

# HARRIS HEALTH SYSTEM

## HARRIS HEALTH SYSTEM MINUTES OF THE BOARD OF MANAGERS MEETING Thursday, April 25, 2013 Board Room – Administration Building

### BOARD MEMBERS PRESENT

Ms. Carolyn Truesdell, Chair  
Mr. Elvin Franklin, Jr., Vice Chair  
Mr. TJ Tijerina, Jr.  
Mr. Lawrence Finder  
Dr. George Santos  
Ms. Anne Clutterbuck

### BOARD MEMBERS ABSENT

Mr. Stephen DonCarlos  
Ms. Daisy A. Stiner, Secretary  
Mr. E. Dale Wortham

### OTHERS PRESENT

Mr. David Lopez, President and Chief Executive Officer  
Mr. George Masi, Executive Vice President and Chief Operations Officer  
Mr. Michael Norby, Chief Financial Officer  
Dr. Fred Sutton, Executive Vice President and Chief Medical Officer  
Ms. Beth Cloyd, Executive Vice President and Chief Nursing Executive  
Mr. Tim Tindle, Executive Vice President and Chief Information Officer  
Dr. Tien Ko, Chairman, Medical Executive Board  
Dr. John Burruss, General Director, Affiliated Medical Services  
Dr. Margo Hilliard-Alford, Sr. Vice President/Community Services  
Dr. Ericka Brown, Sr. Vice President/Administrator ACS  
Ms. Mercedes Leal, Attorney, Harris County Attorney's Office  
Mr. Kelly Johnson, Harris County Purchasing Agent  
Administrative Staff  
(Sign-in Sheets attached to permanent record)

### HARRIS COUNTY HEALTH POLICY ADVISORS

Ms. Peggy Boice, Judge Ed Emmett's Office  
Ms. Monica DelaRosa, Commissioner El Franco Lee's Office  
Ms. Robyn Codner, Commissioner El Franco Lee's Office  
Ms. Elizabeth Neal, Commissioner Jack Cagle's Office  
Mr. Mark Fury, Commissioner Steve Radack's Office

### GUESTS

Dr. Paul E. Klotman, President and Chief Executive Officer, Baylor College of Medicine  
Dr. Giuseppe N. Colasurdo, President and Chief Executive Officer, University of Texas Medical School

### I. Call to Order and Record of Attendance

Ms. Carolyn Truesdell, Chair, called the meeting to order at 9:00 a.m. and noted that a quorum was present. The attendance was recorded.

## II. Approval of Minutes of Previous Meeting

### Motion 13.04-41

Moved by Mr. Tijerina, seconded by Mr. Franklin, and unanimously passed, that the Board approve the minutes of the March 28, 2013 Board of Managers meeting.

## III. Announcements/Special Presentations

Below are the April 2013 special presentations:

- A. Special Report from *Dr. Paul E. Klotman*, President/CEO, Baylor College of Medicine and *Dr. Giuseppe N. Colasurdo*, President/CEO, University of Texas Medical School

Dr. Paul E. Klotman, President/CEO, Baylor College of Medicine, addressed the Board regarding needs at Ben Taub General Hospital, a Level 1 Trauma Center and second largest Trauma Center in the state, including additional operating room capacity and staff shortages.

Dr. Giuseppe N. Colasurdo, President/CEO, University Texas Medical School, stated that they are the sixth largest Medical School in the country and fourth largest School of Public Health. He discussed the importance of receiving correct data on patient volume to ensure that all patients experience quality care. Dr. Colasurdo mentioned they have experienced successful recruitment due to the rising economy and UT Medical School is well positioned for staff expansion. He stated their goal is to retain, inspire and develop loyalty among its faculty that is unified to enable the staff to work together for this community. Discussion ensued. Dr. Klotman reiterated that a plan to add operating rooms is essential. Mr. Lopez noted that members of Baylor's staff and Harris Health System's staff have teamed together to identify short-term and long-term strategies to obtain funding for additional operating rooms. Discussion ensued.

- B. Other Resolutions and Special Awards

Ms. Truesdell presented a Resolution from the Board of Managers to Dr. John W. Burruss, General Director of AMS, for his 17 years of work and dedication with Harris Health System. She noted that Dr. Burruss has always been committed to helping others and has been an essential part of Harris Health System.

Harris Health System received Houston's 2013 Healthiest Employer award from Humana, Houston Wellness Association, and Houston Business Journal, which was presented by Dr. Margo Hilliard-Alford, Sr. Vice President of Community Services. Dr. Hilliard-Alford stated that Ms. Michelle Galindo, Director of Health Promotion Services, began the Wellness program in 2009 and has played a significant role in assisting Harris Health System in having one of the most effective Employee Wellness programs in Houston, Texas. In addition to accepting the award, Ms. Galindo thanked the Harris Health System's employees and acknowledged the hard work of her co-workers Carla Nelson, Tena Gardner, Jennifer Markesino and Trista Arnold.

Harris Health System received the Southwest Region Award of Excellence for Job Ordering Contracting, sponsored by the Gordian Group, which was presented by Mr. Ronald Johnson and Mr. Carl Johnson. Ms. Linda Declouette, Project Manager for Harris Health System, also received the Southwest Region Award of Excellence for Job Ordering Contracting, for the building project at the Pediatric & Adolescent Health Center located in Cypress, Texas. The award presented to Ms. Declouette, Project Manager, is for the same building project, including several other projects she managed for Harris Health System. Special acknowledgment was also given to Christina Mintner, Administrative Director.

Ben Taub General Hospital received the Gold Plus Achievement Award the American Heart Association for adherence to *Get With The Guidelines*<sup>®</sup>, which was presented by Mr. Jeffrey Webster, Sr. Vice President and Administrator of Ben Taub General Hospital. Mr. Webster stated that the award was presented to the Ben Taub Stroke Team and gave special acknowledgement to Dr. Joseph Kass, M.D., Medical Director of the Stroke Center at Ben Taub,

and Celeste McLaughlin, RN, Director of Nursing at Quentin Mease Hospital. Dr. Kass stated that the leadership of Harris Health System and Baylor College of Medicine are committed to quality care for their stroke patients.

