

**BOARD OF TRUSTEES**

**Diversity Equity and Inclusion (DEI) Committee**

Friday, January 12, 2024  
11:30 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. <b>Call to Order and Record of Attendance</b>	<b>Ms. Marcia Johnson</b>	<b>2 min</b>
II. <b><u>Approval of the Minutes of Previous Meeting</u></b>	<b>Ms. Marcia Johnson</b>	<b>2 min</b>
<ul style="list-style-type: none"> <li>• <u>DEI Committee Meeting – November 17, 2023</u></li> </ul>		
III. <b>Standing Monthly Reports</b>	<b>Ms. Marcia Johnson</b>	<b>10 min</b>
<ul style="list-style-type: none"> <li>A. <u>Update Regarding Harris Health’s Minority and/Woman-owned Business Enterprises (MWBE) – <b>Mr. Derek Holmes</b></u></li> </ul>		<i>(5 min)</i>
<ul style="list-style-type: none"> <li>B. <u>Update Regarding Harris Health’s Food Banks – <b>Dr. Esperanza “Hope” Galvan</b></u></li> </ul>		<i>(5 min)</i>
IV. <b>New Business</b>	<b>Ms. Marcia Johnson</b>	<b>45 min</b>
<ul style="list-style-type: none"> <li>A. <u>Presentation Regarding Employee Engagement Survey Findings – <b>Ms. Ashley Smith</b></u></li> </ul>		<i>(30 min)</i>
<ul style="list-style-type: none"> <li>B. <u>Presentation Regarding DEI Analysis – <b>Dr. Jobi Martinez</b></u></li> </ul>		<i>(10 min)</i>
<ul style="list-style-type: none"> <li>C. <u>Revised 2024 DEI Reporting Schedule – <b>Dr. Jobi Martinez</b></u></li> </ul>		<i>(5 min)</i>
V. <b>Adjournment</b>	<b>Ms. Marcia Johnson</b>	<b>1 min</b>

**HARRIS HEALTH SYSTEM**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING**  
**Friday, November 17, 2023**  
**11:30 AM**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	<p>Ms. Marcia Johnson, Chair, called the meeting to order at 11:37 a.m. It was noted there was a quorum present and the attendance was recorded. She 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>.</p>	
<b>II. Approval of the Minutes of the Previous Meeting – DEI Committee Meeting – October 20, 2023</b>		<p><b>Moved by Ms. Jennifer Tijerina, seconded by Dr. Cody M. Pyke, and unanimously approved the minutes of the October 20, 2023 meeting. Motion carried.</b></p>
<b>III. Standing Monthly Reports</b>		
<b>A. Update Regarding Harris Health’s Minority/Women Owned Business Enterprises (MWBE)</b>	<p>Mr. Derek Holmes, Administrative Director, Contracting Diversity, delivered an update regarding Harris Health’s Minority and Women–Owned Business Enterprises (MWBE). The Contract Diversity Program highlights include:</p> <ul style="list-style-type: none"> <li>• Continued outreach: <ul style="list-style-type: none"> <li>○ Bond-related pre-bid meetings were held on November 7, 2023 at LBJ and virtually.</li> <li>○ Coffee &amp; Conversations: Monthly Webinar starting November 20, 2023.</li> </ul> </li> <li>• Internal audit began in October 2022.</li> <li>• Preparing annual report for internal and external stakeholders with an expected completion in January 2024. Report will include FY22-23 Award and Payment Data.</li> <li>• Award data for all contracts over \$50k is available. Contract goal setting includes review of eligible contracts. This review will lead to one of the following:</li> </ul>	<p><b>As Presented.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>○ Calculation of an advertised MWBE goal;</li> <li>○ Contracts with 0% goals;</li> <li>○ Exempt contracts, or;</li> <li>○ Contracts procured prior to the start of the M/WBE Policy (9/22/2022). In FY22-23, this included new awards, renewals, and amendments. In FY23-24, this number will include renewals and amendments. Upcoming renewals are reviewed with Purchasing.</li> </ul> <p>Dr. Esmaeil Porsa, President and Chief Executive Officer, recommended bringing forth a presentation explaining Harris County’s procurement process and discussing opportunities for process improvement.</p> <p>An executive summary of the MWBE update is available in the permanent record.</p>	
<p><b>B. Update Regarding Harris Health’s Employee Engagement</b></p>	<p>Ms. Ashley Smith, Manager, Employee Experience &amp; Culture, delivered an update regarding Harris Health’s Employee Engagement Survey, “Voices of Harris Health”. The Employee Engagement Survey highlights include:</p> <ul style="list-style-type: none"> <li>● The Employee Engagement Survey is open.</li> <li>● Employees received emails beginning Monday.</li> <li>● Current system response rate as of November 7, 2023 is 10%.</li> <li>● Of this current response rate, over 1000 comments have been made through the survey comments section.</li> <li>● Supports “Your Voice Matters” campaign.</li> <li>● Resources are on the Employee Experience page including the link and QR code: Share Your Voice November 6 - 19 (hchd.local).</li> <li>● Pavilion response rates are posted daily on the intranet: See How Your Pavilion Stacks Up (hchd.local).</li> <li>● Challenge: the email comes from a vendor and we’ve done such a great job training our staff on phishing emails that some people are not opening it.</li> <li>● Solution: we are sharing what the email looks like and letting people know it’s safe – email communications, image posted on the Sharepoint page. We are also sharing the link and QR code as an alternate way to take the survey.</li> </ul>	<p><b>As Presented.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>• The Employee Engagement Team continues to visit the pavilions to answer questions, help people complete the survey, and raffle prizes. Teams, managers or supervisors may schedule a visit online: Pavilion Schedule.pdf (hchd.local).</li> <li>• The survey closes November 19, 2023.</li> </ul> <p>An executive summary of the employee engagement survey update is available in the permanent record.</p>	
<b>IV. New Business</b>		
<b>A. Discussion Regarding the Proposed 2024 DEI Reporting Schedule and 2024 DEI Committee Meeting Frequency</b>	Dr. Jobi Martinez, Chief Diversity Officer, led the discussion regarding the proposed agenda items and 2024 DEI Committee meeting frequency. Copies of the reporting schedule and the 2024 DEI Committee calendar are available in the permanent record.	<b>As Presented.</b>
<b>B. Presentation Regarding Health Equity Through Internal Mobility</b>	Dr. Gary Marsh, Associate Administrator, Learning & Talent Management, delivered a presentation regarding Health Equity Through Internal Mobility. Internal Mobility (IM) is the organizational process of reassigning or relocating employees within the company to various roles or departments. Dr. Marsh noted that this is typically done through promotions, lateral moves, and transfers. He touched on IM expectations, commitment, hiring processes, challenges and solutions. Additionally, Dr. Marsh provided an overview of the Flex Select Pilot Program, a Harris Health program that aims to establish a culture of learning and agility that promotes IM. Dr. Jobi Martinez, Chief Diversity Officer, presented data gathered from the Greater Houston Partnership 2023 Equity and Inclusion Assessment and yearly promotions and lateral transfers at Harris Health System. A copy of the presentation is available in the permanent record.	<b>As Presented.</b>
<b>V. Adjournment</b>	There being no further business, the meeting adjourned at 12:39 p.m.	<b>Moved by Dr. Cody M. Pyke, seconded by Ms. Jennifer Tijerina, and unanimously approved to adjourn the meeting.</b>

