

BOARD OF TRUSTEES

Joint Conference Committee

Thursday, March 21, 2024
11:30 A.M.

The meeting will be conducted via Zoom and may be viewed online at:
<http://harrishealthtx.swagit.com/live>.

Mission

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care, and education.

AGENDA

I. Call to Order and Record of Attendance	Dr. Andrea Caracostis	2 min
II. Approval of the Minutes of Previous Meeting	Dr. Andrea Caracostis	2 min
<ul style="list-style-type: none"> • Joint Conference Committee Meeting – January 11, 2024 		
III. Physician Leadership Reports	Dr. Andrea Caracostis	15 min
<ul style="list-style-type: none"> A. Medical Executive Board (MEB) Chair/Vice Chair 	Dr. Martha Mims and Dr. Kunal Sharma	<i>(5 min)</i>
<ul style="list-style-type: none"> B. Chiefs of Staff 		<i>(5 min)</i>
<ul style="list-style-type: none"> • Ben Taub Hospital • LBJ Hospital 	Dr. Sandeep Markan Dr. Tien Ko	
<ul style="list-style-type: none"> C. Assistant Chiefs of Staff 		<i>(5 min)</i>
<ul style="list-style-type: none"> • BCM • UT 	Dr. Fareed Khan Dr. Mohammad Zare	
IV. New Items for Discussion	Dr. Andrea Caracostis	40 min
<ul style="list-style-type: none"> A. Presentation Regarding Harris Health’s Medical Staff Engagement Survey Results 	Dr. Steven Brass, Ms. Jessey Thomas and Ms. Maxia Webb, NRC Health	<i>(20 min)</i>
<ul style="list-style-type: none"> B. Update Regarding Technology Downtime Opportunity Review 	Mr. Ron Fuschillo and Mr. Aaron Velasquez	<i>(10 min)</i>
<ul style="list-style-type: none"> C. Discussion Regarding 2024 Joint Conference Committee Goals 	Dr. Andrea Caracostis	<i>(10 min)</i>
V. Adjournment	Dr. Andrea Caracostis	1 min

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
JOINT CONFERENCE COMMITTEE MEETING
January 11, 2024
11:30 AM

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
I.	Call to Order and Record of Attendance	Dr. Andrea Caracostis, Chair, called the meeting to order at 11:32 a.m. It was noted there was a quorum present and the attendance was recorded. Dr. Caracostis stated that while some Board members are in the room, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. Only participants scheduled to speak have been provided dial in information for the meeting. All others who wish to view the meeting may access the meeting online through the Harris Health website: http://harrishealthtx.swagit.com/live .	
II.	Approval of the Minutes of Previous Meeting Joint Conference Committee Meeting – November 9, 2023		Moved by Dr. Kunal Sharma, seconded by Dr. Esmaeil Porsa, and unanimously approved the minutes of the November 9, 2023 meeting.
III.	Report Regarding December 7, 2023 Harris Health Board Meeting <ul style="list-style-type: none"> • New Joint Conference Committee Members • Revised Committee Charter 	Dr. Andrea Caracostis recognized Ms. Sima Ladjevardian, Trustee, as the newly appointed member of the Joint Conference Committee. She also presented the revised Joint Conference Committee Charter. Copies of the Committee appointments and the revised Joint Conference Committee Charter are available in the permanent record.	
IV.	Physician Leadership Reports		
	A. Medical Executive Board Chair/Vice Chair	Dr. Martha Mims, Chair, Medical Executive Board (MEB), presented the MEB report. Dr. Mims shared that there have been significant improvements related to Quality initiatives and Harris Health’s commitment to becoming a High Reliability Organization (HRO). She discussed changes to the Medical Staff Bylaws and addressed recent EPIC outages in the hospitals.	As Presented.

