HARRISHEALTH SYSTEM

BOARD OF TRUSTEES

Governance Committee

Tuesday, January 9, 2024
11:00 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**	**Dr. Cody Pyke**	**2 min**
II.	**Approval of the Minutes of Previous Meeting**	**Dr. Cody Pyke**	**2 min**
	• Governance Committee – November 7, 2023		
III.	**Update Regarding 2023 Board Self-Assessment** *– Ms. Olga Rodriguez*		**5 min**
IV.	**Discussion Regarding the 2024 Governance Committee Agenda Items, Goals and Prioritization**	**Dr. Cody Pyke**	**50 min**

- Developing Committee Goals and Establishing a Standardized Goal Development Framework for all Committees
- Developing a Board Self-Evaluation Framework
- Continuing Education for Board Members
- Higher Level Robert's Rules of Order and Parliamentary Procedure Training
- Best Practices in Healthcare Governance
- Development of Board Officer Job Descriptions
- Continued Improvement of Board Orientation Process
- 2024 Board Retreat

V.	**Adjournment**	**Dr. Cody Pyke**	**1 min**

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
GOVERNANCE COMMITTEE MEETING
Tuesday, November 7, 2023
11:00 AM

	AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I.	**Call to Order and Record of Attendance**	Dr. Andrea Caracostis, Chair, called the meeting to order at 11:00 a.m. It was noted there was a quorum present and the attendance was recorded. Dr. Caracostis 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** Governance Committee – October 12, 2023		**Moved by Dr. Cody M. Pyke, seconded by Ms. Marcia Johnson, and unanimously approved the minutes of the October 12, 2023 meeting. Motion carried.**
III.	**Update Regarding 2024 Board Officer Nominations**	Ms. Sara Thomas, Chief Legal Officer, delivered an update regarding the 2024 Board Officer nominations. She provided an overview of the nomination process for the 2024 Officer Elections and noted that an email communication was sent out to Board members on behalf of the Governance Committee to solicit interest and nominations for all officer positions. Ms. Thomas stated that the deadline for nominations is November 20, 2023, nominations will be taken from the floor, and the election will be conducted at the December 7, 2023 Board meeting.	**As Presented.**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
IV. **Discussion Regarding the Proposed 2024 Board of Trustees Calendar and 2024 Governance Committee Meeting Frequency**	Ms. Olga Rodriguez, Vice President, Corporate Communications & Board Services, led the discussion regarding the proposed 2024 Board of Trustees Calendar and 2024 Governance Committee Meeting Frequency. The Committee voted to recommend that the Board approve that the Governance Committee meet every other month beginning in January 2024. A copy of the proposed 2024 Board of Trustees Calendar is available in the permanent record.	**Moved by Dr. Cody M. Pyke, seconded by Ms. Marcia Johnson, and unanimously accepted that the Committee recommends that the Board approve item IV. Motion carried.**
V. **Discussion Regarding the 2024 Governance Committee Agenda Items and Goals**	Ms. Olga Rodriguez, Vice President, Corporate Communications & Board Services, led the discussion regarding the 2024 Governance Committee Agenda Items and Goals. She stated that all Committees are encouraged to predetermine agenda items used to guide discussions, decision-making, priorities and goals for 2024 meetings. Dr. Caracostis requested assistance from the Board Office in determining priority agenda items for 2024.	**As Presented.**
VI. **Discussion and Possible Action Related to Board Standard Operating Procedures**	Ms. Sara Thomas, Chief Legal Officer, led the discussion related to the proposed changes to the Board's Standard Operating Procedures (SOPs). Dr. Cody M. Pyke facilitated a robust discussion on the proposed changes to the SOPs and addressed all outstanding issues raised by the Committee. The Committee collectively proposed additional changes to the SOPs and voted to recommend those proposed changes to the full Board at the December Board meeting. A copy of the Board's Standard Operating Procedures is available in the permanent record.	**Moved by Dr. Cody M. Pyke, seconded by Ms. Marcia Johnson, and unanimously accepted that the Committee recommends that the Board approve item VI. Motion carried.**
VII. **Adjournment**	There being no further business, the meeting adjourned at 11:56 a.m.	**Moved by Dr. Cody M. Pyke, and seconded by Ms. Marcia Johnson, and unanimously approved to adjourn the meeting.**

