HARRIS HEALTH SYSTEM

MINUTES OF THE BOARD OF TRUSTEES MEETING

Thursday, January 23, 2020

Board Room – Administration Building

Members Present:
Ms. Anne Clutterbuck, Chair
Dr. Kimberly Monday, Vice Chair
Ms. Linda Morales, Secretary
Dr. Arthur Bracey
Mr. Lawrence Finder
Dr. Ewan Johnson
Ms. Elena Marks (12:49 p.m. departure)
Ms. Alicia Reyes

Members Absent:
Mr. Art Morales

Others Present:
Mr. George Masi, President & Chief Executive Officer
Mr. Michael Hill, Senior Executive Vice President & Chief Operating Officer
Mr. Michael Norby, Executive Vice President & Chief Financial Officer
Dr. Ann Barnes, Executive Vice President & Chief Medical Officer
Ms. Carolyynn Jones, Executive Vice President & Chief Compliance & Risk Officer
Dr. Maureen Padilla, Executive Vice President & Chief Nursing Executive
Dr. Nathan Deal, Executive Vice President & Administrator, Ben Taub Hospital
Ms. Patricia Darnauer, Executive Vice President & Administrator, Lyndon B. Johnson Hospital
Dr. Glorimar Medina-Rivera, Executive Vice President & Administrator, Ambulatory Care Services
Mr. Omar Reid, Senior Vice President, Human Resources
Ms. Karen Tseng, Senior Vice President, Population Health Transformation
Dr. Michael Nnadi, Chief Pharmacy Officer
Mr. David Webb, Interim Senior Vice President & Chief Information Officer
Dr. Yvonne Chu, General Director, Affiliated Medical Services
Dr. Joseph Garcia-Prats, Chair, Medical Executive Board
Dr. Kenneth Mattox, Chief of Staff, Ben Taub Hospital
Dr. Tien Ko, Chief of Staff, Lyndon B. Johnson Hospital
Dr. Mohammad Zare, Chief of Staff, Ambulatory Care Services
Ms. Desolyn Foy, Vice President, Advanced Analytics & Continuous Control Monitoring
Mr. Christopher Okezie, Vice President, System Operations
Mr. Jeffrey Vinson, Vice President & Chief Information Security Officer
Dr. Jennifer Small, Vice President & Associate Administrator, Ambulatory Care Services
Mr. R. King Hillier, Vice President, Public Policy and Government Relations
Ms. Catherine Mitchell, Interim Chief Executive Officer, Community Health Choice, Inc.
Mr. David Attard, Associate Administrator, Healthcare System Engineering
Ms. Amanda Calloway, Associate Administrator, Mission Advancement
Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney’s Office
I. Call to Order and Record of Attendance

Ms. Anne Clutterbuck, 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 the Minutes of Previous Meeting

Motion 20.01-01

Moved by Mr. Lawrence Finder, seconded by Dr. Kimberly Monday, and unanimously passed that the Board approve the minutes of the October 31, 2019 and December 5, 2019 Special Called Board of Trustees meetings.

III. Announcements/Special Presentations

A. Special Recognition – Mr. Omar Reid, Senior Vice President, Human Resources, recognized Harris Health System as one of the 2019 Healthiest 100 Workplaces in America. Harris Health was evaluated across six categories including 1) culture and leadership commitment, 2) foundational components, 3) strategy planning, 4) marketing and communications, 5) programming and interventions, and 6) reporting and analytics. Mr. Reid also recognized Ms. Michele Hunnicutt, Director of Employee Wellness, and her team for their efforts in improving health outcomes for Harris Health employees.

B. Board Member Announcements regarding Board member advocacy and community engagement. Ms. Linda Morales recognized Ms. Patricia Darnauer, Executive Vice President & Administrator, Lyndon B. Johnson Hospital, for facilitating rounding at Lyndon B. Johnson Hospital (LBJ). Mr. Lawrence Finder inquired whether the Board and Executive Leadership strategize on which agenda items are presented to the Board. He expressed his concern regarding the duplication of items being presented during Committee and subsequently during Board. Additionally, Mr. Finder expressed his concern regarding the increasing size of the Board packets. Ms. Clutterbuck announced her attendance at the annual Harris Health medical staff retreat held on Tuesday, January 14, 2020 at Baylor College of Medicine. Ms. Clutterbuck recognized the entire medical staff team for their hard work, planning, and dedication involved in creating a successful event.

