Motion carried. Motion No. 2.08-73

Motion carried. Motion No. 2.08-72

Action/Recommendations

Discussion

Agenda Item

ATTENDANCE

Record of the Meeting:

The meeting was called to order at 8:00 a.m. by Artificial Breathe, MD Chair. It was noted that there was a quorum present and the attendance was recorded. While some board members were in the room, others continued to participate by videoconference as permissible by the government orders.

Today, other than continued board members, no one was present at the board meeting. The meeting may be viewed online: [HMSH website link].

ACTION/RECOMMENDATIONS

III. Announcements

A. Approval of Board Resolution Naming the Board of Trustees Executive Conference Room located on the first floor of the building. Room in honor of Mr. Elvin Franklin.

III. Presentations

Special Presentation / Special Recognition

II. Approval of Minutes

Previous Minutes

Special Called Board Meeting - August 12, 2021

Special Called Board Meeting - July 22, 2021

Board Meeting - June 24, 2021

The motion was incorrectly stated as 8:20 a.m. in the minutes. Attendance was also corrected. The Foundation informed him that it was a mistake for 8:20 a.m. instead of 8:00 a.m. The motion is August 12th, 2021.

Motion: Eliminate the following corrections to the August 13th minutes: "Dr. Perry read the following corrections to the August 13th minutes:"

To refer to that Mr. Clift=schick was not present on August 13th.

Mr. Franklin was also co-founder of the Harris County Hospital District. Mr. Franklin has been a leader in the community, Mr. Franklin is a leader in the community, Mr. Franklin is a leader in the community, Mr. Franklin is a leader in the community.
Dr. Porsa recognized the recipients of the Second Quarter 2021 Top Performing Providers and Professionalism.

Dr. Esmaili Porsa expressed a heartfelt thanks to all frontline workers for going beyond the call of duty, especially over the last year and a half, and for rising to the highest level of quality and professionalism.

Dr. Ann Barnes, named as Chief Health Officer, Effective August 29, 2021.
Dr. Steven Bass, named as Chief Medical Executive, Effective August 29, 2021.

Mr. Joseph Armun, named as Administrative Director of Hospital Operations, LBU.

Recognized following executive leadership:
Dr. Esmaili Porsa, Harris Health System President and Chief Executive Officer (CEO).

B. CEO Report Including Updates on COVID-19 FDA Approved Vaccinations and Mandating

As reported,

Dr. Randy Mason, MD, El Franco Lee Health Center
Dr. Mahdi Molka, MD, El Franco Lee Health Center
Dr. Terri McDemott, MD, Danny Jackson Health Center
Dr. Zeena Khan, MD, Vuillona Health Center
Dr. Prabhat Singhi, MD, El Franco Lee Health Center
Dr. Maria-Luz, MD, Casa de Amigos Health Center
Dr. Sunita Amin, MD, Cypress Health
Dr. Aimi Dharia, MD, El Franco Lee Health Center
Dr. Marlyn Luster King Jr.
Dr. Jesse Jacob, OD, Martin Luther King Jr. Health Center
Dr. Tonya Horan, MD, Houston Health Center
Dr. Naquin Luster, MD, Martin Luther King Jr. Health Center
Dr. Zara Khan, MD, Vuillona Health Center
Dr. Shireen Shields, MD, Martin Luther King Jr. Health Center
Dr. Teemas Callies, MD, Guifate Health Center
Dr. Preethi Nambo, MD, Vuillona Health Center

Percentile of patient satisfaction scores: Each provider achieved at or above the 55th percentile, above the 95th percentile, and above the 99th percentile.

C. Minutes of the Board of Trustees Board Meeting – August 26, 2021

Appointment of the Board of Trustees Executive Conference Room located on the first floor of the Health Center by and through its Board of Trustees, approves and hereby authorizes the

Franklin Jr. Fournace Place in honor of Elvin Franklin Jr.