#### **IV. Hear from Citizens**

*Ms. Eliza Taylor* addressed the Board regarding retirement benefits eligibility.

*Ms. Jennifer Mohawk* addressed the Board regarding her concerns about dental appointments, referral delays and appointment scheduling.

*Mr. Timothy Campbell* addressed the Board regarding correspondence he had mailed to his physician, which was returned to him unopened. He requested that Harris Health System conduct follow-up investigation to ensure that any future correspondences are received properly. Mr. Campbell stated that beyond the mail not being delivered properly as addressed, he is very satisfied with the medical care he has received and pleased with his Physician.

Agenda Item VII.C. (Miscellaneous Agenda Items) was addressed out of order.

#### **V. Consideration of Approval of Recommendations and Acceptance of Agenda Items Identified as Consent Agenda Items**

##### **Motion 13.04-43**

Moved by Mr. Franklin, seconded by Mr. Finder, and passed, that the Board approve items V.A.(1)a through V.A.(1)pp. (Mr. Finder recused himself from agenda item V.A.(1)mm.)

##### **A. Items related to Purchasing**

##### **A (1). Consideration of Purchasing Recommendations Requiring Board Approval:**

- a. ratify additional non-budgeted funds for Life Insurance Company of North America, a Cigna company to provide payment for 100% employee paid buy-up option for long term disability coverage that will be reimbursed to Harris Health System through bi-weekly employee payroll deductions in the additional non-budgeted estimated amount of \$173,060 for the term March 1, 2013 through February 28, 2014. (Board previously approved funds in the amount of \$1,009,441 for the same term.)
- b. approve the first of four (4) renewal options for Zurich North America through John L. Wortham & Son, L.P. to continue to provide real and personal property and boiler & machinery Insurance coverage in the estimated amount of \$2,843,537 for the term May 1, 2013 through May 1, 2014.
- c. approve the award on the basis of best proposal for Cardon Healthcare Network, LLC dba Cardon Outreach (\$3,000,000) and Resource Corporation of America (\$3,000,000) to provide revenue enhancement for pending Medicaid, Self-Pay, or Charity accounts by certifying patients for Medicaid benefits and other related third party resources for the total multi-vendor estimated amount of \$6,000,000 for a one-year initial term with four (4) one-year renewal options.
- d. approve the award on the basis of lowest priced proposal for Beechnut Dialysis Center to provide outpatient end stage renal disease care for patients of Harris Health System in the estimated amount of \$5,136,300 for a one-year initial term with four (4) one-year renewal options.
- e. approve the first of four (4) renewal options for Nationwide Laboratory services to provide laboratory testing of specimens from dialysis patients, of samples from the dialysis water system and for employee hepatitis testing for the estimated amount of \$202,000 for the term May 1, 2013 through April 30, 2014.

- f. approve the awards on the basis of best proposal meeting requirements for Fresenius USA Marketing, Inc. (\$574,046) and Baxter Healthcare-Medical Products (\$501,696) to provide peritoneal and hemodialysis equipment, solutions, and supplies to be used by Harris Health System Dialysis Services for the treatment and care of patients for the total multi-vendor estimated amount of \$1,075,742 for a one-year initial term with four (4) one-year renewal options.
- g. approve the first of four (4) renewal options for St. Jude Medical, S.C., Inc. to provide pacemakers, cardiac resynchronization therapy devices, cardioverter defibrillators and accessories in the estimated amount of \$1,470,000 for the term May 1, 2013 through April 30, 2014.
- h. approve the award on the basis of most qualified vendors meeting requirements for SpecialtyCare IOM to provide staffing, equipment and interpretation required to perform Intraoperative Neuromonitoring services required during high-risk surgeries to monitor changes in brain, spinal cord and peripheral nerve function in the estimated amount of \$144,000 for a one-year initial term with four (4) one-year renewal options.
- i. ratify the purchase on the basis of best contracts for Navilyst Medical (PP-NS-687) (\$6,334; Items 27-28), Edwards Lifesciences Corporation (PP-NS-686) (\$34,418; Items 21-22), Arrow International Inc. (PP-NS-685) (\$63,328; Items 1-11) and Bard Access System (PP-NS-684) (\$800,223; Items 15-17, 19) to provide peripherally inserted central catheters (PICCS), midlines, central venous access catheters (CVCs) and other related products for the total multi-vendor estimated amount of \$908,303 for the term March 1, 2013 through January 31, 2014.
- j. approve the purchase on the basis of best contracts for Kimberly Clark Corporation (PP-NS-728) (\$22,555; Items 31-32) and Cardinal Health 200, LLC (PP-NS-726) (\$178,561; Items 1-30) to provide disposable non-sterile protective apparel such as lab coats, isolation gowns, scrubs and shoe covers used by clinicians at Harris Health System for the total multi-vendor estimated amount of \$201,116 for the term May 1, 2013 through April 30, 2014.
- k. ratify the purchase on the basis of best contracts for Encompass Group, LLC (PP-FA-360) (\$68,066; Items 9-10, 15, 24-27) and Standard Textile Co., Inc. (PP-FA-363) (\$845,548; Items 1-8, 11-14, 16-23, 28-67) to provide Harris Health System with reusable textiles and textile services for the total multi-vendor estimated amount of \$913,614 for the term December 1, 2012 through November 30, 2013.
- l. ratify the purchase on the basis of best contracts for Integra LifeSciences Jarit Instruments (PP-OR-928) (\$2,105; Items 1-16) and CareFusion 2200, Inc. (PP-OR-927) (\$157,886; Items 17-135, 138-400, 402, 403) to provide Harris Health System with surgical instruments used by surgeons and nurses to facilitate surgical procedures for the total multi-vendor estimated amount of \$159,991 for the term February 1, 2013 through January 31, 2014.
- m. approve additional budgeted funds for Olympus America Inc. – Medical Systems Group (PP-OR-778) in the estimated additional budgeted amount of \$103,218 for the term July 9, 2012 through July 8, 2013. (Board previously approved funds in the amount of \$685,457 for the same term).
- n. approve the purchase on the basis of single source contract for Philips Healthcare (PP-MM-166) to provide client monitors and telemetry packs as part of the ongoing expansion of physiological monitoring equipment for Ben Taub General

Hospital fifth floor central nursing station and fourth floor central technician telemetry room in the amount of \$108,455.