IV. Public Comment / Hear From Citizens

Ms. Anne Clutterbuck announced that public comments will be allowed during committee and Board meetings. She noted that public speakers can sign-up via Harris Health System website or by contacting the Board office.

There were no public speakers present.
V. Public Hearing Regarding the Harris Health System FY2021 Operating and Capital Budget

A. Overview of the Harris Health System FY2021 Operating and Capital Budget

B. Public Comment

Ms. Clutterbuck opened the floor to Harris County residents and the public for questions or comments. There were no public comments.

VI. Consent Agenda Items

A. Recommended Committee Approvals

**Motion 20.01-02**

Moved by Dr. Ewan Johnson, seconded by Dr. Arthur Bracey, and passed that the Board approve agenda item VI.A.1.

1. Consideration of Purchasing Recommendations Requiring Board Approval (Items (A(1)a. through A(1)xxx)).

**Motion 20.01-03**

Moved by Dr. Kimberly Monday, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda item VI.A.2.

2. Notice of Appointments and Selection of New Service Chiefs

Dr. Yvonne Chu, General Director, Affiliated Medical Services, announced the following new service chief appointments effective February 2020:

Dr. David Hernandez, Assistant Professor, Department of Otolaryngology – Head & Neck Surgery, Baylor College of Medicine. Dr. Hernandez will replace Dr. W. Douglas Appling. Dr. Lydia Sharp, Assistant Professor, Department of Neurology, Baylor College of Medicine. Dr. Sharp will replace Dr. Joseph Kass.

**Motion 20.01-04**

Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and passed that the Board approve agenda item VI.A.3.

3. Approval of Two (2) Affiliation Agreements Between Harris County Hospital District d/b/a Harris Health System and Two (2) Educational Institutions

- Mentis Neuro Houston, LLC d/b/a Neuro Restorative Texas (Residential Rehabilitation Programs)
  9551 Fannin
  Houston, Texas 77045

- Our Lady of the Lake University
  401 SW 24th Street
  San Antonio, Texas 78207
Motion 20.01-05

Moved by Ms. Linda Morales, seconded by Dr. Kimberly Monday, and passed that the Board approve agenda item VI.A.4 Through VI.A.15.

4. Approval to Amend a Grant Agreement Between Harris County Hospital District d/b/a Harris Health System and Baylor College of Medicine for the Addition of Two (2) Patient Navigators in an Amount Not to Exceed $200,000.

5. Approval to Amend a Subaward Agreement for a Grant Award Between Harris County Hospital District d/b/a Harris Health System and Baylor College of Medicine for Lung Cancer Screening and Smoking Cessation Treatment Project Increasing the Subcontract Award by $141,530.00.

6. Approval of a Third Amendment to the Research Subaward Agreement Between Harris County Hospital District d/b/a Harris Health System and The University of Texas Health Science Center at Houston for Primary Care Opioid Use Disorders (PROUD) Treatment Trial Phase 2.

7. Approval of an Amendment to a Grant Agreement Between Harris County Hospital District d/b/a Harris Health System and Health and Human Services Commission (HHSC) to Add the Revised Family Planning Program Certification.

8. Approval of an Amendment to a Grant Agreement Between Harris County Hospital District d/b/a Harris Health System and Health and Human Services Commission (HHSC) to Add the Revised Healthy Texas Women Certification.

9. Approval of an Amendment to a Grant Agreement Between Harris County Hospital District d/b/a Harris Health System and Health and Human Services Commission (HHSC) to Add the Revised Breast and Cervical Cancer Services Certification.