On behalf of Harris Health System and the Board of Trustees, Dr. Brandt presented Mr.
5% Pay adjustments for Nursing & Critical Clinical Areas
- Shifted to 75% bonus/commission strategy for nursing & critical clinical areas
- High needs pay program - $30/day shift and $40/night shift
- Critical Care Emergency: Award for emergency nurses that will fill critical staffing need in a shift from February 17-18, 2022.
- Critical Care Coverage Award - Employees that fill critical staffing needs during the night.
- Paid day bonus - $150/day - Employees that fill critical staffing need in the morning.
- Premier Extra Shift Pay - $200
- Management - $2200
- No call-in award to nurses, respiratory therapists, radiology department, case management, non-discretionary bonuses, increased to supplemental roles, in order to be more competitive

Following COVID-19 Retention Initiatives:
- Challenges HHS is facing: In support of front-line workers, HHS has implemented the following initiatives to spread the word to citizens, city, and county officials regarding the front-line healthcare workers have expressed fatigue, frustration, and exhaustion. We have restructured the front-line workforce, the number of COVID patients is higher than ever, and we are struggling to keep up with the demand.
- Dr. Poros reported that there is a continuing increase in the number of daily COVID-19 hospitalizations across the nation. He stated that the trend is not expected to change.
- The state of the pandemic at almost 5,000 cases, Dr. Poros reported a continued increase in the number of daily COVID-19 hospitalizations across the nation. He stated that the trend is not expected to change.
- The region has experienced a significant increase in the positivity rate (125%) for COVID-19.
- Dr. Poros requested that there is a continuing increase in the positivity rate (125%) for COVID-19.

100% Perseverance:
- Dr. Poros recognized Amanda Pearson, FNP, Shawanda Walker, FNP, and Dr. John Sanders for their contributions.
- Throat Clinic: Julie Rever, MD, Valdona Health
- Gynecology Oncology Clinic: Douglas Stansley, MD, LF
- Breasty Admirson, PA, Smith
- Health Center: Patrice Orsco, MD, El Franco Lee Health Center
- El Franco Lee Health Center
The board expressed their appreciation and gratitude to all hospital administrators, faculty, and support staff for their tireless efforts throughout the COVID-19 pandemic.

Additionally, Dr. Poors expressed a heartfelt thanks and appreciation to following hospital administrators for their exceptional leadership, hard work and perseverance during the pandemic:

- Elected officials
- Nursing leaders
- Medical leaders
- Executive leaders
- Front line staff
- Allied health leaders
- Board of Trustees

Dr. Poors expressed his sincere thanks and appreciation to the following:

Total COVID hospitalizations are among the unvaccinated.

Dr. Poors reported that the Board of Trustees recommended readmittance on August 17, 2021.

- Increased hourly rates for Respiratory Therapists to $31.50/hr.
- Increased hourly rates for ICU & ED Nurses to $40.00/hr.
- 111% pay adjustments for Critical Care Employees.
- 216 new positions created for Respiratory Therapy and Critical Care Areas.
<table>
<thead>
<tr>
<th>Item</th>
<th>Recommended Committee Approvals</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Approval of a change in Harris Health's Fiscal Year to run from October 1 to September 30.</td>
</tr>
<tr>
<td>3.</td>
<td>Acceptance of the Harris Health System Second Quarter Calendar Year 2022 Pension Plan Investment Report.</td>
</tr>
<tr>
<td>1.</td>
<td>Approval to appoint Mr. Terry Elliott, Administrative Director, Facilities Management, to the August Committee Meeting.</td>
</tr>
<tr>
<td>1.</td>
<td>Approval of a Pension Plan Funded Ratio of 90.27%.</td>
</tr>
<tr>
<td></td>
<td>A copy of the Pension Plan is available in the permanent record.</td>
</tr>
</tbody>
</table>

**V. Recommended Committee Approvals**

Mr. Issac Payton spoke regarding racial inequality, stating that he was treated unfairly and wrongfully specifying some additional employee concerns.

Measures including mental health and workplace safety were addressed to ensure that the Board and employees remain healthy and safe. The Board expressed appreciation for his heartfelt message. It was stated that he is a valued member of the community and that his concerns have been noted.

Mr. Cymith Cole, Executive Director, Local 5150 - AFSCME, American Federation of State, County, and Municipal Employees, recognized Dr. Penn for his service to the community.

There were no board member announcements.

C. Board Member Announcements:

- Regarding board member advocacy and community engagement.