- o. approve the purchase on the basis of the best contract for Invivo Corporation (PP-IM-177) to provide two (2) new MRI compatible patient vital sign monitoring devices that will replace two (2) devices which will no longer receive manufacturer support after December 31, 2013 in the amount of \$133,726.
- p. approve additional budgeted funds and an extension for Radiometer America, Inc. (fka PP-LA-163) to continue to provide analyzers and reagents for patient blood gas testing until the competitive proposal process is complete, a new Agreement is in place, and equipment is operational in the additional budgeted amount of \$81,348 for the extended term June 17, 2013 through November 30, 2013. (Board previously approved funds in the amount of \$162,696 for the term June 17, 2012 through June 16, 2013.)
- q. approve the award on the basis of low bid for LSDP LLC dba Lonestar Delivery & Process to provide courier services for the Harris Health System laboratories in the amount of \$199,400 for the term April 25, 2013 through March 31, 2014 with four (4) one-year renewal options.
- r. approve additional budgeted funds and an extension for Abbott Laboratories, Inc. (PP-LA-263 fka PP-LA-205) to provide for continued products and services until a new Agreement is finalized, instruments installed and accepted in the additional budgeted amount of \$83,325 for the extended term June 1, 2013 through August 30, 2013. (Board previously approved funds in the amount of \$668,575 for the term June 1, 2011 through May 31, 2013.)
- s. rescind the award for Fisher HealthCare for Hemoglobin A1c Testing System in the estimated amount of \$147,130 for a one-year initial term with a four (4) one-year renewal options (Board approved award in September 2012, subject to execution of an Agreement; however, Harris Health System and Fisher HealthCare were unable to agree to an executable contract and this project will be re-advertised at a later date with revised specifications.)
- t. ratify additional budgeted funds and an extension for Laboratory Corporation of America (LabCorp) to provide payment for services rendered through March 31, 2013 and to continue providing various clinical reference laboratory testing until a new Agreement is finalized and implementation complete in the additional budgeted amount of \$641,095 for the current term April 1, 2012 through March 31, 2013 and in the additional budgeted amount of \$808,495 for the extended term April 1, 2013 through June 30, 2013; for the total additional budgeted amount of \$1,449,590. (Board previously approved funds in the amount of \$2,189,370 for the term April 1, 2012 through March 31, 2013.)
- u. approve a corrected amount for Fisher HealthCare (Option 1 – VISTA Specific MAS) for the direct shipping of purchase of quality control products to 16 laboratory sites in the corrected amount of \$187,701. (Board previously approved funds in the amount \$169,701.)
- v. ratify additional budgeted funds and an extension for Bio-Rad Laboratories for two whole blood analyzers, reagents and consumables for A1c and variant hemoglobin tests in the additional budgeted amount of \$60,000 for the extended term March 4, 2013 through September 30, 2013. (Board previously approved funds in the amount of \$358,000 for the term October 1, 2009 through March 3, 2013.)

- w. approve additional budgeted funds and an extension for bioMerieux, Inc. (PP-LA-276) to provide for continued products and services for automated blood culture, until the competitive proposal process is complete, a new Agreement is executed and instrumentation operational in the additional budgeted amount of \$121,796 for the extended term May 1, 2013 through October 31, 2013. (Board approved funds in the amount of \$571,712 for the term May 1, 2011 through April 30, 2013.)
- x. approve additional budgeted funds and an extension as an exception to the Harris Health System Purchasing Manual requirements for Gulf Coast Regional Blood Center to provide blood production and components for the current and extended term which is being extended to ensure Harris Health System has access to these critical products until the competitive proposal process is complete and a new Agreement is executed for the additional total budgeted amount of \$4,371,850 (\$4,199,261 for the extended term June 1, 2013 through November 30, 2013 and \$172,589 for the current term June 1, 2012 through May 31, 2013) (Board previously approved funds in the amount of \$8,225,932 for the term June 1, 2012 through May 31, 2013.)
- y. approve additional budgeted funds and an extension for The University of Texas Health Science Center at Houston to provide continued services for Anatomical Pathology Reference Testing Services for Lyndon B. Johnson General Hospital until the competitive proposal process is complete, a new Agreement is executed and services are operational in the additional budgeted amount of \$26,937 for the extended term May 1, 2013 through July 31, 2013. (Board previously approved funds in the amount of \$293,229 for the term November 1, 2010 through April 30, 2013.)
- z. approve additional budgeted funds and an extension for Baylor College of Medicine to provide continued services for Anatomical Pathology Reference Testing Services for Ben Taub General Hospital until the competitive proposal process is complete, a new Agreement is executed and services are operational in the additional budgeted amount of \$42,828 for the extended term May 1, 2013 through July 31, 2013. (Board previously approved funds in the amount of \$393,653 for the term November 1, 2010 through April 30, 2013.)
- aa. approve the fourth and final renewal option for Becton Dickinson and Company through BD Biosciences to provide analyzers, reagents and consumables for flow cytometry testing for Harris Health System in the estimated amount of \$265,315 for the term April 24, 2013 through April 23, 2014.
- bb. approve the purchase on the basis of best contracts for Becton Dickinson and Company (\$100,653) and Greiner Bio-One North America, Inc. (\$227,866) to provide various size tubes and other blood collection products for blood specimen collections and analysis for Harris Health System for the total multi-vendor estimated amount of \$328,519 for the term May 1, 2013 through April 30, 2014.
- cc. approve second-year funding for the GPO contract for Triad Isotopes (PP-IM-175) to provide radiopharmaceutical products for use in Nuclear Medicine for Harris Health System in the estimated amount of \$1,009,906 for the term April 1, 2013 through March 31, 2014.
- dd. ratify the purchase on the basis of product standardization for Steelcase, Inc. distributed through McCoy Inc.: TXMAS (7-7110140-10) (\$186,018; Items 3-6) and

Premier Inc. (FF-FA-318) (\$228,052; Items 1, 2 and 7), to provide patient room furniture for a total of 146 new semi-private units being built-out at Ben Taub and Lyndon B. Johnson General Hospitals in the total estimated amount of \$414,070 for the term January 1, 2013 through December 31, 2013.

