and test programs to deliver health interventions outside clinics and hospitals. Dr. Barnes noted that the collaboration with UT relates to the impact of a diet heavy in fruits and vegetables on the progression of mild and moderate chronic kidney disease. She stated that evidence supports that this dietary intervention will prevent or delay the in stage renal disease, which can be devastating to someone's health and quality of life. Dr. Barnes shared that the intervention will have two phases: 1) to examine the impact of directly providing fruits and vegetables, grocery vouchers, coupled with education and social support, and 2) measure the sustained effect of the fruit and vegetable intervention on kidney function of the initial intervention group. Dr. Barnes demonstrated the existing Health hub locations and domains and how this work will further expand Harris Health's efforts. A copy of the presentation is available in the permanent record.</p>	<p><u>Motion No. 22.04-55</u> Moved by Dr. Ewan Johnson, seconded by Ms. Jennifer Tijerina, and majority passed that the Board approve Item VIII.A.3. Motion carried. Ms. Elena Marks abstained.</p>
<p>IX. Consent Agenda Items</p>	<p>A. Consent Purchasing Recommendations</p> <p>1. Approval of Purchasing Recommendations (Items A1 through A59)</p> <p>Dr. Bracey noted that Purchasing's Transmittals (B1 through B15) are not for approval. A copy of the purchasing recommendations is available in the permanent record.</p>	<p><u>Motion No. 22.04-56</u> Moved by Dr. Ewan Johnson seconded by Dr. Andrea Caracostis, and majority passed that the Board approve purchasing recommendations (Items A1 through A59). Motion carried. Professor Marcia Johnson and Ms. Jennifer Tijernia opposed this motion.</p>
	<p>Dr. Bracey stated that the following consent agenda items were discussed at length during the April Board Committee meetings.</p>	

	<p>B. Consent Grant Agreements</p> <p>1. Approval of Grant Agreement (Item B1 through B3)</p>	<p><u>Motion No. 22.04-57</u> Moved by Dr. Ewan Johnson, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda items IX.B.1. through IX.C.2. Motion carried. Mr. Lawrence Finder recused on this matter related to M.D. Anderson (Grant Item B1).</p>
	<p>C. Consent Items for Board Approval</p> <p>1. Approval of a Resolution Setting the Rate of Mandatory Payment for the Harris County Hospital District Local Provider Participation Fund</p> <p>2. Approval of Leases with the Harris County Sheriff's Office for the Correctional Health Services Program at:</p> <ul style="list-style-type: none">• 701 North San Jacinto Street, Houston, Texas 77002• 700 North San Jacinto Street, Houston, Texas 77002• 1200 Baker Street, Houston, Texas 77002• 1307 Baker Street, Houston, Texas 77002	<p><u>Motion No. 22.04-57</u> Moved by Dr. Ewan Johnson, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda items IX.B.1. through IX.C.2. Motion carried.</p>
	<p>D. Consent Reports and Updates to Board</p> <p>1. Harris Health System February 2022 Financial Reports Subject to Audit</p> <p>2. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System</p> <p>3. Annual 2021 NAIC Filing for Community Health Choice, Texas</p> <p>4. Annual 2021 NAIC Filing for Community Health Choice, Inc.</p>	<p>For informational purposes only - No action required.</p>
	<p>E. Consent Item for Notice</p> <p>1. Harris Health System Council-At-Large Meeting Minutes</p> <ul style="list-style-type: none">• March 14, 2022 <p><i>{End of Consent Agenda}</i></p>	<p>For informational purposes only - No action required.</p>

X. Item(s) Related to Health Care for the Homeless Program

A. Review and Acceptance 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.

- **HCHP March 2022 Operational Update**

Dr. Jennifer Small presented Health Care for the Homeless Program (HCHP) operational update including patient services, risk management report, consumer advisory council report, and service area analysis. She stated that there were 336 new adult patients and 24 new pediatric patients associated with the program. She noted that HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA). At the close of March, HCHP served 2,335 unduplicated patients and completed 6,054 visits. Dr. Small stated that the amount of unduplicated patients seen overall has trended downward due to three (3) vacant positions.

The program has on-boarded a new provider during the month of April and has identified two (2) additional providers to onboard in June. Additionally, Dr. Small reported that HCHP has experienced an increase in patient visits for the month. Dr. Small provided an overview of HCHP 2021 risk management report. She noted as a community health center (CHC) funded by HRSA, the program is required to have a governing Board that maintains appropriate authority and oversees the operations of the program.

Risk Management Activities for 2021 Includes:

- Completed annual health care risk management training for health center staff.
- Revised invoicing process
- Participation of HCHP in the Harris Health Safety Committee.
- HCHP management met quarterly with shelter management to address risk management and safety concerns in addition to productivity and performance improvement strategies.
- Monthly chart audits completed by MDs and by the quality assurance coordinator.
- Monthly review of medication reconciliation reports.
- Monthly Compliance and Performance Improvement Committee meetings.
- Weekly risk management assessments conducted such as:
 - Infection Prevention Assessment
 - Environmental Care Rounds
 - Safety Monitoring
 - Hand Hygiene Inspections

Motion No. 22.04-58

Moved by Ms. Alicia Reyes, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item X.A. Motion carried.

