

## MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES

Board Meeting

Thursday, April 25, 2024

9:00 a.m.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
I. Call to Order and Record of Attendance	The meeting was called to order at 9:04 a.m. by Andrea Caracostis, MD, MPH, Chair. It was noted that a quorum was present and the attendance was recorded. Dr. Caracostis stated while some of Board members are in the room with us today, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. Only participants scheduled to speak have been provided dial in information for the meeting. All others who wish to view the meeting may access the meeting online through the Harris Health website: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	A copy of the attendance is appended to the archived minutes.
II. Approval of the Minutes of Previous Meeting	<ul style="list-style-type: none"> <li>Board Meeting – March 28, 2024</li> </ul>	<b>Motion No. 24.04-45</b> Moved by Ms. Ingrid Robinson, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve the minutes of the March 28, 2024 meeting. Motion carried.
III. Announcements/Special Presentations	<b>A. CEO Report Including Special Announcements</b>  Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), delivered the CEO Report, including special announcements. He shared that Harris Health System held its annual Faculty Medical Staff Event on April 17, 2024, which was well attended. He noted that Harris Health celebrated its Zero Harm Award at ceremonies across the Pavilions. The Zero Harm Awards are a testament to the dedication and excellence of Harris Health's workforce members, and are earned by clinical areas that achieve zero preventable events in specific categories over a 12-month period. Dr. Porsa announced that the American College of Cardiology completed a survey of Ben Taub Hospital and recommended the renewal of Ben Taub's Chest Pain Center's accreditation. Ben Taub Hospital was recognized for teamwork, allocation of resources when serving such an underserved and vulnerable population, including the implementation of high sensitivity Troponin test, and availability of Critical Care Transfer Team. Dr. Porsa was pleased to recognize Mr. Vikrant Arora as Interim Chief Information Security Office (CISO), whose background includes twenty years of experience in the information security field, including at NYC Health and Hospitals and the Hospital for Special Surgery.	As Presented.

	<p><b>B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements</b></p> <p>Dr. Caracostis stated that the 7th Annual Black Maternal Health Week occurred April 11-17, 2024. Black Maternal Health Week (BHMW) was recognized by the Biden Administration in 2021, coinciding with its announcement to increase investment in research and quality improvement initiatives geared at eliminating racial disparities which exist in maternal health outcomes. She also acknowledged the Birth Equity Committee at Harris Health, which consists of maternal care professionals and stakeholders dedicated to addressing maternal care disparities, specifically racial and ethnic disparities. Dr. Caracostis noted that she and Dr. Cody Pyke, along with members of Administration, the Chiefs of Staff and the Chair of the Medical Executive Board, attended Harty Springer's Complete Course for Medical Staff Leaders. Attendees received three (3) days of education on national best practices related to credentialing, peer review, and Medical Staff Bylaws. Dr. Pyke recognized Harris Health's administrative professionals for the National Administrative Professionals' Day held on April 24, 2024. Dr. Porsa recognized Trustees Ms. Marcia Johnson and Ms. Jennifer Tijerina, who were in attendance for the Zero Harm Awards Celebration.</p>	As Presented.
<b>IV. Public Comment</b>	There were no public speakers registered to appear before the Board.	
<b>V. Executive Session</b>	At 9:12 a.m., Dr. Caracostis stated that the Board would enter into Executive Session for Items V. 'A through C' as permitted by law under Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Ann. §§151.002 and 160.007, and Tex. Gov't. Code Ann. §551.071.	
	<p><b>A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §151.002, Tex. Occ. Code Ann. §160.007 and Tex. Health &amp; Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils and Ambulatory Surgical Center at LBJ and Harris Health Dialysis Center at Quentin Mease Health Center Biannual Summary Reports</b></p>	No Action Taken.
	<p><b>B. Medical Executive Board Report and Credentialing Discussion, Pursuant to Tex. Occ. Code Ann. §151.002, Tex. Occ. Code Ann. §160.007 and Tex. Health &amp; Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Consideration of Approval of Credentialing Changes for Members of the Harris Health System Medical Staff</b></p>	No Action Taken.
	<p><b>C. Report Regarding Harris Health System Correctional Health Quality of Medical and Healthcare, Including Credentialing Discussion and Operational Updates, Pursuant to Tex. Occ. Code Ann. §151.002, Tex. Occ. Code Ann. §160.007, Tex. Health &amp; Safety Code Ann. §161.032 and Tex. Gov't Code Ann. §551.071 to Receive Peer Review and/or Medical Committee Report with Possible Action Upon Return to Open Session</b></p>	No Action Taken.