- ee. approve the fourth and final of four (4) renewal options for Texas Access Controls to provide maintenance services for automatic doors for Harris Health System facilities in the estimated amount of \$200,000 for the term May 1, 2013 through April 30, 2014.
- ff. approve the third of four (4) renewal options for Milan & Co. Painting, Inc. (Primary) and Teko Contractors (Secondary) to provide paint and sheetrock maintenance services for various Harris Health System facilities for the total multi-vendor estimated amount of \$620,297 for the term June 22, 2013 through June 21, 2014.
- gg. approve additional budgeted funds for Hellmuth, Obata + Kassabaum, L.P. to provide documentation of as-built construction drawings provided by Skanska, incorporated new Harris Health System branding initiative, and additional interior signage for the Smith Specialty Clinic building in the additional budgeted amount of \$117,440. (Board previously approved funds in the amount of \$4,989,341.)
- hh. approve the renewal for Oracle USA, Inc. (DIR-VPC-03-018) to provide software maintenance and support for Harris Health System Oracle Databases in the estimated amount of \$140,187 for the term June 1, 2013 through May 31, 2014.
- ii. approve the purchase on the basis of low quote for Mythics, Inc. (DIR-VPC-03-018) to provide an identity and access management system that will facilitate the approval and attestation of users requiring access to specific Harris Health System information systems in the amount of \$755,619 for a one-year term.
- jj. approve the purchase on the basis of low quote for DLT Solutions, LLC. (DIR-VPC-03-018) to implement and configure the Oracle Identity and Access management (IAM) System software in the amount of \$969,097 for a one-year term.
- kk. approve the purchase on the basis of sole source for Nuance Communications, Inc. dba Nuance Healthcare to provide licensing access, hardware and software maintenance and support for the Powerscribe Speech (Voice) Recognition System used by Radiologists to perform voice dictation of imaging studies in the estimated amount of \$133,876 for the term May 19, 2013 through May 18, 2014.
- ll. approve the renewal for Emporos Systems Corporation to provide maintenance and support for the pharmacy cashing system which is used to track and apply payments for prescriptions in the estimated amount of \$171,332 for the term June 16, 2013 through June 15, 2014.
- mm. ratify the first of four (4) renewal options for WM Healthcare Solutions, Inc. (Pharmaceutical Waste) to provide pharmaceutical waste disposal services and an online pharmaceutical waste program to manage such waste from Harris Health System hospitals and clinics in the estimated amount of \$133,430 for the term April 16, 2013 through April 15, 2014. (Mr. Finder has recused himself from item V.A.(1.)mm.)
- nn. approve the second-year of a five (5) year Agreement for Stericycle, Inc. (Sharps Containers and Disposal) to provide reusable sharps containers for the collection and safe disposal of contaminated sharps generated at Harris Health System

hospitals and clinics in the estimated amount of \$214,212 for the term of May 15, 2013 through May 14, 2014.

- oo. approve the funding for year two of a five (5) year Agreement for Stericycle, Inc. (PP-FA-222) to provide regulated medical waste disposal services for Harris Health System in the estimated amount of \$595,855 for the term May 1, 2013 through April 30, 2014.
- pp. approve additional non-budgeted funds for All Health Staffing, Medical Staffing Network, On Assignment Staffing Services, Inc. dba On Assignment Healthcare Staffing, Elite Personnel Consultants, Inc. dba Evins Temporaries, Pulse Staffing and Supplemental Health Care to provide additional temporary staffing for Licensed Physical Therapists and Assistants, Licensed and Certified Occupational Therapists due to increased volume in the inpatient area, as well as vacant full-time positions, and personnel on Family and Medical Leave for the total multi-vendor estimated additional non-budgeted amount of \$300,000 for the term November 1, 2012 through October 31, 2013. (Board previously approved funds in the amount of \$175,000 for the same term.)

**A (2). Transmittals of Completed Items (For Informational Purposes)**

- a. transmittal of the award on the basis of best proposal meeting requirements for MAR COR Purification to provide deionized water services throughout the various Harris Health Systems locations in the estimated amount of \$67,729 for the term April 1, 2013 through March 31, 2014 with four (4) one-year renewal options.
- b. transmittal of the exemption from the competitive bid requirements for SpiveyHealthLaw to provide consulting services relating to DSH/Medicaid Waiver Program for Harris Health System in the estimated amount of \$80,000 for the term March 1, 2013 through February 28, 2014.
- c. transmittal of the purchase on the basis of sole source for MC AnalyTXs, Inc. to provide a software tool that combines Medicare and Medicaid data used by Harris Health System to generate cost reports in the estimated amount of \$99,000 for a one-year term with four (4) one-year renewal options.
- d. transmittal of third-year funding for the following GPO contract for Welch Allyn Inc. (PP-NS-667) to provide Harris Health System with electronic oral, rectal and ear thermometers in the estimated amount of \$61,650 for the term July 1, 2013 through June 30, 2014.
- e. transmittal of the purchase on the basis of lowest price contract for Kock Filter Corporation (PP-FA-352) to provide Harris Health System with various types of air filtration products used to assist in the heating, ventilation and air conditioning (HVAC) systems air quality purification in the estimated amount \$88,229 for the term June 1, 2013 through May 31, 2014.
- f. transmittal for additional budgeted funds and an extension for Praxair Healthcare Services, Inc. to continue providing bulk liquid oxygen, tanks and various gases for patient care until the competitive bid process is complete and a new contract is in place in the additional budgeted amount of \$52,460 for the extended term April 1, 2013 through May 31, 2013. (Board previously approved funds in amount of \$413,449 for the term February 1, 2012 through March 3, 2013.)
- g. transmittal of the fourth and final renewal option for Draeger Medical Inc. to provide preventative maintenance and repair services for anesthesia equipment



at Ben Taub and Lyndon B. Johnson General Hospitals for the estimated amount of \$86,238 for the term May 1, 2013 through April 30, 2014.

