

MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES

Board Meeting

June 24, 2021

8:00 am

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>I. Call to Order & Record of Attendance</p>	<p>The meeting was called to order at 8:01 a.m. by Arthur Bracey, MD, Chair. It was noted there was a quorum present and the attendance was recorded. While some Board members are in the room today, others continue to participate by videoconference as permissible by the Governor's orders and waivers to the Texas Open Meeting Act. The meeting may be viewed online: http://harrishealthtx.swagit.com/live.</p>	<p>A copy of the attendance is appended to the archived minutes.</p>
<p>II. Approval of the Minutes of Previous Meeting</p>	<ul style="list-style-type: none"> Board Meeting – May 27, 2021 	<p><u>Motion No. 21.06-58</u> Moved by Ms. Elena Marks, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve the minutes of the previous meeting. Motion carried.</p>
<p>III. Announcements / Special Presentations</p>	<p>A. CEO Report Including Updates on COVID-19, Vaccinations and Special Announcements</p> <p>Dr. Esmail Porsa, Harris Health System President and Chief Executive Officer (CEO), recognized Dr. Jackie Brock as Executive Vice President and Chief Nursing Executive. Dr. Porsa expressed his appreciation to Casa de Amigos Health Center staff for their exceptional patient care and services provided to the residents of Harris County.</p> <p>Dr. Porsa reported that Texas Medical Center (TMC) institutions, including Harris Health System (HHS), have administered approximately 2M vaccines and that HHS has administered 166,421 doses. He noted that more than 1M individuals are fully vaccinated across the TMC. Dr. Porsa stated that a mobile team was assembled to provide after-hours COVID-19 vaccinations to hospital employees on Mondays, Wednesdays and Fridays from 5:00 p.m. to 8:00 p.m. He reported a test positivity rate of 2.2%, 161 daily new cases in the Greater Houston Area, and an average daily rate of 55 new hospitalizations across the TMC system. Dr. Porsa reported approximately 80% of Harris Health workforce has been vaccinated. However, Dr. Porsa stated that the COVID-19 vaccination would become mandatory once fully approved by the U.S. Food and Drug Administration (FDA).</p> <p>Dr. Porsa provided a brief overview of the strategic plan approach. He stated that the plan includes recommendations from Alvarez & Marsal (A&M), Relia Health Care Advisors (Relia), as well as tactics in progress and those not yet included in the strategic plan.</p>	

	<p>Dr. Porsa stated that he expects to have A&M recommendations completed by the end of this fiscal year. He noted that in August, the Board can expect a presentation on Pillar 2: People and Pillar 4: Population Health Management, and in September on Pillar 1: Quality and Patient Safety, Pillar 3: One Harris Health System and Pillar 5: Infrastructure Optimization. A copy of the presentation is available in the permanent record.</p>	
	<p>B. Board Member Announcements Regarding Board member advocacy and community engagements.</p> <p>Mr. Lawrence Finder recognized Ms. Carole Lamont, Community Aide to Harris County Commissioner Tom Ramsey of Precinct 3, who is retiring after 20 years of service.</p>	
<p>IV. Public Comment</p>	<p>Ms. Cynthia Cole, Executive Director, Local #1550 – AFSCME, American Federation of State, County, and Municipal Employees, addressed the Board regarding employee relations matters as it relates to lower wages for frontline workers, employee safety and protection measures and a moratorium on terminating employees. Ms. Cole thanked the Board for their time and the opportunity to speak on behalf of the individuals.</p>	
<p>V. Consent Agenda Items</p>	<p>A. Recommended Committee Approvals</p> <ol style="list-style-type: none">1. Acceptance of Harris Health’s Quality Manual. <p>As it relates to the revisions of the Quality Manual, Mr. Finder recommended replacing the term Community-owned, healthcare system and substituting it with public or government-owned, healthcare system.</p> <ol style="list-style-type: none">2. Approval to Amend the Lease Between Harris County Hospital District d/b/a Harris Health System and A-S 47-Jones-Cypress N. Houston, L.P. for the Cypress Health Center for the Term August 1, 2021 through July 31, 2026 at an Initial Estimated Monthly Rate of \$11,266.67.3. Approval to Amend a Lease Between Harris County Hospital District d/b/a Harris Health System and SLS West Loop II, LP to Include Rooms BE19 and BE21B at the Fournace Property.4. Approval of Payment for the Contracted Services Specified in the Harris Health System Operating and Support Agreement with Baylor College of Medicine (BCM) for the Contract Year Ended June 30, 2022, and Additional Funding for the Contract Year Ended June 30, 2021. <i>Dr. Arthur Bracey recused from this agenda item.</i>	<p><u>Motion No. 21.06-59</u></p> <p>Moved by Ms. Elena Marks, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda items V.A.1. through V.A.8., noting Mr. Finder’s recommendations on agenda item V.A.1. Motion carried. Dr. Arthur Bracey recused from agenda item V.A.4.</p>