---

**Motion No. 21-08-24**

Moved by Dr. Andrea Caracostis, seconded by Professor Martha Johnson, unanimously passed that the following items be approved:

- Approval of a change in Harris Health’s Fiscal Year to run from October 1 to September 30.
- Acceptance of the Harris Health System Second Quarter Calendar Year 2022 Pension Plan Investment Report.
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</tr>
</thead>
<tbody>
<tr>
<td>2.10.87</td>
<td>Motion carried. Mr. George Jones seconded by Ms. Alice Cuthbert. Moved by Ms. Annette Barksdale.</td>
</tr>
<tr>
<td>2.10.88</td>
<td>Motion carried. Mr. Lee Thomas seconded by Mr. Lawrence Francis. Moved by Ms. Anne Cluskey.</td>
</tr>
<tr>
<td>2.10.89</td>
<td>Motion carried. Agreement C.E. Mr. J. Lee Smith seconded by Mr. Lawrence Francis. Moved by Mr. William Clark.</td>
</tr>
<tr>
<td>2.10.90</td>
<td>Motion carried. Agreement B.Z. Mr. J. Lee Smith seconded by Mr. Lawrence Francis. Moved by Mr. William Clark.</td>
</tr>
</tbody>
</table>

**Office for Legal Services**

Harris County Office for Legal Services. Proposed agenda item A.E. T.R. Motion to formally approve the agenda item. Seconded by Mr. Lawrence Francis and moved by Ms. Anne Cluskey. 

**E. New Consent Agenda Item for Approval**

- **Item 1:** Approval for an Interlocal Agreement Between the Harris County Hospital District d/b/a Office for Legal Services and Harris County, Texas, on behalf of the Harris County Attorney's Office. 
  - Moved by Ms. Alice Cuthbert, seconded by Mr. Lawrence Francis. 

**Item 2:** Approval of Purchasing Recommendations (Items A.T. through B.T.) are not for approval. 

**Item 3:** Approval of Purchasing Recommendations (Items A.T. through A.Y.) are not for approval. 

**Item 4:** Approval of Purchasing Recommendations (Items A.T. through C.T.) are not for approval.
**VI. New Items for Board Consideration**

- **A.** Approval of Payment for the Contracted Services Specified in the Harris Health System Contractual Agreements.

<table>
<thead>
<tr>
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<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.08-72</td>
<td>- Approval of Payment for the Contracted Services Specified in the Harris Health System Contractual Agreements.</td>
</tr>
<tr>
<td>21.08-80</td>
<td>- Approval of Payment for the Contracted Services Specified in the Harris Health System Contractual Agreements.</td>
</tr>
</tbody>
</table>

**VII. Strategic Discussion**

- **A.** Harris Health System Legislative Initiatives.

<table>
<thead>
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<tr>
<td>21.08-80</td>
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<td>21.08-72</td>
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</tr>
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</table>

**End of Consent Agenda**

1. Harris Health System Financial Reports Subject to Audit.
2. Harris Health System Financial Reports Subject to Audit.
3. Harris Health System Financial Reports Subject to Audit.

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*Dr. Bruce noted that the following items were presented in your packet for review and are provided for informational purposes only.*
### B. Presentation Regarding Harris Health Strategic Plan Update: Pillar 2

**3. Employee Engagement Plan**

Ms. Allison Bashir, Director, HR, presented an overview regarding communication efforts, training, and engagement strategies to address diverse areas of opportunity.

<table>
<thead>
<tr>
<th>Components:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee surveys and Continuous Improvement Planning</td>
</tr>
<tr>
<td>Active listening</td>
</tr>
<tr>
<td>Information gathering and Inclusive Response</td>
</tr>
<tr>
<td>Focus on People</td>
</tr>
</tbody>
</table>

Ms. Allison Bashir, Director, HR, organizational services, delivered a brief overview of the Employee Engagement Plan regarding Harris Health's engagement strategies to enhance the patient experience and employee and medical staff engagement. The plan includes initiatives to foster a culture of respect, recognition, and Hacker Health's unique culture. The presentation highlighted actions, strategies, and feedback mechanisms implemented to improve employee engagement and satisfaction.