I certify that the foregoing are the Minutes of the Meeting of the Diversity Equity and Inclusion Committee of the Board of Trustees of the Harris Health System held on November 17, 2023.

Respectfully submitted,

Ms. Marcia Johnson, JD, Chair

Recorded by Cherry A. Pierson, MBA

**Friday, November 17, 2023**

**Harris Health System Board of Trustees Board Meeting – Diversity, Equity & Inclusion (DEI) 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.

DEI COMMITTEE MEMBERS PRESENT	DEI COMMITTEE MEMBERS ABSENT	ADDITIONAL BOARD MEMBERS PRESENT
Ms. Marcia Johnson <i>(Chair)</i>	Ms. Barbie Robinson <i>(Ex-Officio)</i>	
Dr. Cody M. Pyke		
Ms. Jennifer Tijerina		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Ashley Smith	Haley Love
Cherry Pierson	Jeffrey Baffour
Daniel Smith	Jennifer Zarate
Derek Holmes	Jerry Summers
Dr. Esmail Porsa <i>(Harris Health President &amp; CEO)</i>	R. King Hillier
Dr. Esperanza Galvan	Louis Smith
Dr. Gary Marsh	Maria Cowles
Dr. Jackie Brock	Omar Reid
Dr. Jennifer Small	Patricia Darnauer
Dr. Jobi Martinez	Randy Manarang
Dr. Sandeep Markan	Sara Thomas <i>(Harris County Attorney's Office)</i>
Dr. Steven Brass	Shawn DeCosta
Ebon Swofford <i>(Harris County Attorney's Office)</i>	Thomas Alexander
Elizabeth Winn <i>(Harris County Attorney's Office)</i>	Victoria Nikitin

## BOARD OF TRUSTEES

### Diversity Equity and Inclusion Committee



Friday, January 12, 2024

Update Regarding Harris Health's Minority and/Woman-owned Business Enterprises  
(MWBE)

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- FY23-24 MWBE Award-to-Date 25.3%
- FY22-23 MWBE Annual Report finalized January '24
- Contractor Diversity was approved for additional staffing
- Next Coffee & Conversations 1/15/24 9AM featuring Patrick Casey

*Omar Reid*

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Omar Reid  
Executive Vice President & Chief People Officer

BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee



Friday, January 12, 2024

Update Regarding Harris Health's Food Banks

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Food RX Expansion update:

- ARPA funds were approved in commissioner's court on 12/19/2023 approving the build of three Food Pharmacies (MLK, Gulfgate, and El Franco) in 2024/early 2025.
- Settegast Food Pharmacy is scheduled to be in operations February of 2025.
- Cigna Food Lockers will be placed at Casa and Quentin Mease. We are finalizing the schedule for full operations but estimate they will be up by Summer of 2024.

*Omar Reid*

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Omar Reid  
Executive Vice President & Chief People Officer



BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee

HARRISHEALTH  
SYSTEM

Friday, January 12, 2024

Presentation Regarding Employee Engagement Survey Findings

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*Omar Reid*

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Omar Reid  
Executive Vice President & Chief People Officer

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# Voices of Harris Health 2023

Employee Engagement Survey Results  
Presented by Human Resources

# First, we listened

## 2023 Listening Campaign

- **Who:** All employees invited
- **Where:** Team meetings, Townhalls, focus groups, roadshows, Beat Briefs
- **When:** March – August
- **What:** Discussed drivers of engagement
  - Recognition, DEI, Learning & Development, Growth & Opportunity, Well-being, Impact
- **Leader Support:** Quarterly Summary Sheets



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Then, we listened  
more

The Survey



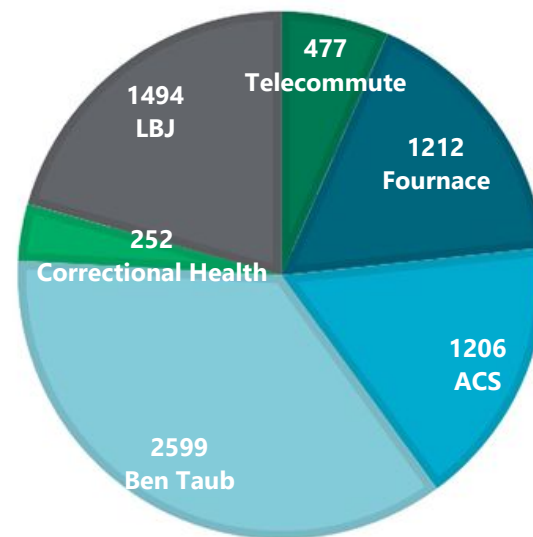
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# Response Rate 69%

