

**BOARD OF TRUSTEES**  
**Special Call Board Meeting**

Monday, March 20, 2023  
6:00 P.M.

BOARD ROOM  
4800 Fournace Place, Bellaire, TX 77401

The meeting may be viewed online: <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**

- |  |                             |               |
|--|-----------------------------|---------------|
| <b>I. Call to Order</b>  | <b>Dr. Arthur W. Bracey</b> | <b>1 min</b>  |
| <b>II. Public Comment</b>  | <b>Dr. Arthur W. Bracey</b> | <b>3 min</b>  |
| <b>III. Legislative Updates – <i>Mr. R. King Hillier</i></b>   |                             | <b>20 min</b> |
| <b>IV. Update Regarding Harris Health Strategic Facilities Plan and Financing<br/>– <i>Ms. Maria Cowles, Mr. Louis Smith, and Ms. Victoria Nikitin</i></b> |                             | <b>35 min</b> |
| <b>V. Adjournment</b>  | <b>Dr. Arthur W. Bracey</b> | <b>1 min</b>  |

## Public Comment Request and Registration Process

Pursuant to Texas Government Code §551.007, members of the public are invited to attend the regular meetings of the Harris Health System Board of Trustees and may address the Board during the [Public Comment](#) segment regarding an official agenda item that the Board will discuss, review, or take action upon, or regarding a subject related to healthcare or patient care rendered at Harris Health System. Public Comment will occur prior to the consideration of all agenda items. If you have signed up to attend as a Public Speaker virtually, a meeting link will be provided. Note: Public Speakers will be removed from the meeting after speaking and have the option to join the meeting live via <http://harrishealthtx.swagit.com/live>.

### How to Request to Address the Board of Trustees

Members of the public must register in advance to speak at the Harris Health System Board of Trustees meetings. To register, members of the public must contact the Board of Trustees Office during core business hours, Monday through Friday between 8:00 a.m. to 5:00 p.m. Members of the public must submit the registration no later than 4:00 p.m. on the day before the scheduled meeting and may only register in one of the following manners:

1. Providing the requested information located in the “Speak to the Board” tile found at: <https://www.harrishealth.org/about-us-hh/board/Pages/public-comment-request-and-registration-process.aspx>.
2. Printing and completing the downloadable registration form found at: <https://www.harrishealth.org/about-us-hh/board/Pages/public-comment-request-and-registration-process.aspx>.
  - 2a. A hard-copy may be scanned and emailed to [BoardofTrustees@harrishealth.org](mailto:BoardofTrustees@harrishealth.org).
  - 2b. Mailing the completed registration form to 4800 Fournace Pl., Ste. E618, Bellaire, TX 77401.
3. Contacting staff at (346) 426-1524.

Prior to submitting a request to address the Harris Health System Board of Trustees, please take a moment to review the rules to be observed during the Public Comment Period.

### Rules During Public Comment Period

The presiding officer of the Board of Trustees or the Board Secretary shall keep the time for speakers.

#### Three Minutes

A speaker, whose subject matter, as submitted, relates to an identifiable item of business on the agenda, will be requested by the presiding officer to come to the podium where they will be provided three (3) minutes to speak. A speaker, whose subject matter, as submitted, does not relate to an identifiable item of business on the agenda, will also be provided three (3) minutes to speak. A member of the public who addresses the body through a translator will be given at least twice the amount of time as a member of the public who does not require the assistance of a translator.

