

Thursday, April 24, 2025

9:00 A.M.

BOARD ROOM

4800 Fournace Place, Bellaire, TX 77401

The meeting may be viewed online: <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. Call to Order and Record of Attendance | Dr. Andrea Caracostis | 2 min |
| II. Approval of the Minutes of Previous Meeting | Dr. Andrea Caracostis | 1 min |
| • Board Meeting – March 27, 2025 | | |
| III. Announcements / Special Presentations | Dr. Andrea Caracostis | 15 min |
| A. CEO Report Including Special Announcements – <i>Dr. Esmaeil Porsa</i> | | (10 min) |
| • Harris Health Construction Updates | | |
| B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements | | (5 min) |
| IV. Public Comment | Dr. Andrea Caracostis | 3 min |
| V. Executive Session | Dr. Andrea Caracostis | 45 min |
| 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
– <i>Dr. Andrea Caracostis, Dr. Steven Brass and Dr. Yashwant Chathampally</i> | | (20 min) |
| 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
– <i>Dr. Kunal Sharma and Dr. Asim Shah</i> | | (15 min) |

- 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 – Dr. O. Reggie Ekins](#)

(10 min)

VI. Reconvene to Open Meeting**Dr. Andrea Caracostis 2 min****VII. General Action Item(s)****Dr. Andrea Caracostis 4 min****A. General Action Item(s) Related to Quality: Medical Staff**

1. [Consideration of Approval of Credentialing Changes for Members of Harris Health Medical Staff – Dr. Kunal Sharma](#)

(2 min)

B. General Action Item(s) Related to Quality: Correctional Health Medical Staff

1. [Consideration of Approval of Credentialing Changes for Members of Harris Health Correctional Health Medical Staff – Dr. O. Reggie Ekins](#)

(2 min)

VIII. Strategic Discussion**Dr. Andrea Caracostis 30 min****A. Harris Health Strategic Plan Initiatives**

1. [Presentation Regarding the Harris Health 2026-2030 Strategic Plan Update – Ms. Maria Cowles and BRG](#)
2. [Presentation Regarding Technology Strategy \(Big Rocks\) Update – Mr. Ron Fuschillo](#)

(10 min)

(15 min)

B. Committee Reports

(5 min)

- [April 8, 2025: Quality Committee – Dr. Andrea Caracostis](#)

IX. Consent Agenda Items**Dr. Andrea Caracostis 5 min****A. Consent Purchasing Recommendations**

1. [Consideration of Approval of Purchasing Recommendations \(Items A1 through A13 of the Purchasing Matrix\) – Ms. Paige McInnis and Mr. Jack Adger, Harris County Purchasing Office](#)
- [\(See Attached Expenditure Summary: April 24, 2025\)](#)

2. [Harris Health First Quarter of Fiscal Year 2025 Premier Spend Report for Information Only – Ms. Paige McInnis and Mr. Jack Adger, Harris County Purchasing Office](#)

B. Consent Committee Recommendation

1. Consideration of Approval of Revisions to the Board of Trustees Quality Committee Charter [Quality Committee]

C. Consent Grant Recommendations

1. [Consideration of Approval of a Grant Recommendation \(Item C1 of the Grant Matrix\) – HCHD Foundation](#)
- [\(See Attached Grant Matrix: April 24, 2025\)](#)

D. Consent Contract Recommendations

1. [Consideration of Approval of Contract Recommendations \(Items D1 through D2 of the Contract Matrix\) – Ms. Pollie Martinez](#)
[\(See Attached Contract Matrix: April 24, 2025\)](#)

E. New Consent Items for Board Approval

1. [Consideration of Acceptance of the Harris Health March 2025 Financial Report Subject to Audit – Ms. Victoria Nikitin](#)
2. Consideration of Approval of the Appointment of Ms. Sima Ladjevardian as a Member of the Board of Trustees Governance and Budget & Finance Committees – **Board of Trustees**

F. Consent Reports and Updates to the Board

1. [Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health – Mr. R. King Hillier](#)

{End of Consent Agenda}

X. Item(s) Related to Thomas Street Health Center**5 min**

- A. [Discussion Regarding the Grant Assurance Form from The Houston Regional HIV/AIDS Resource Group \(TRG\) to Harris County Hospital District d/b/a Harris Health – Dr. Jennifer Small and Ms. Dawn Jenkins](#)

*(5 min)***XI. Item(s) Related to the Health Care for the Homeless Program****Dr. Andrea Caracostis****15 min**

- 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 – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(12 min)

- [HCHP April 2025 Operational Update](#)

- B. [Consideration of Approval of the HCHP Consumer Advisory Council Report – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(1 min)

- C. [Consideration of Approval of the HCHP 2024 Annual Risk Management Report – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(1 min)

- D. [Consideration of Approval of the HCHP 2024 Service Area Analysis Report – Dr. Jennifer Small and Ms. Tracey Burdine](#)

*(1 min)***XII. Executive Session****Dr. Andrea Caracostis****50 min**

- D. [Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Month Ending February 28, 2025, Pursuant to Tex. Gov't Code Ann. §551.085 – Ms. Lisa Wright, CEO and Ms. Anna Mateja, CFO, Community Health Choice](#)

(10 min)

E. [Consultation with Attorney Regarding Litigation, Pursuant to Tex. Gov't Code Ann. §551.071, Including Consideration of Approval of a Settlement in Civil Action No. 4:17-cv-02749, U.S. District Court, Southern District of Texas Upon Return to Open Session – Ms. Sara Thomas and Mr. Michael Fritz](#)

(10 min)

F. Consultation with Attorneys Regarding Harris Health's Medical School Affiliation and Support Agreements, Pursuant to Tex. Gov't Code Ann. §551.71, and Possible Action Upon Return to Open Session
– **Ms. Sara Thomas and Mr. Louis Smith**

(10 min)

G. 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 – **Ms. Carolynn Jones**

(10 min)

H. Consultation with Attorney Regarding Deliberation of the Purchase, Exchange, Lease or Value of Real Property, Pursuant to Tex. Gov't Code Ann. §551.072, and Possible Action Upon Return to Open Session
– **Ms. Sara Thomas and Dr. Esmaeil Porsa**

(10 min)

