

BOARD OF TRUSTEES

Diversity Equity and Inclusion (DEI) Committee

Friday, May 19, 2023
10:00 A.M.

BOARD ROOM
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <http://harrishealthtx.swagit.com/live>.

Notice: Some Board Members may participate by videoconference.

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 | Professor Marcia Johnson | 2 min |
| II. Approval of the Minutes of Previous Meeting | Professor Marcia Johnson | 2 min |
| • DEI Committee Meeting – April 21, 2023 | | |
| III. Presentation Regarding Implicit Bias in Patient Care at Harris Health: Patient and Family Advisory Council (PFAC) Overview
– <i>Mr. David Riddle</i> | | 20 min |
| IV. Update Regarding Harris Health’s Minority/Woman-owned Business Enterprises (MWBE) – <i>Mr. Derek Holmes</i> | | 35 min |
| V. Adjournment | Professor Marcia Johnson | 1 min |

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING
Friday, April 21, 2023
10:00 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Professor Marcia Johnson, Chair, called the meeting to order at 10:00 a.m. It was noted there was a quorum present and the attendance was recorded. Professor Johnson announced 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 the Previous Meeting – DEI Committee Meeting – March 17, 2023		Moved by Ms. Alicia Reyes, seconded by Dr. Arthur Bracey, and unanimously approved the minutes of the previous meeting.
III. Implicit Bias in Patient Care: Vizient Methodology Overview and Race Based Algorithms	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, delivered a presentation on Implicit Bias in Patient Care: Vizient Methodology Overview and Race Based Algorithms. He shared that explicit biases are the attitudes and assumptions that we acknowledge as part of our personal belief systems that can be assessed directly by means of self-report. Implicit biases are attitudes and belief about race, ethnicity, age, ability, gender, or other characteristics that operate outside our conscious awareness and can be measured only indirectly. Dr. Brass addressed the potential impact on bias in healthcare and the best ways to reduce implicit bias. He noted that Vizient, Inc. (“Vizient”) is a healthcare performance company that manages a network of healthcare organizations to improve performance in clinical, financial, and operational management as well as offers data analytics, contracting, consulting and network development services. He also shared that in recent years, Vizient has begun to look at evidence-based health outcomes among member hospitals and health systems as a measure of health equity and explicit/implicit bias.	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>Dr. Brass presented Vizient’s cohort comparison chart, which compared Harris Health with 127 other large, specialized complex care medical centers (hospitals). Vizient specifically looked at equity in the treatment of patients with four (4) different acute conditions: congestive heart failure, myocardial infarction (heart attack), maternal health and vaginal delivery, and sepsis. The patients were grouped into three (3) equity groupings by race, gender and socioeconomic status. He shared that there were no statistically significant differences noted among the different equity groupings for the four (4) disease states at Harris Health. He reported that Harris Health ranked # 1 of 127 health systems among the cohort for equity. Dr. Brass presented various initiatives that focus on advancing the health equity agenda. Additionally, he referenced an article published by the New England Journal of Medicine (NEJM) titled <i>Hidden in Plain Sight – Reconsidering the Use of Race Correction in Clinical Algorithms</i>.</p> <p>The article concluded that:</p> <ul style="list-style-type: none"> • Several clinical algorithms and practice guidelines exists in medicine that “correct” output based on a patient’s race or ethnicity. • These algorithms may direct more attention or resources to white patients than to members of racial and ethnic minorities thus exacerbating inequities. <ul style="list-style-type: none"> ○ Some algorithms have no explanation why race differences might exist. ○ Race categories often fail to capture complexity of a patient’s race or ethnic background ex: mixed race. <p>Dr. Brass reported that Harris health has adopted the non-race based calculation and estimated glomerular filtration rate (eGFR) results will be reported without any race qualifiers. In 2023, Harris Health plans to review race correction in clinical algorithms for Maternal Health and Cardiology services. Ms. Jennifer Tijerina recommended a follow-up report within one year and to share this information with the full Board. Dr. Bracey asked how Harris Health promotes health equity within the community. Dr. Brass stated that Harris Health promotes health equity in the medical community through its publications and research. He also stated that Harris Health impacts the community by teaching and sharing health equity in its trainee programs with</p>	