	<ol style="list-style-type: none">5. Approval of Payment for the Contracted Services Specified in the Harris Health System Affiliation and Support Agreement with the University of Texas Health Science Center at Houston (UT Health) for the Contract Year Ended June 30, 2022, and Additional Funding for the Contract Year Ended June 30, 2021.6. Acceptance of the Harris County Hospital District Pension Plan Independent Auditor’s Report and Financial Statements for the Years Ended December 31, 2020 and 2019.7. Acceptance of the Harris County Hospital District 401(k) Plan Independent Auditor’s Report and Financial Statements for the Years Ended December 31, 2020 and 2019.8. Acceptance of the Harris Health System Independent Auditor’s Report and Financial Statements for the Fiscal Years Ended February 28, 2021 and February 29, 2020.	
	<p>B. New Consent Agenda Affiliation Agreements</p> <ol style="list-style-type: none">1. Approval of Affiliation Agreements (B1 through B2).	<p><u>Motion No. 21.06-60</u> Moved by Mr. Lawrence Finder, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item V.B.1. Motion carried.</p>
	<p>C. New Consent Agenda Grant Agreement</p> <ol style="list-style-type: none">1. Approval of an Agreement between the Harris County Hospital District d/b/a Harris Health System and the Texas Health and Human Services Commission to Provide Epilepsy Program Services in the Amount of \$145,952 for the Term September 1, 2021 through August 31, 2022.	<p><u>Motion No. 21.06-61</u> Moved by Mr. Ewan Johnson, seconded by Ms. Elena Marks, and unanimously passed that the Board approve agenda item V.C.1. Motion carried.</p>
	<p>D. New Consent Agenda Items for Approval</p> <ol style="list-style-type: none">1. Approval of a Resolution Setting the Rate of Mandatory Payment for the Harris County Hospital District Local Provider Participation Fund.2. Approval for an Interlocal Agreement Between the Harris County Hospital District d/b/a Harris Health System and Harris County, Texas, on Behalf of its Auditor’s Office, in an Amount Not to Exceed \$973,577.38 for the Internal Audit Services Provided by Harris County to Harris Health.	<p><u>Motion No. 21.06-62</u> Moved by Professor Marcia Johnson, seconded by Ms. Lawrence Finder, and unanimously passed that the Board approve agenda items V.D.1. and V.D.2. Motion carried.</p>

	<p>E. New Consent Agenda Items for Information Only</p> <ol style="list-style-type: none">1. Harris Health System Council-At-Large Meeting Minutes.2. Harris Health System May 2021 Financial Reports Subject to Audit. <p>Ms. Victoria Nikitin, Senior Vice President, Finance, presented the Harris Health System May 2021 Financial Report. She stated that the inpatient volumes continue to trend higher in the first quarter, with the average daily census only 2.1% below budget. She noted an operating income of 42.8M compared to budgeted income of \$5.6M. Ms. Nikitin stated that net patient revenues, including Health Resources and Services Administration (HRSA) Relief Fund revenue, contributed \$42.2M to the positive variance. She reported operating expenses of \$480.2M were \$20.2M or 4.4% greater than budget. Total salaries and benefits accounted equally for the \$10.4M variance. She mentioned that half the variance was caused by increases in premium labor and nursing incentives effective for the ongoing response to the COVID-19 pandemic, and the other half by increased health insurance claims. Ms. Nikitin mentioned that provider costs were \$4.9M higher than anticipated, supplies reported an unfavorable variance of \$3.1M and purchased services reported an unfavorable variance of \$2.7M driven by an increase in outside medical services and consulting fees. Discussion ensued regarding addressing the surgical backlog during the COVID-19 pandemic in addition to telemedicine services. A copy of the report is available in the permanent record.</p> <ol style="list-style-type: none">3. Review of Grants \$100,000 and Under from Harris County Hospital District Foundation to Harris Health System Executed by Harris Health President & CEO – FY22 to Date. <p><i>{End of Consent Agenda}</i></p>	<p>No Action Required.</p>
<p>VI. Strategic Discussion</p>	<p>A. Harris Health System Legislative Initiatives</p> <ol style="list-style-type: none">1. Update and Discussion Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System. <p>Mr. R. King Hillier, Vice President, Public Policy and Government Relations, provided an update regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System. He stated that a new coalition was formed to add momentum for a \$1.2T infrastructure package that the Senate is expected to address later this month. He noted that on June 17, 2021, the Supreme Court ruled in a 7-2 decision to dismiss the lawsuit challenging the Affordable Care Act (ACA).</p>	<p>As Reported.</p>

