

MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES


Board Meeting
September 23, 2021
8:00 am

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>I. Call to Order & Record of Attendance</p>	<p>The meeting was called to order at 8:02 a.m. by Arthur Bracey, MD, Chair. It was noted there was a quorum present and the attendance was recorded. At the onset of the COVID-19 pandemic, Governor Greg Abbott suspended multiple provisions of the Texas Open Meetings Act in order to allow videoconference or telephonic meetings, including provisions that waived the requirement for a quorum of the governing body to be physically present at the meeting location. Thus, as of September 1, 2021, all Texas governmental bodies subject to the Texas Open Meetings Act must again conduct their meetings in full compliance with the Act per state law. 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 recently passed by the Board of Trustees on August 26, 2021. The meeting may be viewed online: http://harrishealthtx.swagit.com/live.</p>	<p>A copy of the attendance is appended to the archived minutes.</p>
<p>II. Approval of the Minutes of Previous Meeting</p>	<ul style="list-style-type: none"> • Board Meeting – August 26, 2021 • Special Called Board Meeting – September 02, 2021 	<p><u>Motion No. 21.09-85</u> Moved by Mr. Lawrence Finder seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve the minutes of the previous meeting. Motion carried.</p>
<p>III. Announcements / Special Presentations</p>	<p>A. CEO Report including Updates on COVID-19 and Special Announcements</p> <p>Dr. Esmail Porsa, Harris Health System President and Chief Executive Officer (CEO), recognized Lyndon B. Johnson (LBJ) Hospital for surpassing their patient satisfaction goal and prior year results during the COVID-19 pandemic. Dr. Porsa recognized the Patient Medication Assistant Program (PMAP) team, physician champions, and information technology (IT) for their collaboration on the PMAP integration. He mentioned that the team went live with an Epic prompt that will notify providers if an indigent patient qualifies for one of Harris Health's patient medication assistance programs. He reported that over 90 manufacturer forms have been created in Epic and Harris Health has secured over \$52M in free medication for its patients. Dr. Porsa stated that Ben Taub Hospital (BTH) opened its discharged pharmacy on September 2, 2021, and its lean footprint will allow Harris Health to continue to ensure that patients leave the hospital with the medications they need. He recognized the Ambulatory Care Services (ACS) team for being awarded a five (5) year, \$2.6M SAMSHA grant for medication assisted treatment (MAT).</p>	<p>As reported.</p>

This grant will fund physician, nurse, case management and information technology (IT) personnel to link patients being released from the Harris County Jail with addiction treatment services at Harris Health. The week of August 23rd, Harris Health began its Transcatheter Aortic Valve Replacement (TAVR) program at BTH and has successfully completed two (2) TAVR procedures. Dr. Porsa explained that TAVR can be an option for patients with severe aortic stenosis (narrowing of the aortic valve) as an alternative to valve replacement done via open heart surgery. In addition to being less invasive, patients undergoing TAVR usually spend less time in the hospital and have a decreased recovery time. Dr. Porsa congratulated the multidisciplinary team for the exceptional work and ensuring that Harris Health provides equitable care to its patients. He also recognized LBJ Farm as the recipient of the Nature's Path Gardens for Good program award. This award recognizes the role of community gardens and their efforts to provide access to organic, fresh, and nutritious fruits and vegetables, particularly in areas disproportionately affected by the pandemic. LBJ Farm was awarded \$5K to support their gardening efforts. BTH received eight (8) National Recognitions from the American Heart Association and the American Stroke Association:

- Mission: Lifeline STEMI Gold Plus
- Mission: Lifeline NSTEMI Gold
- Get With The Guidelines–Heart Failure Gold Plus
- Target: Heart Failure Honor Roll
- Target: Type 2 Diabetes Honor Roll–Heart Failure
- Get With The Guidelines–Stroke Gold Plus
- Target: Stroke Elite Honor Roll
- Target: Type 2 Diabetes Honor Roll–Stroke

Dr. Porsa reported that Texas Medical Center (TMC) institutions have administered approximately 2.2M vaccines and that 1M individuals are fully vaccinated across the TMC. He reported a test positivity rate of 11%, 3,092 daily new cases in the Greater Houston Area, and an average daily rate of 271 new hospitalizations across the TMC system. Dr. Porsa stated that Harris Health is beginning to see decreases in its COVID numbers in its medical surgical (med-surg) as well as intensive care unit (ICU) beds. He reported approximately 1,872 COVID related hospitalizations and deaths since January 1, 2021 through September 14, 2021. Dr. Porsa noted 198 patient deaths due to COVID-19, in which five (5) of those patients were fully vaccinated. He stated that 1674 patients were successfully discharged and of those patients 51 were fully vaccinated.