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>Baylor College of Medicine (BCM) and The University of Texas Health Science Center at Houston (UTHealth), which provide the next generation of physician leaders throughout the United States. Ms. Alicia Reyes recommended a future report elaborating on the efforts performed in the health centers related to the Healthcare Effectiveness Data and Information Set (HEDIS). Dr. Brass stated that once implemented, Harris Health intends to report on its clinical measures, including ambulatory settings, for review of race based algorithms. Professor Johnson inquired how Harris Health identifies implicit and explicit biases, how bias is measured, and what the organization is doing to reduce bias. Dr. Brass stated that he feels that the Vizient outcome measures may be derived from both implicit and explicit biases. He mentioned that implicit bias training is provided as a part of the physician cohort. He also noted that leadership is working closely with the Diversity Equity and Inclusion (DEI) team to further educate staff on the importance of bias and equity. Dr. Jobi Martinez, Vice President and Chief Diversity Officer, echoed Dr. Brass’s sentiments, stating that Harris Health is focused on addressing institutional biases that form the individual implicit biases. She noted that although there is no formal explicit/implicit bias assessment, there are ongoing initiatives such as new employee onboarding to help overcome implicit bias in the healthcare setting. Ms. Tijerina inquired whether other institutions in the Texas Medical Center are addressing the issue of race based algorithms. Dr. Brass stated that he would research this matter and return to the Committee. A copy of the presentation is available in the permanent record.</p>	
<p>IV. Implicit Bias in Patient Care at Harris Health: Patient and Family Advisory Council (PFAC) Overview</p>	<p>Dr. Esmail Porsa, President & Chief Executive Officer, recommended postponing the presentation to the next DEI Committee meeting due to the limited time remaining in the meeting.</p>	<p>Deferred/Tabled</p>
<p>V. Harris Health Updates</p>	<p>A. Employee Engagement Survey</p> <p>Mr. Omar Reid, Executive Vice President, Chief People Officer, stated that Harris Health’s Annual Employee Engagement Survey is scheduled to take place in November 2023. He noted that he will return in May to provide an update on the survey.</p>	<p>For Informational Purposes Only</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>B. Food Farmacy</p> <p>Dr. Esperanza (Hope) Galvan, Associate Administrator, Population Health, stated that Harris Health has met with community based partners and the Houston Food Bank to add Settegast Health Center as the next Food Farmacy site. She shared that the System has been working internally to identify funding and resources to accelerate the Settegast Food Farmacy. Lastly, Harris Health has implemented experience groups to speak with Settegast patients to better understand their needs in order to tailor programming. Ms. Reyes inquired regarding the American Rescue Plan Act (ARPA) funds.</p>	
<p>VI. Upcoming Events</p>	<ul style="list-style-type: none"> No update from Commissioner’s Court on approval of ARPA funds for MLK, Gulfgate, and El Franco Lee Food Farmacies 	
<p>VII. Adjournment</p>	<p>Moved by Ms. Alicia Reyes, seconded by Ms. Jennifer Tijerina, and unanimously approved to adjourn the meeting. There being no further business, the meeting adjourned at 10:58 a.m.</p>	

I certify that the foregoing are the Minutes of the Meeting of the Diversity Equity and Inclusion Committee of the Board of Trustees of the Harris Health System held on April 21, 2023.

Respectfully submitted,

Marcia Johnson, Chair

Recorded by Cherry Pierson

Friday, April 21, 2023

Harris Health System Board of Trustees Board Meeting – Diversity, Equity & Inclusion 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.

DE&I COMMITTEE BOARD MEMBERS PRESENT	DE&I COMMITTEE BOARD MEMBERS ABSENT
Professor Marcia Johnson (<i>Chair</i>)	
Dr. Arthur W. Bracey (<i>Ex-Officio</i>)	
Ms. Alicia Reyes	
Ms. Jennifer Tijerina	

EXECUTIVE LEADERSHIP
Dr. Esmaeil Porsa, President & Chief Executive Officer
Mr. Anthony Williams, Vice President, Chief Compliance Officer
Dr. Glorimar Medina-Rivera, Executive Vice President, Ben Taub Hospital
Dr. Jobi Martinez, Vice President and Chief Diversity Officer
Ms. Kari McMichael, Vice President, Controller
Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer
Mr. Michael Hill, Executive Vice President, Chief Strategy & Integration Officer
Mr. Omar Reid, Executive Vice President, Chief People Officer
Ms. Olga Llamas Rodriguez, Vice President, Community Engagement & Corporate Communications
Ms. Patricia Darnauer, Executive Vice President, Lyndon B. Johnson Hospital
Mr. R. King Hillier, Vice President, Public Policy & Government Relations
Mr. Ron Fuschillo, Senior Vice President and Chief Information Officer
Dr. Sandeep Markan, Chief of Staff, Ben Taub Hospital
Dr. Steven Brass, Executive Vice President & Chief Medical Executive
Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital