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
	<p>B. Chief of Staffs</p> <ul style="list-style-type: none"> • Ben Taub Hospital • LBJ Hospital 	<p>Dr. Sandeep Markan, Chief of Staff, Ben Taub (BT) Hospital, presented BT’s Chief of Staff Report. Dr. Markan acknowledged many of the notable safety and quality initiatives such as: ST-Elevation Myocardial Infarction (STEMI), Cardiovascular, Stroke and Traumatic Brain Injury, Critical Care, and Maternal Health Care. He touched upon the work that is being done to address the hospital’s capacity challenges. Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson (LBJ) Hospital, expressed his thanks to Dr. Esmail Porsa, President and Chief Executive Officer, the Harris Health Board of Trustees, and Harris Health Administration for their leadership, collaboration, and support of the medical staff and for engaging physician leaders.</p>	<p>As Presented.</p>
	<p>C. Assistant Chiefs of Staff</p> <ul style="list-style-type: none"> • BCM • UT 	<p>Dr. Mohammad Zare, Assistant Chief of Staff, University of Texas Health Science Center – Houston (UT), presented UT’s Chief of Staff Report. He provided an update on various initiatives, such as reducing hospital congestion in the emergency room (ER) outpatient settings, improving patient experience and satisfaction, and improving the efficiencies of specialty services and patient visits. Dr. Markan provided an update on behalf of Dr. Fareed Khan, Assistant Chief of Staff, Baylor College of Medicine (BCM). He noted that the Ambulatory Care Services (ACS) metrics for safety and quality are positively trending upward. Dr. Markan shared that the ACS pavilion was rated by the Baylor faculty, as one of the best places to practice among all Baylor faculty and institutions. Dr. Markan recognized Dr. Jennifer Small, Executive Vice President, Ambulatory Care Services, Dr. Matasha Russell, Chief Medical Officer, Ambulatory Care Services, and their staff, for this noteworthy recognition.</p>	<p>As Presented.</p>
V.	New Items for Discussion		
	<p>A. Presentation Regarding Initial Harris Health Strategic Facility Plan Timeline Review</p>	<p>Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer, delivered a presentation regarding the Initial Harris Health Strategic Facility Plan Timeline Review. Mr. Smith touched upon the initiatives related to throughput processes and physical capacity. Mr. Patrick Casey, Senior Vice President, Facilities, Construction & Systems Engineering, provided a high-level overview of the planned project timelines for the LBJ, BT, and ACS campuses. A copy of the presentation is available in the permanent record.</p>	<p>As Presented.</p>

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
VI.	Governance: Medical Staff Bylaws, Rules and Regulations		
	A. No Updates or Items for Action		
VII.	Future Agenda Topics		
	A. Open Discussion Regarding Future Agenda Topics	<p>The Committee discussed future agenda items for 2024.</p> <ul style="list-style-type: none"> • Physician Engagement Results • Mitigating EPIC Downtime • Graduate Medical Education (GME) – success and opportunities • Governance Structure and Approval of Policy and Procedures 	As Presented.
VIII.	Adjournment	There being no further business, the meeting adjourned at 12:22 p.m.	Moved by Dr. Sandeep Markan, seconded by Ms. Sima Ladjevardian, and unanimously approved to adjourn the meeting.

I certify that the foregoing are the Minutes of the Meeting of the Joint Conference Committee of the Board of Trustees of the Harris Health System held on January 11, 2024.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Chair,

Recorded by Cherry A. Pierson, MBA

Thursday, January 11, 2024

Harris Health System Board of Trustees Board Meeting – Joint Conference Committee Attendance

Note: For Zoom meeting attendance, if you joined as a group and would like to be counted as present, please submit an email to:

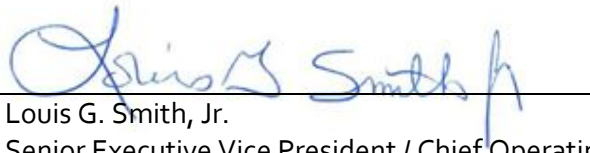
BoardofTrustees@harrishealth.org before close of business the day of the meeting.

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis (<i>Committee Chair</i>)		
Ms. Sima Ladjevardian, Harris Health Board of Trustees		
Dr. Sandeep Markan, Chief of Staff (<i>BT Hospital</i>)		
Dr. Tien Ko, Chief of Staff (<i>LBJ Hospital</i>)		
Dr. Fareed Khan, Assistant Chief of Staff (<i>BCM</i>)		
Dr. Mohammad Zare, Assistant Chief of Staff (<i>UT</i>)		
Dr. Martha Mims, Medical Executive Board Chair		
Dr. Kunal Sharma, Medical Executive Board Vice Chair		
Dr. Esmaeil Porsa, Harris Health Chief Executive Officer		
Louis Smith, Harris Health Chief Operating Officer		
Dr. Steven Brass, Harris Health Chief Medical Executive Officer		
Dr. Matasha Russell, Chief Medical Executive (<i>ACS</i>)		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Antoinette Cotton	Jerry Summers
Carolynn Jones	John Matcek
Cherry Pierson	Maria Cowles
Daniel Smith	Matthew Schlueter
Dr. Derek Curtis	Michael Hill
Elizabeth Hanshaw Winn (<i>Harris County Attorney's Office</i>)	Nicholas Bell
Dr. Esperanza "Hope" Galvan	Olga Rodriguez
Dr. Glorimar Medina	Patricia Darnauer
Dr. Jackie Brock	Patrick Casey
Dr. Jennifer Small	Sara Thomas (<i>Harris County Attorney's Office</i>)
Jennifer Zarate	Shawn DeCosta

