

**BOARD OF TRUSTEES**

**Joint Conference Committee**

Thursday, January 11, 2024  
11:30 A.M.

The meeting will be conducted via Zoom and may be viewed online at:  
<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 and Record of Attendance</b>	<b>Dr. Andrea Caracostis</b>	<b>2 min</b>
<b>II. <a href="#">Approval of the Minutes of Previous Meeting</a></b>	<b>Dr. Andrea Caracostis</b>	<b>2 min</b>
<ul style="list-style-type: none"> <li>• <a href="#">Joint Conference Committee Meeting – November 9, 2023</a></li> </ul>		
<b>III. <a href="#">Report Regarding December 7, 2023 Harris Health Board Meeting</a></b>	<b>Dr. Andrea Caracostis</b>	<b>5 min</b>
<ul style="list-style-type: none"> <li>• <a href="#">New Joint Conference Committee Members</a></li> <li>• <a href="#">Revised Committee Charter</a></li> </ul>		
<b>IV. Physician Leadership Reports</b>	<b>Dr. Andrea Caracostis</b>	<b>25 min</b>
<b>A. Medical Executive Board (MEB) Chair/Vice Chair</b>	<b>Dr. Martha Mims and Dr. Kunal Sharma</b>	<i>(5 min)</i>
<b>B. Chiefs of Staff</b> <ul style="list-style-type: none"> <li>• Ben Taub Hospital</li> <li>• LBJ Hospital</li> </ul>	<b>Dr. Sandeep Markan Dr. Tien Ko</b>	<i>(5 min) (5 min)</i>
<b>C. Assistant Chiefs of Staff</b> <ul style="list-style-type: none"> <li>• BCM</li> <li>• UT</li> </ul>	<b>Dr. Fareed Khan Dr. Mohammad Zare</b>	<i>(5 min) (5 min)</i>
<b>V. New Items for Discussion</b>	<b>Dr. Andrea Caracostis</b>	<b>20 min</b>
<b>A. <a href="#">Presentation Regarding Initial Harris Health Strategic Facility Plan Timeline Review</a></b>	<b>Mr. Louis Smith and Mr. Patrick Casey</b>	
<b>VI. Governance: Medical Staff Bylaws, Rules and Regulations</b>	<b>Dr. Andrea Caracostis</b>	
<b>A. No Updates or Items for Action</b>		

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<b>VII. Future Agenda Topics</b>	<b>Dr. Andrea Caracostis</b>	<b>5 min</b>
<b>A. Open Discussion Regarding Future Agenda Topics</b>	<b>Committee Members</b>	
<b>VIII. Adjournment</b>	<b>Dr. Andrea Caracostis</b>	<b>1 min</b>

**HARRIS HEALTH SYSTEM**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**JOINT CONFERENCE COMMITTEE MEETING**  
**Thursday, November 9, 2023**  
**11:30 AM**

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
I.	<b>Call to Order and Record of Attendance</b>	Dr. Andrea Caracostis, Chair, called the meeting to order at 11:36 a.m. It was noted that a quorum was present and the attendance was recorded. Dr. Caracostis announced that 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> .	
II.	<b>Approval of the Minutes of Previous Meeting</b> Joint Conference Committee Meeting – May 11, 2023		<b>Moved by Dr. Tien Ko, seconded by Dr. Kunal Sharma, and unanimously approved the minutes of the May 11, 2023 meeting.</b>
III.	<b>Physician Leadership Reports</b>		
	<b>A. Medical Executive Board Chair/Co-Chair</b>	Dr. Martha Mims, Chair, Medical Executive Board, expressed her appreciation to Harris Health’s nursing staff and clinical pharmacists for their hard work and dedication to keeping Harris Health’s patients safe. She emphasized that the medical staff has been focused on completing their Cybersecurity and Clinical Research trainings. Dr. Kunal Sharma, Vice Chair, Medical Executive Board, delivered an update from the previous Medical Executive Board meetings. He touched on continued efforts to address staffing challenges and revisions to the Medical Staff Bylaws. Dr. Caracostis inquired regarding Harris Health’s credentialing process related to the frequency in which providers are checked against national databases. Ms.Carolynn Jones, Chief Compliance Officer, stated that Harris Health consistently checks various databases such as the Texas Medical Board and the National Practitioner Data Bank for issues relating to practitioner licenses and also checks the Electronic Incident Reporting System (eiRS) for any quality concerns. Ms. Jones stated that if any concerns arise, those concerns will be brought to the medical staff office.	<b>As Presented.</b>