ADDITIONAL GUESTS PRESENT	
Cherry Pierson	Jennifer Zarate
Daniel Smith	John Matcek
David Riddle	Matt Schlueter
Derek Curtis	Randy Manarang
Derek Holmes	Nicholas Bell
Dr. Esperanza (Hope) Galvan	Shawn DeCosta
Ebon Swofford	Tai Nguyen
Elizabeth Winn	

Friday, May 19, 2023

Implicit Bias in Patient Care at Harris Health:
Patient and Family Advisory Council (PFAC) Overview

Patient Family Advisory Council

Jobi Martinez, Ph.D., Chief Diversity Officer

David Riddle, CPXP, Administrative Director, Patient Experience

Andrea Kennedy-Tull, MSBM, CPXP, CAVS, Director, Patient Experience and Operations



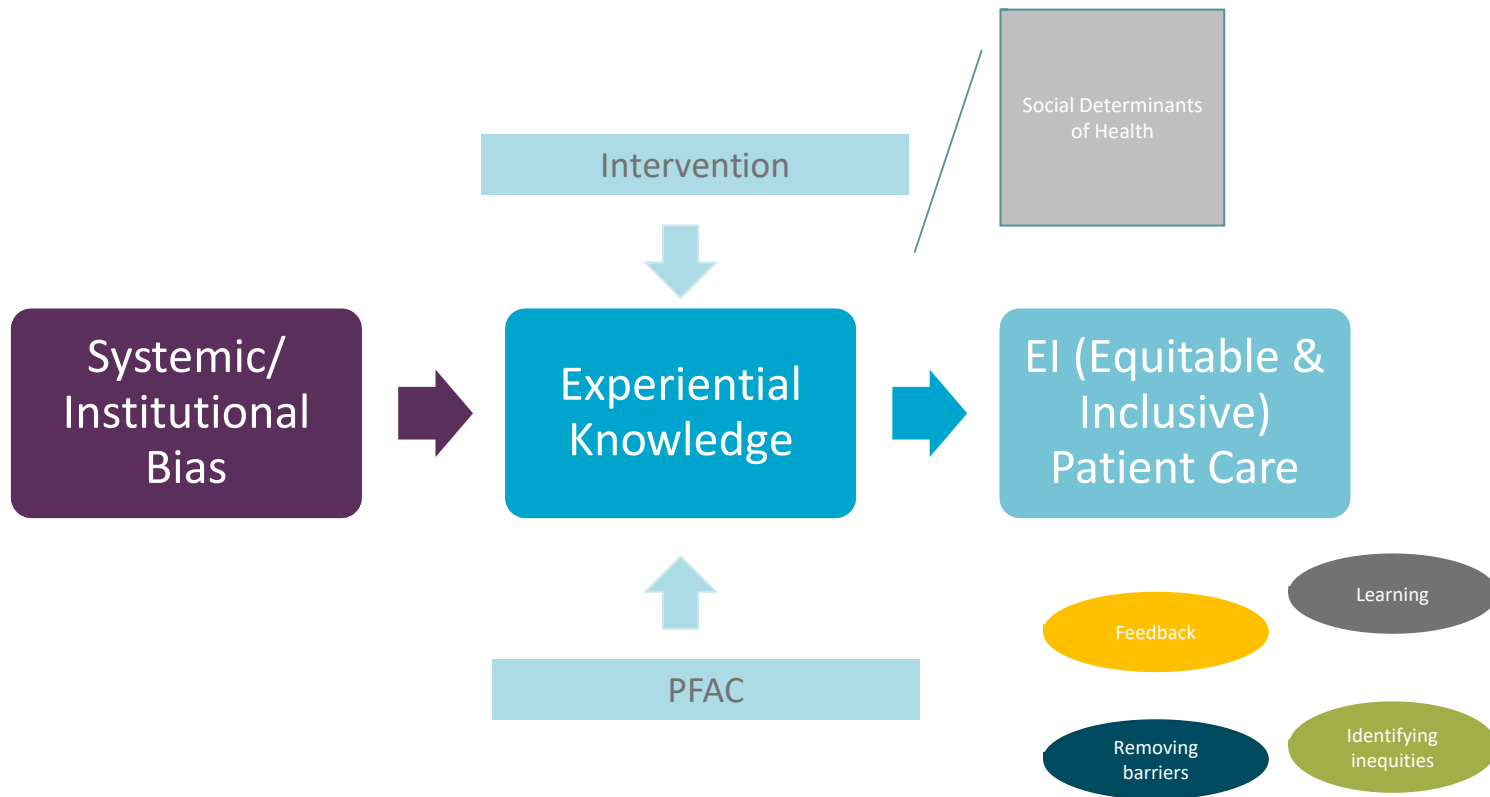
About the PFAC

The Patient & Family Advisory Council (PFAC) consists of **patients and family members** who have had recent experiences with our organization.