<b>VI. Reconvene to Open Meeting</b>	At 9:26 a.m., Dr. Caracostis reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.	
<b>VII. General Action Item(s)</b>		
	<b>A. General Action Item(s) Related to Quality: Medical Staff</b>	
	<p>1. Approval of Credentialing Changes for Members of the Harris Health System Medical Staff</p> <p>Dr. Martha Mims, Chair, Medical Executive Board, presented the credentialing changes for members of the Harris Health System Medical Staff. For April 2024, there were fifteen (15) initial appointments, fifty – three (53) reappointments, five (5) change/add privileges, ten (10) resignations, eight (8) applications for temporary privileges, and one (1) application for urgent patient care privileges. A copy of the credentialing report is available in the permanent record.</p>	<p><b><u>Motion No. 24.04-46</u></b>  Moved by Ms. Carol Paret, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.</p>
	<b>B. General Action Item(s) Related to Quality: Correctional Health Medical Staff</b>	
	<p>1. Approval of Credentialing Changes for Members of the Harris Health System Correctional Health Medical Staff</p> <p>Dr. Otis Ekins, Chief Medical Officer, Harris Health Correctional Health, presented the credentialing changes for members of the Harris Health System Correctional Health Medical Staff. For April 2024, there were two (2) initial appointments, six (6) reappointments, and one (1) resignation. A copy of the credentialing report is available in the permanent record.</p>	<p><b><u>Motion No. 24.04-47</u></b>  Moved by Dr. Cody Pyke, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.</p>
<b>VIII. New Items for Board Consideration</b>		
	<p><b>A. Approval of the Amendment of Appointments to the Dialysis Center at Quentin Mease Governing Body</b></p> <p>Dr. Caracostis stated that the Quentin Mease Governing Body only requires the appointment of two (2) Board Members and Dr. Cody Pyke and Ms. Sima Ladjevardian will serve as Board Members. Ms. Ingrid Robinson, Trustee, will vacate the appointment as a member of the Dialysis Center at Quentin Mease Governing Body.</p>	<p><b><u>Motion No. 24.04-48</u></b>  Moved by Ms. Jennifer Tijerina, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item VIII.A. Motion carried.</p>

	<p><b>B. Approval of a Resolution Committing Support by Harris Health System Board of Trustees and Administration for Level 1 Trauma Services Program at Ben Taub Hospital</b></p> <p>A copy of the resolution is available in the permanent record.</p>	<p><b>Motion No. 24.04-49</b>  <b>Moved by Ms. Ingrid Robinson, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item VIII.B. Motion carried.</b></p>
<b>IX. Strategic Discussion</b>		
	<b>A. Harris Health System Strategic Plan Initiatives</b>	
	<p><b>1. Presentation Regarding Harris Health’s Employee Engagement Update</b></p> <ul style="list-style-type: none"> <li>Voices of Harris Health Survey</li> </ul> <p>Mr. Gary Marsh, Vice President, Learning and Talent Management, delivered a presentation regarding Harris Health’s Employee Engagement Survey. He provided an overview of the Employee Engagement Survey timeline, which includes action planning, core themes, and focus areas, as well as follow up and accountability for all members of the leadership teams. Committee discussion ensued regarding the top ten (10) focus areas selected. Mr. Marsh touched upon key strategies that the organization should focus on currently and for the next Employee Engagement Survey. A copy of the presentation is available in the permanent record.</p>	<b>As Presented.</b>
	<p><b>B. April Board Committee Meeting Reports</b></p> <p><b><u>Diversity, Equity, and Inclusion (DEI) Committee</u></b></p> <p>Ms. Marcia Johnson stated that the Diversity, Equity, and Inclusion (DEI) Committee met on April 9, 2024, and the following topics were covered:</p> <ul style="list-style-type: none"> <li>Ms. Tamala Austin, Business Equity Outreach Manager, Business Development &amp; Strategy, delivered an update regarding Harris Health’s Minority and Women –Owned Business Enterprises (MWBE).</li> <li>Dr. Chethan Bachireddy, Senior Vice President, Chief Health Officer, delivered a presentation regarding Community Health Workers: Home Visits.</li> <li>The Committee discussed the 2024 DEI reporting schedule and meeting frequency; discussion was tabled until the next DEI Committee meeting.</li> </ul>	<b>As Reported.</b>