XIII. Reconvene

Dr. Andrea Caracostis 2 min

XIV. Adjournment

Dr. Andrea Caracostis 1 min

MINUTES OF THE HARRIS HEALTH BOARD OF TRUSTEES

Board Meeting

Thursday, March 27, 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 9:13 a.m. by Dr. Andrea Caracostis, Chair. It was noted that a quorum was present, and the attendance was recorded. Dr. Caracostis noted that while some Board members were present in person, others were participating via videoconference, in accordance with state law and the Harris Health Videoconferencing Policy. The meeting was accessible for public viewing 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	<ul style="list-style-type: none"> Board Meeting – February 27, 2025 	<u>Motion No. 25.03-25</u> Moved by Ms. Sima Ladjevardian, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve the minutes of February 27, 2025 Board meeting. Motion carried.
III. Announcements/ Special Presentations	<p>A. CEO Report Including Special Announcements</p> <ul style="list-style-type: none"> Measles Risk and Prevention in Houston <p>Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), provided an update on several key items:</p> <ul style="list-style-type: none"> Measles outbreak: Dr. Porsa reported on the current measles outbreak in Harris County. Lyndon B. Johnson (LBJ) Hospital Construction: He provided an update on the construction at LBJ Hospital and noted that the Texas Medical Center (TMC) police are providing security coverage at the site. Executive Retirements: Dr. Porsa announced the retirement upcoming retirements of: <ul style="list-style-type: none"> Mr. Jeffrey Baker, Executive Director, Harris County Hospital District Foundation Ms. Elizabeth Hanshaw Winn, Assistant County Attorney, Harris County Attorney's Office <p>Dr. Porsa also shared that the LBJ Hospital Expansion was honored with the 2025 Touchstone Award from the Center for Health Design. The award recognizes the use of an Evidence-Based Design process to enhance value, improve outcomes, and engage stakeholders. He concluded his report by reading a heartfelt poem from a patient, expressing gratitude for the care received at Ben Taub Hospital (BTH).</p>	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
	<p>B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements</p> <p>Ms. Carol Paret shared that she had the privilege of participating in the Magnet Site Reviews at both LBJ and BT Hospitals. She noted that the Board should be very proud of the outstanding work being done by the nursing leadership and staff.</p> <p>Dr. Cody Pyke informed the Board that due to her professional commitments during the legislative session in Austin, TX, she will be attending Board meetings virtually. She anticipates resuming in-person attendance in June.</p>	As Presented.
IV. Public Comment	<p>Ms. Cynthia Cole, Executive Director of Local #1550 – AFSCME (American Federation of State, County, and Municipal Employees), addressed the Board regarding employee concerns related to living wages and workplace safety.</p> <p>Ms. Audrey Nath, a Harris Health employee, addressed the Board regarding preventable deaths occurring in the Harris County jail.</p> <p>Ms. Citterece McGregor spoke to the Board about the death of her son, who was a patient while in the custody of the Harris County Jail and Ben Taub Hospital.</p>	As Presented.
V. Executive Session	<p>At 9:36 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.</p>	
	<p>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</p>	No Action Taken.
	<p>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</p>	No Action Taken.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
	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.
VI. Reconvene to Open Meeting	At 9:56 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	
	<p>1. Approval of Credentialing Changes for Members of the Harris Health Medical Staff</p> <p>Dr. Kunal Sharma, Chair, Medical Executive Board, presented the credentialing changes for members of the Harris Health Medical Staff. In March 2025, there were seventeen (17) initial appointments, forty – four (44) reappointments, two (2) changes/additions of privileges, and five (5) resignations. A copy of the credentialing report is available in the permanent record.</p>	Motion No. 25.03-26 Moved by Mr. Paul Puente, seconded by Mr. Jim Robinson, 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	
	<p>1. Approval of Credentialing Changes for Members of the Harris Health 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 Correctional Health Medical Staff. In March 2025, there was three (3) initial appointments, seven (7) reappointments, and one (1) resignation. A copy of the credentialing report is available in the permanent record.</p>	Motion No. 25.03-27 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.
VIII. Executive Session	At 9:58 a.m., Dr. Caracostis stated that the Board would enter into Executive Session for Items VIII. 'D through F' as permitted by law under Tex. Gov't Code Ann. §§551.071, 551.085 and 551.074.	
	D. 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	No Action Taken.
	E. Consultation with Attorney Regarding Revisions to Committee Charters, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Upon Return to Open Session	No Action Taken.
	F. Deliberation Regarding Evaluation and Duties of Harris Health Board Members, Pursuant to Tex. Gov't Code Ann. §551.074	No Action Taken.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
IX. Reconvene to Open Meeting	At 10:58 a.m., Dr. Andrea Caracostis reconvened the meeting in open session; and that no action was taken in Executive Session.	
X. New Items for Board Consideration		
	<p>A. Approval of a Resolution of the Board of Trustees of the Harris County Hospital District Approving the Form of the Order of the Harris County Commissioners Court Authorizing the Issuance, Sale and Delivery of Harris County Hospital District, Limited Tax Bonds, Series 2025; Levying a Continuing Direct Annual Ad Valorem Tax for the Payment of Principal and Interest; Authorizing the Authorized Representative to Approve the Amounts, Interest Rates, Prices, Terms and Redemption Provisions Thereof; Approving the Preparation of Financing Documents and Prescribing the Terms and Form Thereof; Authorizing the Preparation and Distribution of an Official Statement in Connection with the Sale of the Bonds; and Making Other Provisions and Other Activities Supporting the Issuance and Administration of Such Bonds</p> <p>Ms. Victoria Nikitin, Executive Vice President, Chief Financial Officer, explained that the proposed Resolution is necessary for the Harris Health Finance Working Group to finalize the issuance, sale and delivery of Harris County Hospital District, Limited Tax Bonds, Series 2025 (“Bonds”). In May 2025, Harris Health plans to proceed with the first issuance of voter – approved bonds, in an amount not to exceed \$850 million. As required by state statute, the Harris County Commissioners Court must approve the issuance of the Limited Tax Bonds, Series 2025. This approval is scheduled for April 10, 2025. A copy of the resolution is available in the permanent record.</p>	<p><u>Motion No. 25.03-28</u> Moved by Ms. Carol Paret, seconded by Dr. Cody Pyke, and unanimously passed that the Board approve agenda item X.A. Motion carried.</p>
XI. Strategic Discussion		
	<p>A. Committee Reports</p> <ul style="list-style-type: none"> Governance Committee Dr. Cody Pyke shared that the Governance Committee met on February 27, 2025, and discussed the following topics: Ms. Taylor Carlson, Member Success Manager at the Governance Institute, presented an overview of the 2024 Board Self – Assessment. She presented BoardCompass® national themes, board duties and responsibilities, and Harris Health’s Board response rate. She also reviewed the question structure, overall rating, key strengths, opportunities and questions with the greatest response distribution. Additionally, Ms. Carlson outlined the next steps, including a sample development plan with action items, strategies, and a timeline for goal achievement. 	<p>As Presented.</p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
	<ul style="list-style-type: none"> Quality Committee Ms. Sima Ladjevardian stated that the Quality Committee met on March 11, 2025, and discussed the following topics: <ul style="list-style-type: none"> Two Safety Videos, “Shared Decision Making” and “Call Don’t Fall” were viewed. The 2024 Harris Health Quality Manual updates were presented. Joint Conference Committee Ms. Ladjevardian shared that the Joint Conference Committee met on March 13, 2025, and discussed the following topics: <ul style="list-style-type: none"> Dr. Kunal Sharma, Chair of the Medical Executive Board, and Dr. Asim Shah, Vice Chair of the Medical Executive Board, provided the Committee with an update on the activities of the MEB. Dr. Tien Ko, Chief of Staff at LBJ, and Dr. Sandeep Markan, Chief of Staff at BT, shared updates on the system pavilions. Dr. Fareed Khan, Assistant Chief of Staff at BCM, and Dr. Mohammad Zare, Assistant Chief of Staff at UT, provided updates on ambulatory care services. The Committee recommended for approval revisions to the Harris Health Medical Staff Rules and Regulations. 	
XII. Consent Agenda Items		
	A. Consent Purchasing Recommendations	
	1. Approval of Purchasing Recommendations (Items A1 through A17 of the Purchasing Matrix) Dr. Caracostis noted that Item A9 was pulled from the purchasing agenda and will not be considered at this time. A copy of the purchasing agenda is available in the permanent record.	Motion No. 25.03-29 Moved by Dr. Cody Pyke, seconded by Ms. Libby Viera - Bland, and unanimously passed that the Board approve agenda item XII.A.1. of the purchasing recommendations (A1 through A8 and A10 through A17) Motion carried.

