

**BOARD OF TRUSTEES**  
**Governance Committee**

Tuesday, March 7, 2023  
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**

<b>I. Call to Order and Record of Attendance</b>	<b>Dr. Andrea Caracostis</b>	<b>2 min</b>
<b>II. Approval of the Minutes of Previous Meeting</b>	<b>Dr. Andrea Caracostis</b>	<b>1 min</b>
• Governance Committee – February 7, 2023		
<b>III. Update Regarding Board Onboarding Process</b>		<b>20 min</b>
– <i>Ms. Maria Cowles and Ms. Olga Rodriguez</i>		
<b>IV. Possible Revisions to Board Standard Operating Procedures</b>		<b>20 min</b>
– <i>Ms. Sara Thomas</i>		
<b>V. Update Regarding 2022 Board Self-Assessment</b>		<b>5 min</b>
– <i>Ms. Olga Rodriguez</i>		
<b>VI. Executive Session</b>	<b>Dr. Andrea Caracostis</b>	<b>10 min</b>
<b>A. Discussion Related to Duties and Role of Board of Trustees and Board Governance, Including the Texas Open Meetings Act, Pursuant to Tex. Gov’t Code Ann. §551.074 and Tex. Gov’t Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session</b>		
<b>VII. Reconvene</b>	<b>Dr. Andrea Caracostis</b>	<b>1 min</b>
<b>VIII. Adjournment</b>	<b>Dr. Andrea Caracostis</b>	<b>1 min</b>

GOVERNANCE COMMITTEE

**Voting Committee Members:**

Andrea Caracostis, MD (Committee Chair)

Arthur W. Bracey, MD (Ex-officio)

Alicia Reyes

Marcia Johnson

**Executive Sponsor (Non-voting Committee Member):**

Olga Rodriguez, Vice President – Community Engagement & Corporate Communications

**HARRIS HEALTH SYSTEM**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**GOVERNANCE COMMITTEE MEETING**  
**Thursday, February 7, 2023**  
**11:00 AM**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	Dr. Andrea Caracostis, Chair, called the meeting to order at 11:09 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: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	
<b>II. Approval of the Minutes of Previous Meeting – Governance Committee – December 8, 2022</b>	Dr. Arthur Bracey requested approval of the December Governance Committee minutes subject to the following correction: Professor Marcia Johnson requested a formal/informal way of sharing information to the Board that deals with governance and departmental operations.	<b>Moved by Dr. Arthur Bracey, seconded by Ms. Alicia Reyes, and unanimously approved the minutes of the previous meeting as amended. Motion carried.</b>
<b>III. Diligent Training for Board Members</b>	Dr. Esmaeil Porsa, President & Chief Executive Officer, shared that the Board Office has made Diligent available to Board members. Diligent is an online repository that enables Board members to access, store and share Board materials, cast votes electronically and collaborate with other Board members. Mr. Spencer Stolte, Training Specialist, Diligent, delivered an in-depth learning session which included demonstrations, best practices and question and answers (Q&A). The Committee discussed Diligent’s functionality. Dr. Porsa recommended the use of Diligent’s Resource Center to house items such as Board Bylaws and orientation materials.	<b>As Presented.</b>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p><b>IV. Discussion Regarding Good Governance</b></p>	<p>Professor Marcia Johnson requested to defer discussion regarding good governance. She stated that she felt it was best for the Committee to use this time to identify areas of governance that the Committee should be addressing and compile a list of future priorities.</p> <p>The Committee discussed the following topics:</p> <ul style="list-style-type: none"> <li>• Adequate time to review, consider and approve items</li> <li>• Review of the Board’s rules of civility and courtesy</li> <li>• Access to a central area where documents are housed</li> <li>• Review of the Board’s Bylaws, Standard Operating Procedures (SOPs), and other relevant documents concerning how Board members make recommendations to the full Board</li> <li>• Consistency among ancillary organizations</li> <li>• Review relevant Board materials to understand how items are vetted and placed on the Board agenda</li> </ul> <p>Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney’s Office, shared that a copy of the SOPs was included in the Board materials and addresses many of the Board members concerns. She noted that the SOPs have been flagged as a priority for the Governance Committee to discuss and possibly amend. Ms. Thomas stated with respect to the Board Bylaws, Centers for Medicare &amp; Medicaid Services (CMS) requires Harris Health to have bylaws updated to reflect current practice. A copy of the bylaws with minor procedural edits will be presented to the full Board in February. Ms. Thomas noted that the full bylaws will return to the Governance Committee for a more thorough review.</p>	<p><b>As Presented.</b></p>
<p><b>V. Additional Committee Topics for Future Meetings</b></p>	<ul style="list-style-type: none"> <li>• Onboarding Process (<i>Administration will bring forward recommendations</i>)</li> <li>• Potential Revisions to Board Standard Operating Procedures (<i>Included in the packet for consideration of future edits and additional discussion</i>)</li> <li>• Healthcare Governance Core Curriculum</li> <li>• Nomination Function Performed by Governance Committee for September 2023 Officer Election</li> <li>• Parliamentary Procedure Training (<i>Will be conducted by legal team</i>)</li> <li>• 2022 Board Self – Assessment Results (<i>Discussion Tabled</i>)</li> </ul>	<p><b>As Presented.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>Continuing Education</li> </ul> <p>Dr. Caracostis recommended that the Administration bring forth a proposed timeline of the Governance Committee priority areas. Ms. Thomas stated that the Administration will prepare a timeline for consideration to the next Governance Committee Meeting.</p>	
<b>VI. Adjournment</b>	<p>Moved by Dr. Arthur Brace, seconded by Ms. Alicia Reyes, and unanimously approved to adjourn the meeting. There being no further business, the meeting adjourned at 12:08 p.m.</p>	