Thursday, March 21, 2024

Presentation Regarding Harris Health's Medical Staff Engagement Survey Results

A handwritten signature in blue ink that reads "Louis G. Smith, Jr." with a horizontal line underneath.

Louis G. Smith, Jr.
Senior Executive Vice President / Chief Operating Officer

Harris Health System

2023 Medical Staff Engagement Results



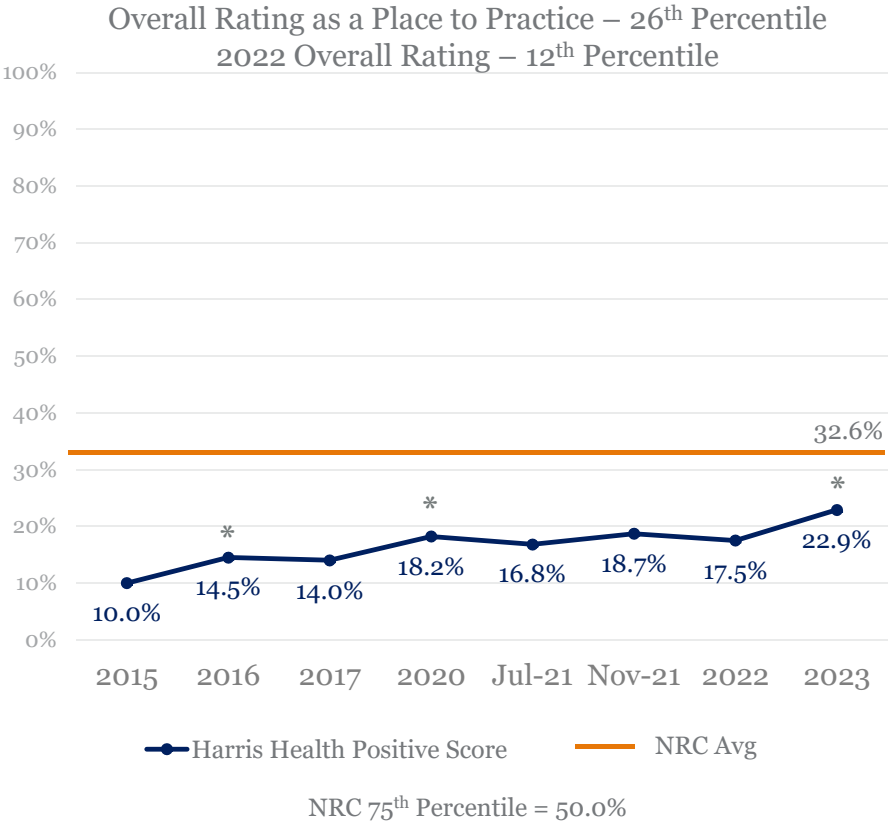
Capturing the Voice of the Medical Staff

- Survey administered 11/01/2023 – 11/15/2023

Survey	Year	# Sampled	# Returned	Response %
Harris Health System	2023	1,301	600	46.1%
	2022	1,224	451	36.8%
	November 2021	1,286	503	39.1%
	July 2021	1,357	463	34.1%
	2020	1,361	611	44.9%
	2017	4,557	721	15.8%
	2016	2,726	537	19.7%
	2015	2,681	790	29.5%