	B. Consent Committee Recommendations	
	1. Approval of Revisions to the Harris Health Quality Manual	Motion No. 25.03-30 Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	2. Approval of Revisions to the Harris Health Medical Staff Rules and Regulations	Motion No. 25.03-30 Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	C. Consent Grant Recommendations	
	1. Approval of Grant Recommendations (Items C1 through C7 of the Grant Matrix)	Motion No. 25.03-30 Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	D. Consent Contract Recommendations	
	1. Approval of Contract Recommendations (Items D1 through D3 of the Contract Matrix)	Motion No. 25.03-30 Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.

	E. New Consent Items for Board Approval	
	1. Acceptance of the Harris Health February 2025 Financial Report Subject to Audit	<u>Motion No. 25.03-30</u> Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	2. Approval to Appoint Mr. Omar Reid and Mr. James Camp as Committee Members to the Harris Health 401K & 457(b) Administrative Committee and Pension Administrative Committee Effective as of May 1, 2025	<u>Motion No. 25.03-30</u> Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	3. Approval of Harris Health’s Donation of Salvage or Surplus Property Policy	<u>Motion No. 25.03-30</u> Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	4. Approval to Convey a Water Meter Easement and Right of Way to The City of Houston for the Lyndon B. Johnson Hospital Expansion Project, Houston, Harris County, Texas	<u>Motion No. 25.03-30</u> Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	5. Approval to Transfer Ownership via Warranty Deed of a Sanitary Sewer Across Kelly Street to the City of Houston	<u>Motion No. 25.03-30</u> Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.

	6. Approval of the Quality Committee and Budget & Finance Committee Members and Revised Committee Charters	Motion No. 25.03-30 Moved by Dr. Cody Pyke, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda items XII.B – F. Motion carried.
	F. Consent Reports and Updates to the Board	
	1. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health {End of Consent Agenda}	For Information Only
XIII. 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 April 2025 Operational Update <p>Ms. Tracy Burdine, Director, Health Care for the Homeless Program (HCHP), presented the April 2025 Operational Update. Her report included the Productivity Report, Consumer Advisory Council Report, Risk Management Report and Service Area Analysis. She shared that HCHP has provided care to 1,887 unduplicated patients and completed 4,642 visits year-to-date. In February 2025 alone, HCHP served 1,280 unduplicated patients and 2,472 completed visits, reflecting an increase compared to the previous year. She noted that a concerted effort to boost productivity has been highly successful. Ms. Burdine also presented the Q4 Budget summary, highlighting that 63% of funds have been utilized. She noted that operating line items falling below 25% pertain to contractual and equipment expenses, which are allocated for the Open Door Mission (ODM) renovation project. Additionally, Ms. Burdine discussed the HCHP policy on waiving client fees, emphasizing that the policy ensures that an individual's inability to pay does not prevent access to services through the Health Care for the Homeless Program. A copy of the presentation is available in the permanent record.</p>	<p>Motion No. 25.03-31 Moved by Ms. Libby Viera - Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item XIII.A. Motion carried.</p>

	B. Approval of the HCHP Budget Summary Report	<u>Motion No. 25.03-32</u> Moved by Ms. Libby Viera – Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item XIII.B. Motion carried.
	C. Approval of the HCHP Waiving of Client Fees Policy	<u>Motion No. 25.03-33</u> Moved by Mr. Paul Puente, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item XIII.C. Motion carried.
XIV. Executive Session	At 11:14 a.m., Dr. Andrea Caracostis stated that the Board would enter into Executive Session for Items XIV. 'G through K' as permitted by law under Tex. Gov't Code Ann. §§551.072, 551.085 and Tex. Health & Safety Code Ann. §161.032.	
	G. Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Month Ending January 31, 2025, Pursuant to Tex. Gov't Code Ann. §551.085	No Action Taken.
	H. Consultation with Attorney Regarding Litigation in Civil Action No. 4:24-CV-05109 in the U.S. District Court, Southern District of Texas, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Upon Return to Open Session	No Action Taken.
	D. Consultation with Attorneys 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.
	I. Consultation with Attorneys 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.
	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 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.

XV. Reconvene	At 11:51 a.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.	
XVI. Adjournment	There being no further business to come before the Board, the meeting adjourned at 11:51 a.m.	

I certify that the foregoing are the Minutes of the Harris Health Board of Trustees Meeting held on March 27, 2025.