	<p>Mr. Hillier reported that Texas Governor Greg Abbott announced a special session on July 8, 2021, which is expected to last up to 30 days. He explained that the session was called to address bills that died at the end of the regular legislative session such as election and bail reform, transgender issues, and American Rescue Act funds. Issues that may affect Harris Health include end of life measures, taxpayer funded lobbying and electrical grid issues. A copy of the legislative report is available in the permanent record.</p>	
	<p>B. Discussion Regarding Jail Health and Commissioners Court Updates</p> <p>Dr. Esmail Porsa led discussion regarding Jail Health and Commissioners Court Updates. He recognized the following Correctional Health Leadership Team:</p> <ul style="list-style-type: none"> • Otis Ekins, Chief Medical Officer (CMO), Correctional Health • Kiki Teal, Vice President of Operations, Correctional Health • Dena Villanueva, Administrative Director of Nursing, Correctional Health <p>Dr. Porsa presented the medical division work groups, which includes Operational Design and Care Delivery Model, Budget and Finance, Human Resources and Nursing Services, Information Systems, and Provider Contracts and 3rd Party Agreements. He stated that in September 2021, a transition plan will be distributed to the Board, with a proposed transition date of March 2022. Dr. Porsa provided a brief overview regarding key issues, progress updates and committee recommendations as well as projected next steps. Ms. Sara Thomas, Vice President Legal Affairs/Managing Attorney, Harris County Attorney’s Office, stated that an Interlocal Agreement will be presented once the transition plan is developed and evaluated by the Board. Discussion ensued regarding the funding mechanism and ambitious timeline of Jail Health services. A copy of the presentation is available in the permanent record.</p>	<p>As Reported.</p>
<p>VII. Executive Session</p>	<p>At 9:05 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session for Items ‘A and G’ as permitted by law.</p>	
<p>VIII. Reconvene</p>	<p>At 11:06 a.m., Dr. Arthur Bracey reconvened the meeting and stated that no action was taken in Executive Session.</p>	
	<p>A. Consultation with Attorney Regarding Jail Health and Commissioners Court Updates, Pursuant to Tex. Gov’t Code Ann. §551.071 and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>

	<p>B. Report Regarding Quality of Medical and Health Care, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. 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, Including the Harris Health System Quality and Safety Performance Measures, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of Credentialing Changes for Members of the Harris Health System Medical Staff.</p>	<p>No Action Taken.</p>
	<p>C. Consultation with Attorney Regarding Harris County Hospital District Foundation, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>
	<p>D. 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 CLIA Survey and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>
	<p>E. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Enterprise Risk Matters, Pursuant to Tex. Health and Safety Code Ann. §161.032 and Tex. Gov't Code Ann. §551.071.</p>	<p>No Action Taken.</p>
	<p>F. Consultation with Attorney Regarding Patient Safety Incident, Pursuant to Tex. Gov't Code Ann. §551.071, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>
	<p>G. Discussion Regarding the Evaluation of Chief Executive Officer, Pursuant to Tex. Gov't Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session.</p>	<p>No Action Taken.</p>

<p>IX. General Action Items</p>	<p>A. Item(s) Related to Quality Committee</p> <p>1. Acceptance of the Medical Executive Board Report to Include Notice of Appointments and Selection of New Service Chiefs.</p> <p>A copy of the report is available in the permanent record.</p>	<p><u>Motion No. 21.06-63</u></p> <p>Moved by Ms. Anne Clutterbuck, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item IX.A.1. Motion carried.</p>
	<p>2. Acceptance of Credentialing Changes for Members of the Harris Health System Medical Staff Subject to Review of Files for Discussion. Dr. Arthur Bracey recused from this agenda item.</p> <p>Dr. John Foringer presented the credentialing changes for members of the Harris Health System Medical Staff. He reported that there were seven (7) temporary privileges, thirty-seven (37) initial appointments, 110 reappointments, sixteen (16) change/add privileges and twenty-six (26) resignations. A copy of the report is available in the permanent record. <i>Dr. Arthur Bracey recused from this agenda item.</i></p>	<p><u>Motion No. 21.06-64</u></p> <p>Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item IX.A.2. Motion carried. Dr. Arthur Bracey recused from this agenda item.</p>
	<p>B. Item(s) Related to Budget & Finance Committee</p> <p>1. Consideration of Purchasing Recommendations Requiring Board Approval (Items A1 through A58).</p> <p>Dr. Bracey stated that Purchasing’s transmittals (B1 through B14) are not for approval. <i>Dr. Arthur Bracey recused from purchasing item A28.</i></p>	<p><u>Motion No. 21.06-65</u></p> <p>Moved by Ms. Elena Marks, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve agenda item IX.B.1. Motion carried. Dr. Arthur Bracey recused from purchasing item A28.</p>
<p>X. Item(s) Related to Ambulatory Surgical Center at LBJ Governing Body</p>	<p>A. Approval to the Ambulatory Surgical Center at LBJ Governing Body Bylaws.</p>	<p><u>Motion No. 21.06-66</u></p> <p>Moved by Dr. Ewan Johnson, seconded by Ms. Linda Morales, and unanimously passed that the Board approve agenda item X.A. Motion carried.</p>