BOARD OF TRUSTEES

Meeting of the Board of Trustees

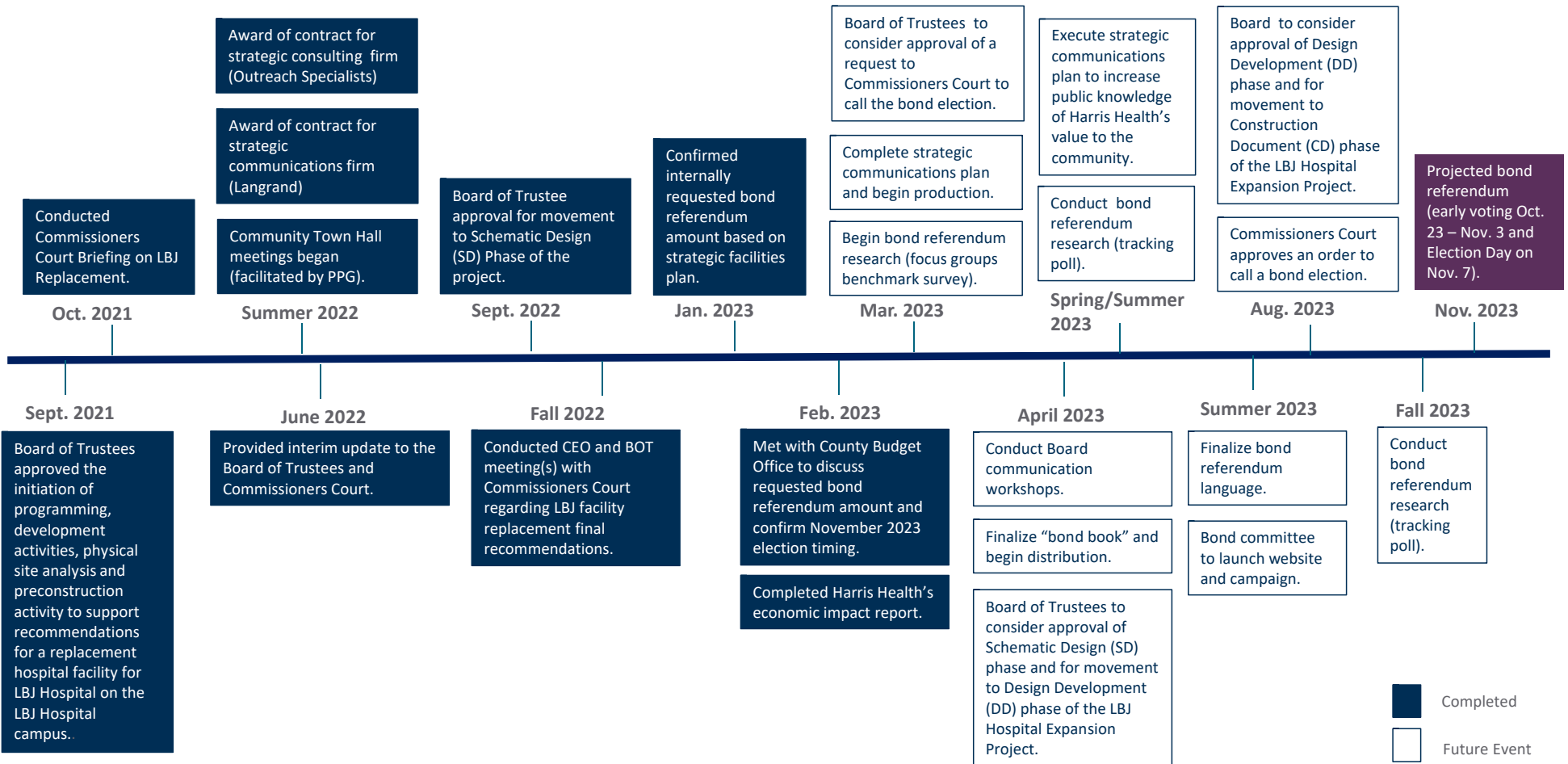
HARRISHEALTH  
SYSTEM

Monday, March 20, 2023

Update Regarding Harris Health Strategic Facilities Plan and Financing

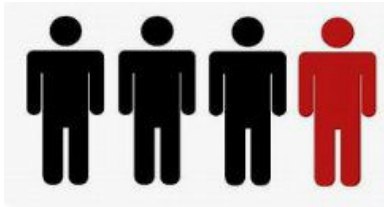
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## LBJ Facility Expansion Communication and Bond Referendum Planning Timeline as of February 1, 2023



**Harris Health Strategic Capital Requirements 2024-2035: Current State of Hospital Facilities**

Today, **one in four** Harris County residents are uninsured.



This equates to **1,175,000 Harris County residents** who rely on Harris Health.

In 2050 the projected population of uninsured residents in Harris County will be **1,537,500**.