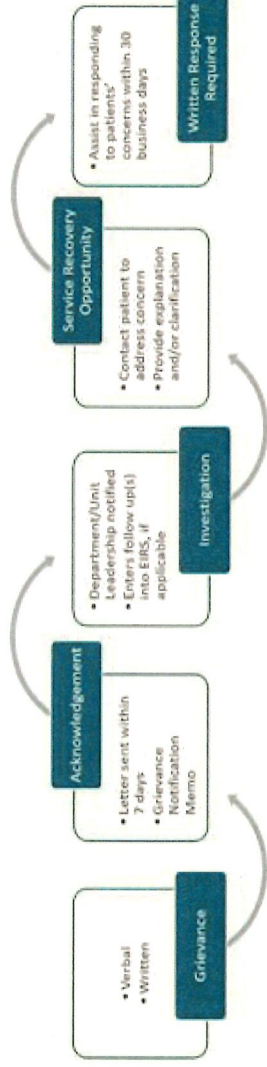
	 <p>Dr. Porsa reported approximately \$6.6M has been spent for the care of Harris Health employees who have been infected with COVID. He reported that the Food and Drug Administration (FDA) authorized booster shots for Pfizer-BioNTech recipients over the age of 65, and adults 18 and older who are at high risk of becoming severely ill with Covid-19 or those who, like health care workers, are at higher risk of serious complications due to frequent exposure to the coronavirus because of their jobs. Dr. Porsa stated that the Commissioners Court held a public hearing on setting the 2021 tax rate for the County as well as the Hospital District. The proposal that the Commissioners Court will vote on later this month will reduce our overall tax rate to 0.16221 (currently 0.16671). He explained that this rate will lower Harris Health’s annual tax revenue by \$17M.</p>	
	<p>A. Board Member Announcements regarding Board member advocacy and community engagements.</p> <p>The Board of Trustees presented a video message expressing their sincere appreciation and gratitude to Harris Health employees for their continued dedication and commitment to the health and safety of the residents of Harris County.</p>	
<p>IV. Public Comment</p>	<p>There were no public speakers present.</p>	
<p>V. Consent Agenda Items</p>	<p>A. New Consent Purchasing Recommendations</p> <ol style="list-style-type: none"> 1. Approval of Purchasing Recommendations (Items A1 through A64) <i>Dr. Bracey recused from Purchasing Item A36.</i> <p>Dr. Bracey noted that Purchasing’s Transmittals (B1 through B10) are not for approval. Professor Marcia Johnson inquired regarding an update on Harris County Disparity Study as it relates to inclusive practice policies and procedures.</p>	<p><u>Motion No. 21.09-86</u> Moved by Ms. Alicia Reyes, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item V.A.1. Motion carried.</p>

	<p>Mr. Dewight Dopsauf, Purchasing Agent, Harris County Purchasing Office, stated that the County has implemented a Minority and Women-Owned Business Enterprise (MWBE) policy. The MWBE program policy calls for providing MWBE firms’ information and technical assistance related to County contracting practices and procedures, bid specifications and other support to assist those firms to succeed and successfully compete for County contracts. A copy of the purchasing recommendations is available in the permanent record.</p>	
	<p>B. New Consent Agenda Items for Board Approval</p> <ol style="list-style-type: none"> 1. Approval to Amend the Lease with Harris County for the Thomas Street Health Center located at 2015 Thomas St., Houston, Texas 77009. 2. Approval to Convey a Temporary Construction Easement to Harris County (Architecture and Engineering Division) for a Construction Work Area on El Camino Street. 	<p><u>Motion No. 21.09-87</u> Moved by Ms. Elena Marks, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item V.B.1. Motion carried.</p> <p><u>Motion No. 21.09-88</u> Moved by Mr. Lawrence FINDER, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item V.B.2. Motion carried.</p>
	<p>C. New Consent Agenda Items for Information Only</p> <p>Dr. Bracey noted that the following items were presented in your packet for review and are provided for informational purposes only.</p> <ol style="list-style-type: none"> 1. Harris Health System August 2021 Financial Reports Subject to Audit. <p><i>{End of Consent Agenda}</i></p>	<p>For informational purposes only - No action required.</p>
<p>VI. New Item for Board Consideration</p>	<p>A. Approval of a Resolution Setting the Rate of Mandatory Payment for the Harris County Hospital District Local Provider Participation Fund.</p> <p>Ms. Victoria Nikitin, Vice President, Finance, stated that the District sets the amount of the mandatory payment to be collected in October 2021 as up to 1.90 percent of the net patient revenue of an institutional health care provider located in the District. A copy of the resolution is available in the permanent record.</p>	<p><u>Motion No. 21.09-89</u> Moved by Dr. Andrea Caracostis, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item VI.A. Motion carried.</p>

