

**MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES**

Board Meeting  
 Thursday, January 30, 2025  
 9:00 A.M.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
<b>I. Call to Order and Record of Attendance</b>	The meeting was called to order at 9:00 a.m. by Dr. Caracostis, 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> .	<b>A copy of the attendance is appended to the archived minutes.</b>
<b>II. Approval of the Minutes of Previous Meeting</b>	<ul style="list-style-type: none"> <li>Board Meeting – December 12, 2024</li> </ul>	<b>Motion No. 25.01-01</b> <b>Moved by Mr. Jim Robinson, seconded by Ms. Carol Paret, and unanimously passed that the Board approve the minutes of December 12, 2024 Board meeting. Motion carried.</b>
<b>III. Announcements/ Special Presentations</b>	<b>A. CEO Report Including Special Announcements</b>  Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), recognized Ms. Patricia Darnauer, Executive Vice President and Administrator of Lyndon B. Johnson (LBJ) Hospital, for her exceptional dedication and hard work throughout her tenure at Harris Health. He also announced her upcoming retirement. The Board joined in expressing their sincere appreciation for her valuable contributions.	<b>As Presented.</b>
	<b>B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements</b>  Mr. Paul Puente attended the First Friday tour on January 10, 2025, which included a visit to the Settegast Health Center and the LBJ outpatient facility, where he engaged with the team and learned about the infrastructure.  Mr. Jim Robinson stated that he also serves as the Chair of the Harris Central Appraisal District Board. He cautioned that there may be a serious attempt to reduce the operating funds hospital districts receive next year, potentially lowering the tax rate from 10% to 5%, which could significantly impact Harris Health.	<b>As Presented.</b>
<b>IV. Public Comment</b>	Ms. Cynthia Cole, Executive Director of Local #1550 – AFSCME (American Federation of State, County, and Municipal Employees), spoke to the Board about employee concerns and issues.	<b>As Presented.</b>

	<p>Ms. Sheila Taylor, a Council at Large (CAL) member, addressed the Board about changes to the CAL bylaws.</p> <p>Ms. Alicia Reyes, a former Board member and current CAL member, also spoke to the Board regarding the CAL bylaws.</p> <p>Ms. Clarita Oliver, a CAL member, addressed the Board on the topic of the CAL bylaws.</p> <p>Mr. Josh Mica, a CAL member, also spoke to the Board regarding the CAL bylaws.</p> <p>Mr. Daniel Bustamante, a CAL member, addressed the Board regarding changes to the CAL bylaws.</p>	
<b>V. Executive Session</b>	At 9:32 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. Code Ann. §§151.002, 160.007 and Tex. Gov't Code Ann. §551.071.	
	<b>A.</b> Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §§160.007 and 151.002 to Receive Peer Review and/or Medical Committee Report, Including Report of the Medical Executive Board in Connection with the Evaluation of the Quality of Medical and Healthcare Services, and also the Harris Health Quality, Safety Performance Measures, Good Catch Recipients, Centers for Medicare and Medicaid Services Quality Reporting with Possible Action Regarding this Matter Upon Return to Open Session	<b>No Action Taken.</b>
	<b>B.</b> Medical Executive Board Report and Credentialing Discussion, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Consideration of Approval of Credentialing Changes for Members of Harris Health Medical Staff Upon Return to Open Session	<b>No Action Taken.</b>
	<b>C.</b> Report Regarding Harris Health Correctional Health Quality of Medical and Healthcare, Including Credentialing Discussion and Operational Updates, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007, Tex. Health & 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>No Action Taken.</b>
<b>VI. Reconvene to Open Meeting</b>	At 9:50 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.	

VII. General Action Item(s)		
	<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. Kunal Sharma, Chair, Medical Executive Board, presented the credentialing changes for members of the Harris Health System Medical Staff. In December 2024, there were eighteen (18) initial appointments, thirteen (13) reappointments, five (5) changes/additions of privileges, and thirty-six (36) resignations. In January 2025, there were twenty-three (23) initial appointments, one hundred seventeen (117) reappointments, thirteen (13) changes/additions of privileges, and twenty-five (25) resignations. A copy of the credentialing report is available in the permanent record.</p>	<p><b><u>Motion No. 25.01-02</u></b>  <b>Moved by Dr. Cody Pyke, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.</b></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. In November 2024, there were two (2) initial appointments and nine (9) resignations. In December 2024, there was one (1) initial appointment and forty-two (42) resignations. In January 2025, there was one (1) initial appointment, seventeen (17) reappointments, and three (3) resignations. A copy of the credentialing report is available in the permanent record.</p>	<p><b><u>Motion No. 25.01-03</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.</b></p>
	<b>C. General Action Item(s) Related to Community Health Choice</b>	
	<p>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</p>	<p><b><u>Motion No. 25.01-04</u></b>  <b>Moved by Dr. Cody Pyke, seconded by Mr. Jim Robinson, and unanimously passed that the Board approve agenda item VII.C.1. Motion carried.</b></p>
	<p>2. Approval of the Appointment of Members to the Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT), Collectively "Community", Board of Directors</p>	<p><b><u>Motion No. 25.01-05</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve agenda item VII.C.2. Motion carried.</b></p>
	<p>3. Community Health Choice Retirement Notification of Board Member, Raymond Khoury</p>	<p><b>For Information Only</b></p>