I certify that the foregoing are the Minutes of the Meeting of the Governance Committee of the Board of Trustees of the Harris Health System held on November 7, 2023.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Chair

Recorded by Cherry A. Pierson, MBA

Tuesday, January 9, 2024

Update Regarding 2023 Board Self-Assessment

2023 Board Self-Assessment Update

Olga Rodriguez, MPA, MBA

Vice President, Community Engagement & Corporate Communications and Board Services

HARRISHEALTH SYSTEM

PROPOSED TIMELINE

TASK	SCHEDULED COMPLETION DATE
Survey launched and distributed to board members via email	Thursday, 12/14/23
Survey closes *This may be extended if full participation is not received.*	Friday, 01/05/24
Results reported to Harris Health	Friday, 01/19/24
Results presented at the Governance Committee by NRC	Tuesday, 03/12/24
Results presented to the full board	Thursday, 03/28/24

HARRISHEALTH SYSTEM

BOARD OF TRUSTEES

Quality Committee

Tuesday, January 9, 2024
12:00 P.M.
(*or immediately following the Governance Committee*)

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**	**Dr. Andrea Caracostis**	**1 min**
II.	**Approval of the Minutes of Previous Meeting**	**Dr. Andrea Caracostis**	**2 min**

- Quality Committee Meeting – November 7, 2023

III.	**Harris Health Safety Message: Minute for Medicine – Health Disparities** *– Dr. Steven Brass*		**5 min**
IV.	**Presentation Regarding Harris Health System Population Health** *– Ms. Denise LaRue*		**10 min**

- Update Regarding Systematizing Screening and Referrals for Health-Related Social Needs (HRSN)

V.	**Executive Session**	**Dr. Andrea Caracostis**	**70 min**

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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils *– Dr. Steven Brass and Dr. Yashwant Chathampally*

(60 min)

B. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session – *Ms. Carolynn Jones*

(10 min)

VI. **Reconvene**   **Dr. Andrea Caracostis 1 min**

VII. **Adjournment**   **Dr. Andrea Caracostis 1 min**

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
QUALITY COMMITTEE MEETING
Tuesday, November 7, 2023
12:00 PM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. **Call to Order and Record of Attendance**	Dr. Andrea Caracostis, Chair, called the meeting to order at 12:06 p.m. It was noted that a quorum was present and the attendance was recorded. Dr. Caracostis 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 Previous Meeting** Quality Committee Meeting – October 12, 2023		**Moved by Dr. Cody M. Pyke, seconded by Dr. Andrea Caracostis, and unanimously approved the minutes of the October 12, 2023 meeting.**
III. **Harris Health Safety Message: Minute for Medicine – Communication for Safer Care**	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, presented a Minute for Medicine video series related to Communication for Safer Care. Copies of the video series and the presentation are available in the permanent record.	**As Presented.**
IV. **Presentation Regarding Harris Health System's Annual Research Report**	Dr. Julie Thompson, Administrative Director, Research & Sponsored Programs, delivered a presentation regarding Harris Health System's Annual Research Report. She provided a brief overview of the review and approval process for Harris Health's research studies. Dr. Thompson stated that 763 research studies were approved, of which 99 studies focused on diversity, health, and equality. On May 30, 2023, Harris Health and Baylor College of Medicine hosted Research Day at Ben Taub Hospital. Research Day showcased the research that is being conducted at Harris Health and Baylor College of Medicine and aimed to foster an environment of collaboration, accomplishments, and inspiration. Dr. Thompson highlighted several clinical studies that were conducted at Harris Health, including research findings and results. A copy of the presentation is available in the permanent record.	**As Presented.**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
V. Discussion Regarding 2024 Quality Committee Meeting Frequency	Dr. Steven Brass led the discussion regarding the 2024 Quality Committee meeting frequency, stating that the Quality team would like to continue with the same cadence as the previous year. A copy of the 2024 calendar is available in the permanent record.	**As Presented.**
VI. Executive Session	At 12:25 p.m., Dr. Caracostis stated that the Quality Committee of the Board of Trustees would go into Executive Session for items 'A through C' as permitted by law under Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002.	
A. Report Regarding Harris Health System Correctional Health 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		**No Action Taken.**
B. 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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils		**No Action Taken.**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
C. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Texas Health & Safety Code §161.032, and Possible Action Regarding this Matter Upon Return to Open Session		**No Action Taken.**
VII. Reconvene	At 1:48 p.m., Dr. Andrea Caracostis reconvened the meeting in open session; she noted that a quorum was present.	
VIII. Adjournment	There being no further business, the meeting adjourned at 1:48 p.m.	**Moved by Dr. Cody M. Pyke, seconded by Dr. Andrea Caracostis, and unanimously approved to adjourn the meeting.**

