

MINUTES OF THE HARRIS HEALTH BOARD OF TRUSTEES
Special Call Board Meeting: Health Resources and Services Administration (HRSA)
Thursday, November 13, 2025
8:30 A.M.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
I. Call to Order and Record of Attendance	<p>The meeting was called to order at 8:32 AM by Ms. Carol Paret, Presiding Officer. It was noted that a quorum was present, and the attendance was recorded. Some Board members attended in person, while others joined via video conference in accordance with state law and Harris Health's 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.</p>	<p>A copy of the attendance is appended to the archived minutes.</p>
II. Public Comment	<p>There were no public speakers present to address the Board.</p>	
III. Announcements/ Special Presentations <ul style="list-style-type: none"> New Member of the Harris Health Board of Trustees 	<p>Dr. Caracostis announced the appointment of Dr. Shubhada Hooli to the Harris Health Board of Trustees for a two-year term beginning November 3, 2025. She described Dr. Hooli's background as a pediatric emergency medicine physician at Texas Children's Hospital and highlighted her extensive work in global child health, mobile health initiatives, and health equity. Her research, supported by major national and international partners, has focused on pneumonia, pulse oximetry, and technology-enabled care. Dr. Hooli has also been active in health policy development through leadership roles with the American Medical Association and collaborations with the World Health Organization. The Board welcomed Dr. Hooli and expressed appreciation for the expertise and perspective she brings.</p> <p>A brief acknowledgment was also made thanking former Trustee Afsheen Davis for her dedicated service.</p>	<p>As Presented.</p>

IV. Item(s) Related to the Health Care for the Homeless Program		
	<p>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</p> <ul style="list-style-type: none"> • HCHP November 2025 Operational Update <p>Ms. Tracey Burdine, Director of Ambulatory Care Services (ACS), presented the HCHP Operational Update. She reported year-to-date totals of 6,208 unduplicated patients and 25,359 completed visits, with 1,177 unduplicated patients and 2,347 visits recorded in October. Ms. Burdine explained that ongoing staffing shortages, particularly among providers, continue to challenge program operations. With only five providers available to staff seven shelter-based clinics, rotating schedules have required physicians to move between multiple sites daily, which has reduced continuity of care and contributed to declines in patient satisfaction.</p> <p>Board members engaged in extensive discussion regarding the recruitment challenges, the strain on existing providers, and the direct impact on patient experience. The Board inquired about strategies to enhance provider stability and the feasibility of increasing the existing 0.6 FTE Family Physician position to a full 1.0 FTE to strengthen clinic coverage. Ms. Burdine noted that recruitment in this specialty area remains difficult and confirmed that interim Medical Director Dr. Matasha Russell is actively assisting with both temporary coverage and long-term staffing planning.</p> <p>The Board also discussed trends in homelessness across Harris County. Ms. Burdine reported that more individuals are now living outdoors or in encampments rather than in shelters, contributing to fluctuating clinic volumes. Board members raised concerns about anticipated displacement as major regional events, including the upcoming World Cup approach, and encouraged stronger strategic collaborations with local FQHCs, shelters, and faith-based organizations to ensure broader reach without duplicating services.</p> <p>The Board reviewed and discussed the Second Quarter Patient Satisfaction Report. Ms. Burdine explained that patient satisfaction results indicate a need for improvement in provider listening skills, communication between nurses and providers, and patients' likelihood of recommending their provider. These declines were attributed to the inconsistency in provider assignments caused by staff shortages, which has led patients to encounter multiple clinicians instead of maintaining continuity with a single provider. Some patients also reported that providers appeared distracted</p>	<p><u>Motion No. 25.11-131</u> Moved by Ms. Libby Viera - Bland, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item IV.A. Motion carried.</p>

or less engaged when entering information into the electronic medical record.

The Board discussed planned interventions, including reinforcing active listening techniques, reducing unnecessary distractions during patient encounters, improving teach-back practices to ensure understanding, and standardizing communication procedures at both intake and discharge. The Board expressed support for efforts to stabilize the provider workforce as a necessary component of improved patient satisfaction.

Ms. Burdine presented the proposed HCHP 2026–2030 Strategic Plan and summarized the program’s strengths, weaknesses, opportunities, and threats. The discussion focused on six major strategic priority areas. Regarding Quality and Safety, Ms. Burdine described the plan’s goal of meeting or exceeding 80% of HRSA quality benchmarks and preparing for the national transition to value-based care by 2030. Board members requested clarification about value-based care, and Ms. Burdine explained the shift away from volume-driven services toward outcomes-focused reimbursement.

The Board also discussed workforce development, including goals to improve employee engagement, enhance professional development opportunities, and create provider recognition incentives. Financial resiliency was addressed through diversification of funding streams and improved provider productivity. Ms. Burdine noted that current productivity varies between eight and ten patients per day, below the target of twelve, and emphasized that staffing stability would support more consistent output.

The discussion further addressed access to care, including a planned feasibility study for expanding services into North Harris County in response to demographic shifts. The Board expressed strong support for exploring partnerships to avoid duplication and extend HCHP’s reach. Ms. Burdine also outlined plans to strengthen behavioral health and substance use disorder services and to increase hypertension and lipid management performance in alignment with national initiatives. Finally, the Board discussed infrastructure challenges within shelter clinics, recognizing that space limitations, such as those at Salvation Army’s rehabilitation program site, may necessitate adjustments or potential relocation in the future.