*NRC Health Physician Engagement Survey Average response rate benchmark = 50.1%

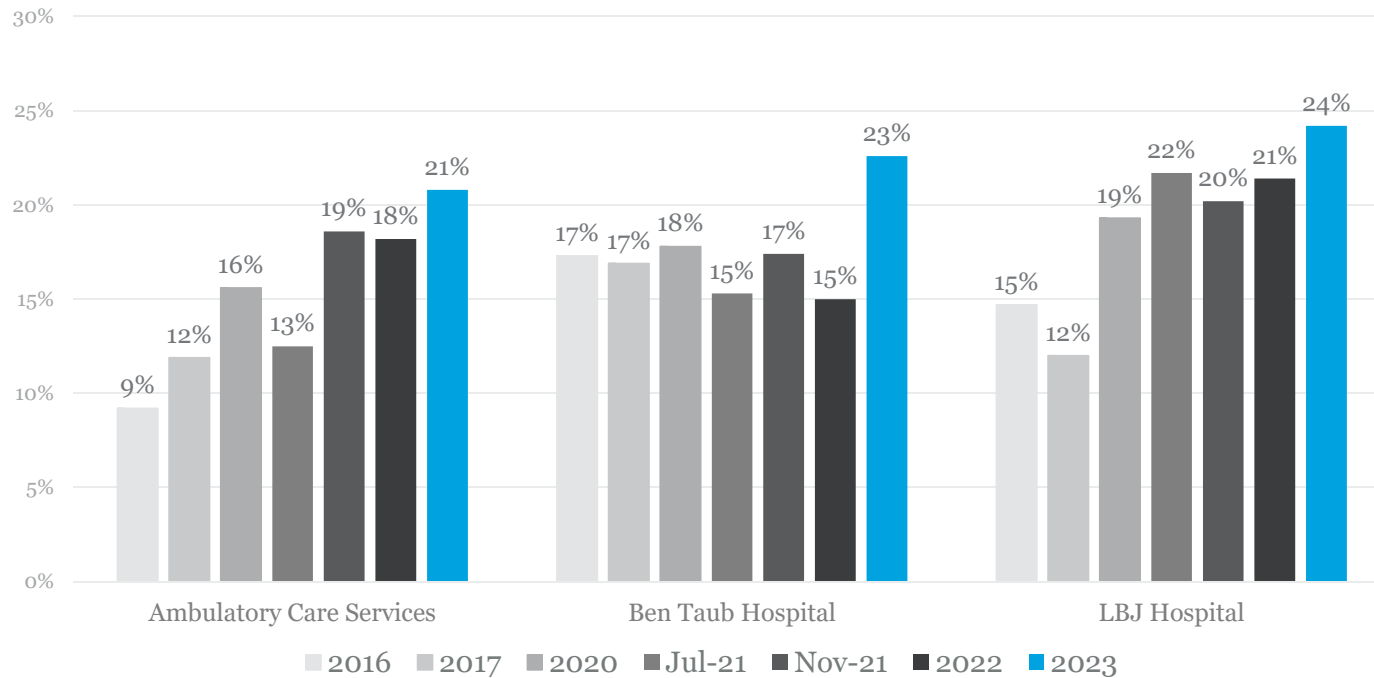
Harris Health System – Workplace Experience Loyalty Measure