---

**Perinatal Care Law Update:**

A copy of the legislative report is available in the posted minutes for all attendees. The presentation discussed the recent legal changes, particularly the extension of the Texas Health and Human Services Commission's waiver agreements. Mr. Hillier noted that on August 20th, 2022, a federal district judge temporarily enjoined the Texas Health and Human Services Commission's waiver agreement, which prevented a 14-hour extension of the Texas Medicaid TDD waiver agreement.

Mr. Hillier also clarified that current guidelines do not permit providers to offer continuous care without establishing a 30-minute time period within the patient's hospital stay. Harris Health's strategy involves continuous care services for its patients, ensuring compliance with the new legal requirements.

Mr. Hillier acknowledged the importance of patient satisfaction and communication, emphasizing the need for effective engagement strategies. The hospital's commitment to improving patient outcomes and satisfaction is reflected in its continuous efforts to enhance care delivery and patient experience.

**COVID-19 Response:**

During this session, the presentation highlighted the importance of vaccination and adherence to public health guidelines. The discussion included the COVID-19 surge and the impact on the facility's operations. Harris Health's proactive approach to vaccination mandates in Texas was discussed, along with the importance of public health initiatives.

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**Breastfeeding Initiatives:**

Mr. Hillier stressed the hospital's commitment to breastfeeding support, emphasizing the availability of lactation consultants and supportive policies for new mothers.

---

**Employee Benefits:**

The presentation also touched on employee benefits, including insurance and wellness programs, which are crucial for retaining a skilled workforce. Harris Health's dedication to employee welfare was highlighted, reflecting its commitment to creating a supportive and inclusive workplace.

---

**Conclusion:**

The presentation concluded with a focus on the importance of collaboration, communication, and continuous improvement in achieving the goals outlined in the Harris Health Strategic Plan. The commitment to patient and employee well-being was reinforced, reflecting Harris Health's dedication to providing high-quality care and fostering a positive work environment.
that have developed actionable solutions.

matrix reports. The collaborative has created multidisciplinary sub-group committees as a system level forum for strategic review of patient experience scores, trends and priority.

Engagement Plan. The goal is to create the Patient Experience Collaborative to provide David Riddle, Director, Patient Experience, delivered an overview regarding the Patient Engagement Plan, Senior Vice President, Nursing Affairs and Support Services, and MIR.

Dr. Maneen Padilla, Senior Vice President, Nursing Affairs and Support Services, and MIR.

3. Patient Engagement Plan

Improvements: A copy of the presentation is available in the permanent record.

Interdepartmental nurse-staffing, infrastructure, and information technology (IT) initiatives, strategic plan implementation, the need for a multidisciplinary and multi-disciplinary joint initiative that addresses the needs of both healthcare providers. It is critical that it is closely aligned with patient needs.

Harris Health’s strategic plan is a long-term initiative that is directly aligned with the strategic plan of the hospital, people and services provided. In close tandem with the strategic plan, people and services.

Harris Health will develop a culture of respect, recognition and trust with the patients, staff and providers.

DR. Jason Chimungu, Associate Chief Medical Officer & Senior Vice President, Medical Affairs

2. Medical Staff Engagement Plan

In the permanent record.

A copy of the presentation is available in the program. A copy of the presentation is available.

based tool to address implicit bias. The restructured information regarding the purpose.

system wide action plan. M. Harris Health is a prominent health and medical organization.

years strategic plan 2017-2025. The strategic plan of this is a long-term initiative that is directly aligned with Harris Health's long-term strategic plan.

Harris Health's long-term strategic plan.

We started that the plan is focused on culture building however, it is incremental.

• Recognition Connection
• Mission Reformation
• Developing an Inclusive Working Environment
• Leadership Development

strategies to address areas of opportunity:

employee engagement survey, and the NQI nursing satisfaction survey.

M. Harris Health, that annually, Harris Health surveys staff through the life line.

M. Harris Health, that annually, Harris Health surveys staff through the life line.
Dr. Maureen Padilla led the discussion regarding an International Nurse Staffing Agency.

**D. Discussion Regarding an International Nurse Staffing Agency**

As Presented.

A copy of the presentation is available in the permanent record.

Ms. Tsung presented Nurse Health’s key populations, key service lines, key challenges, and various strategies. Taxonomies need to be defined for better targeting. The approach is to introduce in high-impact, high-resource, and community settings.

