

BOARD OF TRUSTEES
Joint Conference Committee

8:00 A.M.
Thursday, March 10, 2022

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	Ms. Elena Marks	2 min
II. Approval of the Minutes of Previous Meeting Joint Conference Committee Meeting – January 13, 2022	Ms. Elena Marks	1 min
III. Physician Engagement	Mr. Louis Smith	20 min
A. New Member Introductions		<i>(5 min)</i>
B. Strengthening Physician Involvement: Operations and Service Lines		<i>(5 min)</i>
i. Update Regarding GI Service Line Around Colonoscopies		<i>(10 min)</i>
IV. Governance and Culture	Mr. Louis Smith	6 min
A. Goal Alignment Between Harris Health, Baylor College of Medicine and The University of Texas Health Science Center at Houston McGovern Medical School		<i>(6 min)</i>
V. Items Requiring Periodic Updates/Discussion	Mr. Louis Smith	10 min
A. Discussion Regarding Harris Health Correctional Health – Mr. Michael Hill and Dr. Otis Egin		<i>(10 min)</i>
VI. Special Items	Mr. Louis Smith	10 min
A. Discussion Regarding Harris Health Care Management Redesign – Dr. Amy Smith		<i>(10 min)</i>
VII. Adjournment	Ms. Elena Marks	1 min

JOINT CONFERENCE COMMITTEE

Elena Marks, Chair

Louis Smith, Executive Sponsor

Members:

Arthur Bracey, MD, Board Member (Ex-officio)

Alicia Reyes, Board Member

Esmail Porsa, MD - Harris Health CEO

John Foringer, MD - Chair of the Medical Executive Board

Sandeep Markan, MD - Chief of Staff Ben Taub

Martha Mims, MD - Vice Chair of the Medical Executive Board

Matasha Russell, MD - Harris Health CMO Ambulatory Care Services

Tien Ko, MD - Chief of Staff LBJ

Steven Brass, MD - Harris Health CME

Assistant Chief of Staff (UT)

Assistant Chief of Staff (BCM)

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
JOINT CONFERENCE COMMITTEE MEETING
Thursday, January 13, 2022
8:00 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Ms. Elena Marks, Chair, called the meeting to order at 8:01 a.m. It was noted that a quorum was present and the attendance was recorded. Ms. Marks announced that 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 11, 2021		Moved by Dr. Arthur Bracey, seconded by Dr. Martha Mims, Vice-Chair, Medical Executive Board, and unanimously approved the minutes of the November 11, 2021 Committee meeting.
III. Physician Engagement		
A. Strengthening Physician Involvement: Operations and Service Lines	Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer, led discussion regarding strengthening physician involvement. He acknowledged Ms. Marks’ efforts in developing the agenda so that the committee can effectively discuss pertinent topics. He explained that the purpose of this item is to discuss operational developments such as inclusion of medical staff leadership and to hear the perspective of the physician leaders regarding current efforts. He noted that inclusion of medical staff leadership encompasses regular	Dr. Ko and Dr. Matasha Russell recommended inviting Ambulatory Care Services (ACS) Assistant Chiefs of Staff, Dr. Alexander Laceras and Dr. Fareed Khan, to the Joint Conference Committee meetings. Dr. Martha Mims recommended increasing engagement between outpatient and inpatient physicians.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>meetings with Chiefs of Staff on a regular basis. These meetings are held to ensure communication, coordination, and shared understanding of perspective and interest in the way Harris Health System (HHS) functions, and how it engages with medical school partners. He stated that the involvement of HHS leaders such as Dr. Steven Brass, Executive Vice President & Chief Medical Executives, and Dr. Jackie Brock, Executive Vice President & Chief Nursing Executive, has been critical in facilitating increased medical staff engagement. In addition, Chiefs of Staff have been included in the System’s monthly Management of Risk (MoR) process. Mr. Smith reported that service lines have become more developed in the last year to provide consistent protocols across HHS. A major goal of this initiative is transparency and open communication in important committees meetings, however there is an opportunity to be more targeted and focused on key issues that will help improve the environment of caregivers and physicians.</p> <p>Dr. Tien Ko, Chief of Staff, LBJ Hospital, shared that he had not seen this level of communication in all his years at HHS, and thanked leadership for their efforts. Dr. Sandeep Markan, Chief of Staff, Ben Taub, echoed Dr. Ko’s sentiments stating that there has been a clear effort to include the lines of engagement with medical staff. He added that success of the increased engagement is reflected in feedback from the frontline staff. He commended the decision to involve consulting firm, Horty, Springer, & Mattern, to assist with confidence-building efforts. Dr. John Foringer, Chair, Medical Executive Board, acknowledged the heightened level of engagement from HHS leadership and the Board of Trustees.</p>	