I certify that the foregoing are the Minutes of the Meeting of the Quality Committee of the Board of Trustees of the Harris Health System held on November 7, 2023.

Respectfully submitted,

Andrea Caracostis, M.D., MPH, Chair

Recorded by Cherry A. Pierson, MBA

Tuesday, November 7, 2023
Harris Health System Board of Trustees Board Meeting – Quality 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.

QUALITY COMMITTEE BOARD MEMBERS PRESENT	QUALITY COMMITTEE BOARD MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis *(Chair)*	Ms. Barbie Robinson *(ex-officio)*	
Dr. Cody M. Pyke	Ms. Sima Ladjevardian	

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Amy Smith	Dr. Tien Ko
Antoinette (Toni) Cotton	Dr. Yashwant Chathampally
Carolynn Jones	Ebon Swofford (*Harris County Attorney's Office*)
Cherry Pierson	Elizabeth Hanshaw Winn (*Harris County Attorney's Office*)
Daniel Smith	Jennifer Zarate
Dr. Derek Curtis	Jocelyn Thomas
Dr. Esmaeil Porsa *(Harris Health System President & CEO)*	John Matcek
Dr. Glorimar Medina	Louis Smith
Dr. Hemant Roy	Maria Cowles
Dr. Jackie Brock	Michael Hill
Dr. Jennifer Small	Monica Carabajal
Dr. Joseph Kunisch	Nicholas J Bell
Dr. Julia Thompson	Olga Rodriguez
Dr. Maureen Padilla	Omar Reid
Dr. Martha Mims	Patricia Darnauer
Dr. Matasha Russell	Randy Manarang
Dr. Matthew Schlueter	Sara Thomas (*Harris County Attorney's Office*)
Dr. Michael Nnadi	Shawn DeCosta
Dr. Otis R. Egins	Tiffani Dusang
Dr. Sandeep Markan	Vivian Ho-Nguyen
Dr. Steven Brass	Yolanda Wall

Tuesday, January 9, 2024

Harris Health Safety Message

High Reliability Organization (HRO) Safety Message:
- Harris Health Minute for Medicine Video – Health Disparities

Dr. Yashwant Chathampally
Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

HRO Safety Message

Health Disparities

Steven Brass, MD, MPH, MBA
Chief Medical Executive

Board of Trustees Quality Committee
January 9, 2024

SAFETY MESSAGE

Five Principles of a High Reliability Organization

Preoccupation with failure
- Heightened awareness of potential risks and near misses

Reluctance to simplify interpretations
- Deliberately questioning assumptions

Sensitivity to operations
- Ongoing interaction and sharing of information about all risks across the organization

Commitment to resilience
- Develop capability to cope with, contain, and bounce back from mishaps

Deference to expertise
- Decision making migrates to the person or people with the most expertise relevant to the problem at hand, regardless of authority or rank

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HRO Mindset:

Harris Health System Minute For Medicine: Health Disparities

- https://youtu.be/uo3nZjf34PE
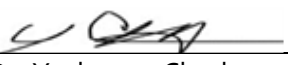
HARRISHEALTH SYSTEM