Respectfully Submitted,

Andrea Caracostis, MD, MPH, Chair

Carol Paret, BS, Secretary

Minutes transcribed by Cherry A. Joseph, MBA

Thursday, March 27, 2025
Harris Health Board of Trustees Board Meeting Attendance

BOARD MEMBERS PRESENT	BOARD MEMBERS ABSENT
Dr. Andrea Caracostis (<i>Chair</i>)	Afsheen Davis
Carol Paret (<i>Secretary</i>)	
Dr. Cody Pyke (<i>Vice Chair</i>)	
Ingrid Robinson	
Jim Robinson	
Libby Viera-Bland	
Paul Puente	
Sima Ladjevardian	

EXECUTIVE LEADERSHIP/STAFF/ SPECIAL INVITED GUESTS	
Alexander Barrie	Jack Adger (<i>Harris County Purchasing Office</i>)
Dr. Amy Smith	Dr. Jackie Brock
Anna Mateja (<i>Community Health Choice</i>)	Dr. Jennifer Small
Anthony Williams	Jennifer Zarate
Dr. Asim Shah	Jessey Thomas
Dr. Audrey Nath (<i>Public Speaker</i>)	John Matcek
Carolynn Jones	Jonathan Fombonne (<i>Harris County Attorney's Office</i>)
Cherry Joseph	Dr. Joseph Kunisch
Citterece McGregor (<i>Public Speaker</i>)	Dr. Kunal Sharma
Cynthia Cole (<i>Public Speaker: AFSME 1550</i>)	Lindsey "Katie" Rutherford (<i>Harris County Attorney's Office</i>)
Daniel Smith	Louis Smith
Derek Curtis	Maria Cowles
DeWight Doplauf	Matthew Schlueter
Ebon Swofford (<i>Harris County Attorney's Office</i>)	Dr. Maureen Padilla
Elizabeth Hanshaw Winn (<i>Harris County Attorney's Office</i>)	Michael Fritz (<i>Harris County Attorney's Office</i>)
Dr. Esmaeil Porsa (<i>Harris Health System, President & CEO</i>)	Dr. O. Reggie Ekins
Dr. Esperanza "Hope" Galvan	Olga Rodriguez
Dr. Glorimar Medina	Omar Reid

Virtual Attendee Notice: *If you joined as a group and would like to be counted as present, please submit an email to: BoardofTrustees@harrishealth.org before close of business the day of the meeting.*

EXECUTIVE LEADERSHIP/STAFF/ SPECIAL INVITED GUESTS	
Paige Abernathy <i>(Harris County Attorney's Office)</i>	Shawn DeCosta
R. King Hillier	Dr. Steven Brass
Randy Manarang	Tekhesia Phillips
Sam Karim	Dr. Tien Ko
Dr. Sandeep Markan	Tracey Burdine
Sara Thomas <i>(Harris County's Attorney's Office)</i>	Victoria Nikitin

Virtual Attendee Notice: *If you joined as a group and would like to be counted as present, please submit an email to: BoardofTrustees@harrishealth.org before close of business the day of the meeting.*

Public Comment Registration Process

Pursuant to Texas Government Code Ann. §551.007, members of the public are invited to attend the regular meetings of the Harris Health Board of Trustees and may address the Board during the public comment segment regarding an official agenda item or a subject related to healthcare/patient care rendered at Harris Health. Public comment will occur prior to the consideration of all agenda items.

If you have signed up to attend as a public speaker attending virtually, a meeting link will be provided within 24-48 hours of the scheduled meeting. Notice: Virtual public speakers will be removed from the meeting after speaking and have the option to join the meeting live via <http://harrishealthtx.swagit.com/live>. You must click the "Watch Live" hyperlink in the blue bar, located on the top left of the screen.

How to Request to Address the Board of Trustees

Members of the public must register in advance to speak at the Harris Health Board of Trustees Board meetings. Members of the public can contact the Board of Trustees Office during core business hours, Monday through Friday between 8:00 a.m. to 4:00 p.m. To register, members of the public must submit registration no later than 4:00 p.m. on the day before the scheduled meeting using one of the following manners:

1. Providing the requested information located in the "Speak to the Board" tile found at <https://www.harrishealth.org/about-us-hh/board/Pages/registerForm.aspx>
2. Printing and completing the downloadable registration form found at <https://www.harrishealth.org/about-us-hh/board/Documents/Public%20Comment%20Registration%20Form.pdf>
3. Emailing a hard-copy of the completed registration form to BoardofTrustees@harrishealth.org
4. Mailing a completed registration form to 4800 Fournace Pl., Ste. E618, Bellaire, TX 77401
5. Contacting a Board of Trustees staff member at (346) 426-1524 to register verbally or by leaving a voicemail with the required information denoted on the registration form

Prior to submitting a request to address the Harris Health Board of Trustees, please take a moment to review the rules to be observed during the Public Comment Period.

Rules During Public Comment Period

The presiding officer of the Board of Trustees or the Board Secretary shall keep the time for speakers.

Three Minutes

A speaker, whose subject matter, as submitted, relates to an identifiable item of business on the agenda, will be requested by the presiding officer to come to the podium where they will be provided three (3) minutes to speak. A speaker, whose subject matter, as submitted, does not relate to an identifiable item of business on the agenda, will also be provided three (3) minutes to speak. A member of the public who addresses the body through a translator will be given at least twice the amount of time as a member of the public who does not require the assistance of a translator.

Meeting of the Board of Trustees

Thursday, April 24, 2025

Executive Session

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.



Dr. Yashwant Chathampally

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

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Meeting of the Board of Trustees

Thursday, April 24, 2025

Executive Session

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.



Dr. Yashwant Chathampally

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

- Pages 32 - 47 Were Intentionally Left Blank -

Meeting of the Board of Trustees

Thursday, April 24, 2025

Executive Session

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.



O. Reggie Ekins, MD, CCHP-CP
Chief Medical Officer - Correctional Health

- Pages 49 - 51 Were Intentionally Left Blank -

Meeting of the Board of Trustees

Thursday, April 24, 2025

Consideration of Approval Regarding Credentialing Changes for Members of the
Harris Health Medical Staff

The Harris Health Medical Executive Board approved the attached credentialing changes for the members of the Harris Health Medical Staff on April 8, 2025.

The Harris Health Medical Executive Board requests the approval of the Board of Trustees.

Thank you.



Dr. Yashwant Chathampally
Associate Chief Medical Officer, Senior Vice President – Quality & Patient Safety

Board of Trustees



April 2025 Medical Staff Credentials Report

Medical Staff Initial Appointments: 10

BCM Medical Staff Initial Appointments - 3

UT Medical Staff Initial Appointments - 6

HCHD Medical Staff Initial Appointments - 1

Medical Staff Reappointments: 71

BCM Medical Staff Reappointments - 42

UT Medical Staff Reappointments - 27

HCHD Medical Staff Reappointments - 2

BCM/UT/Harris County Hospital District (Harris Health) Medical Staff Changes in Clinical Privileges: 15

BCM/UT/HCHD Medical Staff Resignations: 5

Other Business

For Information

Temporary Privileges Awaiting Board Approval

Urgent Patient Care Need Privileges Awaiting Board Approval

BCM/UT/Harris County Hospital District (Harris Health) Medical Staff Files for Discussion: 1

Medical Staff Initial Appointment Files for Discussion - 0

Medical Staff Reappointment Files for Discussion - 1

Meeting of the Board of Trustees

Thursday, April 24, 2025

Consideration of Approval of Credentialing Changes for Members of the
Harris Health Correctional Health Medical Staff

The Harris Health Correctional Health Medical Executive Committee approved the attached credentialing changes for the members of the Harris Health Correctional Health Medical Staff on April 7, 2025.