PFAC members represent the **voice of the patient** by providing input to the pavilion leaders on programs, policies, procedures, and processes that impact the patient experience.

Institutional biases

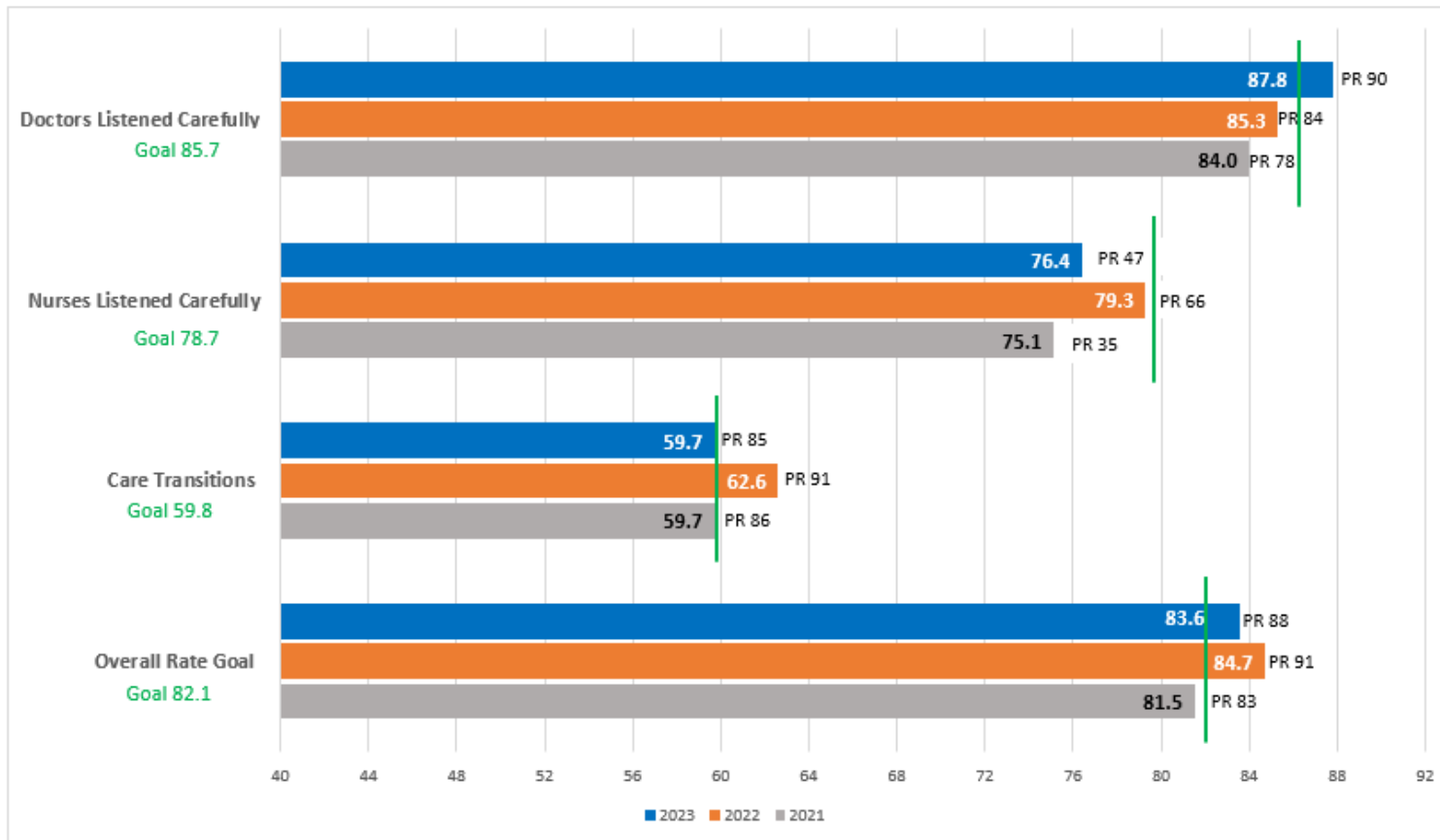
- Systemic discrimination based on biases, stereotypes, and organizational culture (“ways of doing things”), advance and maintain institutional bias(es) regardless of the good intentions of the individuals within the institution.
- Institutional biases in healthcare exist in education, training, research, policies, practices, and healthcare algorithms.
- Healthcare algorithms and algorithm-informed healthcare decision tools commonly include clinical and socio-demographic variables and measures.
- Race and ethnicity are often used as input variables and influence clinical decision-making and patient outcomes.
- Because race and ethnicity are socially constructed, their inclusion as variables within healthcare algorithms may lead to unknown or unwanted effects, including the potential perpetuation of health and healthcare disparities.