* Significant YOY Change

Workplace Loyalty Measure – Pavillion Comparison Charts

Overall Rating as a Place to Practice



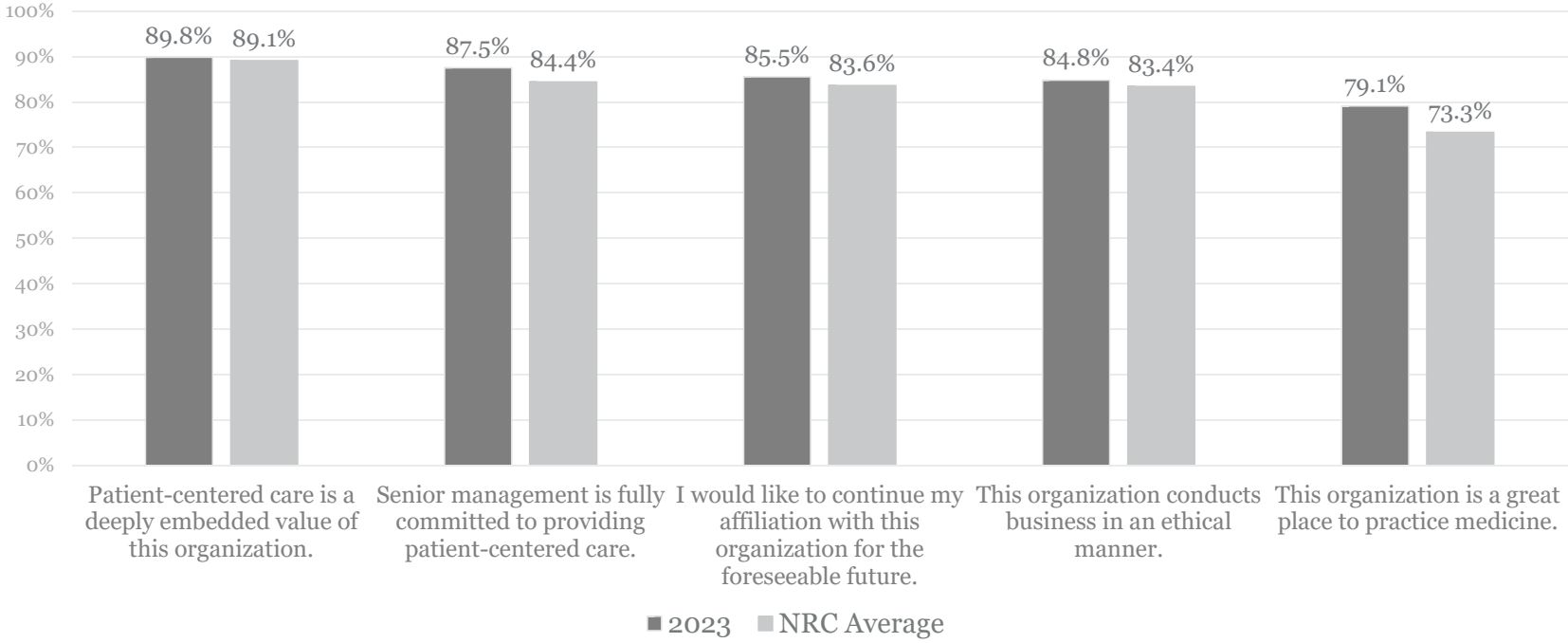
Harris Health Avg = 22.9% / NRC Health Avg = 32.6%

Key Drivers 2023 – Overall Rating as a Place to Practice

Key Drivers	Dimension	NRC Average - Physician 2 Year	Correlation Coefficient	2023
This organization is a great place to practice medicine.	Compensation and Retention	73.3%	0.78	79.1%
This organization is optimally organized to meet both medical staffs' and patients' needs.	Communication and Coordination	46.2%	0.73	40.8%
I would like to continue my affiliation with this organization for the foreseeable future.	Compensation and Retention	83.6%	0.68	85.5%
Leadership is committed to improving the working environment of this organization.	Trust and Autonomy	62.2%	0.67	66.9%
I have all the help I need from this organization's staff to give patients the best treatment.	Support and Access to Resources	57.2%	0.67	48.8%
This organization's leadership seriously considers what I have to say.	Trust and Autonomy	49.4%	0.66	49.8%
I am able to do what I do best at this organization.	Commitment	73.5%	0.66	73.1%
Administrative decisions at this organization are consistent with their stated values.	Commitment	58.0%	0.66	58.2%
This organization's administrative policy does more to resolve problems than it does to present barriers to resolving them.	Trust and Autonomy	51.2%	0.65	49.0%
At this organization, I am able to practice medicine and avoid operational/bureaucratic difficulties.	Trust and Autonomy	49.5%	0.64	46.4%