The Harris Health Correctional Health Medical Executive Committee requests the approval of the Board of Trustees.



O. Reggie Ekins, MD, CCHP-P
Chief Medical Officer of Correctional Health

Board of Trustees



April 2025 Correctional Health Credentials Report

Medical Staff Initial Appointments: 0

Medical Staff Reappointments: 5

Medical Staff Resignations: 2

Medical Staff Files for Discussion: 0

Meeting of the Board of Trustees

Thursday, April 24, 2025

Presentation Regarding the Harris Health 2026-2030 Strategic Plan Update



Maria M. Cowles
EVP, Chief Strategy Officer and Chief of Staff

INTELLIGENCE THAT WORKS

Harris Health Board of Trustees

Progress Update on Harris Health's 2026—2030 Strategic Plan

April 24, 2025

THINKBRG.COM




We are in Phase 3 of the planning process where drafts of the 2026-2030 Strategic Plan will emerge



Stakeholder Engagement continues; focus is on those external to Harris Health (FQHCs, Medical Schools & County Commissioners)

70+ 
Interviews

20+ 
Presentations

100+ 
Documents Received or
Produced

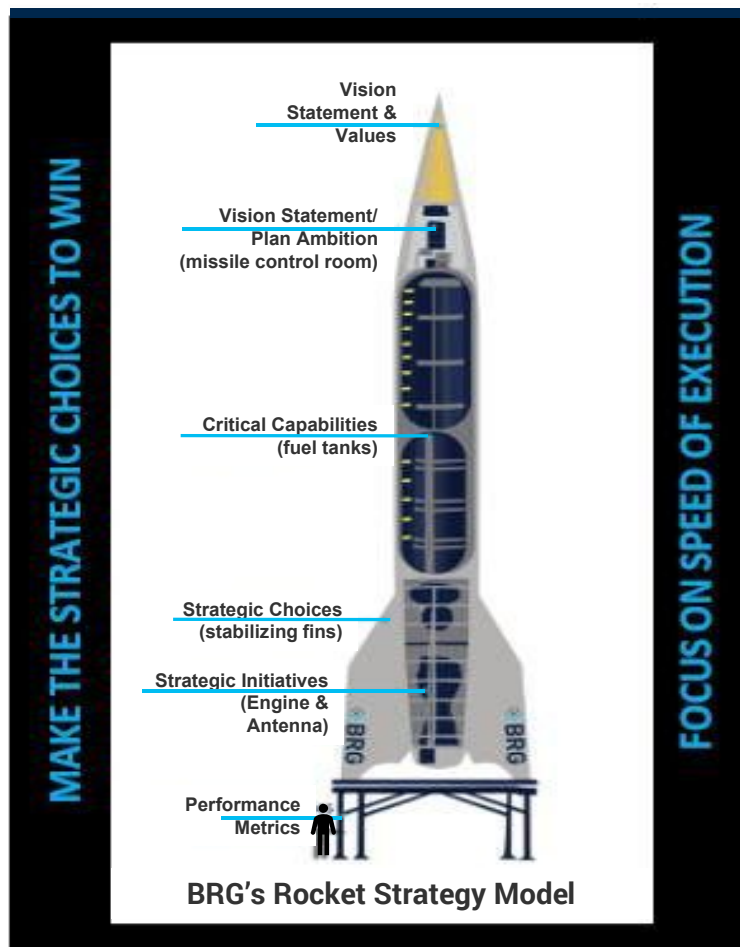
4 
Focus Groups
Completed

2+ 
Surveys &
Questionnaires

1000+ 
Survey Feedback

Common Themes from Stakeholder Engagement Discussions

- Great progress over the last five years (Harris Health's results in quality and safety were cited multiple times).
- Operating as One Harris Health was often cited as a mechanism that has and can continue to make improvements from a system perspective.
- Real concern over headwinds "across the board" (Harris Health, Schools of Medicine, FQHC's, community organizations).
- The need to Integrate silos to help optimize capacity and create a stronger continuum was raised (example often provided: Emergency Departments bursting at the seams while ambulatory sites have visit availability).
- Partnerships and collaboration are essential moving forward.
- The importance of deepening engagement with the community was noted to educate them on who Harris Health really is and where the strategic direction of the organization is headed.