**Ambulatory Care**

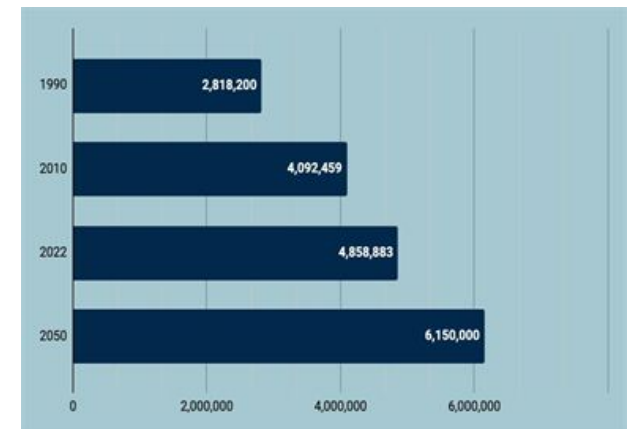
Harris Health Ambulatory Clinics need improved alignment to address population shifts and critical infrastructure needs.

**Today both hospitals are at capacity.**

Both hospitals are currently operating at over 90-100% daily occupancy, exceeding the healthcare capacity for efficient flow, which is recommended to be below 85%. To both serve current needs and meet future demands, Harris Health's infrastructure requires renovation to deliver necessary health services.

**Our Service Sites**

Our service sites - Lyndon B. Johnson Hospital, Ben Taub and several ACS Clinics - **opened their doors many years ago**. Since then, Harris County's population has nearly doubled and continues to grow.



## Current orientation of LBJ Hospital Campus:

1. Clinical areas **consistently exceeding daily capacity**.
2. **Limited expansion capability** due to existing design limitations.
3. **Lack of essential clinical services** on-site (e.g., stroke and heart attack care) **requiring transportation** to other facilities.
4. **Infrastructure**, including mechanical, electrical, and plumbing systems, **has exceeded its useful life** and is costly to maintain.
5. **Inability to meet current and future growth demands** of the surrounding community and service demand for Harris County.

## Future orientation of LBJ:

1. **Construct New LBJ (\$1.6b):**
  - **Expanded capacity** to meet current and future projected demand with thoughtful design.
  - **Additional trauma care services** will enhance the County's capacity to provide trauma care.
  - **Proactive planning for flood mitigation.**
  - Clinical **areas designed with flexibility** to meet patient needs and future expansion requirements.
  - **Add new services**, including interventional neuro & cardiology and stroke care.
2. **Renovate Existing Facility (\$433m):**
  - **Address service gaps** and bring the facility up to standard to meet current area needs.
  - **Provide for outpatient access** as part of campus master planning.

## Current orientation of Ben Taub Hospital Campus:

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1. Clinical areas are **consistently exceeding capacity daily**, necessitating renovation to accommodate growing demand.
2. Patient care areas are **not meeting community standards** in size, private rooms and efficient patient flow.
3. **Infrastructure** has **exceeded its useful life** and requires ongoing maintenance and replacement.
4. **Unable to meet current and future growth** of Harris County.
5. Requires **substantial investment to extend life of critical services** beyond 10-15 years.

## Future orientation of Ben Taub:

1. **Extend Facility Lifespan by 15 years.**
  - **Expand capacity** to assist in meeting current and future projected demand
  - **Improve flexibility of design** for clinical areas to meet needs
2. **Build New Inpatient Tower.**
  - **Add approximately 120 incremental patient rooms**
  - **Address capacity management** through renovation of existing space
3. **Proactive planning for flood mitigation** issues.
4. **Desire to provide further necessary trauma care** access through addition of helistop.

## Current orientation of ACS:

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1. **Several sites lack needed support services**, i.e. radiology, lab & pharmacy.
2. Current experience of **low volume clinics** due to population shifts and proximity to other clinics.
3. **Several regions have limited access to Harris Health Clinics and FQHCs.**
4. **Opportunity to improve efficiencies** in the clinics for patient volume and flow.

## Future orientation of ACS:

1. **Optimize services.**
  - Transition from small/low volume sites to larger, more comprehensive sites to **improve efficiencies and service access.**
2. **Create new sites including:**
  - 2 new to geography (Northwest & Southwest) to **increase population served.**
  - 1 to consolidate and **expand services** (Northshore/Cloverleaf area).
3. **Prioritize community partnerships** for cross flow of patients in specified areas.

