



**HARRIS COUNTY HOSPITAL DISTRICT
BOARD OF MANAGERS
Called Board Meeting Minutes
Monday, May 6, 2013
Board Room – Administration Building**

BOARD MEMBERS PRESENT

Ms. Carolyn Truesdell, Chair
Mr. Elvin Franklin, Jr., Vice Chair
Ms. Daisy Stiner, Secretary
Mr. TJ Tijerina, Jr.
Mr. E. Dale Wortham
Ms. Anne Clutterbuck (arrive at 12:55 p.m.)
Mr. Stephen DonCarlos
Mr. Lawrence Finder (arrived at 12:37 p.m.)

BOARD MEMBERS ABSENT

Dr. George, Santos

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 Tindel, Executive Vice President and Chief Information Officer
Dr. Tien Ko, Chairman, Medical Executive Board
Dr. Ericka Brown, Director of Ambulatory Care Services
Ms. Mercedes Leal, Attorney, County Attorney's Office
Mr. Kelly Johnson, Harris County Purchasing Agent
Ms. Peggy Boice, Harris County 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. Mary Fury, Commissioner Steve Radack's Office
Administrative Staff
(Sign-in Sheet attached to permanent record)

GUESTS:

Dr. Paul E. Klotman, President and Chief Executive Officer, Baylor College of Medicine

I. Call to Order and Record of Attendance

Ms. Carolyn Truesdell, Chair, called the meeting to order at 12:33 p.m. and noted that a quorum was present. The attendance was recorded.

II. Approval of the Minutes of Previous Meeting

Motion 13.05.54

Move by Mr. Franklin, seconded by Mr. DonCarlos, and unanimously passed, that the Board approve the minutes of the April 11, 2013 Board of Managers Called Meeting.

III. Audit Committee

- A. Consideration of Acceptance of the Harris County Auditor's Harris County System Pharmacy Controls Implementation Report.

Mr. Mark Ledman, CISA, MPA, Director II, Audit Services and Mr. Charles McDonald CIA, Audit Services Hospital District Manager, presented the Harris County Auditor's Harris County System Pharmacy Controls Implementation Report. Mr. Ledman stated that a follow-up review of the evaluation on the recommendation to improve critical controls will be presented to the Board at a later date. The areas reviewed were critical physical access controls, the removal of expired medications from inventory, and updated Pharmacy policy and procedures. In addition, he mentioned that the only recommendation still in the process of completion is the perpetual inventory system for ongoing measurement and reconciliation of pharmaceutical inventory across all Pharmacy locations where pharmaceuticals are stored. Additionally, he stated that the new issues and recommendations are: 1) the inspection of Pharmacy entry doors and replacement of manual door locks; 2) the addition of security cameras at Pharmacy location without visual monitoring coverage and review of existing visual monitoring coverage; 3) the development and implementation of procedures to ensure expired controlled substances are secured until picked-up by a courier service; 4) the enforcement of required Pharmacy key log book maintenance at each location; and 5) the development and implementation of standard physical access protocols for Harris Health Department of Public Safety (Security Department) at pharmacies. Ms. Stiner questioned management's response concerning the replacement of manual door locks. Briefly, Mr. Ledman noted that upon review of all employees with access to door keys, it had been determined that changing door locks at this time was not necessary. Discussion ensued. A copy of the report is available in the permanent record.

Motion 13.05.55

Moved by Mr. Franklin, and seconded by Mr. Tijerina, and unanimously passed, that the Board accept the Harris County Auditor's Harris County System Pharmacy Controls Implementation Report.

IV. Miscellaneous Agenda Items

- A. Consideration of Approval of the Harris Health System's plan to Reduce Waiting Lists, Reduce Wait Times, Increase Patient-Capacity, and Improve Diversity and Inclusion among management and staff.

Mr. Lopez reviewed the Harris Health System's plan to Reduce Waiting Lists, Reduce Wait Times, Increase Patient-Capacity, and Improve Diversity and Inclusion among management and staff. Dr. Brown provided further detail on the Ambulatory Care Services strategy care by (i) opening Same Day sites in India House and Lyndon B. Johnson and Ben Taub General Hospitals in the near future; and (ii) expanding hours at certain existing health centers, both evening and on Sundays. Also, five new specialty providers will be added at Cypress Health Center. In addition, primary care will be expanded through outsourcing to federally qualified health centers (FQHCs) and clinics operated by the Mi Doctor group. Ms. Cloyd explained that some surgical care capacity will be outsourced to area partners such as 1) HCA-Bayshore Medical Center; 2) Houston Hospital for Specialized Surgery (HHSS); 3) Cizik Eye Center; 4) Jamail Ambulatory Surgery Center; and 5) the Memorial Hermann

Hospitals. Mr. Lopez estimated expansion volume for FY2014 of 34,500 to 48,000 total patient visits in primary care, with 8,600 - 12,000 of these as new patients and 7,000 - 10,000 patient visits in specialty care. The contracts with the outsourcing providers are in the process of completion. The contracts will outline the fees and expected usage of each facility. Discussion ensued.