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
	<b>B. Chief of Staffs</b> <ul style="list-style-type: none"> <li>Ben Taub Hospital</li> <li>LBJ Hospital</li> </ul>	Dr. Sandeep Markan, Chief of Staff, Ben Taub Hospital, presented Ben Taub’s Chief of Staff report. He shared that there is great collaboration and synergy with Harris Health leadership and the medical staff. He provided an update of Ben Taub’s positive outcomes and challenges of the medical staff. Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital and the medical staff leaders offered congratulatory remarks on the approval of the \$2.5B bond proposal that will create a new trauma center at Lyndon B. Johnson Hospital and make improvements to Ben Taub Hospital. Dr. Esmail Porsa, President and Chief Executive Officer, thanked Harris Health System Executive Leadership and its medical school partners for their vote of confidence, commitment and continued support.	<b>As Presented.</b>
	<b>C. Vice Chiefs of Staff</b> <ul style="list-style-type: none"> <li>Ambulatory Care Service (ACS)</li> </ul>	Dr. Markan provided an update on behalf of Dr. Fareed Khan, Assistant Chief of Staff, Ambulatory Care Services. He noted that the Ambulatory Care Services (ACS) metrics for safety and quality have been positively impacted. He also mentioned that the ACS has population health goals that align with the mission of Harris Health, the needs of our community and the academic expertise being brought to Baylor College of Medicine. Dr. Matasha Russell, Chief Medical Officer, Ambulatory Care Services, provided further insight regarding the community and strategic initiatives of the ACS Platform.	<b>As Presented.</b>
<b>IV.</b>	<b>Items for Discussion</b>		
	<b>A. Discussion Regarding Capacity Management at Acute Pavilions</b>	Mr. Louis Smith, Senior Executive Vice President & Chief Operating Officer, led the discussion regarding Capacity Management at Acute Pavilions. Dr. Mims touched on some of the factors impeding patient quality and capacity management. Dr. Glorimar Medina, Executive Vice President, Ben Taub Hospital, and Ms. Patricia Darnauer, Executive Vice President, LBJ Hospital, also expressed concerns regarding capacity management among the pavilions.	<b>As Presented.</b>
<b>V.</b>	<b>Governance: Medical Staff Bylaws, Rules and Regulations</b>		
	<b>A. Consideration of Recommendation of Approval of Revisions to the Harris Health System Medical Staff Bylaws</b>		<b>Moved by Dr. Kunal Sharma, seconded by Dr. Tien Ko, and unanimously accepted that the Committee recommends that the Board approve item V.A. Motion carried.</b>

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
<b>VI.</b>	<b>Future Agenda Topics</b>		
	<b>A.</b> Open Discussion Regarding Agenda Items and 2024 Joint Conference Committee Meeting Frequency	Dr. Caracostis led the discussion regarding agenda items and the 2024 Joint Conference Committee meeting frequency. Dr. Caracostis recommended an historical overview of the medical school partnerships and allow Board members to participate in the Joint Committee Meetings. Ms. Sara Thomas, Chief Legal Officer, stated that she can provide some history related to the two medical school affiliation agreements during the Board orientation sessions and revise the charter to offer flexibility and encourage Board members to attend the Joint Conference Committee Meeting.	<b>As Presented.</b>
	<b>B.</b> Discussion Regarding Harris Health Core Value Award	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, led the discussion regarding Harris Health Core Value Award.  <u>Q</u> uality and Patient Safety <u>U</u> nited as One Harris Health System <u>A</u> ccountable and Just Culture <u>L</u> eadership & Integrity <u>I</u> nnovation, Education, Research <u>T</u> rust, Recognition, Respect <u>Y</u> ou: Patients, Employees, Medical Staff  Dr. Brass recognized Dr. Sara Andrabi, Emergency Medicine, BT, and Dr. Hashim Qaisar Zaidi, Emergency Medicine, LBJ, as the recipients of the Harris Health Core Value Award.	<b>As Presented.</b>
<b>VII.</b>	<b>Adjournment</b>	There being no further business, the meeting adjourned at 12:31 p.m.	Moved by Dr. Kunal Sharma, seconded by Dr. Tien Ko, and unanimously approved to adjourn the meeting.