Examples of PFAC Agenda Items

- Encourage greater collaboration and patient centeredness
 - Develop specific processes for evaluating and addressing bias
-
- Discharge planning folder
 - Nurses and doctors listening
 - Gemba Walk and Flexx Study
 - Corporate Communications marketing campaign
 - Emergency Center construction phase walkthrough
 - Meal planning, tasting and selection
 - Patient education for remote monitoring

Patient Experience Survey Questions Performance 2021 – Q1 2023 for Inpatient



Biases & Blind Spots

- ADA issues related to adding automated access to door at Rehab at LBJ, Bathroom door automation and access regarding BT Bathrooms on main level.
- During a tour of the Ben Taub EC construction phase, PFAC members identified opportunities regarding wheelchair access to bathrooms, navigation of assistive devices through space and readability of signage for individuals with visual impairments.
- Newly established Bilingual PFAC Sub-Committee met on 2/22. Reviewed 2022 patient satisfaction data for Spanish speaking patients. This initiative is in its infancy and needs further development.

Overview

Where we get it right

- Listening to and learning from patients and their families
- Diversity in council membership
- Co-creating resources
- Collaborating with administration

Where we need improvement

- Establish Spanish PFAC
- Expand PFAC member representation in committees throughout Harris Health

Strategies going forward

- Create Spanish speaking PFAC
- Strengthen awareness of PFAC program and its benefits
- Implicit bias training



Better Health Through Better Understanding | April 2023

Friday, May 19, 2023

Update Regarding Harris Health's Minority/Woman-owned Business Enterprises (MWBE)



HARRISHEALTH
SYSTEM

Minority- and Women-owned Business Enterprise Program Update & Utilization Report Summary

Derek Holmes

Administrative Director, Contractor Diversity

May 19, 2023

Discussion Topics:

- Contractor Diversity Responsibilities
- Outreach Efforts
- FY22-23 Contract Award Analysis
- Contract Award by Ethnicity and Gender
- M/WBE Accomplishments
- Immediate & Strategic Objectives