Ms. Cloyd stated that Harris Health System is committed and dedicated to reducing the backlog of patients needing care. In addition, she stated that the patients who have been waiting the longest will be given priority, depending on the services required and resources available. Mr. Franklin questioned the projected timeframe for resolving the patient backlog and accuracy of the estimated patient volume. Mr. Finder requested a monthly report with an update from each facility delineating: 1) the number of rooms; 2) current staffing; and 3) patient volume. This report will provide a more accurate picture of feasible throughput and the status of the expansion capacity process, and identify areas that require more focus for improvement. Discussion ensued. Dr. Brown noted that Gulfgate, Vallbona and Strawberry Health Centers have expanded their hours on Saturday serving a total of 94 patients; 28% of those patients were new. She stated that with additional health centers extending their evening hours and two more Health Centers opening on Saturday, Harris Health System is projected to continue to increase access for new and current patients.

Dr. Ko acknowledged the strong leadership within Harris Health System and reiterated the medical leadership's commitment and dedication to help reduce patient backlog and serve more patients. Dr. Klotman stated that the surgical backlog is a critical component that needs to be addressed, since a patient's ailments may worsen while waiting to have surgery. He stated that to properly provide throughput, a regular update concerning the status of the increase of patient rooms and additional staff is necessary. Discussion ensued. Mr. Finder discussed the support staff shortage and questioned whether the shortage was due to competition from other healthcare employers, competitive salary ranges or an inadequate presentation of staff and employment opportunities. Ms. Cloyd replied that the staffing shortage is mostly due to a timing barrier; however, as the expansion of clinics progress and patient volumes increase, the staff positions will be filled through various employment opportunities such as: 1) nurse registry; 2) nurse travelers; 3) recruiting events; and 4) the medical schools. Discussion ensued.

Mr. Norby estimated that the expansion and outsourcing will cost an additional \$37M. Significant discussion ensued. Ms. Gould stated that Harris Health System is one of the most diverse employers in Harris County; however, there are certain issues that need to be addressed. Therefore, Ms. Gould organized a Diversity and Inclusion Working Group to focus and identify issues relating to diversity and to help prevent any disconnect within Harris Health System. Ms. Gould stated that Harris Health system has used incentives to attract and hire all nationalities. Significant discussion ensued. A copy of the report is available in the permanent record.

Motion 13.05-56

Moved by Mr. DonCarlos, and seconded by Mr. Finder, and unanimously passed, that the Board accept the recommendations of Harris Health System's plan to Reduce Waiting Lists, Reduce Wait Times, Increase Patient-Capacity, and Improve Diversity and Inclusion among management and staff.

V. Executive Session

At 1:50 p.m., Ms. Truesdell stated that the Board would go into Executive Session under Section 161.032 of the Texas Health & Safety code, Texas Occupations Code Section 160.007, and Chapter

551 of the Texas Government Code, Sections 071 and 074. Ms. Truesdell stated that the regular meeting of the Board would reconvene at the close of executive session.

VI. Reconvene

At 3:20 p.m., Ms. Truesdell reconvened the meeting and stated that no action was taken in Executive Session.

- A. Report by Senior Vice President of Corporate Compliance 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 Section 161.032 of the Tex. Health & Safety Code

No action taken.

- B. Report by the Chief Medical Officer regarding Quality of Medical and Health Care, pursuant to Texas Health & Safety Code Ann. §161.032 and Tex. Occ. Code Ann. §160.007 to receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Health Care Services

No action taken.

- C. Consultation with the County Attorney Regarding Proposed Class Settlement involving Visa and MasterCard Interchange Fees pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session

Motion 13.05-57

Moved by Mr. Finder, and seconded by Mr. Wortham, and unanimously passed, that the Board authorize the Harris County Attorney to either file a claim or engage an outside law firm to pursue a separate settlement with the named Defendants in the class action called *In re Payment Card Interchange Fee and Merchant Discount Antitrust Litigation*, including negotiating and approving any fees associated with that engagement.

- D. Discussion Regarding the Evaluation of the Harris Health System President/CEO, pursuant to Tex. Gov't Code Ann. §551.074 and Possible Action Regarding this Matter Upon Return to Open Session

No Action taken.

VII. Adjournment

Moved by Mr. Wortham, and seconded by Mr. Finder, and unanimously accepted to adjourn the meeting.

There being no further business, the meeting adjourned at 3:22 p.m.

Respectfully submitted,

Ms. Carolyn Truesdell, Chair
Board of Managers

Ms. Daisy Stiner, Secretary
Board of Managers

Recorded by Diana Trevino Vasquez