Tuesday, January 9, 2024

Presentation Regarding Harris Health System Population Health

Harris Health System Population Health Presentation:
- Update Regarding Systematizing Screening and Referrals for Health-Related Social Needs (HRSN)

Dr. Yashwant Chathampally
Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

Population Health

Denise LaRue, MPH, MSHCT
Administrative Director, Clinical
Integration & Transformation
Population Health

Board of Trustees Quality Committee
January 9, 2024

Update: Systematizing Screening & Referrals for Health-Related Social Needs (HRSN)
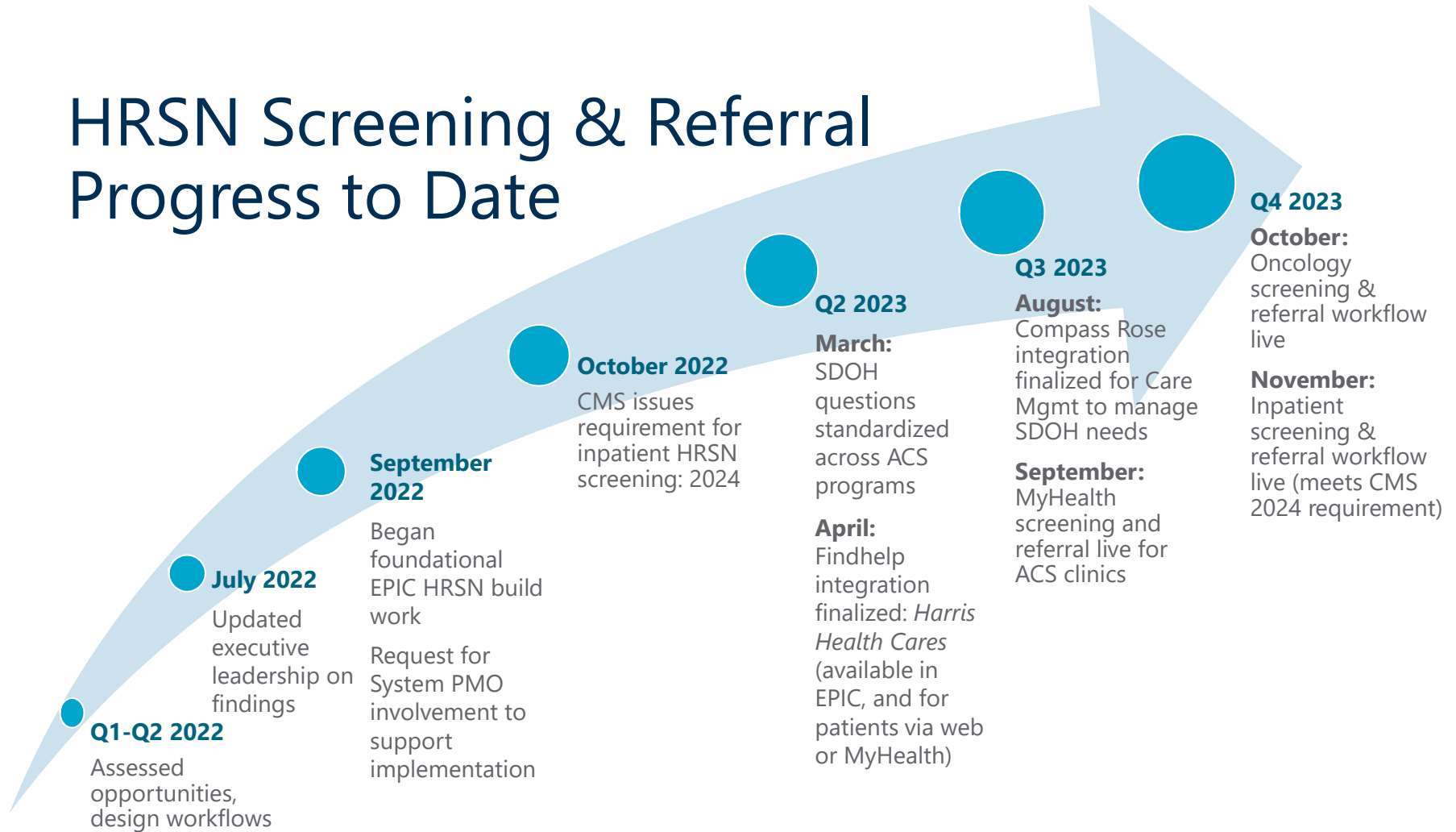
Health Equity Strategic Playbook

