

MINUTES OF THE HARRIS HEALTH BOARD OF TRUSTEES

Board Meeting

Thursday, August 28, 2025

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 Dr. Andrea Caracostis, Chair. It was noted that a quorum was present, and the attendance was recorded. Dr. Caracostis stated while some of Board members were physically present in the room, others would participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. Only participants scheduled to speak were provided dial-in information for the meeting. All others who wish to view the meeting were advised to access the meeting online through the Harris Health website: http://harrishealthtx.swagit.com/live .	A copy of the attendance is appended to the archived minutes.
II. Approval of the Minutes of Previous Meeting	- Board Meeting – June 30, 2025 (Revised) Dr. Caracostis noted that there was a revision necessary to clarify the action taken on Agenda Item XIV, J, which related to the Settlement with the Texas Health and Human Services Commission for the Reimbursement of Medicaid Payments. - Board Meeting – July 24, 2025 Copies of the minutes are available in the permanent record.	<u>Motion No. 25.08-92</u> Moved by Ms. Libby Viera – Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve the revised minutes of June 30, 2025, Board meeting. Motion carried. <u>Motion No. 25.08-93</u> Moved by Mr. Paul Puente, seconded by Ms. Carol Paret, and unanimously passed that the Board approve the revised minutes of July 24, 2025, Board meeting. Motion carried.
III. Announcements/ Special Presentations	A. CEO Report Including Special Announcements Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), shared a heartfelt patient testimony highlighting the exceptional care provided by the staff at Danny Jackson Health Center – with special recognition given to Ms. Glenda Eagen Negron, Nurse Patient Educator, for her dedication and commitment to the patients of Harris Health. Dr. Porsa, along with the Board, formally recognized Ms. Negron and noted that she will also be honored at an upcoming event.	As Presented.

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	B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements Mr. Paul Puente, Board Member, shared that he attended a town hall meeting for Precinct 2 at Flukinger Community Center. The meeting was well received and provided the public with updates on the work being done at Harris Health, including expansion and construction projects. The town hall was held on August 5th from 6:00 to 7:30 PM.	As Presented.
IV. Public Comment	Ms. Cynthia Cole, Executive Director of Local #1550 – AFSCME (American Federation of State, County, and Municipal Employees), addressed the Board regarding Harris Health’s attendance policy (6.13). She encouraged the Board to review the policy, particularly the sections related to doctor’s excuses and associated point system. Mr. Kenneth Dorsey Parker, a descendant of August Warneke, addressed the Board in opposition to the proposed expansion of Ben Taub Hospital and the condemnation of portions of Hermann Park. Mr. Scott Parker, attorney and descendent of August Warneke, also addressed the Board opposing the proposed expansion of Ben Taub Hospital and the condemnation of portions of Hermann Park.	As Presented.
V. Executive Session	At 9:23 a.m., Dr. Caracostis stated that the Board would enter Executive Session for Items V. ‘A through D’ as permitted by law under Tex. Occ. Code Ann. §§151.002, 160.007, Tex. Health & Safety Code Ann. §161.032, and Tex. Gov’t Code Ann. §§551.071.	
	A. Report Regarding Quality of Medical and Healthcare, 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 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	No Action Taken.
	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	No Action Taken.
	C. 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	No Action Taken.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
	D. Consultation with Attorney Regarding Harris Health’s Medical School Affiliation and Support Agreements, Pursuant to Tex. Gov’t Code Ann. §551.071, and Possible Action Upon Return to Open Session	No Action Taken.
VI. Reconvene to Open Meeting	At 9:57 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)		
	A. General Action Item(s) Related to Quality: Medical Staff	
	1. Approval of Credentialing Changes for Members of the Harris Health Medical Staff Dr. Kunal Sharma, Chair, Medical Executive Board, presented the credentialing changes for members of the Harris Health Medical Staff. In August 2025, there were forty – one (41) initial appointments, 190 reappointments, seven (7) changes/additions of privileges, twenty – seven (27) resignations and four (4) files for discussion in executive session. A copy of the credentialing report is available in the permanent record.	<u>Motion No. 25.08-94</u> Moved by Ms. Carol Paret, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.
	B. General Action Item(s) Related to Quality: Correctional Health Medical Staff	
	1. Approval of Credentialing Changes for Members of the Harris Health Correctional Health Medical Staff Dr. Otis Ekins, Chief Medical Officer, Harris Health Correctional Health, presented the credentialing changes for members of the Harris Health Correctional Health Medical Staff. In August 2025, there were two (2) initial appointments, one (1) reappointment, and two (2) resignations. A copy of the credentialing report is available in the permanent record.	<u>Motion No. 25.08-95</u> Moved by Mr. Paul Puente, seconded by Ms. Libby Viera – Bland, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.
	C. General Action Item(s) Related to Community Health Choice	
	1. Approval of the appointment of Katherine Collins to the Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT), Collectively “Community”, Board of Directors Dr. Caracostis noted Ms. Afsheen Davis recusal on this item related to Texas Children’s Hospital.	<u>Motion No. 25.08-96</u> Moved by Ms. Libby Viera – Bland, seconded by Ms. Ingrid Robinson, and majority passed that the Board approve agenda item VII.C.1. Motion carried.
	2. Community Health Choice Retirement Notification of Board Member, Anne Clutterbuck	For Information Only