<p>VII. Executive Session</p>	<p>At 8:40 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session under Texas Health and Safety Code §161.032, Texas Occupations Codes §160.007, Texas Occupations Code §151.002, and Texas Gov't Code Ann. §551.071, Texas Gov't Code Ann. §551.074 and Texas Gov't Code Ann. §551.085.</p>	
<p>VIII. Reconvene</p>	<p>At 12:05 p.m., Dr. Arthur Bracey reconvened the meeting and stated that the Board will take action on items "A and B" of the agenda.</p>	
	<p>A. Consultation with Harris County Attorney Regarding Mandatory COVID-19 Vaccination, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of a Resolution to Mandate the COVID-19 Vaccination for Harris Health System Workforce Members.</p> <p><i>The Harris Health System Board of Trustees recognizes and supports the recent announcement from the Centers for Medicare & Medicaid Services (CMS) in collaboration with the Centers for Disease Control and Prevention (CDC) related to emergency regulations requiring Covid-19 vaccinations for the workforce at hospitals, ambulatory surgical settings, and dialysis facilities as a condition of participation in the Medicare and Medicaid programs. In line with CMS guidance to facilities to use all available resources to support vaccinations and to take immediate efforts to vaccinate the workforce to ensure compliance with the emergency rule, the Harris Health Board of Trustees approves this resolution to mandate Covid-19 vaccinations for all Harris Health System Workforce Members and authorizes the President/CEO to establish appropriate timelines and procedures to effectuate this Mandate.</i></p>	<p>Motion No. 21.09-90 Moved by Mr. Lawrence Finder, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item VII.A. Motion carried.</p>
	<p>B. Consultation with Attorney Regarding Community's Development of Purchasing Manual, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Gov't Code Ann. §551.085, and Possible Action Upon Return to Open Session, Including Consideration of Approval of the Adoption of the Community Health Choice, Inc. and Community Health Choice Texas, Inc., Collectively "Community" Purchasing Manual.</p> <p><i>Harris Health, by and through its Board of Trustees, hereby authorizes the adoption of the Community Health Choice, Inc. and Community Health Choice Texas, Inc., Collectively "Community" Purchasing Manual.</i></p>	<p>Motion No. 21.09-91 Moved by Dr. Andrea Caracostis, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item VII.B. Motion carried.</p>
	<p>C. Consultation with Attorney Regarding the Transition of Jail Healthcare Services from Harris County Sheriff's Office to Harris Health System, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Gov't Code Ann. §551.085.</p>	<p>No Action Taken.</p>
	<p>D. 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 Report in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including the Harris Health System Quality and Safety Performance Measures, and Discussion Regarding Credentialing Changes for Members of the Harris Health System Medical Staff.</p>	<p>No Action Taken.</p>

	<p>E. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Healthcare Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, Including Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>
	<p>F. Discussion Regarding the Evaluation of Chief Executive Officer, Pursuant to Tex. Gov't Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session Including Consideration of Approval of CEO Evaluation Criteria.</p>	<p>No Action Taken.</p>
	<p>G. Consultation with Attorney Regarding Patient Safety Incident, Pursuant to Tex. Gov't Code Ann. §551.071, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>
	<p>H. Discussion Related to Roles and Responsibilities of Board Members, Pursuant to Tex. Gov't Code Ann. §551.071.</p>	<p>No Action Taken.</p>
<p>IX. Strategic Discussion</p>	<p>A. Harris Health System Legislative Initiatives</p> <ol style="list-style-type: none"> 1. Update, Discussion and Possible Action Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System Mr. R. King Hillier, Vice President, Public Policy and Government Relations, led the discussion regarding pending State and Federal Legislative and Policy Issues Impacting Harris Health System. He stated that a third special legislative session began on September 20, 2021, undertaking issues related to the ongoing COVID-19 pandemic, redistricting and the property tax relief bill. Mr. Hillier reported that the House passed a bill that would temporarily fund the government and suspend the debt limit. Like most of their Senate counterparts, House Republicans voiced strong opposition to the lifting of the debt ceiling and voted against the measure. The procedural hurdles along the way could put final passage pretty close to the deadline; without a presidential signature on the continuing resolution, the federal government would begin a partial shutdown starting Oct. 1st. A copy of the legislative report is available in the permanent record. 	<p>As Reported.</p>
	<p>B. Presentation Regarding Harris Health's Patient Grievance Process</p> <p>Mr. David Riddle, Administrative Director, Patient Experience, delivered a presentation regarding Harris's Patient Grievance Process. He stated that Harris Health is committed to providing the highest quality of care and services to its patients and their families.</p> <p>As part of its commitment to service excellence, a formal process is established that allows patients to communicate real or perceived deficiencies in care and service.</p>	<p>As Presented.</p>