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>Dr. Jennifer Small, Interim Executive Vice President & Ambulatory Care Services Administrator, shared similar feedback stating that the engagement from administration has been great, and that leaders make time to assist with problem-solving. Dr. Brass thanked the physicians for their engagement and shared that this is the first time in his career that he has seen physicians so highly engaged in quality improvement. Dr. Martha Mims, noted that there should be more engagement between outpatient and inpatient physicians to improve the continuum of care for patients. Dr. Matasha Russell, Chief Medical Officer, Ambulatory Care Services, shared her thoughts noting that there is a clearer picture of what a One Harris Health looks like.</p>	
<p>IV. Governance and Culture</p>		
<p>A. 2022 Planning</p>	<p>Ms. Marks lead discussion regarding Joint Conference Committee planning for 2022, and stated that the Board is working on standardizing each Board committee and planning for the entire year. She reviewed the purpose of each standing section of the agenda and invited committee members to contact her with any feedback they have regarding the current agenda template. Ms. Marks also explained that the foundational purpose of the committee is to fulfill one of the Centers for Medicare & Medicaid Services' (CMS) Conditions of Participations by providing direct communication opportunities between medical staff and Board members. However, she noted that the committee should also be a forum for open and honest communication in order to raise issues and try to address them upstream.</p>	<p>Ms. Marks invited committee members to contact her, Mr. Smith, Dr. Foringer, or Dr. Mims if they have any feedback regarding the agenda template.</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
V. Items Requiring Periodic Updates/Discussion		
A. Update Regarding Population Health Coordination	<p>Mr. Smith provided an update regarding Population Health Coordination. He stated that the organization is working to ensure it has visibility and engagement around cross-organizational awareness of initiatives. It is important that physicians help gauge administration and collaborate with them to identify how pieces of the organization are connecting. Particularly, continuing on a progressive path of helping patients navigate their health and finding a medical home. Dr. Ann Barnes, Senior Vice President, Chief Health Officer, Population Health, shared that there is a platform of work in which the Population Health team is currently engaged to achieve health equity.</p> <p>Discussion ensued regarding opportunities to socialize the concept that population health is involved in both the inpatient and outpatient setting, as well as the greater community. Population health does not only mean upstream intervention, but also entails equitable access to life-saving procedures in the inpatient setting. Committee members also noted the challenges brought by COVID that has prevented visitation and hindered family engagement in supporting the patient. Mr. Smith provided an update on efforts to enhance the transition of care. He acknowledged Ms. Amy Smith, Senior Vice President Transitions & Post-Acute Care, who is focused on reinvigorating the work of social workers and case managers.</p>	<p>Dr. Barnes stated that her team looks forward to coming to the full Board to present a dashboard of activities that the Population Health team is currently working on.</p>
B. Update Regarding COVID	<p>Mr. Smith provided an update regarding the COVID response,</p>	<p>As reported.</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>Response</p>	<p>stating that the current COVID surge has been different than what was seen in the past. He reported that the System is seeing an increase in patients who or more medically orientated rather than occupying the Intensive Care Unit (ICU). Patients are arriving to pavilions with COVID but are presenting for other items as well, and the System is focused on navigating how and where to care for this group of patients. Moreover, there is a strain on staffing as many employees are out sick due to the high transmissibility of the current COVID variant; but the state and county have taken action on alleviating this strain.</p>	
<p>VI. Special Items</p>		
<p>A. Challenges with Law Enforcement following COVID and other Harris Health Protocols</p>	<p>Dr. Mims led discussion regarding challenges with law enforcement following COVID and other Harris Health protocols. She stated that she and other physician colleagues have felt there is a lack of clarity in terms of HHS' new relationship with Harris County Jail. Some concerns surround security and protocols on interacting with incarcerated patients and correctional health staff.</p> <p>Discussion ensued regarding activities related to law enforcement compliance with face coverings, as well as refining the Epic structure and communication with the Jail. Dr. Esmaeil Porsa, President & Chief Executive Officer, stated that the relationship with the Jail has not yet been formalized. He assured Dr. Mims and the committee that there would be more communication and education disseminated prior to any changes.</p>	<p>Dr. Porsa assured Dr. Mims and the committee that there would be more communication and education disseminated prior to any changes.</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
VII. Adjournment	Moved by Dr. Arthur Bracey, seconded by Ms. Alicia Reyes, and unanimously approved to adjourn the meeting. There being no further business, the meeting adjourned at 8:59 a.m.	