I certify that the foregoing are the Minutes of the Meeting of the Joint Conference Committee of the Board of Trustees of the Harris Health System held on November 9, 2023.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Chair,

Recorded by Cherry A. Pierson, MBA

**Thursday, November 9, 2023**

**Harris Health System Board of Trustees Board Meeting – Joint Conference 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.

MEMBERS PRESENT	MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis, Chair	Ms. Sima Ladjevardian, Board of Trustees	Ms. Carol Paret, Board of Trustees
Ms. Barbie Robinson (Ex-Officio)		
Dr. Esmaeil Porsa, President & Chief Executive Officer		
Dr. Fareed Khan, Assistant Chief of Staff (BCM)		
Dr. Kunal Sharma, Vice Chair, Medical Executive Board		
Dr. Martha Mims, Chair, Medical Executive Board		
Dr. Matasha Russell, Chief Medical Officer, ACS		
Dr. Mohammad Zare, Assistant Chief of Staff (ACS)		
Dr. Sandeep Markan, Chief of Staff, Ben Taub Hospital		
Dr. Steven Brass, EVP & Chief Medical Executive		
Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Antoinette Cotton	Jennifer Zarate
Carolynn Jones	Jerry Summers
Cherry Pierson	Jessey Thomas
Daniel Smith	John Matcek
Dr. Derek Curtis	R. King Hillier
Dr. Glorimar Medina	Louis Smith
Dr. Jackie Brock	Nicholas Bell
Dr. Jennifer Small	Omar Reid
Dr. Matthew Schlueter	Patrick Casey
Dr. Michael Nnadi	Randy Manarang
Ebon Swofford <i>(Harris County Attorney's Office)</i>	Sara Thomas <i>(Harris County Attorney's Office)</i>
Elizabeth Winn <i>(Harris County Attorney's Office)</i>	Shawn DeCosta
Jeffrey Vinson	

Thursday, January 11, 2024

Report Regarding December 7, 2023 Harris Health Board Meeting

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December 7, 2023 Board meeting report regarding the Joint Conference Committee:

- New Joint Conference Committee Members (comprised of board members, administration and medical staff)
  - **Board Members**
    - Dr. Andrea Caracostis (Chair)
    - Sima Ladjevardian
    - Board Chair (Ex-officio)
  - **Non-Board Member Appointees**
    - Chief of Staff – Ben Taub
    - Chief of Staff – LBJ
    - Assistant Chief of Staff – UT
    - Assistant Chief of Staff – BCM
    - Chair – Medical Executive Board
    - Vice Chair – Medical Executive Board
    - Harris Health System Chief Executive Officer
    - Harris Health Chief Operating Officer
    - Harris Health Chief Medical Executive
    - Harris Health Chief Medical Officer – Ambulatory Care Services
- Revised Committee Charter (attached for your review)



Louis G. Smith, Jr.

Senior Executive Vice President / Chief Operating Officer



## **Harris Health System Board of Trustees Joint Conference Committee Charter**

The Joint Conference Committee shall comprise up to thirteen (13) voting members including members of the Board of Trustees (“Board”), the Medical Staff, the Chair of the Medical Executive Board (“MEB”), the Vice Chair of the MEB, the CEO and such other members of Harris Health Administration as appointed by the Board Chair and approved by the Board. The Chair of the Board shall be an ex-officio, non-voting member of the Committee. The Board Chair shall designate the Committee Chair.

The purpose of the Committee is to provide direct consultation between the Medical Staff and the Board, to ensure the delivery of high-quality health services.

The Committee shall meet at least four (4) times per year. The meetings of the Joint Conference Committee are not required to follow the Texas Open Meetings Act, unless the number of Health Board members participating in the meeting requires Compliance with the Texas Open Meetings Act.

The Committee shall either meet in person or via a telecommunications system permitting immediate, synchronous communication.