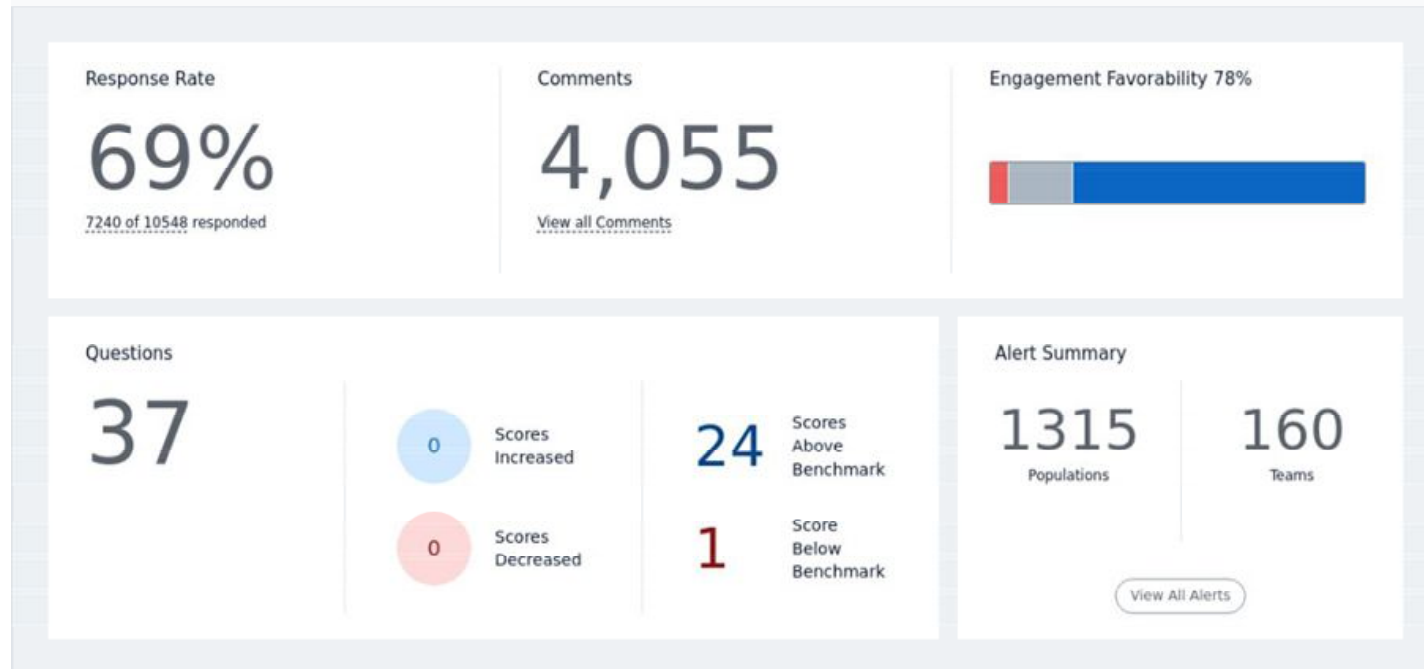
7240 of 10548 gave feedback

## VOICES SHARED

■ Telecommute ■ Fournace ■ ACS ■ Ben Taub ■ Correctional Health ■ LBJ



## November 2023 Voices of Harris Health Pulse Results



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79

## Engagement

368

Engagement is a group of 2 questions:

1. I would recommend Harris Health as a great place to work.
2. How happy are you working at Harris Health?

This is the focus of Harris Health for this survey.

[Learn more](#)