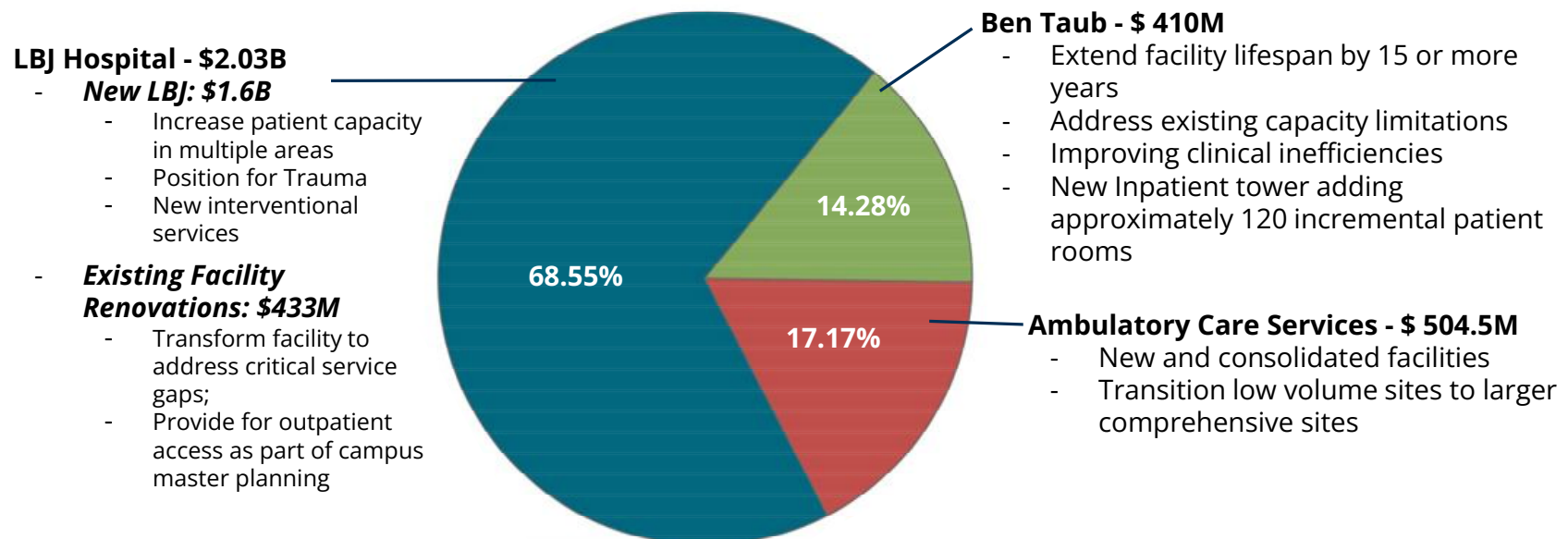


**Harris Health Strategic Capital Requirements 2024-2035**

	Estimated Base Total Project Cost	Estimated Timeframe for Project Area
LBJ Hospital Campus	\$ 2,033,636,054	2024-2035
Ben Taub Hospital Campus	\$ 410,462,117	2024-2030
ACS/Population Health	\$ 504,542,882	2025-2033
Transition & Post-Acute Care	\$ 4,237,910	2025
IT and InfoSec	\$ 120,401,075	2024-2030
Pharmacy	\$ 44,631,520	2025-2029
Laboratory	\$ 8,397,724	2024-2030
	<b>\$3,126,309,281</b>	

Harris Health Strategic Capital Requirements 2024-2035

	Estimated Base Total Project Cost	Estimated Timeframe for Project Area
LBJ Hospital Campus	\$ 2,033,636,054	2024-2035
Ben Taub Hospital Campus	\$ 410,462,117	2024-2030
ACS/Population Health	\$ 504,542,882	2025-2033
	<b>\$2,948,641,053</b>	