<b>VIII. Executive Session</b>	At 9:55 a.m., Dr. Caracostis stated that the Board would enter into Executive Session for Item VIII. 'D' as permitted by law under Tex. Gov't Code Ann. §§551.071 and 551.085.	
	<p><b>D.</b> Consultation with Attorney Regarding Expansion of Oncology Service Line on the LBJ Campus, to Include Radiation Therapy and Infusion Services, Pursuant to Tex. Gov't Code Ann. §§551.071, 551.085, and Possible Action Upon Return to Open Session</p> <p>Motion: to direct Administration to take necessary actions towards planning the expansion of Infusion Services and creation of Radiation Oncology Services at the Legacy Facility on LBJ Campus?</p>	<p><b><u>Motion No. 25.01-06</u></b>  <b>Moved by Dr. Andrea Caracostis, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item VIII.D. Motion carried.</b></p>
<b>IX. Reconvene to Open Meeting</b>	At 10:36 a.m., Dr. Andrea Caracostis reconvened the meeting in open session; she noted that a quorum was present. The Board then took action on item VIII. "D" of the Executive Session agenda.	
<b>X. Strategic Discussion</b>		
	<b>A.</b> Harris Health Strategic Plan Initiatives	
	<p>1. Presentation Regarding Governance Structure of the Patient and Family Advisory Council (PFAC)</p> <p>Mr. David Riddle, Administrative Director, Patient Experience, delivered a presentation regarding Governance Structure of the Patient and Family Advisory Council (PFAC). He discussed the PFAC model, current strategy, and governance, as well as the addition of Ambulatory Care Services (ACS) to the PFAC governance. Ms. Ellen Aspinall, a member of the Ben Taub PFAC, and Ms. Courtney Darton, a member of the LBJ PFAC, highlighted the contributions of their respective hospital PFACs for each pavilion. Dr. Jennifer Small, Executive Vice President of Ambulatory Care Services, provided an update on the system-wide PFAC strategy. A discussion followed regarding the PFAC model, which is endorsed by The Centers for Medicare &amp; Medicaid Services (CMS) and other organizations and will bring compliance across all platforms at Harris Health. It was noted that CAL members could apply to join the PFAC. A copy of the presentation is available in the permanent record.</p>	<b>As Presented.</b>
	<p>2. Presentation Regarding Harris Health's 2024 Employee Experience and Culture Survey Results</p> <p>Ms. Ashley Smith, Manager, Employee Experience &amp; Culture, presented the results of Harris Health's 2024 Employee Experience and Culture Survey. She highlighted a response rate of 72%, with a target of 75%, and an engagement score of 79, with all pavilions scoring at or above the benchmark for engagement. She also shared the top strengths of Harris Health and the major themes for 2024. A copy of the presentation is available in the permanent record.</p>	<b>As Presented.</b>