Harris Health's Patient Grievance Process is aligned with the Centers for Medicare & Medicaid Services (CMS) Conditions of Participation. Ms. Juanita Al-Abbadi, Director, Patient/Customer Relations, presented a brief overview of the grievance process. She stated that when a grievance is received, it goes through a rigorous investigative process that is resolved and/or completed within thirty (30) business days.



Overall, the number of grievances per 10,000 encounters (including inpatient discharges, primary and specialty care visits, telehealth visits, and Emergency Center visits) is very low. However, Harris Health strives to reduce the number of grievances per 10,000 encounters year over year through targeted efforts tailored to the trended data.

NUMBER OF GRIEVANCES PER 10,000 PATIENT ENCOUNTERS					
5	4.18	3.38	2.86	2.3	
0	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Q2 '21
Ratio	4.18	3.38	2.56	2.86	2.3

Ms. Al-Abbadi reported that year-to-date, Harris Health has received, investigated, and addressed 296 grievances; of these, 220 were unsubstantiated, 43 were substantiated, and 33 are currently under review. She noted that the top three categories of feedback include Care/Treatment, Patient Rights, and Attitude/Courtesy/Behavior.

	<p>Areas for improvements include the following:</p> <ul style="list-style-type: none"> • Modified screen views available to patients in MyHealth. • Corrective Action Plans focusing on areas of opportunity (in 5 high ratio Community Health Centers) regarding patient communication – improved by 35% in Q2 vs. Q1 2021. • Implemented education on the management of patient belongings due to 28% increase in cases in 2020 during the pandemic. • Secured grant dollars from Foundation to provide Service Recovery for substantiated patient belongings cases. <p>A copy of the presentation is available in the permanent record.</p>	
	<p>C. Update on Jail Health Transition Plan</p> <p>Mr. Michael Hill, Executive Vice President, Chief Strategy & Integration Officer, delivered an overview on the Jail Health Transition Plan. He addressed the five (5) main areas of focus of the Jail Health transition plan, which includes People, Service Delivery Model, Infrastructure, Budget and Finance and Contracts. He explained that Harris Health has completed its staffing plan to support the transition and incorporate it in the estimated budget period commencing March 1, 2022. Mr. Hill mentioned that the staffing plan is currently being priced by Harris Health's Finance team and that Harris Health will conduct interviews with qualified candidates for correctional care positions beginning in the fall. Harris Health System will work collaboratively with the Sheriff's Office to redesign operational flows to provide timely, optimal care while minimizing traffic within the jail. Additionally, Harris Health System will evaluate opportunities to expand telemedicine within the Jail to optimize care delivery in timely care. Mr. Hill stated that Harris Health has conducted a review of all medical equipment, exam tables/chairs and other equipment needing to be replaced by Harris County prior to transition to Harris Health. He also noted the implementation of its electronic medical record licensed from Epic at the Harris County Jail. Harris Health and the Harris County Budget Office are working collaboratively to develop preliminary operating and capital budget estimates for the first year of the transition. Mr. Hill mentioned that Harris Health is responsible for performing legal and operational review of all healthcare service contracts between the County (Sheriff's Office) and third parties as well as developing an interlocal agreement inclusive of all components of the transition of healthcare services to Harris Health. A copy of the report is available in the permanent record.</p>	<p>As reported.</p>
	<p>D. Update Regarding LBJ Infrastructure</p> <p>Mr. David Attard, Vice President, Facilities, Construction and Systems Engineering, presented an update regarding LBJ Infrastructure. He provided a high level overview of LBJ water systems failures experienced last year.</p>	<p>As presented.</p>