10. Acceptance of the Harris Health System Executive Quality Scorecard.


13. Approval of an Interlocal Agreement Between Harris County Hospital District d/b/a Harris Health System and Harris County, Texas to Reimburse the County for Legal Representation Provided to Harris Health System by the Harris County Attorney’s Office.

14. Approval of Resolution Declaring Official Intent to Reimburse Expenditures Related to the Renovation of the Emergency Room of Ben Taub Hospital, Purchase and Installation of the Epic Systems Medical Record at The Harris Center and Harris County Jail, and Purchase of Medical Equipment for the Harris County Jail.

15. Approval to Transfer Funds in an Amount Not to Exceed $350,000 to the Harris County Engineering Department to Provide Architectural, Engineering, and Construction Management, and Other Related Services for the Ben Taub Hospital Emergency Center Modernization Project.
Motion 20.01-06
Moved by Mr. Lawrence Finder, seconded by Dr. Kimberly Monday, and passed that the Board approve agenda items VI.A.16 Through VI.A.18.

16. Approval of an Interlocal Agreement Between Harris County, Harris County Hospital District d/b/a Harris Health System, and The Harris Center for Mental Health and IDD to Provide for Harris County’s Support of The Harris Center's Electronic Medical Record Project by Funding a Proportionate Share of All Contracted Cost.

17. Approval of an Interlocal Agreement Between Harris County Hospital District d/b/a Harris Health System and The Harris Center for Mental Health and IDD to Allow for Harris Health System to Implement an Epic Electronic Medical Records System at The Harris Center for Mental Health and IDD Facilities.

18. Approval of an Interlocal Agreement Between Harris County Hospital District d/b/a Harris Health System and Harris County, Texas, on Behalf of its Sheriff’s Office to Allow for Harris Health System to Implement an Epic Electronic Medical Records System at Harris County Jail Facilities.

{End of Consent Agenda}

VII. Strategic Discussion

A. Harris Health System Quality Assessment Performance Improvement (QAPI) Plan

Motion 20.01-08
Moved by Dr. Kimberly Monday, seconded by Ms. Alicia Reyes, and passed that the Board accept agenda item VII.A.1.

1. Review, Discussion, and Acceptance of the Harris Health System Quality Assessment Performance Improvement (QAPI) Plan.

Dr. Ann Barnes, Executive Vice President & Chief Medical Officer, presented the Harris Health System Quality Assessment Performance Improvement (QAPI) Plan. She reported that Harris Health has implemented several correction action plans in addition to various ongoing initiatives related to the Centers for Medicare & Medicaid Services (CMS) survey. Dr. Barnes stated that the existing Quality Manual is being revised and will be brought back to the Board at the end of the month for approval. Dr. Barnes provided an overview of the charter for service area QAPIs, which addresses quality-related activities for specific service lines that were identified during the CMS survey. Mr. Lawrence Finder requested that a legend be included in the QAPI Plan to use as a reference for various terminologies. A copy of the plan is available in the permanent record.

B. Harris Health System Population Health Initiatives

Motion 20.01-09
Moved by Ms. Elena Marks, seconded by Dr. Kimberly Monday, and passed that the Board approve agenda item VII.B.1.
1. Approval of a Memorandum of Understanding Between Harris Health System and Harris County Community Services for Utilities and Other Assistance to Harris Health Patients at No Cost

Ms. Karen Tseng, Senior Vice President, Population Health Transformation, led discussion on the Memorandum of Understanding (MOU) between Harris County Hospital District d/b/a Harris Health System and Harris County Community Services. The MOU allows for Harris County Community Services Department (HCCSD) to offer assistance, such as rental and emergency utilities, for eligible Harris Health patients expressing health-related social needs. Ms. Tseng explained that this partnership advances Harris Health's strategic plan of collaborating with community organizations to improve quality and health outcomes for patients. A copy of the memorandum of understanding is available in the permanent record.

