

## BOARD OF TRUSTEES

### Quality Committee

Tuesday, September 10, 2024  
12:00 P.M.

BOARD ROOM  
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <http://harrishealthtx.swagit.com/live>.

*Notice: Some Board Members may participate by videoconference.*

#### Mission

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care, and education.

## AGENDA

- |      |  |                              |                 |
|------|--|------------------------------|-----------------|
| I.   | <b>Call to Order and Record of Attendance</b>  | <b>Dr. Andrea Caracostis</b> | <b>1 min</b>    |
| II.  | <b><u>Approval of the Minutes of Previous Meeting</u></b>  | <b>Dr. Andrea Caracostis</b> | <b>2 min</b>    |
|      | • <u>Quality Committee Meeting – August 13, 2024</u>   |                              |                 |
| III. | <b><u>Harris Health Safety Message Video: Minute for Medicine</u></b>  |                              | <b>5 min</b>    |
|      | <b><u>– Dr. Steven Brass</u></b>   |                              |                 |
|      | • <u>Antibiotics Before Surgery</u>  |                              |                 |
| IV.  | <b><u>Presentation Regarding Updates to Harris Health’s Red Rule Policy</u></b>  |                              | <b>10 min</b>   |
|      | <b><u>– Dr. Jackie Brock</u></b>   |                              |                 |
| V.   | <b>Executive Session</b>   | <b>Dr. Andrea Caracostis</b> | <b>70 min</b>   |
| A.   | <u>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 – Dr. Steven Brass and Dr. Yashwant Chathampally</u> |                              | <i>(50 min)</i> |

- B.** Annual Reports Regarding Neonatal and Maternal Health Programs for Ben Taub and LBJ Hospitals, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002, Including Recommended Approval of Annual Neonatal and Maternal Health Programs for Ben Taub and LBJ Hospitals Reports to the Harris Health Board Upon Return to Open Session – *Ms. Vivian Ho-Nguyen* (5 min)

- 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 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 – *Ms.Carolynn Jones* (15 min)

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|-------------------------|------------------------------|--------------|
| <b>VI. Reconvene</b>    | <b>Dr. Andrea Caracostis</b> | <b>1 min</b> |
| <b>VII. Adjournment</b> | <b>Dr. Andrea Caracostis</b> | <b>1 min</b> |

**HARRIS HEALTH SYSTEM**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**QUALITY COMMITTEE MEETING**  
**Tuesday, August 13, 2024 | 12:00 PM**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	Dr. Andrea Caracostis, Committee Chair, called the meeting to order at 12:07 p.m. It was noted that a quorum was present and the attendance was recorded. The meeting may be viewed online through the Harris Health website: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	
<b>II. Approval of the Minutes of Previous Meeting</b> Quality Committee Meeting – June 11, 2024		Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously approved the minutes of the June 11, 2024 meeting.
<b>III. Harris Health Safety Message: Minute for Medicine – Hand Hygiene</b>	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, presented a Minute for Medicine video series related to Hand Hygiene. A copy of the video series is available in the permanent record.	As Presented.
<b>IV. Presentation Regarding Social Determinants of Health: Medical Legal Partnership</b>	Ms. Sheebani Patel, Director, Strategic Initiatives for Population Health, presented on Social Determinants of Health Medical Legal Partnership. She described a Medical Legal Partnership (MLP) as an integration of legal expertise into health care settings to help clinicians, case managers, and social workers address structural problems causing health inequities. She explained that a health-harming legal need (HHLN) refers to an unmet social need that is negatively affecting a person's health, which can be addressed through legal services. Ms. Patel also discussed the MLP at Harris Health, highlighting a collaboration with South Texas College of Law and UT Health to establish and assess a MLP for serving Harris Health patients. She covered strategies for addressing HHLN, including the use of the MLP screening tool, and outlined the following next steps: 1) Partnering with UTSPH to evaluate program outcomes, 2) Securing funding to sustain and expand the MLP, and 3) Developing automated reporting and dashboards. Discussion ensued regarding immigration support, patient referrals and acceptance rates, as well as litigation matters. A copy of the presentation is available in the permanent record.	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>V. Executive Session</b>	At 12:22 p.m., Dr. Caracostis stated that the Quality Committee of the Board of Trustees would go into Executive Session for items V. 'A through C' as permitted by law under to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §151.002, and Tex. Occ. Code Ann. §160.007.	
<b>A.</b> Report Regarding Harris Health System Correctional Health Quality of Medical and Healthcare, 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		<b>No Action Taken.</b>
<b>B.</b> Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §151.002, Tex. Occ. Code Ann. §160.007 and Tex. Health & 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		<b>No Action Taken.</b>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>C.</b> 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 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		<b>No Action Taken.</b>
<b>VI. Reconvene</b>	At 1:32 p.m., Dr. Andrea 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. Adjournment</b>	There being no further business, the meeting adjourned at 1:32 p.m.	