Contractor Diversity Responsibilities



M/WBE
Outreach
&
Programs

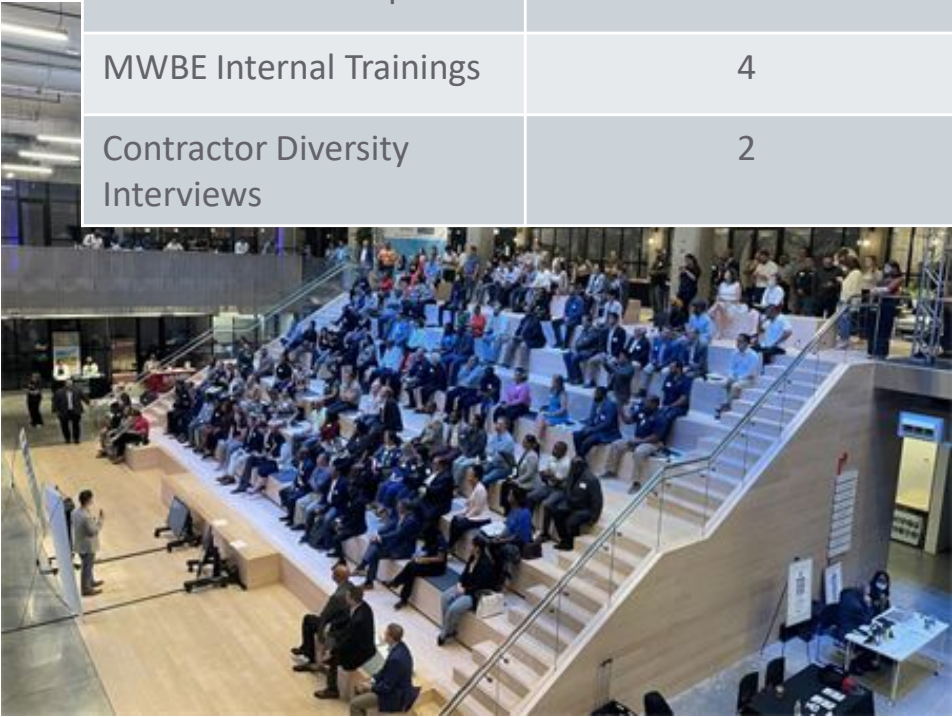
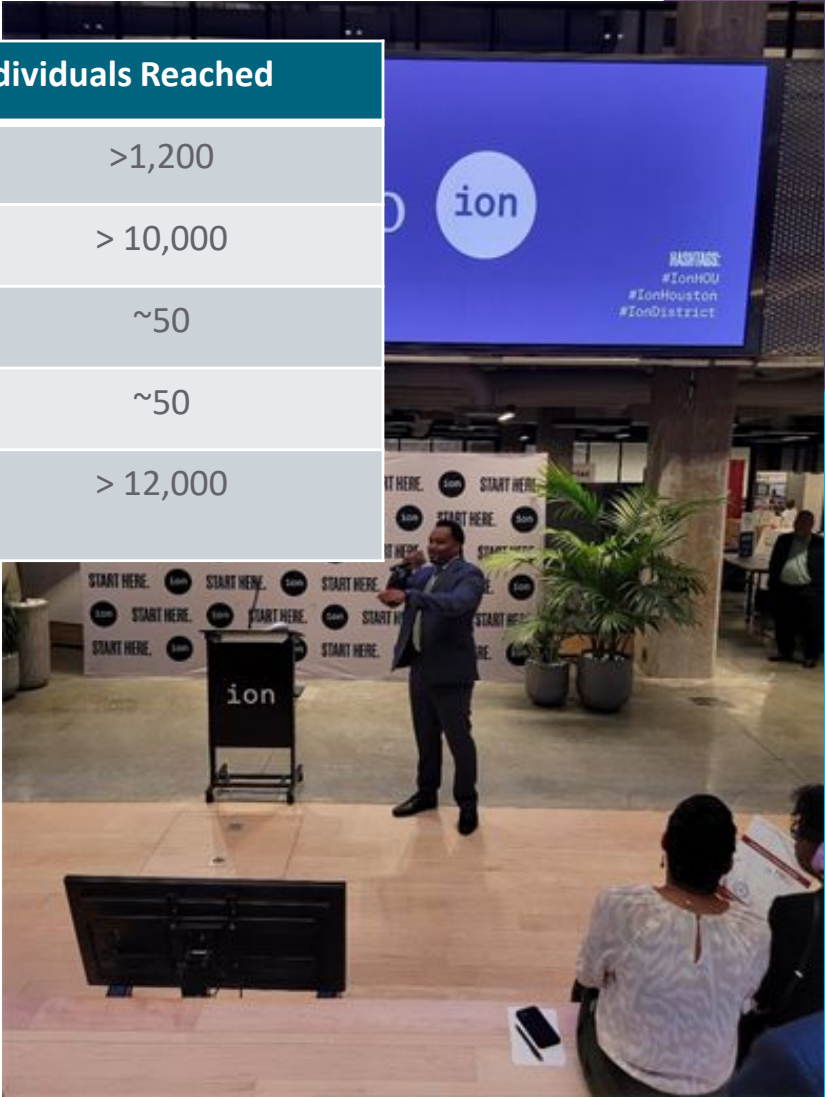
Contract
Goal
Setting &
Monitoring

Data
Analysis &
Reporting

Outreach Events

Since February 2023

Outreach Type	# of Events	Individuals Reached
MWBE Outreach Events	10	>1,200
MWBE Email Blast	5	> 10,000
MWBE Focus Groups	5	~50
MWBE Internal Trainings	4	~50
Contractor Diversity Interviews	2	> 12,000



Outreach Events

Since February 2023



FY22-23 YTD Eligible Contract Awards

October 2022 – April 2023

	A		B		C=A+B	D=B/C
Contract Awards with M/WBE Goals	Total Contract Count	M/WBE Contract Count	Non M/WBE Amount	M/WBE Amount	Total Amount Awarded	Oct - April M/WBE %
Construction	1	1	\$ 617,500	\$ 332,500	\$ 950,000	35.0%
Goods and Services	9	9	\$ 1,702,900	\$ 5,056,879	\$ 6,759,779	74.8%
Professional Services	5	5	\$ 31,324,770	\$ 13,526,474	\$ 44,851,244	30.2%
Total	15	15	\$ 33,645,170	\$ 18,915,853	\$ 52,561,023	36.0%