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 February 7, 2023.

Respectfully submitted,

Andrea Caracostis, M.D., MPH, Chair

Recorded by Cherry Pierson

Tuesday, February 7, 2023

**Harris Health System Board of Trustees Board Meeting – Governance 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](mailto:BoardofTrustees@harrishealth.org) before close of business the day of the meeting.

GOVERNANCE COMMITTEE MEMBERS PRESENT	GOVERNANCE COMMITTEE MEMBERS ABSENT
Dr. Andrea Caracostis ( <i>Chair</i> )	
Dr. Arthur Bracey ( <i>Ex-Officio</i> )	
Ms. Alicia Reyes	
Ms. Marcia Johnson	

EXECUTIVE LEADERSHIP
Dr. Esmail Porsa, President & Chief Executive Officer
Ms. Amineh Kostov, Vice President, Operations, Specialty Care & Service Lines
Ms. Carolynn Jones, Executive Vice President & Chief Compliance and Risk Officer
Dr. Esperanza (Hope) Galvan, Senior Vice President, Chief Health Officer
Dr. Jennifer Small, Executive Vice President, Ambulatory Care Services
Dr. Joseph Kunisch, Vice President, Quality Programs
Ms. Kari McMichael, Vice President, Controller
Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer
Ms. Maria Cowles, Senior Vice President, Chief of Staff
Dr. Maureen Padilla, Senior Vice President, Nursing Affairs & Support Services
Mr. Michael Hill, Executive Vice President, Chief Strategy & Integration Officer
Ms. Olga Llamas Rodriguez, Vice President, Community Engagement & Corporate Communications
Mr. Omar Reid, Senior Vice President, Human Resources
Dr. Otis Ekins, Chief Medical Officer, Harris Health Correctional Health
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

ADDITIONAL GUESTS PRESENT	
Alison Perez	John Matcek
Antoinette "Toni" Cotton	Karen Schneider, MD
Cherry Pierson	Karen Tseng
Daniel Smith	Katie Rutherford
Derek Curtis	Matthew Schlueter
Derek Holmes	Nicholas Bell
Doris Robins	Pamela Berens, MD
Ebon Swofford	Randy Manarang
Efua Leke, MD	Spencer Stolte ( <i>Diligent</i> )
Jennifer Zarate	Tai Nguyen
Jerry Summers	

Tuesday, March 7, 2023

Possible Revisions to Board Standard Operating Procedures

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**Board of Trustees  
Standard Operating Procedures**