Note: Items A-C were presented together.

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

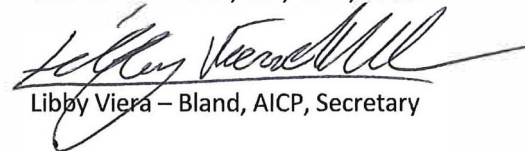
	B. Approval of HCHP Second Quarter Patient Satisfaction Report	Motion No. 25.11-132 Moved by Ms. Sima Ladjevardian, seconded by Ms. Libby Viera - Bland, and unanimously passed that the Board approve agenda item IV.B. Motion carried.
	C. Approval of HCHP 2026-2030 Strategic Plan	Motion No. 25.11-133 Moved by Ms. Carol Paret, seconded by Ms. Libby Viera-Bland, and unanimously passed that the Board approve agenda item IV.C. Motion carried.
V. Adjournment	There being no further business to come before the Board, the meeting adjourned at 9:08 AM.	

I certify that the foregoing are the Minutes of the Harris Health Board of Trustees Special Call Board HRSA Meeting held on November 13, 2025.

Respectfully Submitted,



Andrea Caracostis, MD, MPH, Chair



Libby Viera – Bland, AICP, Secretary

Minutes transcribed by Cherry A. Joseph, MBA

MINUTES OF THE HARRIS HEALTH BOARD OF TRUSTEES
Special Call Board Meeting: Strategic Planning
Thursday, November 13, 2025
9:00 A.M.
(Immediately following the Special Call Board Meeting: HRSA)

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
I. Call to Order and Record of Attendance	<p>The meeting was called to order at 9:09 AM by Dr. Andrea Caracostis, Chair. It was noted that a quorum was present, and the attendance was recorded. Some Board members attended in person, while others joined via video conference in accordance with state law and Harris Health's 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.</p>	<p>A copy of the attendance is appended to the archived minutes.</p>
II. Public Comment	<p>There were no public speakers present to address the Board.</p>	
III. Discussion and Consideration of Approval of the 2026-2030 Harris Health Strategic Plan	<p>Mr. Sam Moskowitz, Berkley Research Group (BRG), led the discussions for this agenda item, providing an overview of the strategic planning process. He noted the Board's extensive involvement throughout the four phases of plan development and highlighted the exceptional level of stakeholder engagement, both internally and externally. Mr. Faisal Amin, BRG, facilitated further discussion on the strategic plan, providing context on the depth of stakeholder engagement. He noted that one-on-one meetings, focus groups, and surveys were conducted with internal staff, medical leadership, community partners, regulators, elected officials, donors, and other key stakeholders. Mr. Amin emphasized that the strategic plan reflects significant input from these engagements and praised the Board and leadership team for their sustained commitment.</p> <p>Board members discussed elements of the plan, including the consideration of ambitious goals, strategic flexibility, enterprise risk management, technology infrastructure, and the core commitment to system-wide integration under the "One Harris Health" model. The Board emphasized the importance of agility, disciplined execution, and alignment with Harris Health's mission, vision, and values. Members expressed strong support for the strategic plan, noting its focus on people, health promotion, and alignment across all Harris Health institutions. After discussion, the Board voted to approve the 2026-2030 Harris Health Strategic Plan. A copy of the presentation is available in the permanent record.</p>	<p><u>Motion No. 25.11-131</u> Moved by Ms. Libby Viera - Bland, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item III. Motion carried.</p>

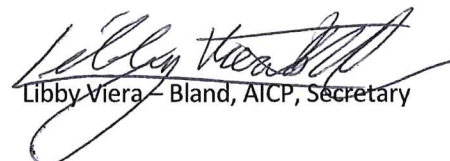
<p>IV. Discussion and Consideration of Approval of the Harris Health Strategic Fund Naming Opportunity Framework</p>	<p>Dr. Esmaeil Porsa, President and CEO, Harris Health, led the discussion regarding Harris Health Strategic Fund Naming Opportunity Framework. He provided context on the purpose of the framework, noting that it provides guidance, creates excitement among potential donors, and ensures transparency in gift attribution. Under state law, the Board retains authority to accept gifts, and the CEO presents recommendations to authorize the framework. The naming opportunities and associated amounts were reviewed. Recognition was given to the Strategic Fund Board for raising nearly 63% of the \$100 million 10-year goal within less than three years, with special acknowledgment to Mr. Sebastian Solar, Harris Health Strategic Fund, Board of Directors, for his leadership in donor engagement. Board members commended Dr. Porsa and the leadership team for their dedication and contributions to this effort.</p>	<p><u>Motion No. 25.11-131</u> Moved by Ms. Libby Viera - Bland, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item IV. Motion carried.</p>
<p>V. Adjournment</p>	<p>There being no further business to come before the Board, the meeting adjourned at 9:52 AM.</p>	

I certify that the foregoing are the Minutes of the Harris Health Board of Trustees Special Call Board: Strategic Planning Meeting held on November 13, 2025.

Respectfully Submitted,



Andrea Caracostis, MD, MPH, Chair



Libby Viera – Bland, AICP, Secretary

Minutes transcribed by Cherry A. Joseph, MBA