	<p>B. Approval to Appoint/Re-appoint Board of Trustee Members and Executive Leadership to the Ambulatory Surgical Center at LBJ Governing Body.</p> <ul style="list-style-type: none">• Four (4) Board Member Appointments:<ol style="list-style-type: none">1. Dr. Ewan Johnson2. Professor Marcia Johnson3. Ms. Linda Morales4. Ms. Alicia Reyes• One (1) Harris Health Executive Appointment:<ol style="list-style-type: none">1. Ms. Victoria Nikitin• Two (2) Non-voting Ex-officio Members [Information Only]:<ol style="list-style-type: none">1. Mr. Matthew Reeder2. Dr. Scott Perry	<p><u>Motion No. 21.06-67</u></p> <p>Moved by Ms. Elena Marks, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item X.B. Motion carried.</p>
<p>XI. Item(s) Related to Health Care for the Homeless Program</p>	<p>A. Approval of the Following Reports for the Health Care for the Homeless Program (HCHP) 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.</p> <ul style="list-style-type: none">• Change in Scope: Address Change• Harris County Hospital District Foundation Grant Award• One (1) Medical Service Contract<ol style="list-style-type: none">1. Baylor College of Medicine Psychiatry <i>Dr. Arthur Bracey recused from this agenda item.</i>• Five (5) Continuation Agreements<ol style="list-style-type: none">1. Salvation Army Family Residence, 1603 McGowen St., Houston, TX 770042. Salvation Army Adult Rehab Center, 2118 Washington, Houston, TX 770023. Lord of the Streets, 3401 Fannin St., Houston, TX 770044. Crossroads at Park Place, 7843 Park Place Blvd., Houston, TX 770875. S.E.A.R.C.H., 2015 Congress Ave., Houston, TX 77002 <p>Dr. Jennifer Small, Vice President & Associate Administrator, Ambulatory Care Services, presented the Health Care for the Homeless Program (HCHP) operational update including Patient Services, Quality Management Report and Change in Scope. She reported that there were 122 new adult patients associated with the program and 232 telehealth visits. HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA). In June, HCHP served 3697 unduplicated patients and completed 8263 total visits.</p>	<p><u>Motion No. 21.06-68</u></p> <p>Moved by Ms. Elena Marks, seconded by Ms. Anne Clutterbuck, and unanimously passed that the Board approve agenda item XI.A. Motion carried. Dr. Arthur Bracey recused from discussion regarding the Medical Contract.</p>

	<p>Dr. Small stated that the amount of unduplicated patients seen overall has trended upward since the prior month; however, there has been a decrease in unduplicated patients since mid-March 2020 attributed to the COVID-19 pandemic. She also noted a 13% increase in patient visits compared to the prior quarter.</p> <p>Dr. LaResa Ridge, Medical Director, HCHP, presented the Quality Management Report. She stated that several physicians were not aware of HRSA or The Healthcare Effectiveness Data and Information Set (HEDIS) standards, which resulted in inconsistent documentation. Consequently, corrective action plans were implemented to improve physician documentation. Additionally, Dr. Ridge mentioned that the Quality Chart Review Tool was developed and revised to ensure quality assurance chart reviews. She noted that HCHP’s primary areas of focus includes cancer screenings and diabetes management.</p> <p>Ms. Tracey Burdine, Director, HCHP, stated that the Harris Health System Health Care for the Homeless Program medical and dental mobile units address will be changed from 2525 Holly Hall Street, Houston, Texas, 77054 to 5656 Kelley Street, Houston, Texas, 77026. The change in scope will be implemented beginning on July 1, 2021. Ms. Burdine announced that HCHP received a grant in the amount of \$5,000 for the purchase of undergarments and feminine hygiene products for women experiencing homelessness as incentives to encourage cervical cancer screening. A copy of the report is available in the permanent record.</p>	
XII. Adjournment	Moved by Mr. Lawrence Finder, seconded by Ms. Elena Marks, and unanimously approved to adjourn the meeting. There being no further business to come before the Board, the meeting adjourned at 11:24 a.m.	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on June 24, 2021.

Respectfully Submitted,

Arthur Bracey
Arthur Bracey, M.D., Chair

Elena Marks
Elena Marks, Secretary