VIII. New Items for Board Consideration		
	A. Approval of the Proposed Harris Health Fiscal Year 2026 Operating and Capital Budget Ms. Victoria Nikitin, Executive Vice President and CFO, presented the Proposed Harris Health Fiscal Year 2026 Operating and Capital Budget. Tax revenue projections for FY 2026, as provided by the Harris County Office of Management and Budget (OMB), are as follows: • No New Revenue Rate (NNR): \$1.042 billion ○ Results in a projected bottom-line loss of \$120.6 million • Voter Approved Rate (VAR): \$1.216 billion ○ Results in a projected positive net margin of \$53.1 million Ms. Nikitin stated that Harris Health is proposing tax revenues not to exceed the VAR rate of \$1.216 billion for the FY 2026 budget cycle. This amount is necessary to: • Close the expense gap • Achieve a 1.9% operating margin • Support continued reinvestment in operations • Advance the Strategic Facilities Plan and other key system initiatives A copy of the presentation is available in the permanent record. <u>Motion:</u> Approval of <i>Harris Health Fiscal Year 2026 Operating and Capital Budget to be presented to the Harris County Commissioners Court for final approval in conjunction with its adoption of a 2025 Tax Rate that will result in net valorem tax revenue not to exceed the amount shown in the proposed Budget as presented.</i>	<u>Motion No. 25.08-97</u> Moved by Mr. Paul Puente, seconded by Ms. Ingrid Robinson, and majority passed that the Board approve agenda item VIII.A. Mr. Philip Sun abstained. Motion carried.
IX. Strategic Discussion		
	A. Harris Health Strategic Plan Initiatives	
	1. Presentation Regarding the Harris Health 2026-2030 Strategic Plan Update Mr. Sam Moskowitz, Managing Director at BRG, presented an update on the Harris Health 2026–2030 Strategic Plan. He provided an overview of the strategic planning process, which consists of four phases beginning in Phase 1 (November 2024) and culminating in Phase 4: Final Development and Approval of the plan. Mr. Moskowitz highlighted key elements of the process, including stakeholder engagement, identified challenges, and the six strategic pillars that will guide the 2026–2030 Strategic Plan. He concluded his presentation by outlining the next steps for the Board. Board discussion ensued. A copy of the presentation is maintained in the permanent record.	As Presented.

	2. Presentation Regarding an Overview of Harris Health’s Construction Status, Facility Management Structure and Safety Oversight Mr. Patrick Casey, Senior Vice President of Facilities Construction & Systems Engineering, provided a comprehensive presentation on the current state of Harris Health’s construction projects, facility management structure, and safety oversight. His presentation covered the following key areas: • Overview of the Harris Health Facilities Department, including organizational structure • Strategic Capital Facilities Plan Staffing • Project Design and Delivery Methodology • Cost Challenges and Optimization Efforts • Project Controls Implemented to Improve Oversight • Safety Program, with specific reference to the LBJ Expansion • Sustainability Initiatives, particularly in relation to new hospital construction Board discussion ensued. A copy of the presentation is available in the permanent record.	As Presented.
	3. Discussion Regarding Patient and Family Advisory Council (PFAC) Update Dr. Jennifer Small, CEO, Ambulatory Care Services (ACS) and Ms. Andrea Kennedy - Tull, Director, Volunteer Services & Patient Experience, provided an update on the activities and progress of the Patient and Family Advisory Council (PFAC), which serves in a formal advisory role to Harris Health. The primary objective of PFAC is to amplify the voice of the patients and families to enhance healthcare quality and promote patient – centered care across the system. Key Highlights: • ACS PFAC Meetings: ○ Kick-off meeting held on Wednesday, May 14th ○ Initial full council meeting conducted on Wednesday, August 13th • Membership and Representation: ○ A total of 26 inaugural members have joined the ACS PFAC ○ Members represent 14 Health Centers and Specialty Clinics ○ Recruitment efforts have been robust, with over 420 referrals received systemwide • Systemwide PFAC Achievements: ○ 6-year anniversary celebrated for Ben Taub and LBJ PFACs on April 22 ○ Two PFAC members participated as panelists during the Patient Safety Town Hall event ○ PFAC featured a guest speaker on Zero Preventable Harm Events	As Presented.