- h. transmittal of the exemption from the competitive bid requirements and the second and final renewal option for Baylor College of Medicine to provide payment for services through May 14, 2013 for Physician Services at Employee Health Clinics for the Harris County Hospital District d/b/a Harris Health System in the estimated amount of \$67,993 for the term May 15, 2012 through May 14, 2013.
- i. transmittal of the exemption from the competitive bid requirements for Baylor College of Medicine to provide payment for Physicians Services at Employee Health Clinics for the Harris County Hospital District d/b/a Harris Health System in the estimated amount of \$67,993 for the term May 15, 2013 through May 14, 2014 with two (2) one-year renewal options.
- j. transmittal for Haynes and Boone, LLP to provide legal representation and advise to Harris Health System regarding the Fair Labor Standards Act and other wage and hour laws in the amount of \$0.

Ms. Clutterbuck addressed whether certain past agenda items, once Board approved, went to the Commissioners Court for further approval, further stating that several Commissioners questioned why they are now being asked to approve such items. She questioned whether it was a legal requirement. Ms. Leal responded that certain agenda items, under Texas Statutes and Codes, require approval by the Commissioners Court, such as the purchase of property, leases and certain Interlocal agreements. Discussion ensued. Mr. Franklin discussed the procedure and requested a list of agenda items that require additional approval by the Commissioners Court once Board approved. Ms. Truesdell addressed agenda item V.B. and the reallocation of funds in the reduced amount of more than 18%, which required further Board approval, per law. Discussion ensued.

**Motion 13.04-44**

Moved by Mr. Franklin, seconded by Mr. Finder, and unanimously passed, that the Board approve agenda items V.B. – V.L.

- B. Approved the ratification of the transfer of funds of \$2,939,962 from Phase Task Order 1 to Phase Task Order 2 involving the guaranteed maximum price for J.T. Vaughn Construction Company, LLC Agreement to provide construction and renovation of the Old Ben Taub General Hospital.
- C. Approved the ratification of an Agreement and First Amendment of the AZ&Me Prescriptions Savings Program agreement with AstraZeneca Pharmaceuticals, LP.
- D. Approved the renewal of an Agreement with Harris Health System and the Lilly Cares Foundation to participate in the Lilly Cares Bulk Distribution Program.
- E. Approved the ratification of an Agreement between Harris County Hospital District d/b/a Harris Health System and Baylor College of Medicine funded by the Centers for Disease Control and Prevention for the implementation and evaluation of comprehensive prevention with positives intervention at HIV Clinics in the amount of \$19,714 for the term of February 1, 2013 through September 29, 2013.
- F. Approved the ratification of a Memorandum of Agreement between Harris County Hospital District d/b/a Harris Health System and Healthcare for the Homeless – Houston to collaborate on a project to promote primary care for homeless individuals, commencing on January 1, 2013 and will terminate no later than June 30, 2016.

- G. Approved the renewal of an Agreement between the Harris County Hospital District d/b/a Harris Health System and Deer Park Independent School District to administer a school-based program at Deepwater Elementary School from September 1, 2013 through August 31, 2014.
- H. Approved the renewal of an Agreement between the Harris County Hospital District d/b/a Harris Health System and Galena Park Independent School District to administer a school-based program at Cloverleaf Elementary School and Galena Park Community Resource and Training Center from September 1, 2013 through August 31, 2014.
- I. Approved the renewal of an Agreement between the Harris County Hospital District d/b/a Harris Health System and Goose Creek Consolidated Independent School District to administer a school-based program at San Jacinto Elementary School from September 1, 2013 through August 31, 2014.
- J. Approved the renewal of an Agreement between the Harris County Hospital District d/b/a Harris Health System and Houston Independent School District to administer a school-based program at Patrick Henry Middle School and Marshall Middle School from September 1, 2013 through August 31, 2014.
- K. Approved the renewal of an Agreement between the Harris County Hospital District d/b/a Harris Health System and Sheldon Independent School District to administer a school-based program at Sheldon Elementary School from September 1, 2013 through August 31, 2014.
- L. Approved the termination of the Memorandum of Understanding between the Harris County Hospital District d/b/a Harris Health System and MotherLand, Inc., d/b/a Independence Heights Community Health Center, a Federally Qualified Health Center located in Harris County due to the Health Center's impending closure.

## **VI. Reports of the Committees**

### **A. Joint Conference Committee**

1. Acceptance of the Medical Executive Board Report.

Dr. Ko presented the Medical Executive Board Report for April 2013. Discussion ensued. Dr. Santos and Ms. Truesdell expressed appreciation for the Harris Health System administration, staff and physician's, dedication to patient care services and to improving the health of the community. A copy of the Medical Executive Board report is available in the permanent record.

#### **Motion 13.04-45**

Moved by Mr. Tijerina, seconded by Ms. Clutterbuck, and unanimously passed, that the Board accept the Medical Executive Board Report.

2. Approval regarding the Credentialing Changes for Members of the Harris Health System Medical Staff (April 2013).
3. Approval regarding the Credentialing Changes for Members of the Harris Health System Medical Staff (Pending Items, April 2013).

#### **Motion 13.04-46**

Moved by Mr. Finder, seconded by Mr. Franklin, and unanimously passed, that the Board approve items VI.A.(2.) and VI.A.(3.).