**Estimated Strategic Capital Requirements for Acute Care:**

<b>LBJ Hospital Campus</b>		
<b>Estimated Scope</b>	<b>Schedule</b>	<b>Estimated ROM Total Project Cost</b>
LBJ Hospital Expansion Project	2024	\$ 1,600,000,000
LBL Occupational Health	2028	\$ 2,816,856
LBL Pam Staff	2028	\$ 622,928
LBJ Security	2028	\$ 327,131
LBJ OP Radiology	2028	\$ 33,316,695
LBJ Mammo Expansion	2028	\$ 1,528,989
LBJ Day Care	2028	\$ 3,774,587
LBJ Gym	2029	\$ 398,678
Pre-Anesthesia Clinic	2029	\$ 2,929,530
LBJ Physical Therapy	2029	\$ 3,923,710
LBJ Urgent Care	2029	\$ 10,061,959
LBJ ACS Clinic Expansion	2029	\$ 71,871,133
LBL Lab Support	2029	\$ 8,611,060
LBJ Dialysis	2029	\$ 8,265,180
LBJ Behavioral Health	2030	\$ 203,398,430
LBJ Pathways to Staff Development	2030	\$ 12,324,177
LBJ New Outpatient MOB	2032	\$ 69,465,012
		\$ 2,033,636,054
<b>Ben Taub Hospital Campus</b>		
<b>Estimated Scope</b>	<b>Schedule</b>	<b>Estimated ROM Total Project Cost</b>
BT Expand Telemetry Capability for all Beds	2024	\$ 2,000,000
BT Strategic Master Plan (multiple items)	2024-2027	\$ 29,000,000
BT ICU (Trauma ICU and Surgical ICU)	2025	\$ 22,797,269
BT Sanitary Sewer Pipe	2025-2027	\$ 25,757,222
BT Bed Tower	2029-2030	\$ 330,907,625
		\$ 410,462,117

The LBJ projects are based on construction of a new complete inpatient hospital and the rebuilding/repurposing of the existing inpatient facility. It is important to note that outpatient services on the campus are largely being designed to locate in the existing facility and the focus of the new hospital construction is inpatient care thus impacting the Schedule.

The Ben Taub projects are based on lengthening the life of the existing facility/location, address existing capacity limitations and continuing to support clinical inefficiencies.

Estimated Strategic Capital Requirements for Ambulatory Care:

<b>ACS / ASC - Ambulatory Clinic Access</b>		
<b>Estimated Scope</b>	<b>Schedule</b>	<b>Estimated ROM Total Project Cost</b>
Vallebona Main Renovation	2025	\$ 14,010,856
Vallebona Campus (Site) Renovation	2025	\$ 4,778,823
Sunset Height SD Clinic (New Build on Casa Property)	2025	\$ 4,791,320
Radiology/Radiation Therapy Modality refresh (Smith Clinic)	2025	\$ 43,430,734
QM Garage	2026	\$ 43,790,140
Vallebona Annex	2026	\$ 9,271,455
Robindell Same Day Clinic	2026	\$ 2,888,006
Urgent Care Clinic on BT Campus (New)	2026	\$ 4,982,973
Health Center close to Sheldon School Based Clinic and AC Taylor (New)	2027	\$ 29,763,781
Age Facility Replacement - Acres Home	2028	\$ 55,750,268
Health Center and ASC (Greenspoint Area) (New)	2028	\$ 79,829,689
Age Facility Replacement - Gulfgate	2029	\$ 60,293,490
An ASC and Urgent Care in the Southwest Region (New)	2029	\$ 67,040,533
LBJ Existing Hospital (Add ASC to 2nd Floor) (New)	2030	\$ 26,409,907
ASC/Urgent Care Southeast Region (New)	2030	\$ 26,409,907
Mobile Mammo Van (Refresh in 7-8 years)	2030	\$ 1,100,000
Roofing/HVAC Refresh through all the ACS Facilities (Over 10 years)	2024-2033	\$ 30,000,000
		\$ 604,642,882

ACS: Defined as Ambulatory Care Services  
 ASC: Defined as Ambulatory Surgical Center

The ACS projects are based on the ACS strategic plan completed in CY2021 which identified the opportunities to more effectively align with the communities served by Harris Health with the ambulatory clinic locations and services provided.

## Harris Health Strategic Facilities Plan Proposed Financing

- The total Strategic Facilities Plan will cost an estimated \$2.9 billion and will be completed in phases over the next 10+ years.
- These phases will be financed with debt, operating cash, and philanthropic contributions.

\$2.5B – Proposed Bond Debt Proceeds  
\$300M – Harris Health Operating Cash  
\$100M – Philanthropy  
\$2.9B – Total Estimated

The Strategic Facilities plan is scalable in the event the operating cash or philanthropic funds are unavailable.

# Questions?