I certify that the foregoing are the Minutes of the Meeting of the Quality Committee of the Board of Trustees of the Harris Health System held on August 13, 2024.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Committee Chair

Recorded by Cherry A. Pierson, MBA

Tuesday, August 13, 2024

**Harris Health System Board of Trustees Board Meeting – Quality Committee Attendance**

**Note:** For Zoom meeting attendance, if you joined as a group and would like to be counted as present, please submit an email to: [BoardofTrustees@harrishealth.org](mailto:BoardofTrustees@harrishealth.org) before close of business the day of the meeting.

QUALITY COMMITTEE MEMBERS PRESENT	QUALITY COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Afsheen Davis		
Dr. Andrea Caracostis ( <i>Committee Chair</i> )		
Dr. Cody M. Pyke		
Sima Ladjevardian		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Amineh Kostov	Louis Smith
Dr. Amy Smith	Maria Cowles
Anthony Williams	Dr. Martha Mims
Berrlyn Nelson	Dr. Matasha Russell
Carolynn Jones	Maureen Padilla
Cassandra Bowers	Michael Hill
Cherry Johnson	Michael Nnadi
Dr. Chethan Bachireddy	Nicholas J Bell
Daniel Smith	Dr. O. Reggie Ekins
Derek Curtis	Olga Rodriguez
Derek Holmes	Omar Reid
Ebon Swofford ( <i>Harris County Attorney's Office</i> )	Patricia Darnauer
Elizabeth Hanshaw Winn ( <i>Harris County Attorney's Office</i> )	Randy Manarang
Dr. Esmaeil Porsa ( <i>Harris Health System President &amp; CEO</i> )	Ron Fuschillo
Dr. Esperanza "Hope" Galvan	Dr. Sandeep Markan
Dr. Glorimar Medina	Sara Thomas ( <i>Harris County Attorney's Office</i> )
Dr. Hemant Roy	Shawn DeCosta
Dr. Jackie Brock	Sheebani Patel
Dr. Jennifer Small	Dr. Steven Brass
Jennifer Zarate	Tekhesia Phillips
Jerry Summers	Dr. Tien Ko
Jessey Thomas	Tiffani Dusang
Dr. Joseph Kunisch	Dr. Yashwant Chathampally

[Tuesday, September 10, 2024](#)

[Harris Health Safety Message](#)

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HRO Safety Message (Video): Harris Health Minute for Medicine

- Antibiotics Before Surgery



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Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