HARRISHEALTH



**Mission and Vision Statements have now been developed
(one final revisit will occur at the end of Phase 3)**

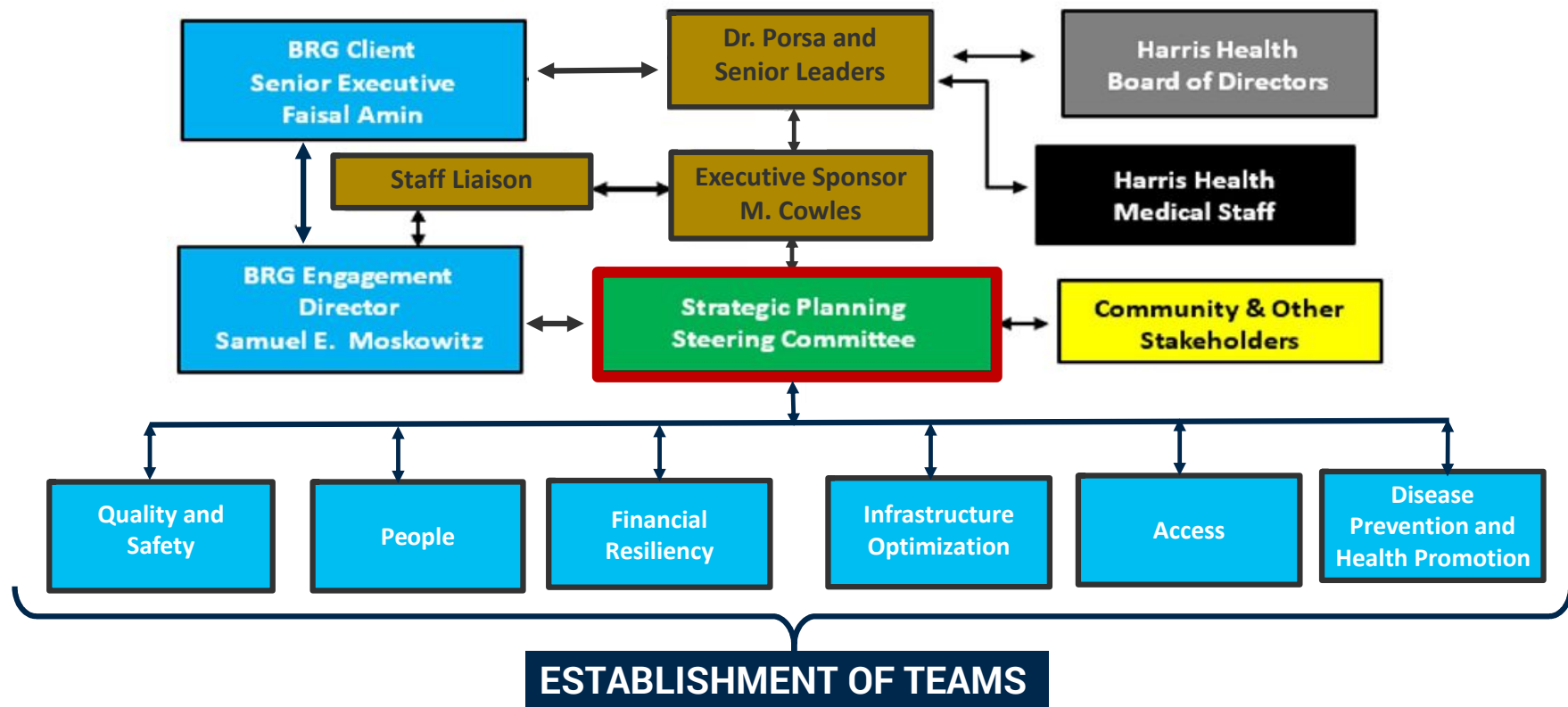
**The Strategic Planning Steering Committee is Now Discussing
Potential Changes to the Values Established in the 2021–2025 Plan**

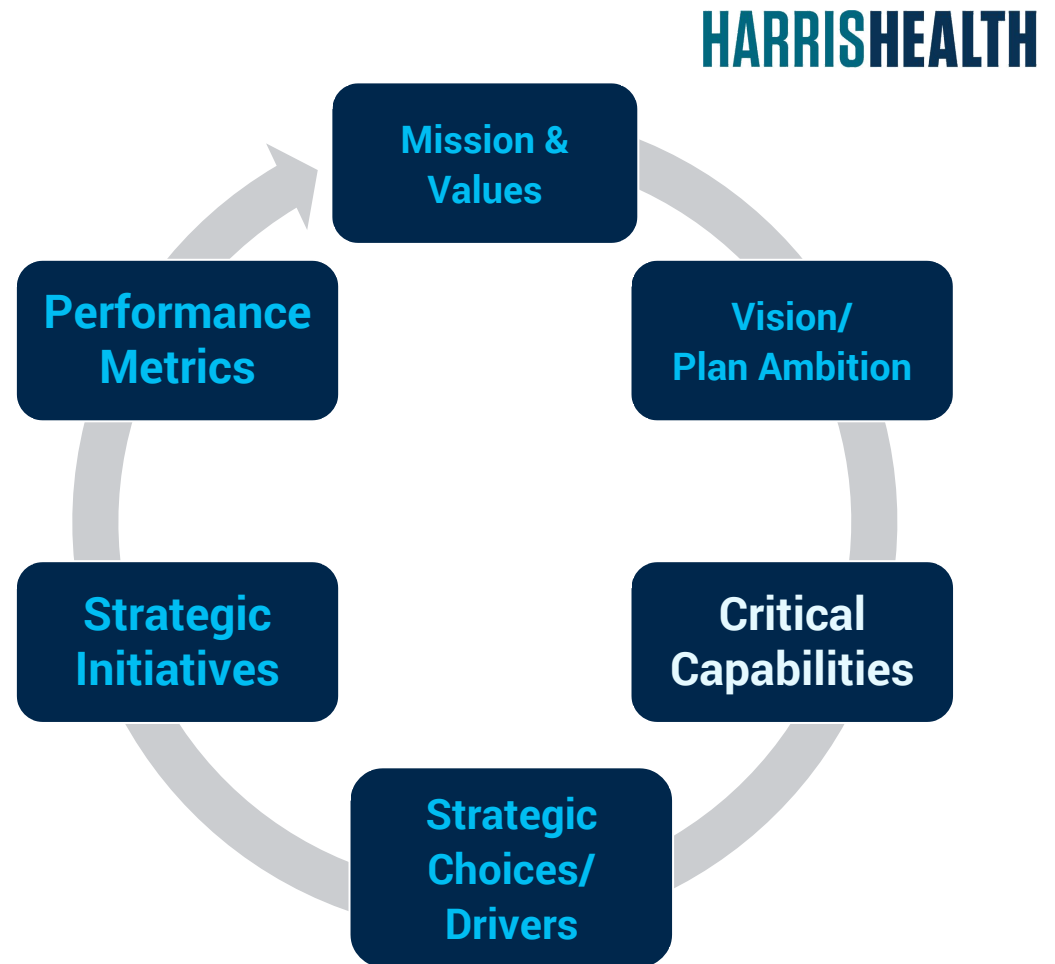
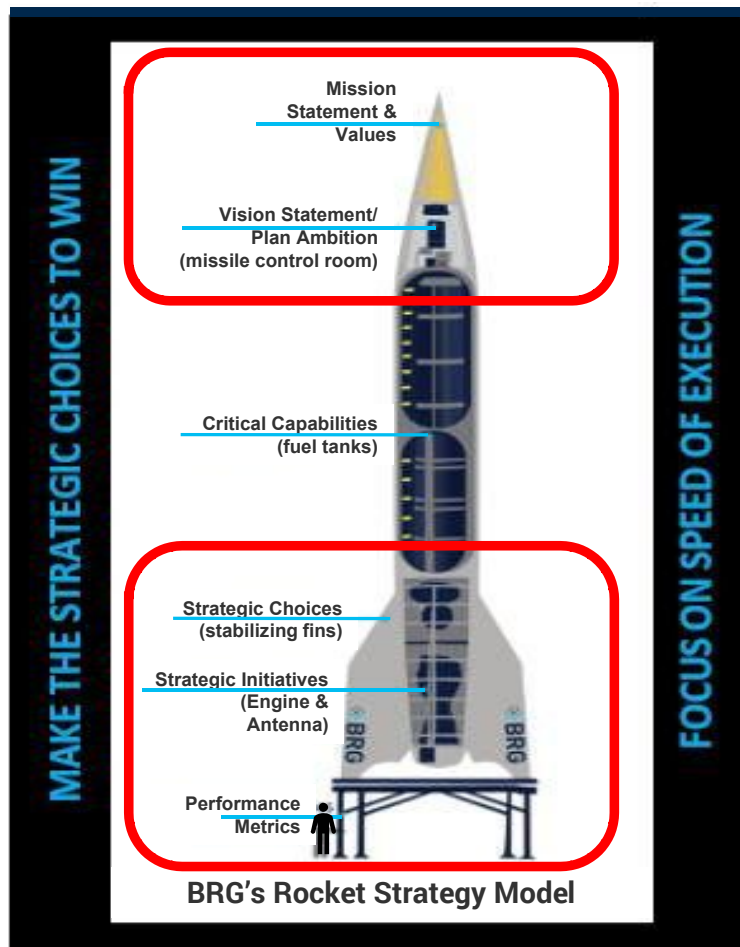
- Proposed changes to the Values Statement will come back to the Board at the next Board Workshop