### Score vs previous



### Score in comparison <sup>?</sup>

+ 6 vs Benchmark



### Favorability Breakdown <sup>?</sup>



78% of responses were favorable



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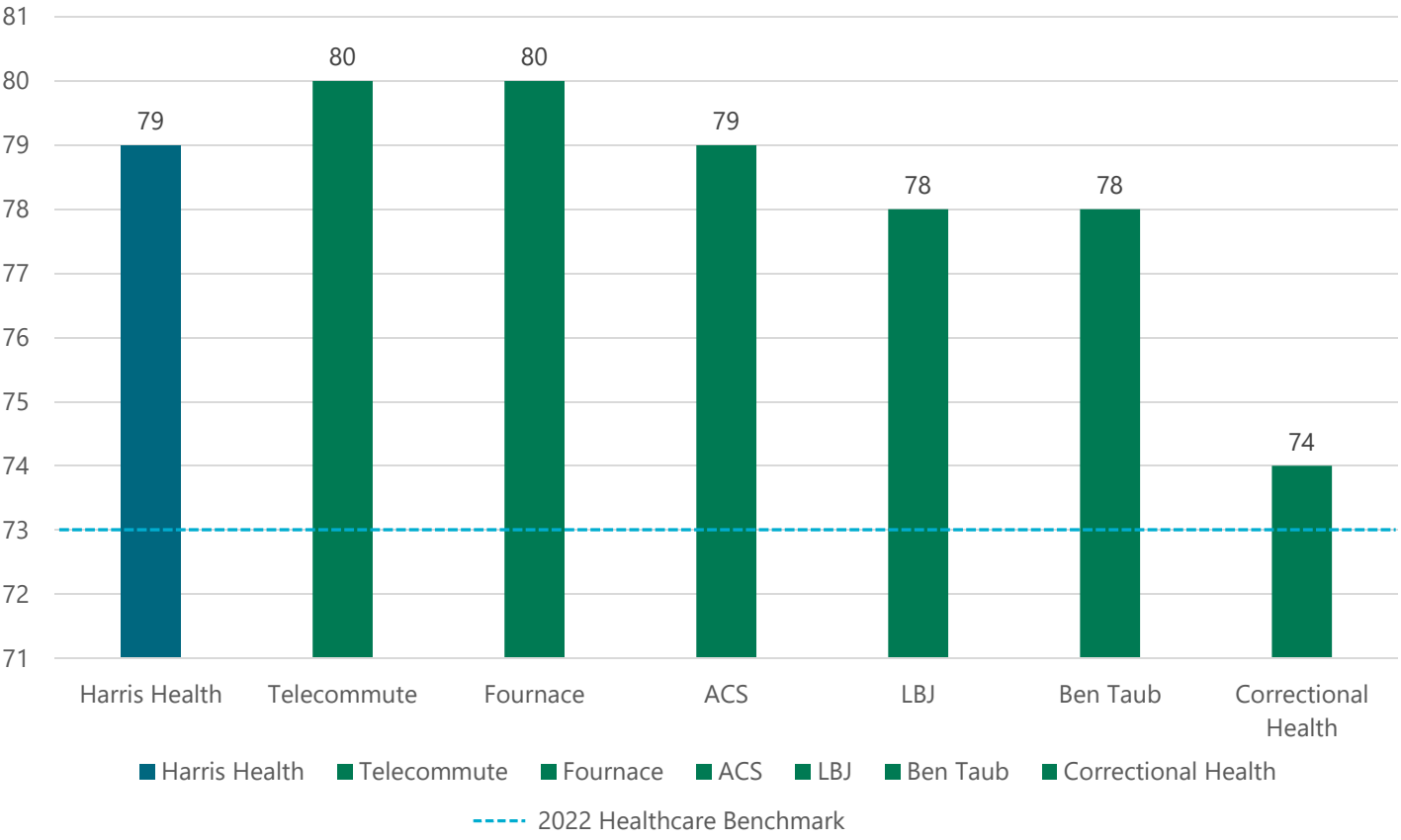
# System Engagement Score: 79

6 pts above Healthcare Benchmark

Score ↓	Question	vs Benchmark	Favorability ?	Comments
79	<b>Recommend</b> I would recommend Harris Health as a great place to work.	+ 6		170
78	<b>eSat</b> How happy are you working at Harris Health?	+ 5		198



# Engagement Scores by Pavilion



# 4 out of 4 generations scored above benchmark



## 2023 Major Themes



### Feedback

- Two-way conversation
- Ask for specific feedback
- Give feedback as a team
- Thank people for feedback



### Authenticity

- Improve trust in the team
- Create opportunities for connection
- Help employees be themselves at work
- Create a culture of inclusion



### Inclusive Leaders

- Build a culture of belonging
- Create a culture of inclusion
- Show your team you value their input
- Cultivate inclusive leadership



### Recognition

- Practice reflective recognition
- Share how we want to be recognized
- Make time for recognition in team meetings
- Send a weekly gratitude note

# Top Strengths & Opportunities

Strengths and Opportunities

Ranked using comparison with Benchmark and high impact on Engagement

TOP STRENGTHS	TOP OPPORTUNITIES
<ul style="list-style-type: none"> <li> <b>Resources - GPS</b>                      We have the resources we need to keep patients safe.                 </li> </ul>	<ul style="list-style-type: none"> <li> <b>Feedback</b>                      My manager provides me with feedback that helps me improve my performance.                     <a href="#">Take Action</a> </li> </ul>
<ul style="list-style-type: none"> <li> <b>Learning From Mistakes - GPS</b>                      We discuss ways to prevent safety errors from happening again.                 </li> </ul>	<ul style="list-style-type: none"> <li> <b>Authenticity</b>                      I feel comfortable being myself at work.                     <a href="#">Take Action</a> </li> </ul>
<ul style="list-style-type: none"> <li> <b>Communication - GPS</b>                      There is good communication between leaders and employees here about patient safety.                 </li> </ul>	<ul style="list-style-type: none"> <li> <b>Inclusive Leaders</b>                      Leaders at Harris Health value different perspectives.                     <a href="#">Take Action</a> </li> </ul>



# Top Strength: We have the resources we need to keep patients safe



Driver	vs Healthcare 2022 Impact	
<b>Top Strengths</b>		
Resources - GPS	+12	Very High
Learning From Mistakes - GPS	+9	High
Communication - GPS	+7	Very High
Benefits	+7	High
Well-Being	+7	Very High
Decision Making	+7	Very High
Action Taking	+7	Very High
Belonging	+6	Very High

GPS = Global Patient Safety

# Top Opportunity : Feedback













Driver	vs Healthcare 2022 Impact
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Top Opportunities		
Feedback	-1	High
Authenticity	0	Very High
Inclusive Leaders	+1	Very High