Contract Awards without Subcontracting Opportunities	Contract Count	M/WBE Contract Count	Non M/WBE Amount	M/WBE Amount	Total Amount Awarded	M/WBE %
<i>Co-op¹</i>	4	1	\$ 2,175,775	\$ 707,260	\$ 2,883,035	24.5%
<i>Drop Shipped</i>	10	0	\$ 6,289,055	\$ -	\$ 6,289,055	0.0%
<i>Emergency</i>	1	0	\$ 68,483	\$ -	\$ 68,483	0.0%
<i>Limited MWBE Availability</i>	11	0	\$ 33,887,539	\$ -	\$ 33,887,539	0.0%
<i>Non-Divisible</i>	23	2	\$ 16,402,686	\$ 344,242	\$ 16,746,928	2.1%
<i>Specialized, Technical, or Unique in Nature</i>	29	6	\$ 10,903,358	\$ 1,533,945	\$ 12,437,303	12.3%
Total	78	9	\$ 69,726,896	\$ 2,585,447	\$ 72,312,343	3.1%

Contracts awarded in this category were evaluated for M/WBE participation and was determined there were no subcontracting opportunities.

Total Eligible	93	24	\$ 103,372,066	\$ 21,501,300	\$ 124,873,366	17.2%
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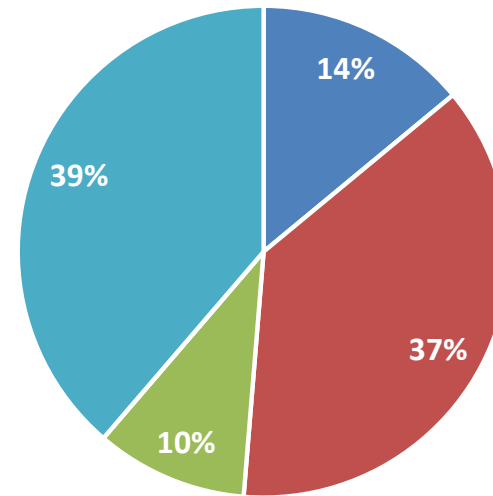
Contract Awards by Ethnicity and Gender

Total Awards by Ethnicity and Gender

October 2022 thru April 2023

Total Amount Awarded \$ **29,749,338**

<u>M/WBE Classification</u>	<u>Amount</u>
Asian/Pacific Islander	\$ 4,167,705
Black	\$ 11,090,752
Hispanic/Latino	\$ 2,978,145
Native American	\$ 0
Caucasian Woman	\$ 11,512,736



■ Asian ■ Black ■ Hispanic ■ Native American ■ Caucasian Woman

		Black	Hispanic	Asian	Native American	MBE Total	Caucasian Women	M/WBE Total	Non-M/WBE	Total
May 2023 Report	Eligible awards	\$ 9,908,630	\$2,978,145	\$1,106,016	\$ -	\$13,992,791	\$ 7,508,509	\$21,501,300	\$103,372,066	\$ 124,873,366
	Contract Award %	7.9%	2.4%	0.9%	0.0%	11.2%	6.0%	17.2%	82.8%	100.0%
Disparity Study	Contract Dollars %	0.0%	2.3%	0.3%	0.0%	2.6%	5.3%	7.9%	92.1%	100.0%
	% Change	7.9%	0.1%	0.6%	0.0%	8.6%	0.7%	9.3%	-9.3%	

- Procurement workflow including M/WBE touchpoints <1% error
- Recruited and Hired Contractor Diversity Team
- Assisted Correctional Health with Nurse Staffing Solution
- Continue to make progress with the contracts management system (on-going)
- Attended several M/WBE outreach events and E-blasted ~10k M/WBE firms
- Monitoring the pilot projects
- Registered for ACCA Conference
- Strategizing for Internship program for the LBJ Hospital Expansion
- Host internal trainings for Harris Health Departments

Immediate Objectives:

- Train internal M/WBE staff and create utilization dashboards
- Develop a PR campaign directed towards the M/WBE community
- Inquire with initial M/WBE awardees about their experience with Harris Health
- Continue M/WBE monitoring activities on first round of M/WBE awards to enforce compliance and ensure proper visibility throughout process
- Continue M/WBE outreach

Strategic Objectives:

- Penetrate procurement channels with minimum M/WBE participation
- Build relationships with key stakeholders (*i.e. contract requestors*)
- Grow M/WBE resource center that is acknowledged as “best in class” both in greater Houston metroplex but also across other peer healthcare systems
- Create strategic partnerships to increase resources for local M/WBEs