	<p>3. Presentation Regarding Harris Health’s 2024 Medical Staff Engagement Summary Survey Results</p> <p>Ms. Jessey Thomas, Senior Vice President, Medical Affairs, delivered a presentation on Harris Health’s 2024 Medical Staff Engagement Summary Survey Results. She reported a response rate of 50.3%, compared to the NRC Health average response rate of 51.8%. She discussed the workplace experience loyalty measure, pavilion comparisons, and key drivers for 2024 related to the overall rating as a place to practice. She also covered the top strengths and opportunities, as well as the highest workplace experience score for 2024. A copy of the presentation is available in the permanent record.</p>	<b>As Presented.</b>
	<p>4. Presentation Regarding the Harris Health 2026-2030 Strategic Plan Update</p> <p>Mr. Faisal Amin, Director, BRG, presented an update on the Harris Health 2026-2030 Strategic Plan. He touched upon the following topics: the Strategic Planning Process, Timing and the Board as a Key Stakeholder, Stakeholder Engagement, the Strategic Planning Structure, BRG’s Rocket Strategy Model, and an update on Retreat Takeaways.</p> <p>Mr. Sam Moskowitz, Managing Director, BRG, provided an overview of the 2021–2025 Strategic Plan, highlighting the Mission, Vision, and Values. He reviewed the Board Retreat themes, compared Harris Health’s mission and vision with those of similar systems, and Mr. Moskowitz discussed the current and proposed changes for the 2026-2030 Strategic Plan.</p> <p>Dr. Caracostis recommended allowing the board time to review the information and revisit it for feedback at a future meeting. She also requested that BRG contact each board member individually for their input. A copy of the presentation is available in the permanent record.</p>	<b>As Presented.</b>
	<p><b>B. January Committee Reports</b></p> <ul style="list-style-type: none"> <li>• <b>DEI Committee</b> <p>Ms. Libby Viera – Bland shared that the Diversity, Equity and Inclusion (DEI) Committee met on January 7, 2025 to discuss the following topics:</p> <ul style="list-style-type: none"> <li>○ Ms. Ashley Smith, Manager Employee Experience &amp; Culture, delivered a presentation on Harris Health’s 2024 Employee Experience and Culture Survey results, which included the Safety Culture Survey. With a 72% response rate, 7,772 employees provided feedback. She covered key topics such as compensation, workplace safety, and change management (communication). She also highlighted the top strengths and opportunities for Harris Health, focusing on psychological safety, the major themes for 2024, engagement key performance indicators, and the next steps moving forward.</li> </ul> </li> </ul>	<b>As Presented.</b>

	<ul style="list-style-type: none"><li>○ Dr. Chethan Bachireddy, Senior Vice President and Chief Health Officer, delivered a presentation on updates regarding Harris Health's population health, including efforts to accelerate health equity by addressing Health-Related Social Needs (HRSNs), the Health Equity Strategic Playbook, raising awareness through a systemwide campaign, HRSN screening in the inpatient setting, and empowering patients and staff through the Harris Health Cares initiative to connect with community resources.</li></ul> <ul style="list-style-type: none"><li>● <b>Quality Committee</b> Dr. Caracostis stated that the Quality Committee convened on January 7, 2025, and discussed the following topic:<ul style="list-style-type: none"><li>○ The monthly High Reliability Organization (HRO) video titled "Post Operative Infection Prevention" was viewed.</li></ul></li><li>● <b>Joint Conference Committee</b> Dr. Caracostis stated that the Joint Conference Committee met on January 9, 2025 to discuss the following topics:<ul style="list-style-type: none"><li>○ Dr. Kunal Sharma, Chair of the Medical Executive Board, and Dr. Asim Shah, Vice Chair of the MEB, provided the Committee with an update on the activities of the MEB.</li><li>○ Dr. Tien Ko, Chief of Staff at LBJ, and Dr. Sandeep Markan, Chief of Staff at BT, shared updates on the system pavilions.</li><li>○ Dr. Mohammad Zare, Assistant Chief of Staff at UT, provided an update on ambulatory care services, while Dr. Fareed Khan, Assistant Chief of Staff at BCM, updated the Committee on activities at the ACS.</li><li>○ Ms. Jessey Thomas, Senior Vice President of Medical Affairs, and Ms. Maxia Webb, Customer Service Manager at NRC Health, presented Harris Health's 2024 Medical Staff Engagement Summary. During the presentation, Ms. Webb discussed the Workplace Experience Loyalty Measure, pavilion comparison charts, key drivers for 2024—such as the overall rating as a place to practice, comments from 2024, and themes for improvement opportunities.</li></ul></li></ul>	
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<b>XI. Consent Agenda Items</b>		
	<b>A. Consent Purchasing Recommendations</b>	
	<p>1. Approval of Purchasing Recommendations (Items A1 through A7 of the Purchasing Matrix)</p> <p>A copy of the purchasing agenda is available in the permanent record.</p>	<p><b><u>Motion No. 25.01-07</u></b>  <b>Moved by Mr. Jim Robinson, seconded by Ms. Libby Viera - Bland, and unanimously passed that the Board approve agenda item XI.A.1. Motion carried.</b></p>
	<b>B. Consent Grant Recommendations</b>	
	<p>1. Approval of Grant Recommendations (Items B1 through B2 of the Grant Matrix)</p> <p>A copy of the grant matrix is available in the permanent record.</p>	<p><b><u>Motion No. 25.01-08</u></b>  <b>Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda items XI.B. through XI.D. Motion carried.</b></p>
	<b>C. Consent Contract Recommendations</b>	
	<p>1. Approval of Contract Recommendations (Items C1 through C2 of the Contract Matrix)</p>	<p><b><u>Motion No. 25.01-08</u></b>  <b>Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda items XI.B. through XI.D. Motion carried.</b></p>
	<b>D. New Consent Items for Board Approval</b>	
	<p>1. Acceptance of the Harris Health November 2024 Financial Report Subject to Audit</p>	<p><b><u>Motion No. 25.01-08</u></b>  <b>Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda items XI.B. through XI.D. Motion carried.</b></p>