The Strategic Planning Steering Committee has identified Six Strategic Choices (or “Pillars”) that will guide Harris Health’s priorities and resource commitments during the Plan’s time horizon (2026–2030)

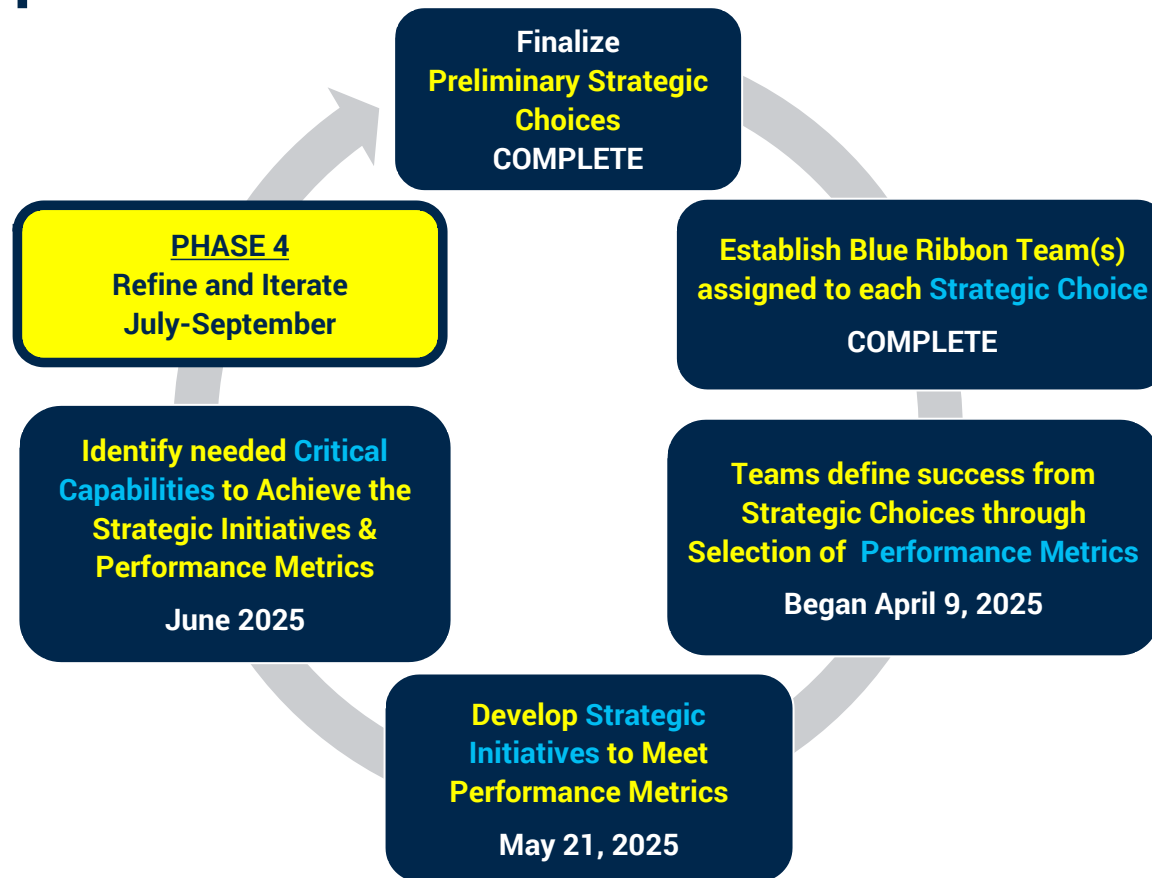
Strategic Choice	Ultimate Goals
Quality & Safety	Achieving Nationally-Recognized Quality & Patient Safety
People	Fostering a Culture that Embodies our Values
Financial Resiliency	Continuing to Strengthen our Stewardship of Resources and the Public Funding We Receive
Access	Driving Positive Patient Outcomes through Improved Access
Health Promotion & Disease Prevention	Partnering with our Patients to Allow Them to Achieve their Full Potential for Health & Well-Being Across their Lifespan
Infrastructure Optimization	Optimizing our Infrastructure to Better Integrate Care and Processes

The Strategic Planning Steering Committee has now split into a Series of Six Teams tied to each of the Strategic Choices