1. A Board Member is a fiduciary. As such, a Board member owes allegiance to Harris Health and must act in the best interest of Harris Health when acting in his or her official capacity. While members are appointed by a specific Commissioner or the County Judge, their duty is to the Harris Health System as a whole. A Board member must always exercise honest and unbiased judgment in pursuit of Harris Health's interests.
  2. A Board Member's primary obligation is to participate in the governance of Harris Health and to act within the boundaries of his or her governance authority. The Board of Trustees has delegated to the Harris Health President/CEO, all matters related to operations and administration as is defined in the Bylaws of the Board of Trustees ("Bylaws") and Chapter 281 of the Texas Health and Safety Code.
  3. Board Members must comply with and abide by the Board of Trustees Conflict of Interest and Nepotism policy, which requires the disclosure of certain interests and business and familial relationships prior to discussion or voting on an item implicated by the interest or relationship.
    - a. A Board Member shall not vote on or participate in discussions or deliberations on matters when a conflict is deemed to exist.
    - b. A Board Member shall complete the required conflict-of-interest affidavit and assure that Board or Committee meeting minutes properly record his or her recusal or abstention from voting on any matter for which a conflict may exist.
    - c. A Board Member may not use his or her position on the Board of Trustees for personal profit, gain or other personal advantage.
  4. When appointed, a Board Member must attend the Board of Trustees' orientation and become knowledgeable of the Bylaws and a hospital district's responsibilities.
  5. A Board Member must attend Board meetings and applicable committee meetings and carefully review and evaluate background materials contained in the "agenda book" to be prepared.
  6. A Board Member is entitled to rely upon information, opinions, reports, and statements prepared or presented by Harris Health staff, counsel, accountants, or other Board Members whom the Board Member reasonably believes to be reliable and competent on the matter presented.
  7. Board meetings are managed and conducted in a way that promotes transparency and high levels of effectiveness and efficiency, while complying with the Texas Open Meetings Act and allowing for appropriate questions. Pursuant to the Bylaws, meetings are conducted in accordance with Robert's Rules of Order.
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8. A Board Member must not disclose any information learned in the course of a closed session meeting or any confidential material supplied by Harris Health. If a Board Member is uncertain whether information is confidential, the Board Member should consult with Harris Health's legal counsel to avoid allegations of abuse of office. Violations of the Texas Open Meetings Act could result in civil and criminal penalties.
9. A Board member should listen to and respect the opinions and perspectives of all other members and be willing to respectfully express a dissenting opinion and vote no when their opinion warrants.
10. A Board Member should bring matters of interest to the attention of the Board Chair so appropriate matters can be included on an agenda of a future Board meeting. The Board Chair and Board Officers may exercise discretion and professional judgment during the agenda planning process.
11. The Board employs and evaluates the President and Chief Executive Officer ("CEO") alone. The Board delegates full authority to the CEO to direct Harris Health's affairs (including supervising its work and activities; formulating strategies and managing its operations) and communicates policies and decisions that may constrain the CEO's authority.
12. A Board Member is not empowered to provide instruction to the CEO of Harris Health or any Harris Health employee unless the Board determines, during a properly called meeting of the Board of Trustees, that such instruction will enable the Board to satisfy their fiduciary duties (e.g., instruction to produce information material to a future Board decision).
13. Neither the CEO of Harris Health, nor its employees should be held accountable for fulfilling requests from individual Board Members outside of formal Board action.
14. The Board's authority is carried out through actions taken by a majority of the Board who are present and voting during a duly called meeting of the Board of Trustees. If a Board member is absent for a meeting, actions and decisions made will not be reconsidered due the Board member's absence.
15. A Board member should fully support the Board's decisions once they have been made.
16. The Board speaks with one voice through the Board Chair unless otherwise authorized by the Board Chair or the Board.
17. A Board Member must direct all media requests to the Board Chair in addition to Harris Health's Office of Corporate Communications at (346) 426-1832.

**BOARD OF TRUSTEES**

**Quality Committee**

Tuesday, March 7, 2023  
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.   | <b>Call to Order and Record of Attendance</b>   | <b>Dr. Andrea Caracostis</b> | <b>1 min</b>    |
| II.  | <b>Approval of the Minutes of Previous Meeting</b>  | <b>Dr. Andrea Caracostis</b> | <b>2 min</b>    |
|      | <ul style="list-style-type: none"> <li>• Quality Committee Meeting – February 7, 2023</li> </ul>  |                              |                 |
| III. | <b>Harris Health Safety Message: Ventilator Associated Pneumonia</b><br>– <b>Dr. Steven Brass</b>   |                              | <b>2 min</b>    |
| IV.  | <b>Presentation Regarding Cardiology Service Line</b><br>– <b>Ms. Amineh Kostov</b>   |                              | <b>8 min</b>    |
| V.   | <b>Executive Session</b>  | <b>Dr. Andrea Caracostis</b> | <b>75 min</b>   |
|      | 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 Report in Connection with the Evaluation of the Quality of Medical and Healthcare Services<br>– <b>Dr. Steven Brass and Dr. Yashwant Chathampally</b>                   |                              | <i>(70 min)</i> |
|      | 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 Texas Health & Safety Code §161.032, and Possible Action Regarding this Matter Upon Return to Open Session<br>– <b>Ms.Carolynn Jones</b> |                              | <i>(5 min)</i>  |