C. Harris Health System Legislative Initiatives

1. Update, Discussion and Possible Action Regarding Activities in Austin Relating to Legislative/Regulatory Issues Impacting Harris Health System, the 86th Legislative Session and the Upcoming 87th 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. R. King Hillier, Vice President, Public Policy and Government Relations, reported that Houston ranks first among major cities in the number of reported cases of human trafficking. As a result, Harris Health Anti-Trafficking Program at Ben Taub Hospital (BTH) was created. Mr. Hillier announced that the program was invited to join the United Nations Global Strategic Operatives (GSO) for the eradication of human trafficking. Mr. Hillier stated that he, alongside Dr. Ann Barnes, will be participating in a press conference held in Washington, D.C. on January 30, 2020 to address these concerns and to request additional funding for this type of programming. Mr. Hillier reported that the United States Supreme Court denied a motion to fast-track a challenge to the Affordable Care Act until after the November elections. Mr. Hillier explained that several Harris Health programs affiliated with the healthcare marketplace are at risk due to the pending lawsuit. He also noted that CMS announced the Healthy Adult Opportunity (HAO), an optional Medicaid demonstration initiative, that would essentially block grant payments to states that expand coverage to adults under age 65 who are not otherwise eligible for Medicaid and who are not eligible under a current state plan. A copy of the report is available in the permanent record.

VIII. General Action Items

A. Item(s) Related to Quality Committee

**Motion 20.01-10**

Moved by Dr. Arthur Bracey, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda item VIII.A.1.

1. Approval Regarding Credentialing Changes for Members of the Harris Health System Medical Staff (December 2019 and January 2020) Subject to Review of Files for Discussion.

Dr. Joseph Garcia-Prats, Chair, Medical Executive Board, presented the December 2019 and January 2020 credentialing changes for the members of the Harris Health System medical staff.
He reported that there were forty-two (42) initial appointments, 129 reappointments, fifty-seven (57) resignations, and eleven (11) change/add privileges. A copy of the report is available in the permanent record.

B. Item(s) Related to Budget & Finance Committee

Motion 20.01-11
Moved by Mr. Lawrence Finder, seconded by Dr. Kimberly Monday, and passed that the Board approve agenda item VIII.B.1.

1. Acceptance of the Harris Health System December 2019 Financial Report Subject to Audit

Mr. Michael Norby, Executive Vice President & Chief Financial Officer, presented the Harris Health System December 2019 Financial Report. He reported that Harris Health clinic visits and patient days were down 2.0% and 3.8%, respectively, however, emergency room visits were up 15.2% over budget. Overall December net revenue of $133.2 million was $4.8 million or 3.7% higher than budget. Mr. Norby stated that total operating expenses of $132.5M were $2.6M above budget and approximately just over $32M favorable on a year-to-date basis. Discussion ensued regarding alleviating non-emergency room visits at the emergency centers. A copy of the report is available in the permanent record.

AGENDA ITEM VIII.B.2. WAS TAKEN OUT OF ORDER

Motion 20.01-07
Moved by Dr. Kimberly Monday, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda item VIII.B.2.

2. Approval of the Form of the Order of Harris County Commissioners Court Authorizing the Issuance of Harris County Hospital District Combination Tax and Revenue Certificates of Obligation, Series 2020; and Resolving Other Matters Incident and Related to the Issuance of Said Certificates, Including the Delegation of Certain Matters Relating to the Sale of the Certificates to an Authorized Official.

C. Item(s) Related to Compliance & Audit Committee

Motion 20.01-12
Moved by Dr. Arthur Bracey, seconded by Mr. Lawrence Finder, and passed that the Board accept agenda item VIII.C.1.

1. Acceptance of the Harris County Auditor’s Report on Harris Health System Accounts Payable Recovery

Ms. Sharon Brantley-Smith, Assistant Audit Director, Harris County Auditor’s Office, led discussion regarding the Harris County Auditor’s Report. The purpose of the review is to identify opportunities to recover funds from vendors due to erroneous payments processed by Accounts Payable. Ms. Brantley-Smith stated that, based upon data analysis, Harris Health System Internal Audit (HHSIA) identified $2,738 in overpayments that had been recovered prior to their review. HHSIA also identified an additional $230 in overpayments, which was brought to management’s attention so refunds could be requested from the vendors.
Ms. Brantley-Smith stated that although they did not identify any significant opportunities for recovery, they did note that the vendor master file contains duplicate and extraneous information, which could result in additional duplicate payments in the future. Additionally, Ms. Brantley-Smith stated that the review of vendor information and transaction data revealed payments to three (3) employee-owned businesses. The employees did not disclose businesses as required by Harris Health’s Conflict of Interest Policy. Ms. Brantley-Smith stated that Harris Health Corporate Compliance has provided evidence of plans to address these issues. A copy of the report is available in the permanent record.