	<p><b><u>Quality Committee</u></b></p> <p>Dr. Caracostis stated that the following highlights were covered in open session of the Quality Committee Meeting held on March 19, 2024:</p> <ul style="list-style-type: none"> <li>• The monthly High Reliability Organization (HRO) Video “Human Factors – Keeping Babies Safe-Security” was displayed.</li> <li>• The Harris Health System Quality Manual with minor updates was reviewed and approved.</li> </ul>	
<b>X. Consent Items</b>	<b>Agenda</b>	
	<b>A. Consent Purchasing Recommendations</b>	
	<p>1. Approval of Purchasing Recommendations (Items A1 through A9)</p> <p>Dr. Caracostis stated that the purchasing recommendations were included in your packet for review. She noted that Commissioner’s Court approved Harris Health’s revised purchasing manual. Mr. DeWight Dopslauf, Purchasing Agent, Harris County Purchasing Office, presented the purchasing recommendations for Items A1 through A9. A copy of the purchasing recommendations is available in the permanent record.</p>	<p><b><u>Motion No. 24.04-50</u></b></p> <p>Moved by Dr. Cody Pyke, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item X.A.1. Motion carried.</p>
	<b>B. Consent Committee Recommendations</b>	
	<p>1. Approval of the Harris Health System 2024 Quality Manual</p>	<p><b><u>Motion No. 24.04-51</u></b></p> <p>Moved by Dr. Cody Pyke, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through X.D. minus item X.D.2. Motion carried.</p>
	<b>C. Consent Grant Recommendations</b>	
	<p>1. Approval of Grant Recommendations (items C1- C3)</p>	<p><b><u>Motion No. 24.04-51</u></b></p> <p>Moved by Dr. Cody Pyke, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through X.D. minus item X.D.2. Motion carried.</p>
	<b>D. New Consent Items for Board Approval</b>	

	1. Acceptance of the Harris Health System February 2024 Financial Report Subject to Audit	<b><u>Motion No. 24.04-51</u></b> Moved by Dr. Cody Pyke, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through X.D. minus item X.D.2. Motion carried.
	3. Approval to Amend an Owner Controlled Insurance Program Assistance Agreement Between Alliant Insurance Service, Inc. and Harris County Hospital District d/b/a Harris Health System	<b><u>Motion No. 24.04-51</u></b> Moved by Dr. Cody Pyke, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through X.D. minus item X.D.2. Motion carried.
<b><i>(Taken Out of Order)</i></b>	2. Approval of Taylor McMillan as Executive Director of the Harris Health Strategic Fund Board  Dr. Porsa provided an overview of the significance of the Harris Health Strategic Fund Board, its relation to the \$2.5 billion bond and the selection of Ms. Taylor McMillan as the Executive Director of the Harris Health Strategic Fund Board.	<b><u>Motion No. 24.04-52</u></b> Moved by Ms. Ingrid Robinson, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item X.D.2. Motion carried.
	E. Consent Reports and Updates to the Board	<b>For Informational Purposes Only</b>
	1. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System  <b><i>{End of Consent Agenda}</i></b>	



XI. Item(s) Related to the Health Care for the Homeless Program		
	<p><b>A. Review and Acceptance 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</b></p> <ul style="list-style-type: none"> <li>HCHP April 2024 Operational Update</li> </ul> <p>Dr. Jennifer Small, Executive Vice President &amp; Administrator, Ambulatory Care Services, delivered a presentation regarding the Health Care for the Homeless Program (HCHP) April 2024 Operational Update, including Patient Services, Board Requirements, Performance Evaluation, Revised Eligibility Policy, Community Engagement, Mobile Utilization, and 2024 Quality Management Plan. There were 392 new adult patients, eighteen (18) new pediatric patients, twenty – nine (29) new telehealth patients, and forty – seven (47) returning telehealth patients associated with the program. HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA), of which HCHP has served 2,561 unduplicated patients. Dr. Small also noted that there were 5,287 completed visits for the month of January. Dr. Nelson Gonzalez, Grants Project Manager, Health Care for the Homeless Program, requested approval for a change in scope for the medical mobile unit physical address. He explained that the change in address is for the medical mobile unit at 5656 Kelley St., Houston, TX 77026 to be parked at 3550 Swingle Rd., Houston TX, 77047. Dr. Gonzalez provided an overview of the 2023 Annual Progress Report, the Uniform Data System (UDS) Comparison Report, Council Activities from November 2023 through January 2024, and the HCHP 2023 Risk Management Report. At the end of every calendar year, Federally Qualified Health Centers (FQHCs) are required to report patient utilization, including zip code of residence and primary payor for services. Dr. Gonzalez provided highlights of the key findings of the service area analysis covering the reporting period from January 1, 2023, to December 31, 2023. He shared that the program received funding from the Texas Department of State Health Services in the amount of \$650,000 for the purpose of expanding services and access to care at existing FQHCs under the FQHC Incubator Project Based Program. Discussion ensued regarding the UDS Comparison Report and the 2023 health outcomes related to prenatal visits. A copy of the operational update is available in the permanent record.</p>	<p><b><u>Motion No. 24.04-53</u></b></p> <p>Moved by Dr. Cody Pyke, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item XI.A. Motion carried.</p>

	B. Approval of the HCHP Change in Scope	<u>Motion No. 24.04-54</u> Moved by Ms. Ingrid Robinson, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item XI.B. Motion carried.
	C. Approval of the HCHP 2023 Annual Progress Report	<u>Motion No. 24.04-55</u> Moved by Dr. Cody Pyke, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item XI.C. Motion carried.
	D. Approval of the Revised HCHP 2024 Shelter-based Clinics	<u>Motion No. 24.04-56</u> Moved by Ms. Carol Paret, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item XI.D. Motion carried.
	E. Approval of the HCHP Uniform Data System (UDS) Comparison Report	<u>Motion No. 24.04-57</u> Moved by Ms. Carol Paret, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item XI.E. Motion carried.
	F. Approval of the HCHP Consumer Advisory Council Report	<u>Motion No. 24.04-58</u> Moved by Ms. Jennifer Tijerina, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item XI.F. Motion carried.