### **The Committee shall:**

- a. Serve as the venue for continuing discussion between the Board and the Medical Staff, to include discussion of matters related to the quality of medical care provided to Harris Health patients;
- b. Discuss Medical Staff engagement and make recommendations to the Board, as appropriate, regarding same;
- c. Review and make recommendations to the Board regarding changes to the Medical Staff Bylaws and Rules and Regulations.

The Committee Chair or the Board Chair may identify additional topics for discussion as issues arise and assign them to the Committee for discussion and consideration.

BOARD OF TRUSTEES

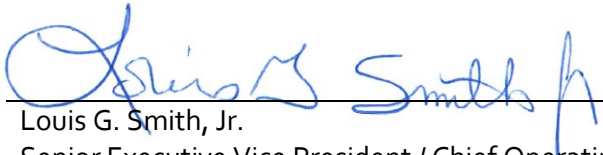
Joint Conference Committee

HARRISHEALTH  
SYSTEM

Thursday, January 11, 2024

Presentation Regarding Initial Harris Health Strategic Facility Plan Timeline Review

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Louis G. Smith, Jr.

Senior Executive Vice President / Chief Operating Officer

## **Harris Health Capacity Initiatives: LBJ Campus, Ben Taub Campus and Ambulatory (ACS):**

### **Throughput Processes and Physical Capacity:**

1. Throughput Process Improvement Activities Reviewed at November 9, 2023 Joint Conference Committee;
2. Physical Capacity and Equipment Bond Funded Projects (Draft);
3. Physical Capacity and Equipment Non-Bond Funded Projects (Routine Capital, Philanthropy, Grants, etc) – These include items as part of the Approved FY 2024 Capital Budget.

Draft



## Planned Projects with Non-Bond Funding:

	Projects	Target Construction Start Date	Target Construction Completion Date
LBJ Hospital	LBJ Rad/Fluoro Sys (Rad Room 9)	23-Oct	23-Dec
	LBJ Observation Unit	23-Jul	24-Jan
	LBJ Parking Garage (Staff)	22-Apr	24-Feb
	LBJ Rehab Department Buildout and Relocation	24-Jan	24-May
	LBJ OR Refresh	23-Jul	24-Oct
	LBJ Sterile Processing Renovation	24-Mar	TBD
	LBJ Radiology/IR Department Reconfiguration	24-Sep	TBD
Ben Taub Hospital	BT Central Telemetry Buildout	23-Dec	24-Mar
	BT Observation Unit	23-Aug	24-Mar
	BT NPC Building Level 3 & 4	23-Aug	24-May
	BT Cath Lab Relocation	24-Mar	24-Sep
	BT Rehab Department Buildout/Relocation	TBD	TBD
	BT Radiographic Suite Equipment Replacement	24-Mar	TBD
	BT Vascular/Cardiology & Support Office Buildout	24-Sep	TBD
	BT Echo Lab Suite Buildout	24-Oct	TBD
	BT MRI (2nd) Suite Expansion and Buildout	24-Nov	TBD
	BT GI Department Expansion	25-May	TBD
	BT CCU Renovation and Reconfiguration	25-Jun	TBD
Ambulatory Care Services (ACS)	Quentin Mease Level 5 Buildout	1-Jul	FY25
	Fournace PT/OT Department Optimization	23-Oct	24-May
	Gulfgate Food Farmacy Construction and Buildout	24-May	24-Jul
	El Franco Lee Food Farmacy Construction and Buildout	24-May	24-Jul
	MLK Clinic Expansion and Reconfiguration / Food Farmacy	24-Jul	24-Dec
	Casa de Amigos Renovation	22-May	24-Dec
	OPC Radiographic System Replacement	24-Aug	TBD
	Acres Home Radiographic Sys/Film Replacement	24-Oct	TBD
	Aldine Mammography Replacement	24-Jun	TBD
	HHS New Central Fill Pharmacy Build-out Expansion	24-Dec	TBD
	Northwest Radiographic Sys/Film Replacement	24-Jun	TBD
	Settegast Food Farmacy Buildout	24-Jul	TBD
	Vallbona Radiographic Sys/Film Replacement	24-Jul	TBD
Vallbona Mammography Replacement	24-Jul	TBD	