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- |                         |                              |              |
|-------------------------|------------------------------|--------------|
| <b>VI. Reconvene</b>    | <b>Dr. Andrea Caracostis</b> | <b>1 min</b> |
| <b>VII. Adjournment</b> | <b>Dr. Andrea Caracostis</b> | <b>1 min</b> |

QUALITY COMMITTEE

**Voting Committee Members:**

Andrea Caracostis, MD (Committee Chair)

Arthur W. Bracey, MD (Ex-officio)

Alicia Reyes

Ewan D. Johnson, MD, PhD

**Executive Sponsor (Non-voting Committee Member):**

Dr. Steven Brass, Executive Vice President - Chief Medical Executive

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

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	Dr. Andrea Caracostis, Chair, called the meeting to order at 12:17 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: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	
<b>II. Approval of the Minutes of Previous Meeting</b> Quality Committee Meeting – January 10, 2023		<b>Moved by Dr. Arthur Bracey, seconded by Ms. Alicia Reyes, and unanimously approved the minutes of the previous meeting.</b>
<b>III. Harris Health Safety Message: Post Op Infection Prevention</b>	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, delivered a Minute for Medicine video series related to postoperative infection prevention. A copy of the video series and presentation is available in the permanent record.	<b>As Presented.</b>
<b>IV. Presentation Regarding Maternal Health Service Line</b>	Ms. Amineh Kostov, Vice President, System Service Lines, welcomed Harris Health’s Maternal Health service chiefs and medical directors. Dr. Pamela Berens, Service Chief, Obstetrics and Gynecology, Lyndon B. Johnson (LBJ) Hospital, provided a brief overview of the Maternal Health Service Line’s accomplishments, noting that both Ben Taub (BT) and Lyndon B. Johnson (LBJ) Hospitals have successfully achieved their Maternal Health designations and both hospitals have been re-designated as Baby Friendly institutions. Dr. Berens addressed current and ongoing initiatives at both pavilions. Dr. Efua Leke, Service Chief, Obstetrics and Gynecology, BT, summarized some of the service line’s undertakings for the past year and discussed priority measures the service line is working to address. Dr. Karen Schneider, Labor & Delivery Medical Director, LBJ, shared that the 2023 academic year goals include developing one clinical pathway and two standards of care.	<b>As Presented.</b>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>Dr. April Adams, Maternal Medical Director, BT, highlighted Harris Health’s areas of improvement, which are based on the Texas Maternal Mortality and Morbidity Review Committee’s (MMMRC) recommendations. Ms. Alicia Reyes inquired regarding a timeline of ongoing activities and whether a report with outcomes could be provided to the Board based on the MMMRC’s recommendations. Dr. Adams shared that data is being collected and will be presented to the Board later in the year. Dr. Arthur Bracey inquired whether pregnancy education is provided at the secondary school level. Dr. Leke stated that family planning and supportive counseling is provided at the teen clinics. A copy of the presentation is available in the permanent record.</p>	
<p><b>V. Population Health and Health Equity</b></p>	<p>Ms. Karen Tseng, Special Advisor to CEO, delivered an update regarding the Multi-Visit Patients (MVPs) Program. MVPs are patients with a combination of medical, behavioral, and social conditions that are driving their utilization of the emergency or inpatient setting. She mentioned that the MVP Program advances health equity by addressing structural disparities in access to care as well as improving quality of care by addressing disparities in care outcomes. Ms. Tseng presented utilization data and Year 1 Goals of Collaboration related to the MVPs shared between Memorial Hermann Hospital-Texas Medical Center and Harris Health. In addition, Ms. Tseng shared the MVP Program’s Year 2 Goals and next steps for continuous improvement. The Committee discussed the financial impacts of the MVP Program as well as the benefits of alternative care sites, rather than the emergency centers. A copy of the presentation is available in the permanent record.</p>	<p><b>As Presented.</b></p>
<p><b>VI. Executive Session</b></p>	<p>At 12:55 p.m., Dr. Caracostis stated that the Quality Committee of the Board of Trustees would go into Executive Session for item “A and B” as permitted by law under Tex. Health &amp; Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002.</p>	
	<p><b>A.</b> Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Health &amp; 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</p>	<p><b>No action taken.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p><b>B.</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 Texas Health &amp; Safety Code §161.032, and Possible Action Regarding this Matter Upon Return to Open Session</p>	<p><b>No action taken.</b></p>
<p><b>VII. Reconvene</b></p>	<p>At 1:34 p.m., Dr. Caracostis reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.</p>	
<p><b>VIII. Adjournment</b></p>	<p>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 1:35 p.m.</p>	

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 February 7, 2023.