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 13, 2022.

Respectfully submitted,

Ms. Elena Marks, Chair

Recorded by Yasmin Othman

Thursday, January 13, 2022

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.

BOARD MEMBERS PRESENT	BOARD MEMBERS ABSENT
Ms. Elena Marks, Chair	
Ms. Alicia Reyes	
Dr. Arthur Bracey	

EXECUTIVE LEADERSHIP
Dr. Ann Barnes, Executive Vice President & Chief Medical Executive
Ms.Carolynn Jones, Executive Vice President & Chief Compliance and Risk Officer
Dr. Esmail Porsa, President & Chief Executive Officer
Dr. Glorimar Medina-Rivera, Executive Vice President, Ben Taub Hospital
Dr. Jackie Brock, Executive Vice President & Chief Nursing Executive
Dr. Jason Chung, Associate Chief Medical Officer & Senior Vice President, Medical Affairs and Utilization
Dr. Jennifer Small, Interim Executive Vice President, Ambulatory Care Services
Dr. John Foringer, Chair, Medical Executive Board
Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer
Ms. Maria Cowles, Senior Vice President, Chief of Staff
Dr. Martha Mims, Vice Chair, Medical Executive Board
Dr. Matasha Russell, Chief Medical Officer, Ambulatory Care Services
Mr. Michael Hill, Executive Vice President, Chief Strategy & Integration Officer
Ms. Patricia Darnauer, Executive Vice President, Lyndon B. Johnson Hospital
Dr. Sandeep Markan, Chief of Staff, Ben Taub Hospital
Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney’s Office
Dr. Steven Brass, Executive Vice President & Chief Medical Executive
Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital
Dr. Yashwant Chathampally, Associate Chief Medical Officer & Senior Vice President, Quality and Patient Safety

OTHERS PRESENT	
Antoinette Cotton	Nicholas Bell
Cherry Pierson	Matthew Reeder
Daniel Smith	Nicolas Bell
David Attard	Paul Lopez
Derek Curtis	Randy Manarang
Ebon Swofford	Tai Nguyen
Elizabeth Winn	Xylia Rosenzweig
Hemant Roy, MD	Yasmin Othman
Jennifer Zarate	

Thursday, March 10, 2022

New Member Introductions

III.A. New Member Introductions

Thursday, March 10, 2022

Strengthening Physician Involvement

- III.B. Strengthening Physician Involvement: Operations and Service Lines
 - i. Update Regarding GI Service Line Around Colonoscopies

Thursday, March 10, 2022

Governance and Culture

IV.A. Goal Alignment Between Harris Health, Baylor College of Medicine and The University of Texas Health Science Center at Houston McGovern Medical School

Thursday, March 10, 2022

Discussion Regarding Harris Health Correctional Health

V.A. Discussion Regarding Harris Health Correctional Health

Thursday, March 10, 2022

Discussion Regarding Harris Health Care Management Redesign

VI.A. Discussion Regarding Harris Health Care Management Redesign