**HARRIS**HEALTH SYSTEM

# **HRO Safety Message**

## **Antibiotics Before Surgery**

**Steven Brass, MD, MPH, MBA**  
**Chief Medical Executive**

**Board of Trustees Quality Committee**  
**September 10, 2024**



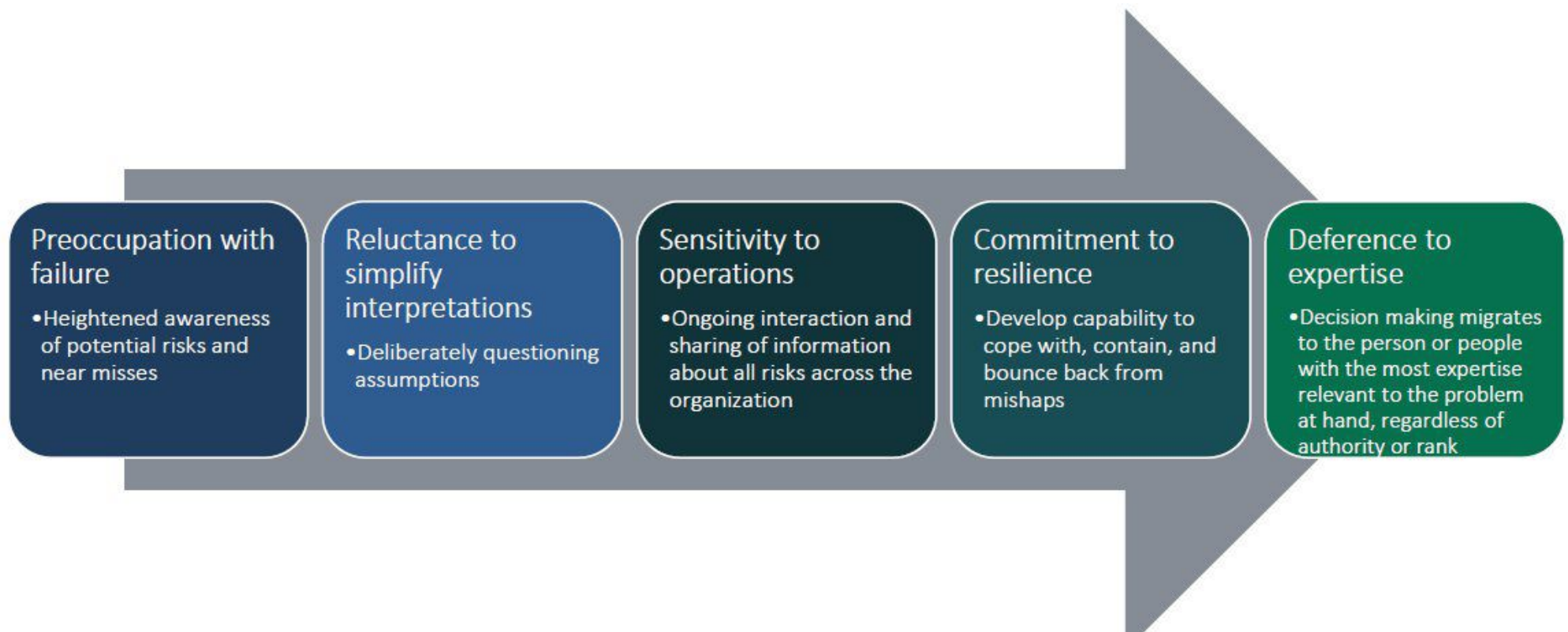
# SAFETY MESSAGE

**HARRIS**  
**HEALTH**  
SYSTEM

**ZERO**  
**HARM**

Safety 1st. Always.

# Five Principles of a High Reliability Organization





## HRO Mindset:

Harris Health System Minute For Medicine: Antibiotics Before Surgery

- <https://youtu.be/BbkoYSx1ddg>

Tuesday, September 10, 2024

Presentation Regarding Updates to Harris Health's Red Rule Policy

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Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

**HARRISHEALTH SYSTEM**

**Harris Health System  
Red Rule Policy  
EFFECTIVE AUGUST 26th**

**Jacqueline Brock, RN, DNP  
EVP & Chief Nurse Executive**

**Board of Trustees Quality Committee  
September 10, 2024**



## Red Rule Policy Challenges

- **Prior to May 2023:**
  - Red Rules Review did not risk stratify resulting in a Final Written Warning for **all** “at risk” cases.
  - Concern for oversimplification defaulting early to individual failure versus identifying system errors, leadership failure, process weakness, cultural issues (normalized deviance), or mitigating factors.

# Red Rule Process Updates Effective May 2023

- Partner with unit leadership and frontline in investigation.
- Eliminate Final Written Warning if red rule breach landed on “at risk” and replace with a Safety Story Presentation.
- Continue with Final Written Warning for breaches (all forms of misidentification) that land on “reckless.”

**Approximately 40  
Gemba Walks and  
Patient Safety  
Presentations  
completed.**



## Challenges Continued....

- Broad distribution of misidentifications (HH red rules) leading to subjective decision making by leaders resulting in different outcomes for same offenses.
- Policy does not support utilizing JAC algorithm in a meaningful way for lower risk breaches, which was leading to many circumstances landing on reckless.
- Terminations with low risk misidentifications.
- Self reporters who actively report, escalate and help mitigate low risk errors land on reckless. This is posing a problem with inconsistent results, which is not what was intended by the JAC algorithm.





## Recommendations for Improvement

- Create a subset of high risk red rules that, if verified, will result in a final written disciplinary action
- Red Rule Huddle will only occur with high risk red rules
- Non-High Risk red rules (misidentifications) will no longer require a Red Rule Huddle

### **Note:**

*High risk red rule violations will be investigated for any extenuating circumstances (or system process) that disrupted standardized work.*

*For non-high risk misidentifications, interviews, Gemba walks and identification of mitigating factors will continue.*

# Recommendations for High Risk Red Rules

- Separate out High Risk Red Rules to a few, memorable, rules that are associated with nationally accepted standardized work that if not followed, a stop the line action should occur to prevent serious harm.



# Summary of Modifications

- Specify 3 Higher Risk Red Rules
  - Investigation
  - Red Rule Huddle
  - RRH determination of "Reckless"- issuance of a final written warning
- Keep all other Patient Related Misidentifications as Red Rules
  - Investigation
  - Discontinue Red Rule Huddles
  - Leaders will partner with HR partner

Tuesday, September 10, 2024

Executive Session

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Report Regarding Quality of Medical and Healthcare, 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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health System Quality Review Councils.



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Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

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Tuesday, September 10, 2024

Executive Session

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Annual Reports Regarding Neonatal and Maternal Health Programs for Ben Taub and LBJ Hospitals, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002, Including Recommended Approval of Annual Neonatal and Maternal Health Programs for Ben Taub and LBJ Hospitals Reports to the Harris Health Board Upon Return to Open Session.



Dr. Yashwant Chathampally

Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

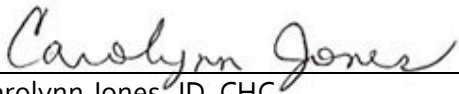
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Tuesday, September 10, 2024

Executive Session

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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 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.



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Carolynn Jones, JD, CHC  
EVP, Chief Compliance & Risk Officer



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