Respectfully submitted,

Andrea Caracostis, M.D., MPH, Chair

Recorded by Cherry Pierson



Tuesday, February 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](mailto: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 ( <i>Chair</i> )		Ms. Marcia Johnson
Dr. Arthur W. Bracey ( <i>Ex-Officio</i> )		
Dr. Ewan D. Johnson		
Ms. Alicia Reyes		

EXECUTIVE LEADERSHIP
Dr. Esmaeil Porsa, President & Chief Executive Officer
Ms. Amineh Kostov, Vice President, Operations, Specialty Care & Service Lines
Ms. Amy Smith, Senior Vice President, Transitions & Post-Acute Care
Mr. Anthony Williams, Vice President, Compliance Officer
Ms.Carolynn Jones, Executive Vice President & Chief Compliance and Risk Officer
Dr. Esperanza “Hope” Galvan, Interim Senior Vice President, Chief Health Officer
Dr. Glorimar Medina-Rivera, Executive Vice President, Ben Taub Hospital
Dr. Hemant Roy, Vice Chair, Harris Health System & Ben Taub Hospital
Dr. Jason Chung, Associate Chief Medical Officer & Senior Vice President, Medical Affairs and Utilization
Dr. Jennifer Small, Executive Vice President, Ambulatory Care Services
Dr. Joseph Kunisch, Vice President, Quality Programs
Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer
Ms. Maria Cowles, Senior Vice President, Chief of Staff
Dr. Martha Mims, Chair, Medical Executive Board
Dr. Maureen Padilla, Senior Vice President, Nursing Affairs & Support Services
Mr. Michael Hill, Executive Vice President, Chief Strategy & Integration Officer
Dr. Michael Nnadi, Senior Vice President, Chief Pharmacy Officer
Ms. Monica Carbajal, Vice President, Contract Administration
Ms. Olga Llamas Rodriguez, Vice President, Community Engagement & Corporate Communications
Mr. Omar Reid, Executive Vice President, Chief People Officer
Dr. Otis Reggie Ekins, Chief Medical Officer, Correctional Health

Ms. Patricia Darnauer, Executive Vice President, Lyndon B. Johnson Hospital
Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney's Office
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
Dr. Yashwant Chathampally, Associate Chief Medical Officer & Senior Vice President, Quality and Patient Safety

<b>ADDITIONAL GUESTS PRESENT</b>	
Antoinette "Toni" Cotton	John Matcek
April Adams, MD	Karen Schneider, MD
Cherry Pierson	Karen Tseng
Daniel Smith	Katie Rutherford
Derek Curtis	Matthew Schlueter
Derek Holmes	Nicholas Bell
Ebon Swofford	Pamela D. Berens, MD
Efua Leke, MD	Randy Manarang
Jennifer Zarate	Tai Nguyen
Jerry Summers	

Tuesday, March 7, 2023

Harris Health Safety Message

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- Video: Minute for Medicine – Ventilator Associated Pneumonia (VAP)

**HARRISHEALTH SYSTEM**

## **HRO Safety Message**

**Steven Brass, MD, MPH, MBA  
EVP, Chief Medical Executive**

**Board of Trustees Quality Committee  
March 7, 2023**

# SAFETY MESSAGE

**HARRIS**  
**HEALTH**  
SYSTEM

**ZERO**  
**HARM**

Safety 1st. Always.

# Having a High-reliability Organization's Mindset

High-reliability Organizations (HROs) are those that successfully complete their missions despite massive complexity and high risk. Examples include the Federal Aviation Administration's Air Traffic Control system, aircraft carriers, and nuclear power plants. In each case, even a minor error could have catastrophic consequences. Yet, adverse outcomes in these organizations are rare. The key components of High Reliability Organizations (HROs), including leadership, a safety-focused culture, and a dedication to continuous learning and improvement.