Highlights of the Consumer Advisory Council Activities for December 2021 through February 2022 are listed as follows:

- Council Chairperson, Jonathan Oxley, provided updates to the council about items discussed at the At-Large Consumer Advisory Council meeting.
- The council was informed that HCHP received a Health Resources and Services Administration notice of award, based on the submitted service area competition application, for funding for a three year project period from January 01, 2022 – December 31, 2024, for \$4,072,084 for each year.
- Members were informed that the medical and immunization mobile units were vandalized and had their catalytic converters stolen, which would affect availability of services.
- A council members requested that a flyer be created to promote availability of services.

Dr. Small provided an overview of the service area analysis. She noted that at the end of each calendar year, Federally Qualified Health Centers (FQHCs) are required to report patient utilization, including zip code of residence and primary payor for services.

Dr. Small stated that this report highlights the key findings of the service area analysis covering the reporting period from January 1, 2021 to December 31, 2021.

- The clinics are located in the majority of areas where people experiencing homelessness congregate, primarily in Downtown Houston
- The top four zip codes are areas where HCHP continues to provide primary care services:
 - 77051 (Star of Hope Cornerstone)
 - 77002 (Downtown area/multiple clinics)
 - 77007 (Salvation Army Adult Rehabilitation and Harmony House)
 - 77004 (Lord of the Streets)
- The fifth zip code is where Ben A Reid Community Correctional Facility is located.
 - 77078 (East Houston area/Ben A Reid Community Correctional Facility)
- HCHP is the dominant health center, based on 2020 UDS Mapper data for the following zip codes:
 - 77002
 - 77004
 - 77007
 - 77018
 - 77051

A copy of the operational update is available in the permanent record.

	<p>B. Approval of the HCHP 2021 Service Area Analysis</p>	<p><u>Motion No. 22.04-59</u> Moved by Ms. Alicia Reyes, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item X.B. Motion carried.</p>
	<p>C. Approval of the HCHP 2021 Annual Risk Management Report</p>	<p><u>Motion No. 22.04-60</u> Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item X.C. Motion carried.</p>
	<p>D. Approval of HCHP 2021-2022 Consumer Advisory Council Report</p>	<p><u>Motion No. 22.04-61</u> Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item X.D. Motion carried.</p>
<p>XI. Executive Session</p>	<p>At 9:59 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session as permitted by law under Tex. Gov't Code §551.071, Tex. Gov't Code §551.072, Tex. Gov't Code §418.183, Tex. Gov't Code §551.085, Tex. Gov't Code §551.089, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §151.002 and Tex. Occ. Code Ann. §160.007.</p>	
	<p>B. Discussion Regarding the Acquisition of Real Property, Pursuant to Tex. Gov't Code §551.072 and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken</p>
	<p>C. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Healthcare Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Gov't Code §418.183, Tex. Gov't Code §551.089, Tex. Occ. Code Ann. §160.007, Tex. Occ. Code Ann. §151.002, and Tex. Gov't Code Ann. §551.071, Including Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken</p>
	<p>D. Consultation with Attorney Regarding Collaborative Opportunities with The University of Texas M.D. Anderson Cancer Center for the Development of a Clinical Facility on LBJ Campus, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Gov't Code Ann. §551.085 and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of a Term Sheet Between the Parties.</p>	<p><u>Motion No. 22.04-62</u> Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item XI.D. Motion carried.</p>

	<i>Harris Health, by and through its Board of Trustees, delegates authority to the President/CEO to execute a Confidential Term sheet between Harris Health System and the University of Texas M.D. Anderson Cancer Center for the Development of a Cancer Care Facility on the campus of Lyndon B. Johnson Hospital within the parameters outlined in Executive Session.</i>	Mr. Lawrence Finder recused from this matter related to collaborative opportunities with M.D. Anderson.
	E. Consultation with Attorney Regarding Opportunities for Support of the Harris Health Strategic Plan, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.	No Action Taken
XII. Reconvene	At 11:21 a.m., Dr. Arthur Bracey reconvened the meeting in open session; he noted that a quorum was present. The Board will take action on Item "D" of the Executive Session agenda.	
XIII. Adjournment	Moved by Mr. Lawrence Finder, seconded by Dr. Andrea Caracostis, and unanimously approved to adjourn the meeting. There being no further business to come before the Board, the meeting adjourned at 11:23 a.m.	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on April 28, 2022.

Respectfully Submitted,



Arthur Bracey, M.D., Chair



Andrea Caracostis, M.D., Secretary

Minutes transcribed by Cherry Pierson