Below standards are aligned with and validated by leading national accreditation authorities on the role of healthcare systems in advancing health equity:

1. Ensure equity is a strategic priority for the healthcare system by (a) developing a **health equity strategic plan** and (b) **embedding standing structures** to resource and support health equity work

2. Document valid and reliable **patient demographic data** (REGAL – race, ethnicity, gender, age, language) using EHR technology

3. Stratify key process and outcome metrics within **specific focus areas** by REGAL variables to identify equity gaps

4. Develop a **written action plan** for addressing at least one of the healthcare disparities identified within a **specific population of focus**, with a process to **monitor and report progress**

5. Implement a plan for **addressing the role of SDOH** in driving health disparities, including (a) documenting patient health-related social needs and (b) implementing responsive interventions with community partners

6. Ensure the organization's **internal culture** supports health equity by providing staff training and reviewing recruitment and hiring practices

HRSN SCREENING AND REFERRAL INITIATIVE GOALS
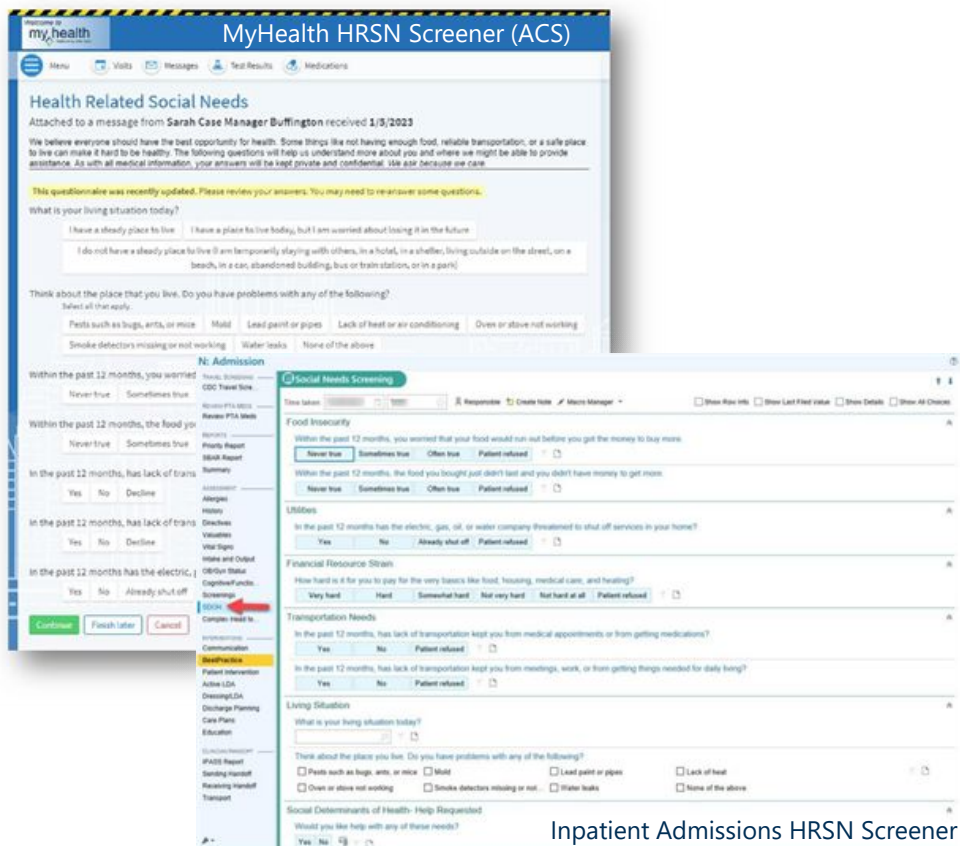
✓ 1. Resource and build **systematized HRSN screening data** collection