	Members were interviewed by Magnet surveyors during the redesignation process at LBJ and Ben Taub Hospitals The update reflects a growing and impactful PFAC presence across the System, underscoring a commitment to continuous engagement with patients and families in improving the quality and safety of care.	
	4. Discussion Regarding Harris Health’s 60th Anniversary Ms. Olga Llamas Rodriguez, Senior Vice President, Corporate Communications, Community Engagement & Board Services, and Mr. Bryan McLeod, Administrative Director, Corporate Communications, provided an update on plans for Harris Health’s upcoming 60th Anniversary in 2026. Ms. Llamas Rodriguez shared that the milestone would highlight Harris Health’s legacy of compassion, resilience, and public service, while promoting the value of a publicly funded healthcare system. The yearlong celebration will include a wide range of stakeholders, current and former employees, patients, board members, elected officials, academic and community partners. A kick-off event is planned for January 2026 with a “topping out” ceremony for the new LBJ Hospital. Mr. McLeod announced a collaboration with the University of Houston Center for Public History to produce a special issue of Houston History magazine. The edition will document Harris Health’s origins, historical milestones, and oral histories from key figures across decades. The publication is expected in late 2026 and will highlight both the system’s legacy and its future direction.	As Presented.
	B. Committee Report(s) August 12, 2025: Quality Committee Dr. Caracostis reported that the Quality Committee met in August. . During the meeting, the committee viewed the High Reliability Organization (HRO) Safety Video titled “Good Catches.”	As Presented.

IX. Consent Agenda Items		
	A. Consent Purchasing Recommendations	
	1. Approval of Purchasing Recommendations (Items A1 through A15 of the Purchasing Matrix) Ms. Kimberly Williams, Harris County Purchasing Agent, presented the purchasing recommendations for the Board's review and approval. A copy of the purchasing agenda is available in the permanent record.	<u>Motion No. 25.08-98</u> Moved by Ms. Libby Viera - Bland, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda item IX.A.1. of the purchasing recommendations (A1 through A15 of the purchasing matrix). Motion carried.
	B. Consent Grant Recommendations	
	1. Approval of Grant Recommendations (Item B1 of the Grant Matrix)	<u>Motion No. 25.08-99</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robison, and unanimously passed that the Board approve consent agenda items IX.B – D. Motion carried.
	C. Consent Contract Recommendations	
	1. Approval of Contract Recommendations (Items C1 through C2 of the Contract Matrix)	<u>Motion No. 25.08-99</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robison, and unanimously passed that the Board approve consent agenda items IX.B – D. Motion carried.
	D. New Consent Items for Board Approval	
	1. Acceptance of the Harris Health July 2025 Financial Report Subject to Audit	<u>Motion No. 25.08-99</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robison, and unanimously passed that the Board approve consent agenda items IX.B – D. Motion carried.

	2. Acceptance of the Harris Health Fiscal Year 2025 Third Quarter Investment Report	<u>Motion No. 25.08-99</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robison, and unanimously passed that the Board approve consent agenda items IX.B – D. Motion carried.
	3. Acceptance of the Harris Health Fiscal Year 2025 Second Quarter Pension Plan Report	<u>Motion No. 25.08-99</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robison, and unanimously passed that the Board approve consent agenda items IX.B – D. Motion carried.
	4. Approval of the Removal of Sima Ladjevardian as a Member of the Dialysis Center at Quentin Mease Governing Body <i>{End of Consent Agenda}</i>	<u>Motion No. 25.08-99</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robison, and unanimously passed that the Board approve consent agenda items IX.B – D. Motion carried.
XI. Item(s) Related to the Health Care for the Homeless Program		
	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 to Provide Health Services to Persons Experiencing Homelessness under Section 330(h) of the Public Health Service Act HCHP August 2025 Operational Update Ms. Tracey Burdine, Director of ACS, presented the August 2025 Operational Update for the Health Care for the Homeless Program (HCHP), as required by the U.S. Department of Health and Human Services. Ms. Burdine reported that as of July 2025, the program had served a total of 4,964 patients, representing 68% of the annual goal, and completed 18,269 visits, or 61% of the annual visit goal. In the month of July alone, 1,395 unduplicated patients were served, with 2,853 visits completed—most of which were for family practice services (965 patients).	<u>Motion No. 25.08-100</u> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item XI.A. Motion carried.