	G. Approval of the HCHP 2023 Risk Management Report	<b><u>Motion No. 24.04-59</u></b> Moved by Ms. Jennifer Tijerina, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item XI.G. Motion carried.
	H. Approval of the HCHP 2023 Service Area Analysis Report	<b><u>Motion No. 24.04-60</u></b> Moved by Ms. Jennifer Tijerina, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item XI.H. Motion carried.
	I. Approval of a Grant Agreement Between Harris County Hospital District d/b/a Harris Health System and the Texas Department of State Health Services to Expand Services or Access to Care	<b><u>Motion No. 24.04-61</u></b> Moved by Ms. Jennifer Tijerina, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item XI.I. Motion carried.
	J. Approval of the HCHP 2024 Carryover Budget	<b><u>Motion No. 24.04-62</u></b> Moved by Ms. Jennifer Tijerina, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item XI.J. Motion carried.
<b>XII. Executive Session</b>	At 10:16 a.m., Dr. Andrea Caracostis stated that the Board would enter into Executive Session for items XII. "D through F" as permitted by law under Tex. Health & Safety Code Ann. §161.032, Tex. Gov't Code Ann. §§551.071, 551.074 and 551.085."	
	D. Review of the Community Health Choice Financial Performance for the Two Months Ending February 29, 2024, Pursuant to Tex. Gov't Code Ann. §551.085	<b>No Action Taken.</b>

	<p>E. Consultation with Attorney, Pursuant to Tex. Gov't Code Ann. §551.071, Regarding Litigation and Possible Action Upon Return to Open Session, Including Approval of a Settlement in Civil Action No. 3:22-cv-00406 in the U.S. District Court, Southern District of Texas</p> <p><i>"Harris Health, by and through its Board of Trustees, hereby authorizes the Settlement of Civil Action No. 3:22-CV-00406, U.S. District Court, Southern District of Texas in the amount of \$69,000. President/CEO of Harris Health or his designee is authorized to execute any agreement, release, or any other necessary documents to affect this settlement."</i></p>	<p><b>Motion No. 24.04-63</b></p> <p>Moved by Dr. Cody Pyke, seconded by Ms. Jennifer Tijerina, and unanimously passed that the Board approve agenda item XII.E. Motion carried.</p>
	<p>F. 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 Status of Fraud and Abuse Investigations, Pursuant to Tex. Health &amp; Safety Code Ann. §161.032</p>	<p>No Action Taken.</p>
XIII. Reconvene	<p>At 10:32 a.m., Dr. Andrea Caracostis reconvened the meeting in open session; she noted that a quorum was present. The Board took action on item XII. "E" of the Executive Session Agenda.</p>	
XIV. Board Education	<p>A. High Reliability Organizations (HRO) Training</p> <p>Dr. Steven Brass, Executive Vice President &amp; Chief Medical Executive, delivered a presentation on High Reliability Organizations (HRO) Training. As Harris Health continues its journey to high reliability and its commitment to zero preventable harm, High Reliability Organization (HRO) training is being expanded to all managers and supervisors, and all staff working in designated high-risk areas. This interactive, two-hour in-person training introduces the principles of HROs and HRO communication tools. Dr. Yashwant Chathampally, Senior Vice President Quality and Patient Safety, presented the five (5) principles of High Reliability Organizations, including 1) Preoccupation with Failure, 2) Sensitivity to Operations, 3) Reluctance to Simplify, 4) Commitment to Resilience, and 5) Deference Expertise. Dr. Brass touched upon HRO Tools such as handoff tools, closed loop communication, safety huddles, and leadership rounding. He stated that Harris Health encourages employees to speak up for safety and use of the Electronic Information Reporting System (EIRS), encourage HRO communication tools in daily work rounds, create psychological safety for nurses and trainees, and cultivate a culture in their work areas. A copy of the presentation is available in the permanent record.</p>	<p>As Presented.</p>
XV. Adjournment	<p>There being no further business to come before the Board, the meeting adjourned at 11:38 a.m.</p>	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on April 25, 2024.

Respectfully Submitted,



Andrea Caracostis, MD, MPH, Chair



Carol Paret, BS, Secretary

Minutes transcribed by Cherry A. Pierson, MBA