	A		B		C=A+B	D=B/C
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<i>Non-Divisible</i>	23	2	\$ 16,402,686	\$ 344,242	\$ 16,746,928	2.1%
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Total	78	9	\$ 69,726,896	\$ 2,585,447	\$ 72,312,343	3.1%
<i>Contracts awarded in this category were evaluated for M/WBE participation and was determined there were no subcontracting opportunities.</i>						
Total Eligible	93	24	\$ 103,372,066	\$ 21,501,300	\$ 124,873,366	17.2%
Contract Awards Exempt from the M/WBE Program	Contract Count	M/WBE Contract Count	Non M/WBE Amount	M/WBE Amount	Total Amount Awarded	M/WBE %
<i>Grants</i>	0	0	\$ -	\$ -	\$ -	N/A
<i>Interlocal Agreement</i>	5	0	\$ 47,382,974	\$ -	\$ 47,382,974	0.0%
<i>GPO</i>	84	4	\$ 183,933,675	\$ 1,250,227	\$ 185,183,902	0.7%
<i>Loan Transaction</i>	0	0	\$ -	\$ -	\$ -	N/A
<i>Personal Services</i>	5	3	\$ 217,664	\$ 274,000	\$ 491,664	55.7%
<i>Public Health or Safety</i>	18	4	\$ 21,684,290	\$ 2,300,000	\$ 23,984,290	9.6%
<i>Real Estate</i>	0	0	\$ -	\$ -	\$ -	N/A
<i>Sole Source</i>	26	0	\$ 13,075,443	\$ -	\$ 13,075,443	0.0%
Total Exempt	26	11	\$ 266,294,046	\$ 3,824,227	\$ 270,118,273	1.4%
Total New Awards	119	35	\$ 369,666,112	\$ 25,325,527	\$ 394,991,639	6.4%
Awards Procured Prior to the Program Start Date	236	8	\$ 245,757,901	\$ 4,423,811	\$ 250,181,712	1.8%
Grand Total	355	43	\$ 615,424,013	\$ 29,749,338	\$ 645,173,351	4.6%



**Contract Diversity, Outreach & MWBE Events
February- May 2023**

Month/Date	Time	Event	Location	Number of Attendees
February 16, 2023	8:00AM-10:00AM	MWBE Associations Leadership/Executives Breakfast PPG Global in Sponsorship with Texas Capital Bank	Grand Tuscany Hotel- 12801 Northwest Fwy Houston, TX 77040	50
February 28, 2023	9:00AM-11:30AM	Harris County Precinct 1 MWBE Outreach	The Ion 4201 Main Street Houston, TX 77002	200
March 4, 2023	9:00AM-10:00AM	Radio Interview	KCOH 1230AM	Unknown
March 16, 2023	1:00PM-2:30PM	IT Training	Virtual	20
March 21, 2023	8:00AM-11:30AM	GHBPF Breakfast	HCC West Loop 5601 West Loop S Houston, TX 77081	80
March 21, 2023	11:00AM-12:30PM	Pleasantville Community Lunch Meeting	Pleasantville Park 8698 Cowart Street Houston, Tx 77029	11

Month/Date	Time	Event	Location	Number of Attendees
March 28, 2023	10:00AM-12:00PM	MWBE Focus Group	Harris Health Fournace Place	12
March 29, 2023	9:00AM-10:00AM	Purchasing Training	Virtual	15
March 31, 2023	9:00AM-10:00AM	GPO Training	Harris Health Fournace Place	4
March 31, 2023	11:30AM-1:00PM	Correctional Health Staffing Opportunities	Harris Health Fournace Place	15
April 1, 2023	12:00PM-5:00PM	Lyons Avenue Renaissance Festival	3800-4000 blocks of Lyons Avenue	~1,000
April 5, 2023	9:00AM-11:00AM	All Area MWBE Companies Breakfast Meeting	HCC West Houston Institute Multipurpose Room 2811 Hayes Rd Houston, TX 77082	50
April 11, 2023	10:00AM-12:00PM	WBE Focus Group	Harris Health Fournace Place	10

Month/Date	Time	Event	Location	Number of Attendees
April 18, 2023	10:00-12:00PM	MWBE Focus Group	Harris Health Fournace Place	5
April 19, 2023	9:00AM-11:00AM	All Area MWBE Companies Breakfast Meeting	HCC West Loop 5601 West Loop S Houston, TX 77081	40
April 25, 2023	8:00AM-11:00AM	Greater Houston Business Procurement Meeting	The ION 4201 Main St at Wheeler Ave Houston, Tx 77002	150
April 27, 2023	3:00PM-4:00PM	Construction Management Team Training	Virtual	10
May 3, 2023	9:00AM-11:00AM	All Area MWBE Companies Breakfast Meeting	HCC Stafford Campus Learning Hub Rm 140 10041 Cash Rd Stafford, Texas 77489	45
May 9, 2023	8:00AM-11:30AM	Houston SBDX Presented by Clark Construction	The Ion 4201 Main Street Houston, TX 77002	300
May 15, 2023	4:00PM-6:00PM	IT Focus Group	Harris Health Fournace Place	TBD