2. Presentation of Harris Health System Internal Audit’s FY2021 Annual Audit Plan

Ms. Errika Perkins, Chief Assistant County Auditor, Harris County Auditor’s Office, presented Harris Health System Internal Audit’s FY2021 Annual Audit Plan. She reported that HHSIA completed survey and interviews with forty-six (46) individuals from multiple levels of Harris Health System management to identify risks associated with key strategic initiatives and business objectives. Based upon the interviews, HHSIA developed an FY2021 audit plan consisting of twenty (20) projects, including two (2) carry-forward projects from the FY2020 plan, sixteen (16) new projects, and placeholders for two (2) project additions. A copy of the plan is available in the permanent record.

D. Item(s) Related to Health Care for the Homeless Program

Motion 20.01-13

Moved by Dr. Arthur Bracey, seconded by Dr. Kimberly Monday, and passed that the Board approve agenda item VIII.D.1.

1. Approval of the Following Reports for Health Care for the Homeless Program as Required by the United States Department of Health and Human Services Which Provides Funding to the Harris County Hospital District d/b/a Harris Health System to Provide Health Services to Persons Experiencing Homelessness Under Section 330(h) of the Public Health Service Act Health Care for the Homeless Program.

- 3rd Quarter Consumer Advisory Council Report

Dr. Jennifer Small, Vice President, Ambulatory Care Services, provided a brief overview of the monthly operational updates, advisory council updates, and the status of the Health Resources and Services Administration (HRSA) Corrective Action Plan. Dr. Small stated that volumes continue to remain constant throughout the month of November. She noted that the dental van was not in service due to a broken water line but the issue has since been alleviated. Dr. Small reported that the Health Care for the Homeless Program (HCHP) received the following: 1) quality award for Patient-centered Medical Homes from HRSA for $35K and, 2) Integrated Behavioral Health Services grant award from HRSA for $167K and the associated services that would be expanded. Additionally, Dr. Small stated that HCHP is now in good standing with HRSA and that all corrective action plans have been completed. Ms. Tracey Burdine, Director, Health Care for the Homeless Program, presented identified areas for improvement which include the use of program processes to conform to the ambulatory surgery center (ASC) partnership while meeting HRSA objectives. She stated that an outreach team is being created to increase productivity, follow-up on emergency center visits and patient no-show appointments. Additionally, Ms. Burdine stated that a HCHP action plan has been developed to address these concerns. Discussion ensued. A copy of the report is available in the permanent record.
Motion 20.01-14
Moved by Mr. Lawrence Finder, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda item VIII.D.2. with a revision to waive the thirty-day notice.

2. Approval of Revisions to the Harris Health Board of Trustees Bylaws to Include Health Care for the Homeless Program Bylaws (Exhibit A) in Compliance with HRSA Requirements

Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney’s Office, led discussion regarding revisions to the Harris Health Board of Trustees Bylaws. She stated that the revisions made were to reflect updates in the law to include twelve (12) meetings a year and grant conditions related to Board composition for HRSA. Ms. Thomas recommended that the Board waive the requirement that revisions are shared with the Board within thirty (30) days prior to the vote. A copy of the Bylaws is available in the permanent record.

E. Item(s) Related to Community Health Choice

Motion 20.01-15
Moved by Ms. Linda Morales, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda item VIII.E.1.

1. Approval of the Reappointment of Members to the Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT), collectively “Community,” Board of Directors.