	<p>Mr. Attard addressed the following mitigation efforts:</p> <ul style="list-style-type: none"> • Building Automation System (BAS) modifications (Completed) • System design improvements to minimize failure impact (Completed) • Addressing other water-based risks concurrent with heating hot water system remediation (In Progress) <p>Mr. Attard also spoke regarding remediation planning and provided an update on LBJ's water remediation status which includes:</p> <ul style="list-style-type: none"> • Reduced remediation tempo due to System wide impact of multiple COVID surges • Overall project estimated percentage completed – 75% • Estimated Completion February 2022 • Ongoing temporary heating hot water outages & domestic water outage for valve installation <p>Board discussion ensued. A copy of the presentation is available in the permanent record.</p>	
<p>X. General Action Items</p>	<p>A. Item(s) Related to Quality Committee</p> <p>1. Acceptance of the Medical Executive Board Report to Include Notice of Appointments and Selection of New Service Chiefs. A copy of the report is available in the permanent record.</p> <p>2. Acceptance of Credentialing Changes for Members of the Harris Health System Medical Staff Subject to Review of Files for Discussion. Dr. John Foringer, Chair, Medical Executive Board, presented the credentialing changes for members of the Harris Health System Medical Staff. He reported that in September there were twenty-two (22) temporary privileges, thirty-four (34) initial appointments, ninety-six (96) reappointments, eight (8) change/add privileges, seven (7) resignations, and four (4) files for discussion. A copy of the reports is available in the permanent record. <i>Dr. Arthur Bracey recused from this agenda item.</i></p>	<p><u>Motion No. 21.09-92</u> Moved by Ms. Alicia Reyes, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item X.A.1. Motion carried.</p> <p><u>Motion No. 21.09-93</u> Moved by Ms. Elena Marks, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item X.A.2. Motion carried. Dr. Arthur Bracey recused from this agenda item.</p>

<p>XI. Item(s) Related to Health Care for the Homeless Program</p>	<p>A. Approval of the Following Reports for the Health Care for the Homeless Program (HCHP) as Required by the United States Department of Health and Human Services Which Provides Funding to the Harris County Hospital District d/b/a/Harris Health System to Provide Health Services to Persons Experiencing Homelessness under Section 330(h) of the Public Health Service Act Health Care for the Homeless Program.</p> <ul style="list-style-type: none"> • HCHP September 2021 Monthly Update Report • September 2021 Q2 Quality Management Report <p>Dr. Jennifer Small, Interim Vice President & Associate Administrator, Ambulatory Care Services, presented the Health Care for the Homeless Program (HCHP) operational update. She stated that there were 204 new adult patients associated with the program. HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA). As of August, HCHP served 5,581 unduplicated patients and completed 14,064 total visits. Dr. Small stated that the amount of unduplicated patients seen overall has trended upward compared to the prior year. She noted that during the months of June through August, the program has seen a 20% increase in the amount of unduplicated patients seen. She reported a 16% increase in patient visits compared to the prior quarter. Dr. Small presented a 3-year budget projection of \$15.3M to continue program operations during January 1, 2022 through December 31, 2024. She noted that HCHP will submit an application for FY2021 Service Area Competition (SAC) funding and is requesting \$11.7M from HRSA.</p> <p>Ms. Tracey Burdine, Director, Health Care for the Homeless Program, announced that the program received the following Community Health Center Quality Recognition (CHQR) Badges:</p> <ul style="list-style-type: none"> • 2021 Health Center Quality Leader Gold Badge • 2021 Advancing Health Information Technology (HIT) for Quality • 2021 COVID – 19 Data Reporter • Patient Centered Medical Home Provider <p>Ms. Burdine presented the April 2021 technology barriers survey results. Of the 133 patients that were surveyed, 69% have a mobile device, 52% have access to internet, and conversely 68% have access to internet via a mobile device. She also noted that 77% of patients have utilized telehealth services, however there are some areas of improvement as it relates to connectivity issues and instructions provided to patients for telehealth services. Dr. LaResa Ridge, Medical Director, Health Care for the Homeless Program, presented the September 2021 Q2 Quality Management Report including the Data Trending Report. She stated that the program is striving to improve its overall quality of services provided. Additionally, Dr. Ridge discussed HCHP initiatives, strategies, and action plans for quality improvements. A copy of the report is available in the permanent record.</p>	<p>Motion No. 21.09-94 Moved by Mr. Lawrence Finder seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item XI.A. Motion carried.</p>
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	<p>B. Approval of 2022 Service Area Competition Application Budget. Material on the 2022 Service Area Competition Application Budget is available in the permanent record.</p>	<p><u>Motion No. 21.09-95</u> Moved by Dr. Andrea Caracostis seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item XI.B. Motion carried.</p>
<p>XII. Adjournment</p>	<p>Moved by Ms. Alicia Reyes, seconded by Mr. Lawrence Finder, and unanimously approved to adjourn the meeting. There being no further business to come before the Board, the meeting adjourned at 12:47 p.m.</p>	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on September 23, 2021.

Respectfully Submitted,



Arthur Bracey, M.D., Chair



Elena Marks, Secretary

Minutes transcribed by Cherry Pierson