	Ms. Burdine reviewed the current clinic operations, noting that HCHP maintains seven (7) shelter-based clinic sites. Of these, four (4) are open access, serving both individuals experiencing homelessness and the broader community, while three (3) are closed sites that serve only shelter residents. In addition to these sites, the program operates four (4) mobile medical units and one (1) mobile dental unit, which continues to provide care in the community. She also provided an overview of the program’s budget performance through the end of the second quarter. Ms. Burdine stated that 35% of the total allocated budget had been utilized. She highlighted key pending expenditures and further noted that contractual services expenses were lower than expected due to pending invoices for May and June, as well as ongoing work on the psychiatric budget. Ms. Burdine explained that supply expenditures were intentionally reduced as part of a strategic plan to lower overhead by 10%, through stock rotation and avoiding duplicate orders across clinics. Finally, Ms. Burdine addressed an ongoing collaboration with Healthcare for the Homeless – Houston (HHH). She reported that due to financial challenges at HHH, Harris Health will temporarily provide dental services to HHH clients via its mobile dental unit beginning September 2, 2025. This support will continue until HHH is able to resume its own dental operations. A copy of the presentation is available in the permanent record.	
	B. Approval of the HCHP 2025 Shelter Based Clinics List	<u>Motion No. 25.08-101</u> Moved by Ms. Afsheen Davis, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda item XI.B. Motion carried.
	C. Approval of the HCHP Budget Summary Report	<u>Motion No. 25.08-102</u> Moved by Ms. Libby Viera - Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item XI.C. Motion carried.

XII. Executive Session	At 11:23 a.m., Dr. Andrea Caracostis stated that the Board would enter Executive Session for Items XII. 'E through J' as permitted by law under Tex. Health & Safety Code Ann. §161.032, and Tex. Gov't Code Ann. §§551.071, 551.072, 551.085.	
	E. Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Six Months Ending June 30, 2025, and Overview of the Main Drivers that Impact the Financial Performance and Budget Planning, Pursuant to Tex. Gov't Code Ann. §551.085 Dr. Caracostis noted Ms. Davis recusal on this item related to Texas Children's Hospital.	No Action Taken.
	F. Consultation with Attorney Regarding Contemplated Litigation, Pursuant to Tex. Gov't Code Ann. §§551.071, 551.085, and Possible Action Regarding this Matter Upon Return to Open Session, Including Authorizing Community Health Choice to Commence Litigation in an Appropriate State Court in Harris County, Texas to Resolve a Contractual Dispute Dr. Caracostis noted Ms. Davis recusal on this item related to Texas Children's Hospital. <u>Motion:</u> <i>Authorize Community Health Choice to Commence Litigation in an Appropriate State Court in Harris County, Texas to Resolve Contractual Dispute as presented in Executive Session.</i>	<u>Motion No. 25.08-103</u> Moved by Ms. Ingrid Robinson, seconded by Ms. Carol Paret, and majority passed that the Board approve agenda item XII.F. Ms. Afsheen Davis abstained. Motion carried.
	G. Consultation with Attorney Regarding Litigation, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session, Including Approval of a Settlement in Civil Action No. 4:23-cv-03198, U.S. District Court, Southern District of Texas, Houston Division <u>Motion:</u> <i>Approval of the Settlement in Civil Action No. 4:23-cv-03198 in the U.S. District Court, Southern District, Houston Division in the amount of \$2,750,000. President/CEO of Harris Health or his designee is authorized to execute any agreement, release, or any other necessary documents to effectuate this settlement, as presented in Executive Session.</i>	<u>Motion No. 25.08-104</u> Moved by Ms. Libby Viera – Bland, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve agenda item XII.G. Motion carried.
	H. Consultation with Attorney Regarding Opioid Litigation, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval to Participate in the Settlement with Purdue Pharma L.P. and its Affiliated Debtors in the Texas Opioid Multi-District Litigation Upon Return to Open Session <u>Motion:</u> <i>Approval for Harris Health to Participate in the Settlement with Purdue Pharma L.P. and its Affiliated Debtors in the Texas Opioid Multi-District Litigation, MDL No. 2018-63587, in the 152nd District Court of Harris County, Texas. President/CEO of Harris Health or his designee is authorized to execute any agreement, release, or any other necessary documents to effectuate this settlement, as presented in Executive Session.</i>	<u>Motion No. 25.08-105</u> Moved by Ms. Libby Viera – Bland, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve agenda item XII.H. Motion carried.

	I. Consultation with Attorney Regarding Deliberation of the Purchase, Exchange, Lease or Value of Real Property, Pursuant to Tex. Gov't Code Ann. §§551.071, 551.072, and Possible Action Upon Return to Open Session	No Action Taken.
	J. 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. 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	No Action Taken.
XIII. Reconvene	At 12:23 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. The Board took action on items XII. "F – H" of the Executive Session Agenda.	
XIV. Adjournment	There being no further business to come before the Board, the meeting adjourned at 12:26 p.m.	

I certify that the foregoing are the Minutes of the Harris Health Board of Trustees Meeting held on August 28, 2025.

Respectfully Submitted,


Andrea Caracostis, MD, MPH, Chair


Libby Viera-Bland, AICP, Secretary

Minutes transcribed by Cherry A. Joseph, MBA