✓ 2. Expand and simplify **downstream resources** for HRSN+ screens

3. Use data to strategically advance our **system approach to health equity**

3

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HRSN Screening & Referral Progress to Date

Q4 2023

October: Oncology screening & referral workflow live

November: Inpatient screening & referral workflow live (meets CMS 2024 requirement)

Q3 2023

August: Compass Rose integration finalized for Care Mgmt to manage SDOH needs

September: MyHealth screening and referral live for ACS clinics

Q2 2023

March: SDOH questions standardized across ACS programs

April: Findhelp integration finalized: *Harris Health Cares* (available in EPIC, and for patients via web or MyHealth)

October 2022

CMS issues requirement for inpatient HRSN screening: 2024

September 2022

Began foundational EPIC HRSN build work

Request for System PMO involvement to support implementation

July 2022

Updated executive leadership on findings

Q1-Q2 2022

Assessed opportunities, design workflows

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Goal 1: Systematized HRSN Screening

MyHealth HRSN Screener (ACS)

Inpatient Admissions HRSN Screener

EPIC CMS Inpatient SDOH Dashboard (required metrics):
- SDOH-1: inpatient screening rate
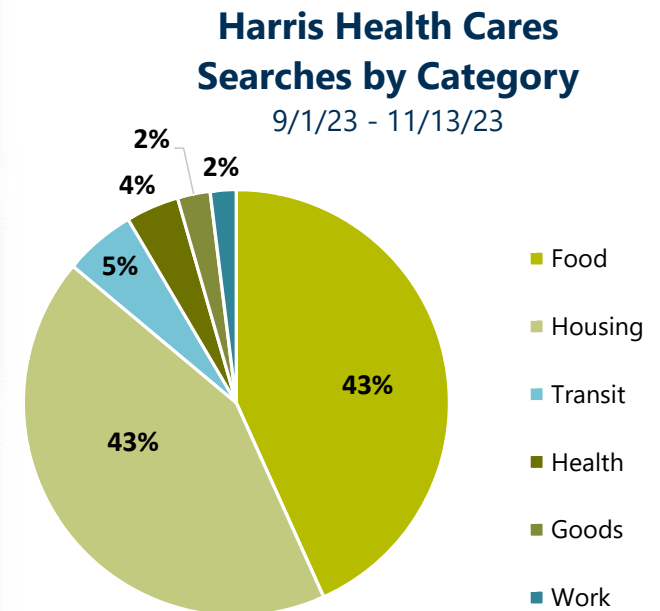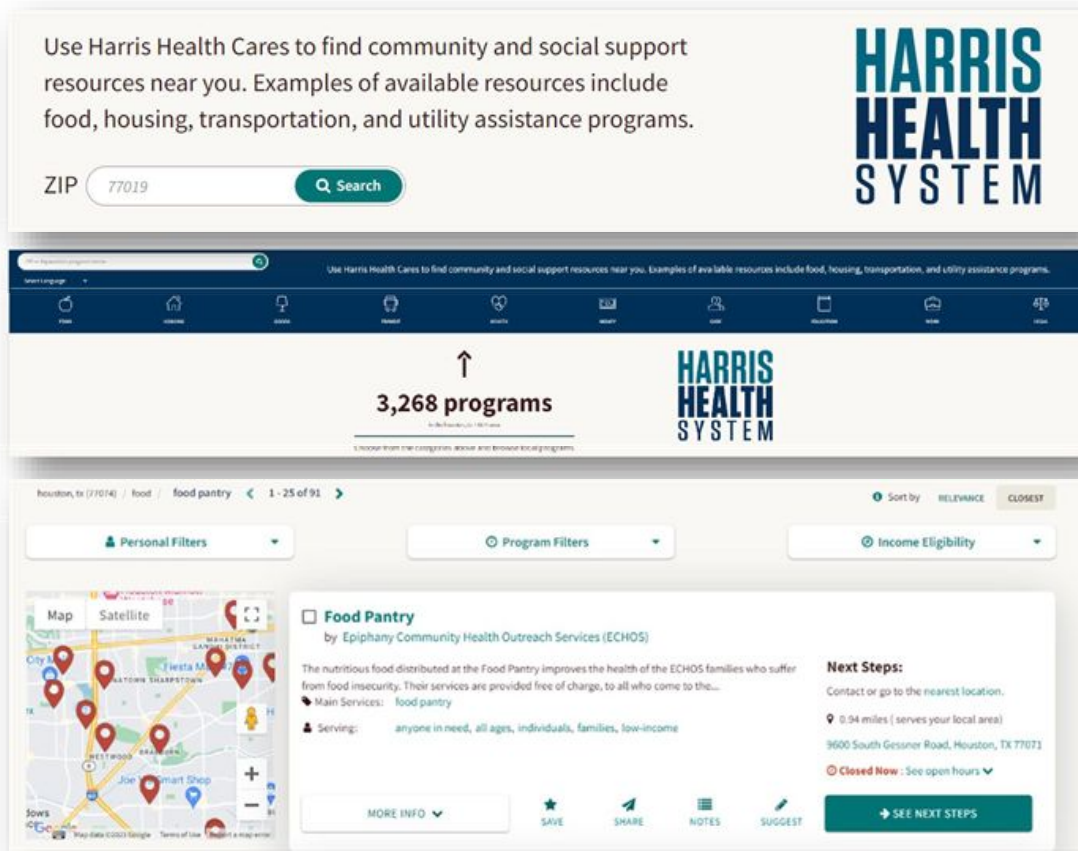- SDOH-2: screen-positive rates per 5 required SDOH domains