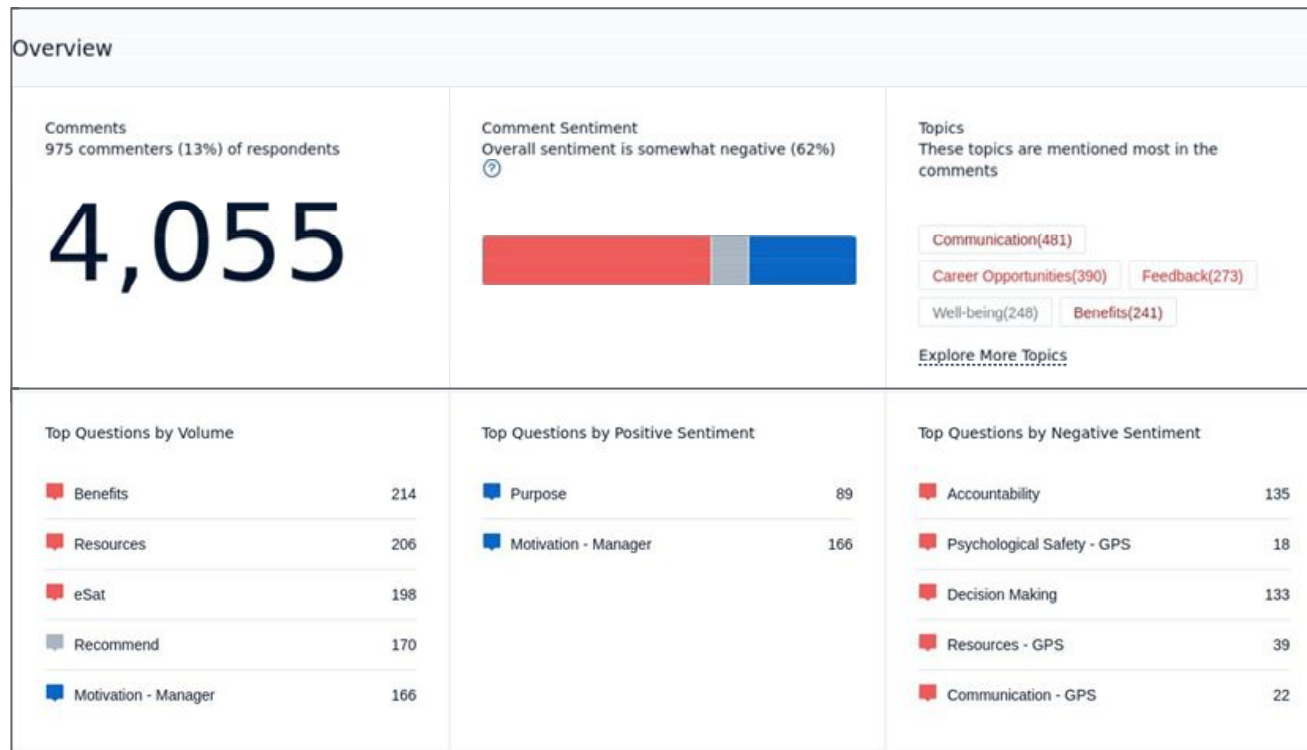
● Strengths
 ● Opportunities

# Boomers rated Manager Feedback the highest compared to other generations

Generation					
Generation	Feedback ↓	vs Benchmark	Change	% Favorable	Responses
<u>BOOMERS</u>	80	+2 	--	 79%	1019 (76%)
<u>MILLENNIALS</u>	77	-1 	--	 75%	2761 (65%)
<u>GENERATION X</u>	77	-1 	--	 75%	2901 (74%)
<u>All</u>	77	-1 	--	 75%	7240 (69%)
<u>GENERATION Z</u>	75	-3 	--	 73%	557 (54%)



# Most of the comments mention Communication & Career Opportunities







## Employees voiced their concerns

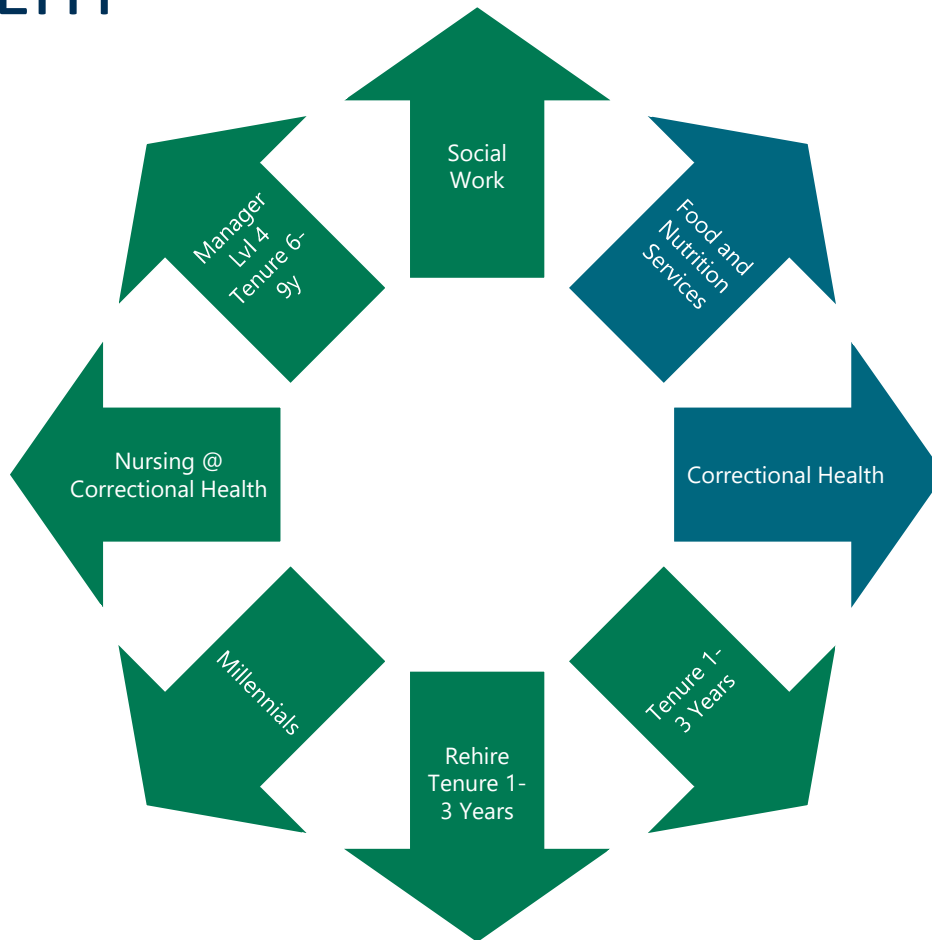
### During the survey:

- Confidentiality
- Action Taking

### In the survey:

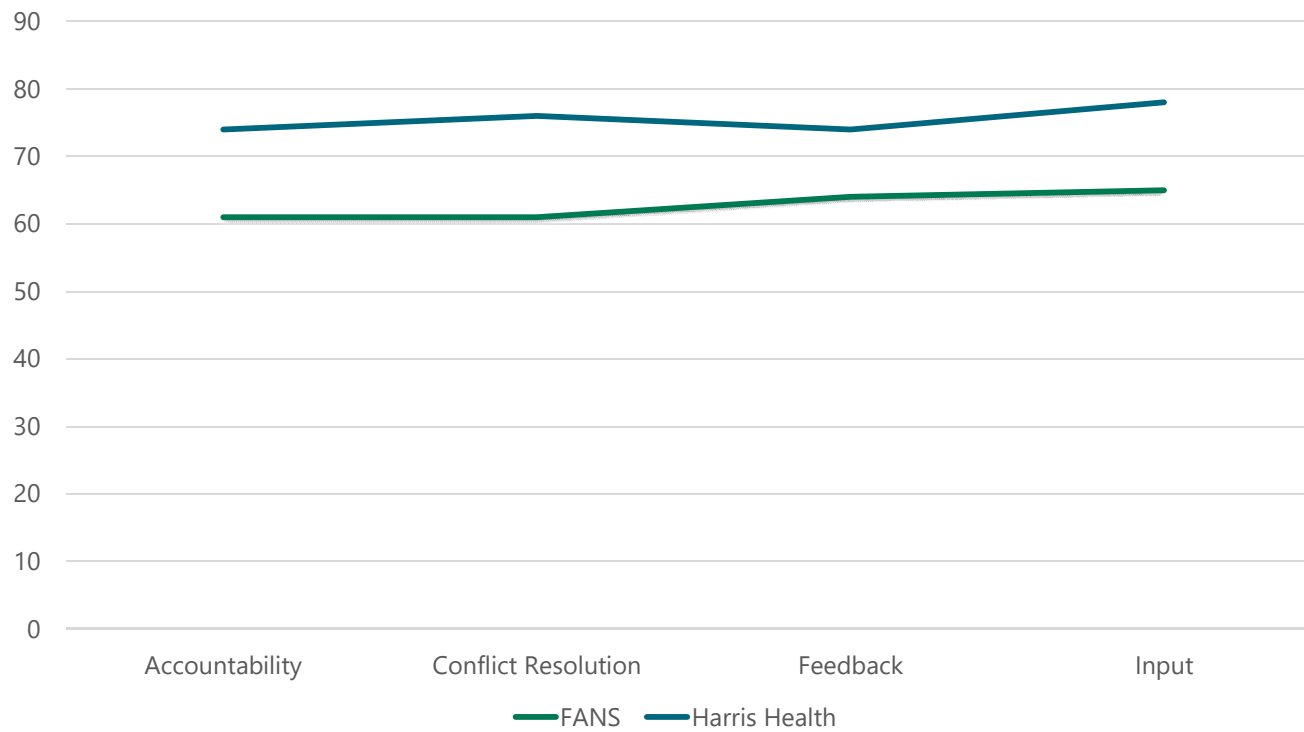
- Patient satisfaction matters more than **employee satisfaction**
- Leaders who are getting it right are **listening** and **collaborating**

# Highest level alerts are: FANS & CRHLTH

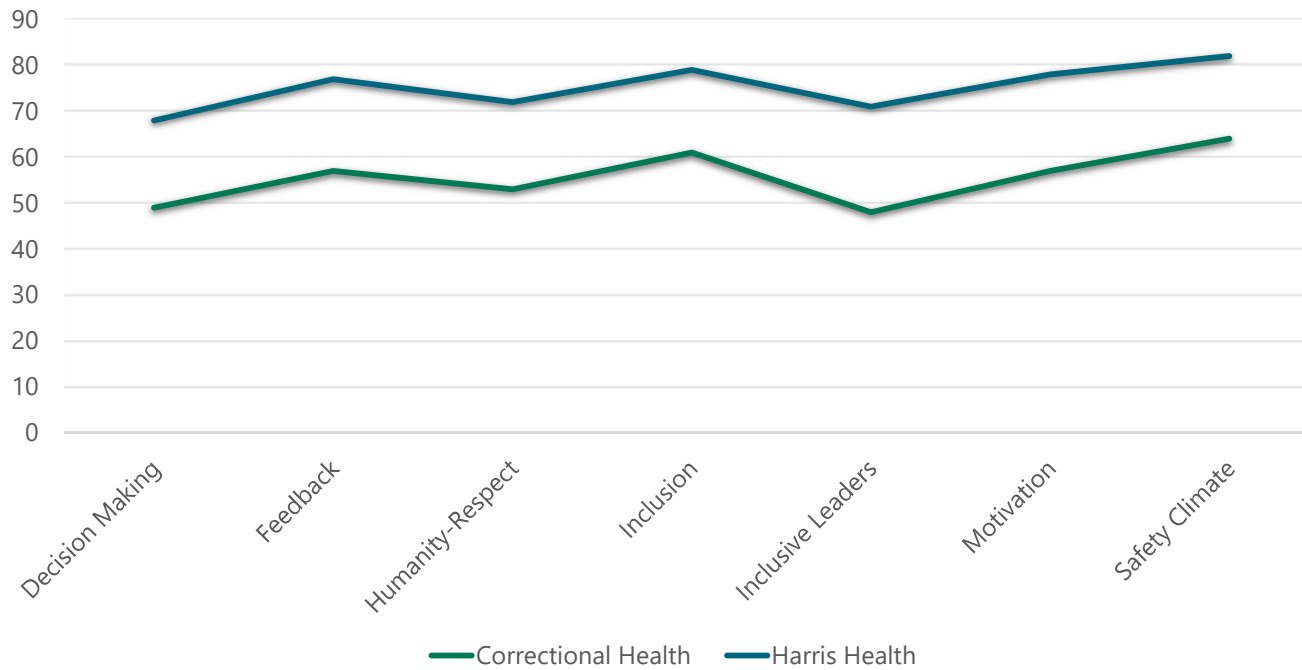


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## Alert (4) Area: Food and Nutrition Services