Dr. Ko presented the credentialing changes for members of the Harris Health System's medical staff for April 2013. Dr. Santos noted that several physicians need to have their Drug Enforcement Administration (DEA) registration or license renewed soon, including

Drs. Harold Bailey, Aamir Jeewa, Dov Kadmon, Silvana Lawrence, Seema Mehta, S. Chandra-Bose Reddy, Melina McCarty and Thomas Williams. Discussion ensued. Copies of the reports are available in the permanent record.

4. Report related to Provider Billing Agreement with Baylor College of Medicine and the University of Texas for Billing and Professional Fee Collections for the Second Quarter 2013 [For Informational Purposes Only]

Mr. Masi presented the Provider Billing Agreement for both Baylor College of Medicine (Baylor) and University of Texas Health Science Center at Houston (UT) stating that the report covers October – December 2012 and the professional fees collected by Baylor and UT are used to offset actual salary costs. The relative value unit (RVU) showed an increase in professional fee collections during second quarter FY2013 for both schools. Dr. Santos mentioned that the at-risk process for billing and collection of patient visits needs to be reviewed in more detail. Discussion ensued. A copy of the report is available in the permanent record.

**B. Performance Improvement & Patient Safety Committee**

1. Review, Discussion and Possible Action Regarding the Harris County Hospital District d/b/a Harris Health System Quality Scorecard, Physician Satisfaction, and Patient Satisfaction

Dr. Sutton reviewed the February 2013 Executive Summary of Quality programs and Performance Improvement, as well as patient satisfaction and physician satisfaction. Dr. Santos noted that medication reconciliation, Goal Three, fell below benchmark for the month of February for all hospitals. Dr. Sutton mentioned that patient satisfaction increased in the areas of cleanliness and quietness in the newly configured 2-bed rooms. In addition, he noted that more physicians are attending service line meetings and discussing the challenges they encounter daily. Physicians also discussed concerns they have with the current system and conveyed their opinions on improvement of patient satisfaction and room turnover rates. Discussion ensued.

Dr. Sutton mentioned that ambulatory care is in the process of re-staffing and re-evaluating the metrics concerning its infrastructure. Dr. Santos questioned whether the low patient room turnover rates are a result of our ineffective efficiency or patient complexity. He also remarked that the data received indicates that the mid-level providers are seeing fewer patients than the physicians. Mr. Tijerina questioned the measurement and calculation of the data received regarding room turnover rates. Discussion ensued. A copy of the report is available in the permanent record.

**Motion 13.04-47**

Moved by Mr. Finder, seconded by Mr. Franklin, and unanimously passed, that the Board accept the Harris Health System Quality Scorecard, Physician Satisfaction, and Patient Satisfaction.

2. Report regarding EC Wait Times and Patient Flow Metrics for Lyndon B. Johnson and Ben Taub General Hospitals Emergency Centers [Board Deliverable]

Dr. Tucker presented the emergency center wait times and patient flow metrics and discussed the preliminary report update. He stated that the average waiting time for medical screening at Ben Taub General Hospital has been reduced by an hour and by two hours at Lyndon B. Johnson General Hospital. Additionally, Dr. Tucker stated that the emergency centers at both hospitals have been triaging a greater percentage of patients in a timelier manner. The overall goal is to ensure every patient receives a timely medical screening exam and to achieve that goal, the emergency centers need to: 1) develop front end processes; 2) increase provider and nursing coverage; and 3)

provide additional support staff with equipment specifically for the medical screening process. Significant discussion ensued. A copy of the report is available in the permanent record.

3. Report regarding New Hires and their Impact on Medical Screening Times and whether or not CMS benchmarks are being met [Board Deliverable]

Dr. Tucker presented a report concerning new hires and their impact on medical screening time and stated that CMS has no benchmarks related to patient medical screen time. Mr. Webster noted that Ben Taub slots for additional physician FTEs are 33% filled and Lyndon B. Johnson is 100% filled to its capacity. The hospitals have sent correspondences to qualified nurses seeking full-time employment outlining Harris Health System's career opportunities, including employment bonuses. Discussion ensued. Dr. Santos stated that the nursing staff shortage barriers need to be examined. Discussion ensued. A copy of the report is available in the permanent record.

#### C. **Budget and Finance Committee**

Mr. Norby presented the March 2013 Financial report and reviewed the financial statements highlighting the statistics with the Board. Mr. Norby stated that adjusted patient days were 8.6% greater than budget with approximately 66.3% of the volume representing outpatient care. Primary care clinic visits were down 2.7% and specialty care visits were 2.5% greater than the March budget. Charity and self-pay payor mix of 63.6% is in line with expectation and were favorable to the budget of 63.7%. Additionally, he stated the March emergency center visits were reported at 14,530, above budget, with the inpatient length of stay up 8.2% and inpatient case mix index up 4.6%, both greater than budget. The surgery cases, system-wide, were 4.9% below target and the unduplicated patient count is above budget by 3.0%. Mr. Norby further noted that births were below budget compared to last year and the statistics of outsourced and completed cases represent 39 cases outsourced and 55 colonoscopy cases outsourced for the month of March. Significant discussion ensued. Mr. Norby stated the unduplicated patient and new patient statistics and implementation of new system-wide, standard definitions, will be brought back to the Board for review. Discussion ensued. A copy of the report is available in the permanent record.

##### 1. **Motion 13.04-48**

Moved by Mr. Franklin, seconded by Dr. Santos, and unanimously passed, that the Board accept the March 2013 Financial Report, subject to audit.

Mr. Norby presented the March 2013 Pension Plan Report and March 2013 Investment Report. A copy of each report is available in the permanent record.

##### 2. **Motion 13.04-49**

Moved by Mr. Franklin, seconded by Dr. Santos, and unanimously passed, that the Board accept the March 2013 Pension Plan Report, subject to audit, and the March 2013 Investment Report.