	2. Approval to Convey a Perpetual Blanket Easement and Right of Way to CenterPoint Energy Houston Electric, LLC, at Lyndon B. Johnson Hospital, 5656 Kelley St., Houston, Harris County, Texas	<b><u>Motion No. 25.01-08</u></b> <b>Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda items XI.B. through XI.D. Motion carried.</b>
	<b>E. Consent Reports and Updates to the Board</b>	
	1. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System  <b><i>{End of Consent Agenda}</i></b>	<b>For Information Only</b>
<b>XII. Item(s) Related to the Health Care for the Homeless Program</b>		
	<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 January 2025 Operational Update</li> </ul> <p>Ms. Tracy Burdine, Director, Health Care for the Homeless Program, presented the January 2025 Operational Update, covering the Productivity Report, Consumer Advisory Report, Patient Satisfaction Report, and the Quality Management Report. She reported that HCHP has provided care to 6,686 unduplicated patients and conducted 28,221 visits year-to-date. In January 2025, HCHP served 1,160 unduplicated patients, with 657 receiving family practice services. Additionally, Ms. Burdine reported a total of 2,111 visits in December 2024.</p> <p>Ms. Burdine shared the following highlights from Council activities between August 2024 and October 2024:</p> <ul style="list-style-type: none"> <li>HRSA approved the extension of the ARPA-Capital grant for the renovation of the Open-Door Mission clinic.</li> <li>HRSA reduced the patient target goal from 9,775 to 7,250.</li> <li>The council was informed of changes in scope due to the relocation of the mobile units.</li> <li>The strategic plan for 2025 was presented, focusing on meeting Uniform Data System quality goals and badges.</li> <li>The council was informed of the new grant: Ending the HIV Epidemic – Primary Care HIV Prevention.</li> </ul>	<p><b><u>Motion No. 25.01-09</u></b> <b>Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda item XII.A. Motion carried.</b></p>

	<p>Ms. Burdine also presented the HCHP Patient Satisfaction Trending Data for Q3 and Q4, noting a slight decrease in scores. She attributed this decline to missed opportunities caused by provider vacancies, extended wait times, and a lack of a consistent provider community. However, she mentioned that the vacancies have been filled and they expect these issues to be resolved.</p> <p>Dr. LaResa Ridge, Medical Director for HCHP, presented the Q3 Quality Management Report, stating that HCHP met Health Resources and Services Administration (HRSA) benchmarks, as well as its internal benchmarks, for 13 out of 17 quality standards. The four areas needing improvement are childhood immunization status, diabetes A1c &gt;9, maternal care (early entry into prenatal care), and HIV linkage to care. Action plans have been implemented to assess the effectiveness of these measures. A copy of the presentation is available in the permanent record.</p>	
	<b>B. Approval of the HCHP Consumer Advisory Council Report</b>	<p><b><u>Motion No. 25.01-10</u></b>  <b>Moved by Ms. Carol Paret, seconded by Mr. Jim Robinson, and unanimously passed that the Board approve agenda item XII.B. Motion carried.</b></p>
	<b>C. Approval of the HCHP Patient Satisfaction Report</b>	<p><b><u>Motion No. 25.01-11</u></b>  <b>Moved by Dr. Cody Pyke, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item XII.C. Motion carried.</b></p>
	<b>D. Approval of the HCHP Quality Management Report</b>	<p><b><u>Motion No. 25.01-12</u></b>  <b>Moved by Ms. Carol Paret, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda item XII.D. Motion carried.</b></p>
<b>XIII. Executive Session</b>	At 12:12 p.m., Dr. Andrea Caracostis stated that the Board would enter into Executive Session for Items XIII. 'E and F' as permitted by law under Tex. Gov't Code Ann. §551.071 and Tex. Health & Safety Code Ann. §161.032.	

	E. Consultation with Attorney Regarding Interlocal Agreement with Harris County for Correctional Healthcare Services Between Harris County and Harris County Hospital District D/B/A Harris Health for Correctional Healthcare, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Upon Return to Open Session	<b>No Action Taken.</b>
	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 Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session	<b>No Action Taken.</b>
<b>XIV. Reconvene</b>	At 1:14 p.m., Dr. Cody Pyke, Vice-Chair, in lieu of 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>XV. Adjournment</b>	There being no further business to come before the Board, the meeting adjourned at 1:14 p.m.	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on January 30, 2025.

Respectfully Submitted,



Andrea Caracostis, MD, MPH, Chair



Carol Paret, BS, Secretary

Minutes transcribed by Cherry A. Pierson, MBA