

MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES  
Special Called Board Meeting  
September 29, 2021  
6:00 pm

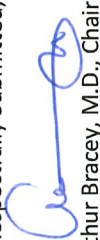
AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>I. Call to Order &amp; Record of Attendance</p>	<p>The meeting was called to order at 6:00 p.m. by Arthur Bracey, MD, Chair. It was noted there was a quorum present and the attendance was recorded. While some of board members are in the room with us today, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. The meeting may be viewed online: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a>.</p>	<p>A copy of the attendance is appended to the archived minutes.</p>
<p>II. Public Comment</p>		<p>There were no public speakers present.</p>
<p>III. Strategic Initiatives</p>	<p>A. Discussion Regarding Harris Health Hospital Infrastructure Planning and Future Initiatives.</p> <p>Mr. Louis Smith, Senior Executive Vice President &amp; Chief Operating Officer, led the discussion regarding Harris Health Hospital Infrastructure Planning and Future Initiatives. He mentioned that Harris Health System (HHS) is working in collaboration with Health Management Associates (HMA) and Jones Lang LaSalle (JLL) to perform detailed Hospital Facility Master Plan assessments and provide recommendations to meet and support the 2040 targets provided within the Harris Health Strategic Plan. Recommendations shall include:</p> <ul style="list-style-type: none"> <li>• Sustainability of existing hospitals</li> <li>• Total campus capacities /opportunities to address critical service gaps</li> <li>• Specific recommendations on expansion of specialty in-patient services with a focus on most critical services</li> <li>• Specific recommendation on expansion and optimization of inpatient capacity (beds, services and sites)</li> <li>• Optimization of acute care access to meet target capacity of critical services <ul style="list-style-type: none"> <li>○ Expansion of existing facilities or development of new facilities</li> <li>○ Identification of preferred campus locations</li> <li>○ Sequencing of recommended actions</li> </ul> </li> </ul> <p>Mr. David Attard, Vice President, Facilities, Construction, &amp; Systems Engineering, provided a high-level overview including the facilities top service priorities, patient throughput challenges and recommendations for Lyndon B. Johnson (LBJ) and Ben Taub (BT) Hospitals. He stated that LBJ is an aged facility that will require substantial investment to extend inpatient capability beyond five (5) to seven (7) years.</p>	<p>As Presented.</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>He reported that LBJ has no private patient rooms, the facility is over capacity, and there are several operational constraints creating bottlenecks and increasing diversion status. Mr. Attard reported that BT is one (1) of two (2) Level 1 Trauma designated hospitals within Harris County and its site does not allow for a rooftop or ground helistop. He stated that the facility is over capacity with a bed occupancy of 90%–100% resulting in patient diversions. He also mentioned that there are existing site constraints due to limited land square footage and no surrounding potential land available to purchase. Mr. Attard stated that LBJ is in the optimal location and is suitable for future expansion. However, BT is not in an optimal location due to proximity of Harris County's only other Level 1 Trauma facility and does not have growth capacity to meet current or projected demand of patient population. Mr. Attard mentioned the priority ranking of campus capital plans, capital projects sequencing and timeline. Mr. Louis Smith presented the following Board action item and next steps:</p> <p><b>Board of Trustees Action Item:</b></p> <ul style="list-style-type: none"> <li>• Approve recommendations and campus priorities for development and action</li> </ul> <p><b>Harris Health System Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Initiate programming and development activities to support recommendations for a new hospital facility on the LBJ campus.</li> <li>• Perform physical site analysis and programming/preconstruction activity to develop detailed recommendations and cost estimates for Board of Trustee approval – June 2022.</li> <li>• Identify post occupancy opportunities for the existing hospital structure for Board of Trustees approval.</li> </ul> <p>A copy of the presentation is available in the permanent record.</p>	
	<p><b>B.</b> Discussion Regarding Harris Health Primary Care Infrastructure Planning and Future Initiatives.</p> <p>Dr. Jennifer Small, Interim Executive Vice President, Ambulatory Care Services, led the discussion regarding Harris Health Primary Care Infrastructure Planning and Future Initiatives. She provided a brief overview regarding the primary care needs analysis scope and goals. Dr. Small stated that the current orientation of primary care is geared towards visit activities and visit productivity. She explained that the future orientation of primary care would focus on project needs, costs, and clinical outcomes in patient categories. Resources also need to be orientated towards a focus on patients with the highest clinical and financial risk. Dr. Small noted that Behavioral Health, Clinical Pharmacists, Nutritionists, and Community Health Workers are resources available to address the needs of Harris Health's population.</p>	<p><b>As Presented.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>She mentioned that the current sites are generally well placed in areas of need; however, there are overlaps and gaps associated. Current gaps are further defined through a primary score that accounts for projected needs, wait times in emergency rooms and hospital visits to Harris Health (25%), subtracted by the current estimated primary care capacity of Harris Health and Federally Qualified Health Centers (FQHCs). A copy of the presentation is available in the permanent record.</p>	
<p><b>IV. Executive Session</b></p>	<p>At 6:56 p.m., Dr. Bracey stated that the Board would enter into Executive Session under Tex. Gov't Code Ann. §551.071, Tex. Gov't Code Ann. §551.072, Tex. Gov't Code Ann. §551.074 and Tex. Gov't Code Ann. §551.085.</p>	
<p><b>V. Reconvene</b></p>	<p>At 8:54 p.m., Dr. Bracey reconvened the meeting and stated that the Board will take action on item "A" of the Executive Session agenda.</p>	
	<p><b>A.</b> Discussion Regarding Hospital and Primary Care Infrastructure, Pursuant to Tex. Gov't Code Ann. §551.072, Tex. Gov't Code Ann. §551.085, Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of Initiation of Programming, Development Activities, Physical Site Analysis and Preconstruction Activity to Support Recommendations for a Replacement Hospital Facility for LBJ Hospital on the LBJ Hospital Campus.</p> <p><i>Harris Health, by and through the Board of Trustees Approves the Initiation of Programming, Development Activities, Physical Site Analysis and Preconstruction Activity to Support Recommendations for a Replacement Hospital Facility for LBJ Hospital on the LBJ Hospital Campus.</i></p>	<p><b>Motion No. 21.09-84</b> <b>Moved by Mr. Lawrence Finder, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item IV.A. Motion carried.</b></p>
	<p><b>B.</b> Discussion Regarding Board of Trustees Roles and Responsibilities on Board Committees and Hospital District Board Committee Structure, Pursuant to Tex. Gov't Code Ann. §551.074 and Tex. Gov't Code Ann. §551.071.</p>	<p><b>No action taken.</b></p>
<p><b>VI. Adjournment</b></p>	<p>Moved by Dr. Ewan Johnson, seconded by Ms. Linda Morales, and unanimously approved to adjourn the meeting.</p> <p>There being no further business to come before the Board, the meeting adjourned at 8:55 p.m.</p>	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Special Called Board Meeting held on September 29, 2021.

Respectfully Submitted,



Arthur Bracey, M.D., Chair



Elena Marks, Secretary

Minutes transcribed by Cherry Pierson