##### 3. Presentation of March 2013 Financial Statements of Community Health Choice, Inc.

Mr. Janda presented the March 2013 Financial Statements of Community Health Choice, Inc. stating the net income was \$554,860 and \$3,500,072 year-to-date, which was below budget. Total member months were 1.1% below budget for March. In addition, Mr. Janda stated the total revenue was 3% below budget for the month due to the delay in revenue the state had planned to provide to cover Medicaid primary care; since the process has been delayed, it is not reflected in the financial statements. The medical loss ratio was 2.8% favorable for the month, with 3.0% unfavorable year-to-date based

on IBNR analysis. Administration expenses are 14% below budget for the month and 17% below budget year-to-date. Discussion ensued. A copy of the report is available in the permanent record.

**D. Planning and Operations Committee**

1. Consideration of Approval to enter into a New Lease Agreement with Warehouse Associates Corporate Centre Kirby Phase II, Ltd. for the Leasing of Approximately 17,044 Square Feet of Space located at 9230 Kirby, Houston, TX 77054 for an Ambulatory Care Central Fill Pharmacy.
2. Consideration of Approval to enter into a New Lease Agreement with Monroe Casco, Ltd., a Texas Limited Partnership for the Leasing of Approximately 10,000 Square Feet of Space located at 8539 Gulf Freeway, Houston, TX 77017 for an Ambulatory Care Clinic.
3. Consideration of Approval to enter into a New Lease Agreement with Bandier Realty Partners, LLC for the Leasing of Approximately 9,474 Square Feet of Space located at 5503 N. Fry Road, Katy Texas 77449 for an Ambulatory Care Clinic.
4. Consideration of Approval to enter into a New Lease Agreement with Spring Branch Plaza, LLC for the Leasing of Approximately 8,210 Square Feet of Space located at 9801 Long Point, Houston, Texas 77055 for an Ambulatory Care Clinic.
5. Consideration of Approval to enter into a New Lease Agreement with Fulton Shopping Center, Inc. for the Leasing of Approximately 5,459 Square Feet of Space located at 2912 Fulton Street, Houston, Texas 77009 for an Ambulatory Care Clinic.

Agenda items VI.D.(1 - 5) were withdrawn.

6. Consideration of Acceptance of an additional award of \$50,966 to the Harris County Hospital District from the Department of State Health Services for Breast and Cervical Cancer Services (BCCS) for FY2012-2013.

**Motion 13.04-50**

Moved by Mr. Finder, seconded by Mr. Tijerina, and unanimously passed, that the Board approve item VI.D.(6.). A copy of the report is available in the permanent record.

**E. Legislative Committee**

1. Update, Discussion and Possible Action Regarding Activities in Austin Relating to Legislative/Regulatory Issues Impacting Harris Health System, the 83<sup>rd</sup> Legislative Session, and the Harris Health System Legislative Platform
2. Update, Discussion and Possible Action Regarding Pending Federal Legislative, and Policy Issues Affecting Harris Health System

Mr. Hillier presented the 83<sup>rd</sup> Legislative Session activities impacting Harris Health System. Mr. Lopez stated that DSH is now the focal point of discussion and the private and public health systems are divided on this issue. A special legislative session may be convened specifically to address DSH. Additionally, he discussed the state transferring hospitals (IGT) and stated that Lubbock has dropped out and that there are now six participants left in the program. Discussion ensued. Mr. Hillier stated that under DSH, Harris Health will provide \$100M in IGT, assuming that the state will provide the additional portion. Dr. Santos requested an outline summarizing the DSH development. Discussion ensued. Ms. Truesdell questioned how the loss of funds will affect the budget. Discussion ensued. Copies of the reports are available in the permanent record.

**F. Audit Committee**

Agenda Item VI.F.1. was pulled from the agenda until Ms. Stiner, Chair of the Audit Committee, can be present.

1. Consideration of Acceptance of the Harris County Auditor's Harris Health System Pharmacy Controls Implementation Report

**VII. Miscellaneous Agenda Items**

**A. Appointments to the Board of Managers Standing and Special Committees**

**Motion 13.04-51**

Moved by Mr. Franklin, seconded by Dr. Santos, and unanimously passed, that the Board approve the following changes to the Board of Managers' Committees and keep the membership on the remaining committees the same for 2013:

**STANDING COMMITTEES:**

***Budget and Finance Committee:*** TJ Tijerina, Jr., Chair; Anne Clutterbuck; Elvin Franklin, Jr.; Lawrence Finder; Daisy A. Stiner

***Planning and Operations Committee:*** Elvin Franklin, Jr., Chair; Anne Clutterbuck; E. Dale Wortham; Lawrence Finder; TJ Tijerina, Jr.

***Performance Improvement and Patient Safety Committee:*** Dr. George Santos, Chair; Stephen H. DonCarlos; E. Dale Wortham

***Joint Conference Committee:*** Anne Clutterbuck, Chair; Stephen H. DonCarlos; Dr. George Santos; Dr. Fred Sutton; David Lopez; Dr. Tien Ko; Dr. Carmel Dyer; Dr. Kenneth Mattox; Dr. Carlos Vallbona; Dr. Stephen Greenberg

***Corporate Compliance Committee:*** E. Dale Wortham, Chair; Daisy A. Stiner; Lawrence Finder

***Audit Committee:*** Daisy A. Stiner, Chair; Dr. George Santos; TJ Tijerina, Jr.; Harris County Auditor or designee

***Information Technology (IT) Committee:*** Stephen H. DonCarlos, Chair; Dr. George Santos; Elvin Franklin, Jr.

**SPECIAL COMMITTEES:**

***Ad Hoc – Community Health Choice, Inc. Committee:*** Elvin Franklin, Jr., Chair; E. Dale Wortham

***Ad Hoc – 1115 Waiver Committee:*** Dr. George Santos, Chair; Elvin Franklin, Jr.; Stephen H. DonCarlos

***Ad Hoc – CEO Evaluation Committee:*** TJ Tijerina, Jr., Chair; Anne Clutterbuck; E. Dale Wortham

***Bylaws Review Committee:*** Lawrence Finder, Chair; Elvin Franklin, Jr.; TJ Tijerina, Jr.

***Legislative Committee:*** Lawrence Finder, Chair; Anne Clutterbuck; Daisy A. Stiner

***Strategic Planning Committee:*** Elvin Franklin, Jr., Chair; Anne Clutterbuck; Stephen H. DonCarlos; Dr. George Santos, M.D.