Motion 20.01-16
Moved by Ms. Linda Morales, seconded by Ms. Alicia Reyes, and passed that the Board approve agenda item VIII.E.2.

2. Approval of the Fiscal Year 2020 Budgets for Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT), collectively “Community.”

Mr. Brian Maude, Chief Financial Officer, Community Health Choice, presented the Fiscal Year 2020 Budgets for Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT). Mr. Maude provided an update of the medical trends of 2019. He reported that Community’s organ transplant spending has increased from $3M to $20M between years 2017 and 2019 and that there have been twelve (12) transplant offers during this month alone. Discussion ensued. A copy of the presentation is available in the permanent record.

IX. Executive Session


X. Reconvene

At 1:29 p.m., Ms. Clutterbuck reconvened the meeting and stated that no action was taken in Executive Session.
A. Discussion Regarding Financial Planning Information Related to the Negotiation Between Harris County Hospital District d/b/a Harris Health System and Baylor College of Medicine and The University of Texas Health Science Center at Houston for the Arrangement or Provision of Medical Services, Pursuant to Texas Gov’t Code Ann. §551.085, and Tex. Gov’t Code Ann §551.071, and Possible Action Regarding This Matter Upon Return to Open Session.

No action was taken.

B. Report by the Chief Medical Officer Regarding Quality of Medical and Health Care, Pursuant to Texas Health & Safety Code Ann. §161.032, Texas Occupations Code Ann. §160.007, and Texas Occupations Code Ann. §151.002 to Receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Health Care Services, and Possible Action Regarding This Matter Upon Return to Open Session.

No action was taken.

C. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements Including an Update on the Implementation of the Plan of Correction and CMS re-survey, and a Status of Fraud and Abuse Investigations, Pursuant to Texas Health & Safety Code §161.032, and Possible Action Regarding This Matter Upon Return to Open Session.

No action was taken.


No action was taken.


No action was taken.


No action was taken.

G. Consultation with the County Attorney Regarding a Settlement Relating to a Contract with Medtronic USA, Inc., Pursuant to Tex. Gov’t Code Ann. §551.071, and Possible Action Regarding This Matter Upon Return to Open Session.
Motion 20.01-17

Moved by Ms. Linda Morales, seconded by Dr. Kimberly Monday, and passed that the Board approve agenda item X.G.

Harris Health, by and through its Board of Trustees, approves and hereby authorizes a settlement relating to the invoicing of Harris Health pursuant to a contract with Medtronic USA, Inc. in the amount of $14,379.00, by way of credit to Harris Health’s account. George V. Masi, President/CEO of Harris Health, is authorized to execute any agreement, release, or any other necessary documents to effect this settlement.

H. Consultation with the County Attorney Regarding Joint Engagement Proposal For Physicians Fee-For-Service and Managed Care Incremental Payment Opportunity Between Harris Health System, University Medical Center at El Paso, University Health System, and Gjeret & Lorenz, LLP, Pursuant to Tex. Gov’t Code Ann. §551.071, and Possible Action Regarding This Matter Upon Return to Open Session.

Motion 20.01-18

Moved by Ms. Linda Morales, seconded by Dr. Ewan Johnson, and passed that the Board approve agenda item X.H.

Harris Health, by and through its Board of Trustees, approves and hereby authorizes a Joint Engagement Proposal For Physicians Fee-For-Service and Managed Care Incremental Payment Opportunity Between Harris Health System, University Medical Center at El Paso, University Health System, and Gjeret & Lorenz, LLP.

XI. Adjournment

Moved by Dr. Arthur Bracey, seconded by Ms. Linda Morales, and unanimously accepted to adjourn the meeting.

There being no further business, the meeting adjourned at 1:33 p.m.

I certify that the foregoing are the Minutes of the meeting of the Board of Trustees of Harris County Hospital District d/b/a Harris Health System held at the Administration Building in Houston, Texas on January 23, 2020.

Respectfully submitted,

Anne Clutterbuck, Chair
Board of Trustees

Linda Morales, Secretary
Board of Trustees

Recorded by Yasmin Othman