The model involves community partners (including the social determinants of health), the primary care setting, and a full continuum of care. The model involves action to improve patient outcomes by optimizing a cross-continuum health strategy. She noted that Pillar 4 is a phasing in of a health strategy plan update. She noted that Pillar 4 is included in the following:

- Staffing levels
- Reversing the following measures:
  - Wait Times
  - Care Transitions
  - Good Communication between Providers and Nurses
  - Care Coordinators
  - Nurse Leadership
  - Doctor Leadership

The approach utilizes the following key major targeted focus areas:

<table>
<thead>
<tr>
<th>Population Health Plan with Objectives and Outcome Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Presentation Regarding Nurse Health Strategic Plan Update: Pillar 4</td>
</tr>
</tbody>
</table>

As Presented.
Harris Health system to present proposed revisions to the Harris County Hospital District

$551.07.1, and possible action regarding this matter upon return to open session.

Board committee meetings via videoconference call policy, pursuant to Tex. Gov't Code Ann. 411.307, and possible action regarding this.

 Moved by Dr. Ewan Johnson; seconded by Ms. Anne Curtisbruck; and

Motion No. 21.08.81

C. Consultation with Attorney regarding Board of Trustees participation in Board meetings and

After return to open session.

Foundation, pursuant to Tex. Gov't Code Ann. $551.07.1, and possible action regarding this.

Strategic alignment between Harris Health System and Harris County Hospital District Foundation policies on the basis of Harris Health System Board of Trustees, and possible action regarding this.


on item C of the agenda.

At 12:30 p.m., Dr. Arthur Breyer reconvened the meeting and stated that the board will take action.

$555.089.

and Texas Government Code $551.07.1; $551.07.4; $418.183, and

and as permitted by law, pursuant to Tex. Health and Safety Code $555.102; Texas Government Code; and

At 9:35 a.m., Dr. Arthur Breyer stated that the board would enter into executive session for items A, E, and F. 

Permanent record.

For informationally registered nurses. A copy of the presentation submitted by the Harris Health System, prior to the conclusion of the meeting, will be made available to the public.

and he was promoted to Texas Health and Safety Code, 555.071, and Texas Government Code; and Texas Government Code, and

Per the collective bargaining agreement, nurses have worked more than 499 hours

Revised as 890-032, Tex. OCC Code Ann. 555.102, Tex Code Ann. 555.102, and Tex. OCC Code Ann. 555.102 to receive

No action taken.

no item C of the agenda.


IX. Recognize

Session 11.

Motion No. 21.08.81

C. Consultation with Attorney regarding Board of Trustees participation in Board meetings and
Mr. Derek Curtis, Chief Nursing Officer, introduced the Hospital's strategic plan.

The Strategic Planning Committee consists of eight (8) nurse clinicians and received a response rate of 100%. The feedback received was 72% of those respondents agreed with the strategic plan. The committee has identified four (4) top-level goals that nurses have expressed:

1. Improve patient satisfaction
2. Enhance quality and safety
3. Increase staff retention and recruitment
4. Expand community outreach

Mr. Curtis also presented an update on the Hospital's financial status and a summary of the current budget. He expressed confidence in the Hospital's ability to meet its financial goals despite the challenging economic climate.

The meeting adjourned.

motion no. 21-08-82

Minutes of the Board of Trustees Board Meeting - August 25, 2021

Page 13 of 15
Record: Implemened beginning on October 1, 2021. A copy of the report is available in the permanent file in the City of Houston’s Development Center.

Item 1Z: Referred to Health Care for the Homeless Program.

More by Mrs. Lawrence: Frustrated to the Board.

April 20, 2021

Motion No. 2108-83

A. Approval of the following reports for Health Care for the Homeless Program (HCAP):

- Change in Scope: Additional Services at Star of Hope Men’s Development Center
- Change in Scope: Recognition of Hinds Garden
- American Rescue Plan Budget Narrative
- Program Director’s Performance Appraisal
- HCAP Budget Review

Approved by all Board Members.

XI. Items Referred
I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on August 26, 2021.

II. Adjournment

Moved by Mr. Lawrence Finder, seconded by Ms. Elena Marks, and unanimously approved to adjourn.

11:24 a.m.