Social Drivers of Health: Adult Inpatient

	2023 YTD*	Rate
Social Drivers Screening Rate‡	2,373/27,952	8.4%
Food Insecurity Positivity Rate	711/2,373	29.9%
Housing Instability Positivity Rate	418/2,373	17.6%
Interpersonal Safety Positivity Rate	80/2,373	3.4%
Transportation Needs Positivity Rate	378/2,373	15.9%
Utility Difficulties Positivity Rate	251/2,373	10.6%

* Represents go-live to report date: 11/6/23 to 12/17/23
‡ Daily screening rate audits average between 85-93%

Goal 2: Managing Referrals for HRSN+ Screens

Harris Health Cares Searches by Category
9/1/23 – 11/13/23

- Food — 43%
- Housing — 43%
- Transit — 5%
- Health — 4%
- Goods — 2%
- Work — 2%
- 2%

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Health Equity is a team sport

System PMO
- Stephen Orrell
- Sam Karim

Information Technology
- Azuka Emeoha
- Sarah Buffington
- Anil George
- Ron Fuschillo

Data Science & Informatics
- Eric Barnhouse
- Dr. Amit Mehta
- Dr. Anwar Sirajuddin

System Nursing
- Herbert Ortiz
- Maureen Padilla
- Jackie Brock

Quality
- Tammy Tran
- Joe Kunisch

Care Management
- Amy Smith
- Ronda Carter
- Monique Jones
- Annie Titus
- Montre Williams-Mayes

Ben Taub
- Stefani Stan
- Sibil George

LBJ
- Ian Todd
- Tashiana Roberts-Jackson

ACS
- Leslie Ferrell
- Qiana Sellers
- Jennifer LaHue
- Matt Schlueter

Corporate Communications
- Bryan McLeod
- Nicole Benningfield

Population Health
- Sheebani Patel
- Himika Rahman
- Jessica Granger
- Angela Frazier

Executive Sponsors:
- Dr. Steven Brass
- Dr. Chethan Bachireddy

Operational Champions:
- Hope Galvan
- Denise LaRue

Next Steps:
1. Resource and build **systematized HRSN screening data** collection
2. Expand and simplify **downstream resources** for HRSN+ screens
✓ 3. Use data to strategically advance our **system approach to health equity**

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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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils.

Dr. Yashwant Chathampally
Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

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