## Elevated Attrition Rate Age Range: 30-39 Correctional Health



# What's next

## Review Your Results

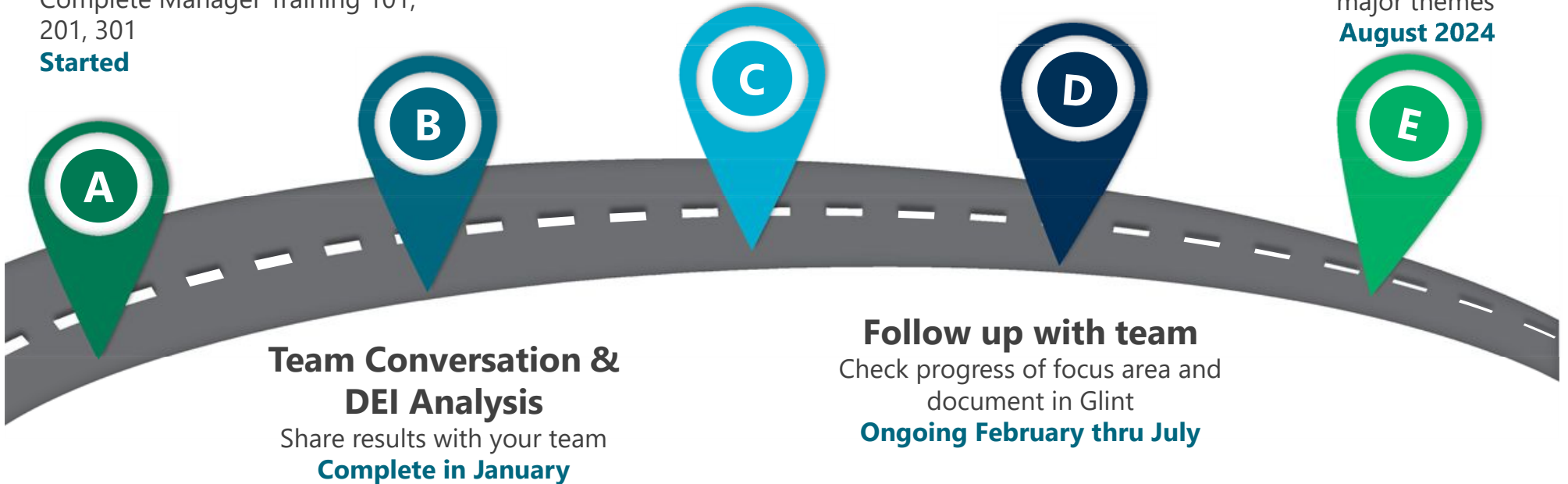
Complete Manager Training 101, 201, 301  
**Started**

## Action Planning

Choose a Focus Area  
**Due Feb 5**

## Pulse

Pulse employees on major themes  
**August 2024**



## Team Conversation & DEI Analysis

Share results with your team  
**Complete in January**

## Follow up with team

Check progress of focus area and document in Glint  
**Ongoing February thru July**

Friday, January 12, 2024

Presentation Regarding DEI Analysis

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*Omar Reid*

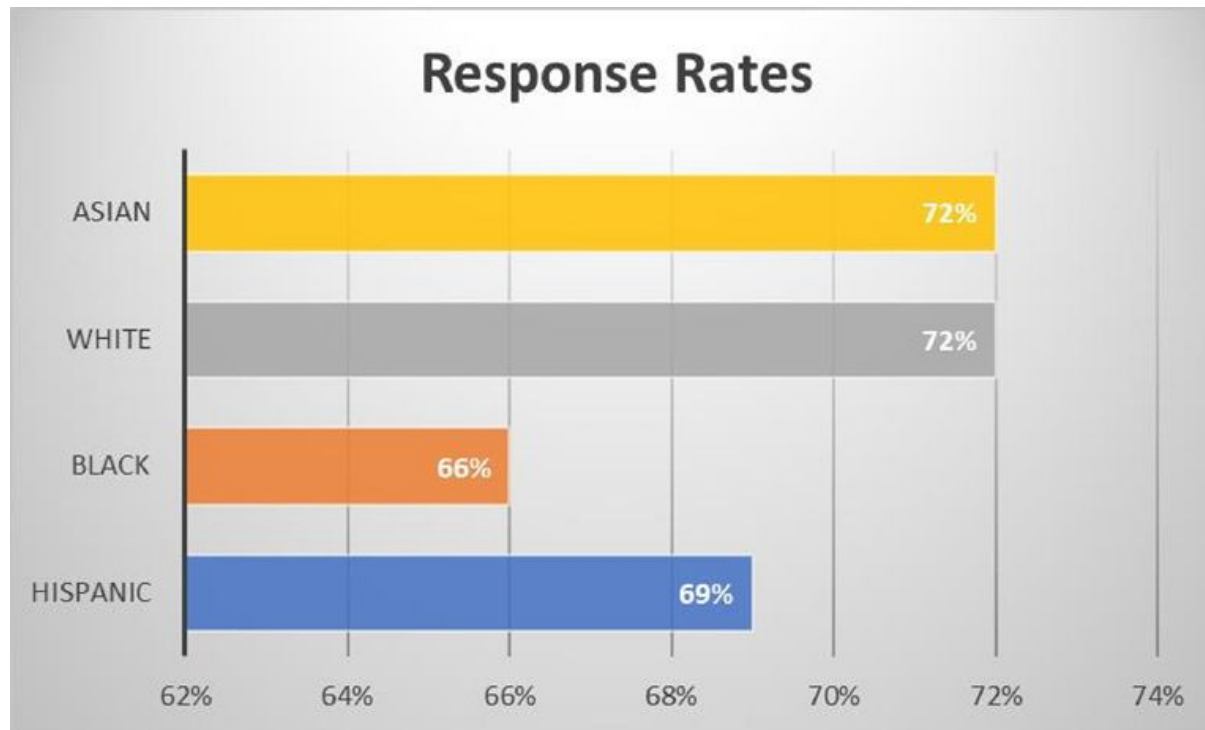
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Omar Reid  
Executive Vice President & Chief People Officer