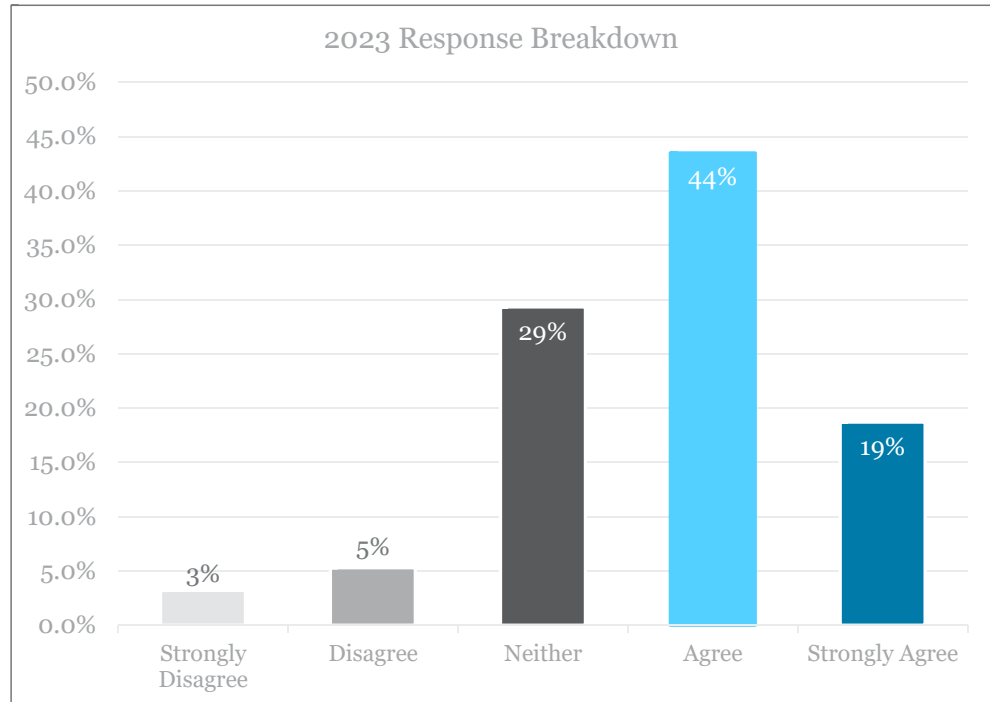
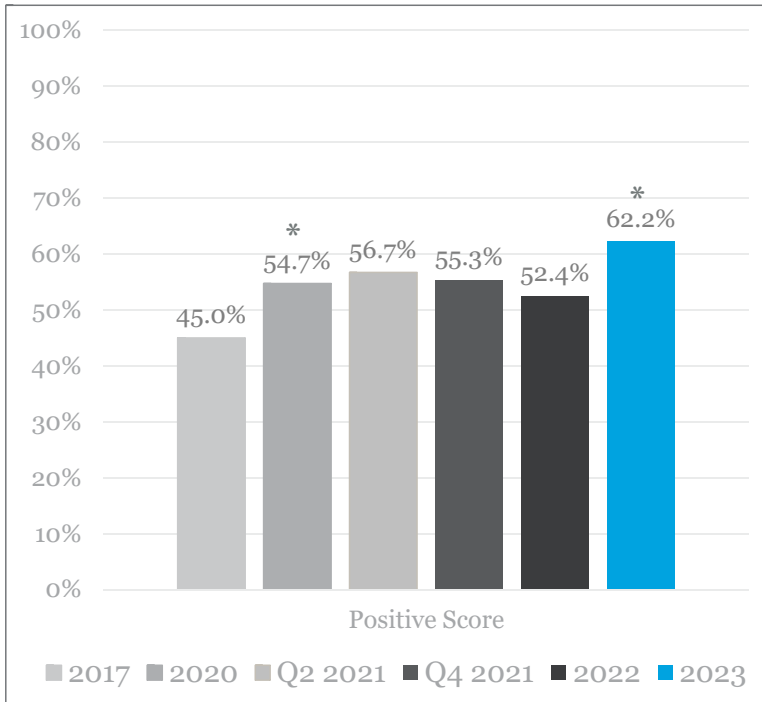
- White scores represent scores significantly higher than the NRC Average.
- Light gray scores represent scores equal to or greater than the NRC Average.
- Medium gray scores represent scores less than the NRC Average.
- Dark gray scores represent scores significantly less than the NRC Average.

Workplace Experience Highest Scores 2023



Harris Health – Trending Question

This organization's executive management is open and honest in their communication with the medical staff.



2023 Harris Health System (HHS) New Efforts

- Conducted daily rounding twice a day for the two weeks and distributed cookies and flyers.
- Texted and emailed the medical staff with the survey link to encourage participation.
- Updated “You Spoke, We Listened and Implemented” Posters with the Survey QR code.
- Emailed the NRC Survey link to the medical staff through the HHS email instead of NRC Health external email.
- Incorporated a daily random prize winner with the daily survey reminder.
- Provided daily reports to the Chiefs of Staff, Service chiefs and Leaders.

Positive Comment Themes

- HHS is very patient-centered and provides comprehensive care to the underserved despite limited resources and insufficient funding
- Proud to work at Harris Health System
- Harris Health System is very mission-driven and a great place to practice medicine
- Supportive of nurses, medical assistants, and staff
- High praise of local and executive leadership
- Appreciation of all the changes made by senior leadership and engaging medical staff
- E-consults are great, useful, and efficient
- Harris Health System listens to front line personnel and implements their feedback
- Values the new town hall meetings and other forms of discussion that include front line medical staff

Key Comment Themes



Key Comment Themes

Ambulatory Workflow /
Operations

Surgery Workflow/
Operations

Inpatient Workflow /
Operations

Emergency Workflow /
Operations

Leadership