## HRO Mindset: Link to video

Harris Health System Minute For Medicine: Ventilator Associated Pneumonia

<https://youtu.be/6YAsal6gll8>

BOARD OF TRUSTEES

Quality Committee

HARRISHEALTH  
SYSTEM

Tuesday, March 7, 2023

Presentation Regarding Cardiology Service Line

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## **Cardiology Service Line**

**Amineh Kostov, FACHE, CMAC, CHFP**  
**VP of Operations, Service Lines**

**Board of Trustees Quality Committee**  
**March 7, 2023**

# Cardiology Service Line Accomplishments

- Collaboration with EMS, Transfer Center, and Emergency Centers to develop an Acute Coronary Syndrome Algorithm and reduce time for transport and coronary reperfusion for patients with ST-elevation MI diagnosed at LBJ Hospital

## BACKGROUND:

The American Heart Association (AHA) STEMI performance metrics target a goal of <30 minutes from emergency department (ED) arrival at STEMI referral facility to ED departure from STEMI referral facility for percutaneous coronary intervention (PCI)<sup>1</sup>. For busy EDs, this metric represents a significant challenge.

Harris Health System is a fully integrated Patient Centered Medical Home that serves all residents of Harris County, Texas. It includes two hospital campuses, one of which is PCI capable. Patients presenting to Lyndon B. Johnson Hospital (LBJ) with STEMI require emergent transfer to Ben Taub General Hospital (BTGH) for timely PCI. An EMS ground critical care transport unit stages primarily in the STEMI referral facility.

## OBJECTIVE:

We aimed to improve our Door-In-Door-Out (DIDO) times between hospitals with a combination of efforts centered around coordinated EMS transfer and transport.

## INTERVENTIONS:

- Defining key success metrics for all providers
- Overhead STEMI alerts for EMS team
- Increasing waiting room ECG technicians and ECG space
- STEMI specific SOPs for EMS:
  - Preloading the patient prior to destination/release
  - Avoiding delays with nonessential medical therapies (e.g., DAPT, heparin)
  - Select STEMI being AutoLaunch upon identification<sup>2</sup>
  - EMS specific handoff tool with STEMI specific criteria
- Multidisciplinary STEMI simulation
- Collaborative Cardiology, Emergency Medicine, Transfer & EMS service line model for continuous QA and refining of QI processes

## STUDY PERIOD:

**Baseline/Pre-Intervention:** January through August 2021

**Washout/Adoption:** September through December 2021

**Post-Intervention:** January through December 2022

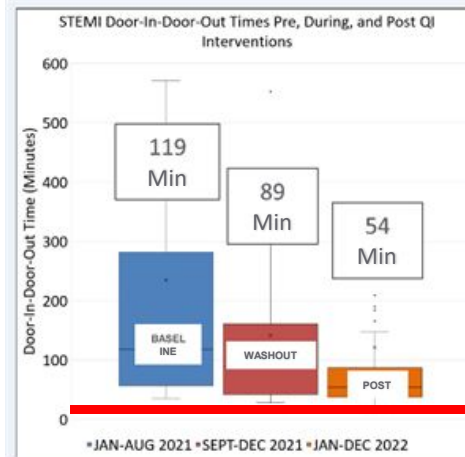


Figure 1: STEMI Door-In-Door-Out Times Pre, During, and Post QI Intervention Time Periods With Median Times

## RESULTS:

- Mean DIDO time decreased 113 minutes from pre-intervention to post-intervention and was shown to be statistically significant via t-test (p<.05).
- No DIDO times in the pre-intervention phase met the 30 minutes ACC/AHA metric (0/64, 0.0%). Five instances in the post-intervention group achieved the goal metric of <30 minutes (5/59, 8.5%).



Figure 2: EMS with Patient Prepped for AutoLaunch After STEMI Identification

## CONCLUSION:

Integrating EMS and ED initiatives can significantly improve Door-In-Door-Out Times at Non-PCI Capable Hospitals.

## References:

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2. Howell D, Li T, De Bono J, Berkowitz J. Reduction in Interfacility Transfer Response Time after Implementation of an AutoLaunch Protocol. *Prehosp Emerg Care*. 2022 Sep-Oct;26(5):739-745. doi: 10.1080/10903127.2021.1954271. Epub 2021 Aug 17. PMID: 34251976.

## Cardiology Service Line Measures

- Meeting all Chest Pain measure targets except the LBJ Door In Door Out, which has had steady improvements over the last year.
- Meeting all Heart Failure measure targets.
- Outpatient TTE Turnaround times did not meet target in Q4 due to technician vacancies at BT. All other measures meeting target.

Tuesday, March 7, 2023

Executive Session

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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 Report in Connection with the Evaluation of the Quality of Medical and Healthcare Services

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