**HARRISHEALTH SYSTEM**

# Diversity, Equity, & Inclusion (DEI) Analysis

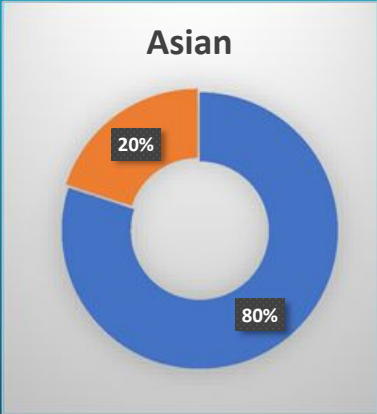
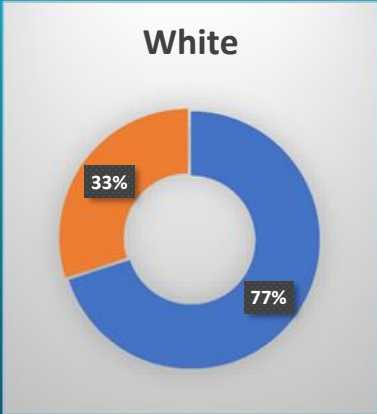
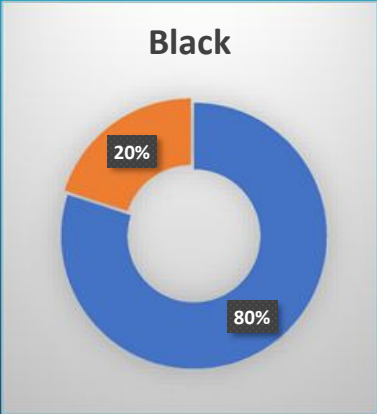
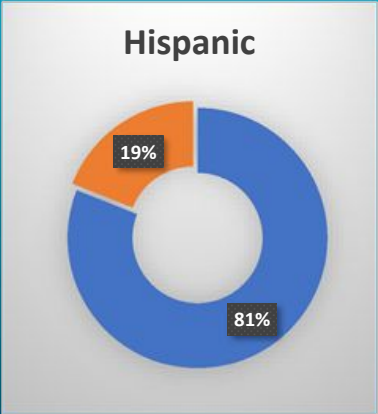
Presented by Jobi Martinez, PhD

# DEI ANALYSIS





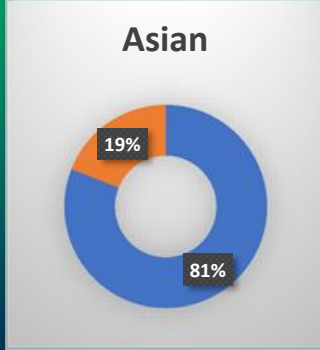
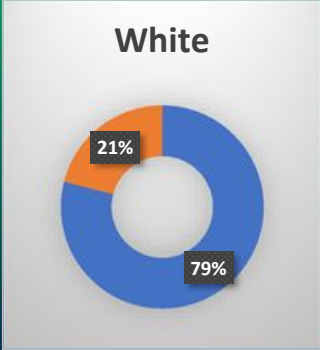
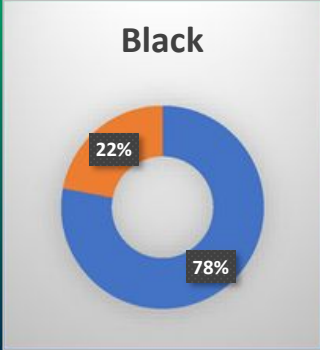
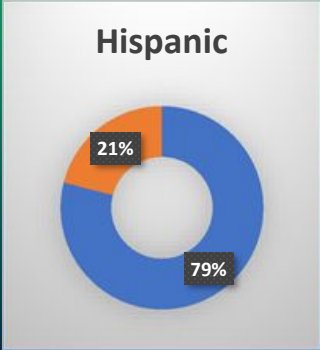
# Authenticity



Positive sentiment

Neutral or Negative sentiment (combined)

# Inclusion



Positive sentiment

Neutral or Negative sentiment (combined)

## DEI ANALYSIS

- AGE/GENERATION
- GENDER
- ETHNICITY
- JOB FAMILY
- JOB TYPE
- LOCATION
- ENGAGEMENT

The logo for Harris Health, featuring the words "HARRIS" and "HEALTH" stacked vertically in a bold, white, sans-serif font against a dark blue background.

**HARRIS  
HEALTH**

# QUESTIONS?

**HARRISHEALTH**

THANK  
YOU

**HARRISHEALTH**

BOARD OF TRUSTEES

Diversity Equity and Inclusion Committee

HARRISHEALTH  
SYSTEM

Friday, January 12, 2024

Revised 2024 DEI Reporting Schedule

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*Omar Reid*

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Omar Reid  
Executive Vice President & Chief People Officer

## REVISED 2024 DEI REPORTING SCHEDULE

January 2024	Employee Engagement Survey Findings, Food Bank Update
February 2024	DEI Survey Analysis
March 2024	CHW Home Visits
April 2024	MWBE Annual Report
May 2024	DEI Consultant Findings
June 2024	Patient Perspectives on Access to Care
July 2024	Break ( <i>No Committee meetings scheduled for the month of July</i> )
August 2024	Community Engagement
September 2024	Health-Harming Legal Needs Medical-Legal Partnership
October 2024	Apprenticeship Updates
November 2024	Administrative Harms & Unfulfilled Public Benefits
December 2024	Break ( <i>No Committee meetings scheduled for the month of December</i> )