***Post Retirement Benefit Committee:*** E. Dale Wortham, Chair; Stephen H. DonCarlos; Daisy A. Stiner

- B. Review, Discussion and Possible Action regarding the Request by Commissioner Precinct Three, Steve Radack, on the selection of a vendor to provide live streaming and archiving services for Harris Health System Board Meeting.

Ms. Truesdell discussed Commissioner Radack's request on the selection of a vendor to provide live streaming and archiving services for Harris Health System Board Meeting. Discussion ensued.

**Motion 13.04-52**

Moved by Mr. Finder, seconded by Dr. Santos, and unanimously passed, that the Board approve the authorization of purchasing to proceed in the selection of a vendor to provide Live Streaming and Archiving Services for Harris Health System Board meetings.

- C. Consideration of request from the Harris County Hospital District Foundation for the Harris Health System Board of Managers to approve a Resolution acknowledging that the Foundation will be entering into Agreements with Premier, Inc. and Premier Purchasing Partners, LP regarding a reorganization of Premier, Inc. and Premier Purchasing Partners, LP and requesting certain agreements by Harris Health System regarding purchasing through the Premier organization.

Ms. Ruth Ransom presented the resolution. A copy of the resolution is included in the permanent records.

**Motion 13.04-42**

Moved by Mr. Finder, seconded by Ms. Clutterbuck, and unanimously passed, that the Board approve and adopt the Resolution, for purchasing for at least three years from the date of the Premier re-structure, subject to available funding, budgetary constraints and the delivery to the Foundation of a favorable opinion of outside counsel regarding the Foundation's 501(c)(3) status as a tax-exempt organization. (Mr. Franklin abstained and recused himself from the discussion and vote because he is a Board member of the Harris County Hospital District Foundation.) Five in favor, one abstained. Motion carried.

After the vote, Mr. Franklin commented that the community should always be respectful and appreciative of the dedicated volunteers in our community. The Harris County, Commissioners Court appoints members to 48 different Boards where individual volunteers serve to render oversight to maintain the best interests of the people of Harris County. In addition, he mentioned that each volunteer gives up their own personal time and lives to fulfill a mission to effectively give back to the community, which should never be detrimental to their own careers and personal life.

- D. Consideration of Approval of Extension of Agreement with Haynes and Boone and \$50,000 Additional Funding in Connection with Employment and Compliance Matters

Ms. Leal discussed the necessity to extend the contract agreement with Haynes and Boone for an additional one-year term and the allocation of additional funds of \$50,000 for legal services. Discussion ensued.

**Motion 13.04-53**

Moved by Dr. Santos, seconded by Mr. Tijerina, and unanimously passed, that the Board approve item VII.D.

- E. Status Report, Discussion and Possible Action regarding Harris Health System's plan to Reduce Waiting Lists, Reduce Wait Times, Increase Patient-Capacity, and Improve Diversity and Inclusion among management and staff

Ms. Truesdell began the discussion with a quote by Herman Melville: "Of all the preposterous assumptions of humanity over humanity, nothing exceeds most of the criticisms made on the habits of the poor by the well-housed, well-warmed, and well-fed." Mr. Lopez presented the revised Executive Summary which outlines the Service Expansion Plan and states that the service expansion plan for Fiscal Year 2014 will result in an increase of approximately 34,500 – 48,000 additional patient visits, with 25% being newly eligible individuals, resulting in 8,600 – 12,000 new patients receiving care. Dr. Brown addressed the plan to reduce waiting list and increase patient capacity within our system and stated that, in the month of February, approximately 37,656 patients requested appointments, 26,170 appointments were scheduled and only 1,319 patients declined the available appointment. Additionally, Harris Health System received 8,045 referrals, with 5,461 (68%) patients approved for specialty services in the month of February. Dr. Brown stated that within the next two months Same Day sites, India House, Lyndon B. Johnson and Ben Taub General Hospitals and existing centers will be extending their evening hours from 6 p.m. until 1 a.m. and some will include additional specialty care providers increasing patient visits 7,000 – 10,000. Mr. Lopez stated that the focus of this presentation is on FY2014 and he believes that the goals in this plan are very achievable. Dr. Santos requested an assessment of all of the primary clinic rooms and how they are currently being utilized to show a more accurate outline of the room turnover rates and the capability of new patients. Discussion ensued. Dr. Brown also addressed the surgical backlog stated that the backlog in surgical cases are sent primarily to Bayshore Hospital for specialized surgery, which should assist in reducing the surgical backlog volume. Discussion ensued.

**VIII. President/Chief Executive Officer's Report to Include Possible Action regarding: 1.) Health Coordinating Council Update; and 2.) State DSH Update**

**Health Coordinating Council Update**

This item was deferred until the May 30, 2013 Board meeting.

**State DSH Update**

This item was deferred until the May 30, 2013 Board meeting.

**IX. Executive Session**

No Executive Session was held. All items were deferred to a later meeting.

**X. Reconvene**

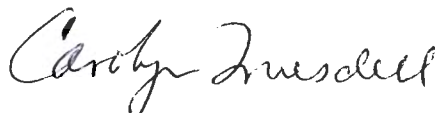
Not reconvened. No Executive Session

**XI. Adjournment**

Moved by Dr. Santos, seconded by Mr. Franklin, and unanimously accepted to adjourn the meeting.

There being no further business, the meeting adjourned at 12:15 p.m.

I certify that the foregoing are the Minutes of the Meeting of the Board of Managers of the Harris County Hospital District d/b/a Harris Health System held at the Administration Building in Houston, Texas on April 25, 2013.



Ms. Carolyn Truesdell, Chair  
Board of Managers





Ms. Daisy A. Stiner, Secretary  
Board of Managers

Recorded by Diana Trevino Vasquez