The Path to Conclude Phase 3 of the Planning Process and Initiate Phase 4



Meeting of the Board of Trustees

Thursday, April 24, 2025

Presentation Regarding Technology Strategy (Big Rocks) Update



Ron Fuschillo
Senior Vice President – Chief Information Officer



HARRIS HEALTH TECHNOLOGY ROADMAP

April 24, 2025

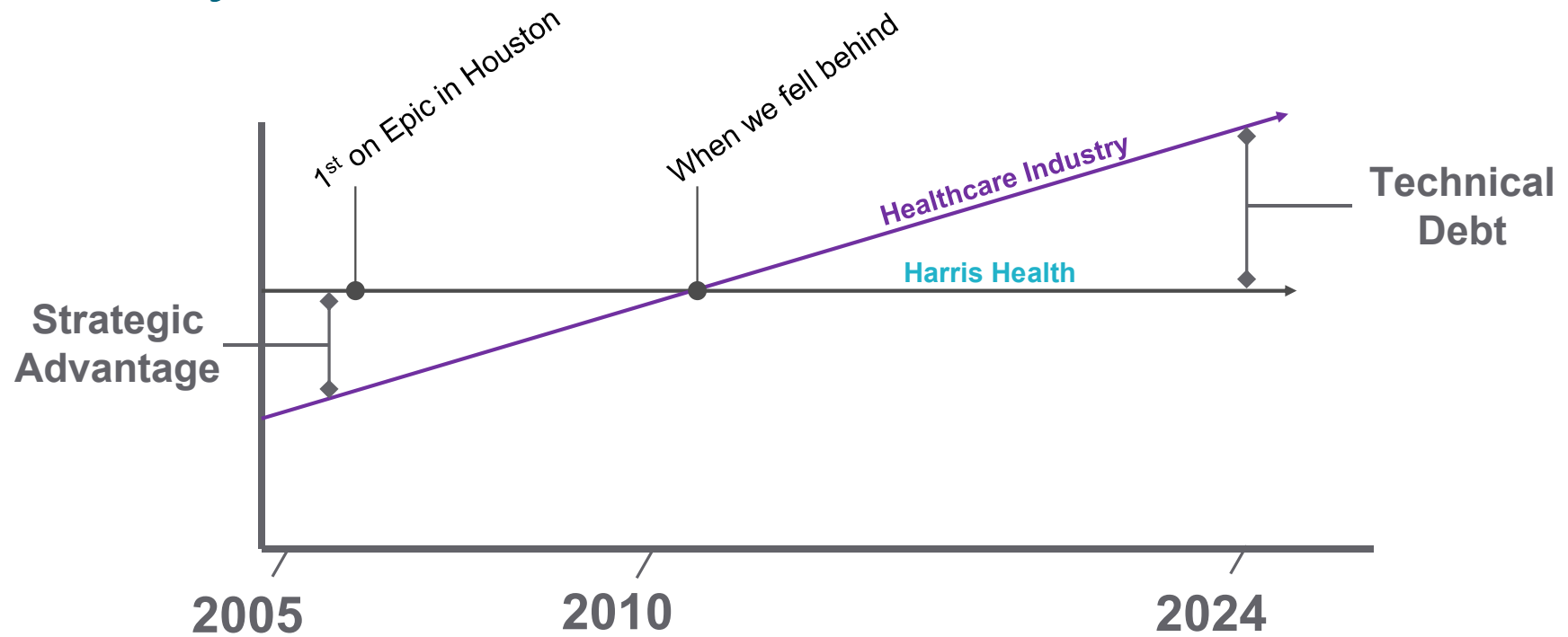
HARRISHEALTH



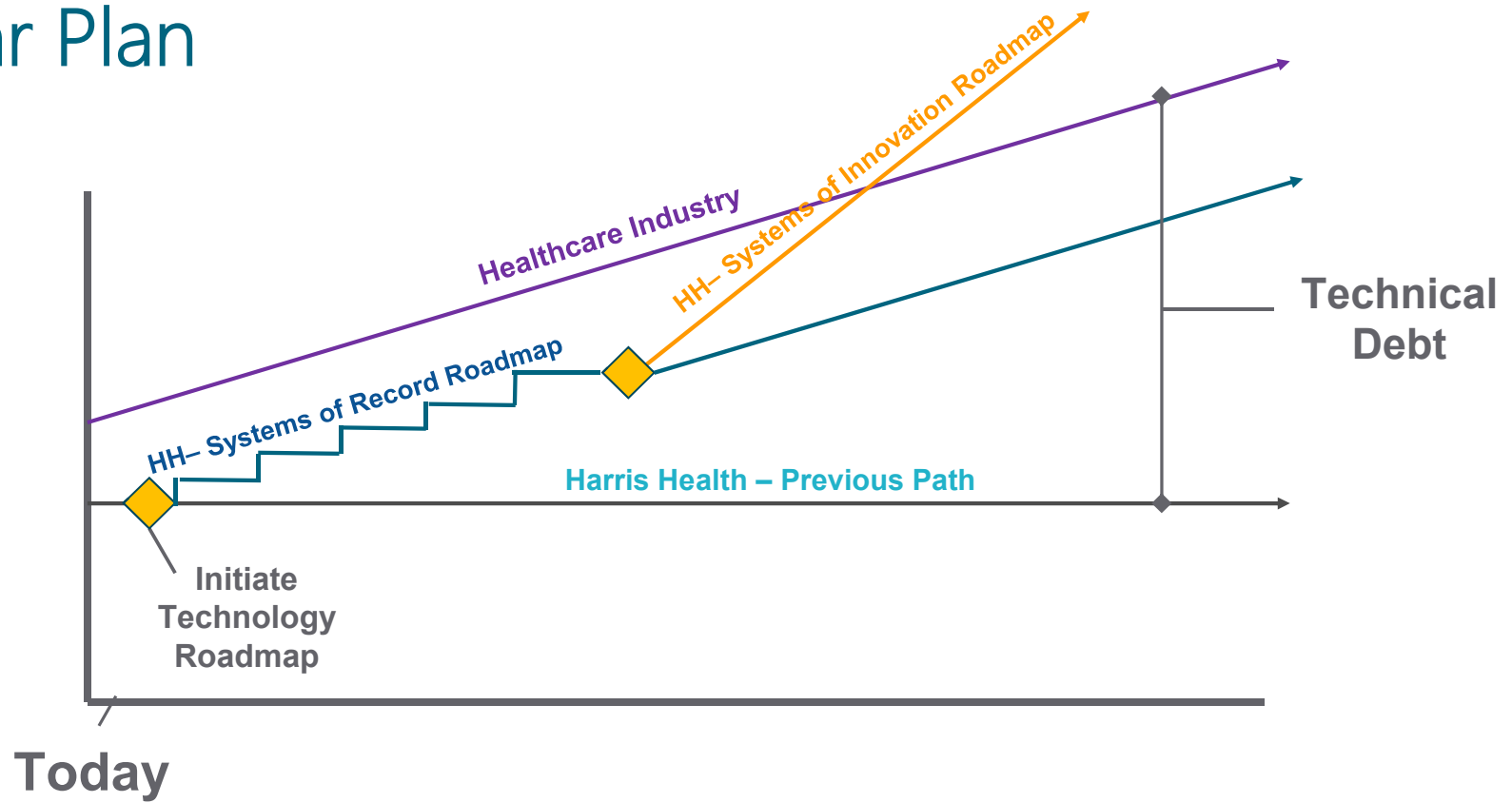
The Future Ahead for Healthcare Industry & Harris Health's Position

- Leveraging technologies to improve quality of care
- Digitization of workflows
- Automation
- Artificial intelligence
- Data drives predictive analytics (Non-Medical Determinants of Health)
- Cloud & mobility
- Security

History



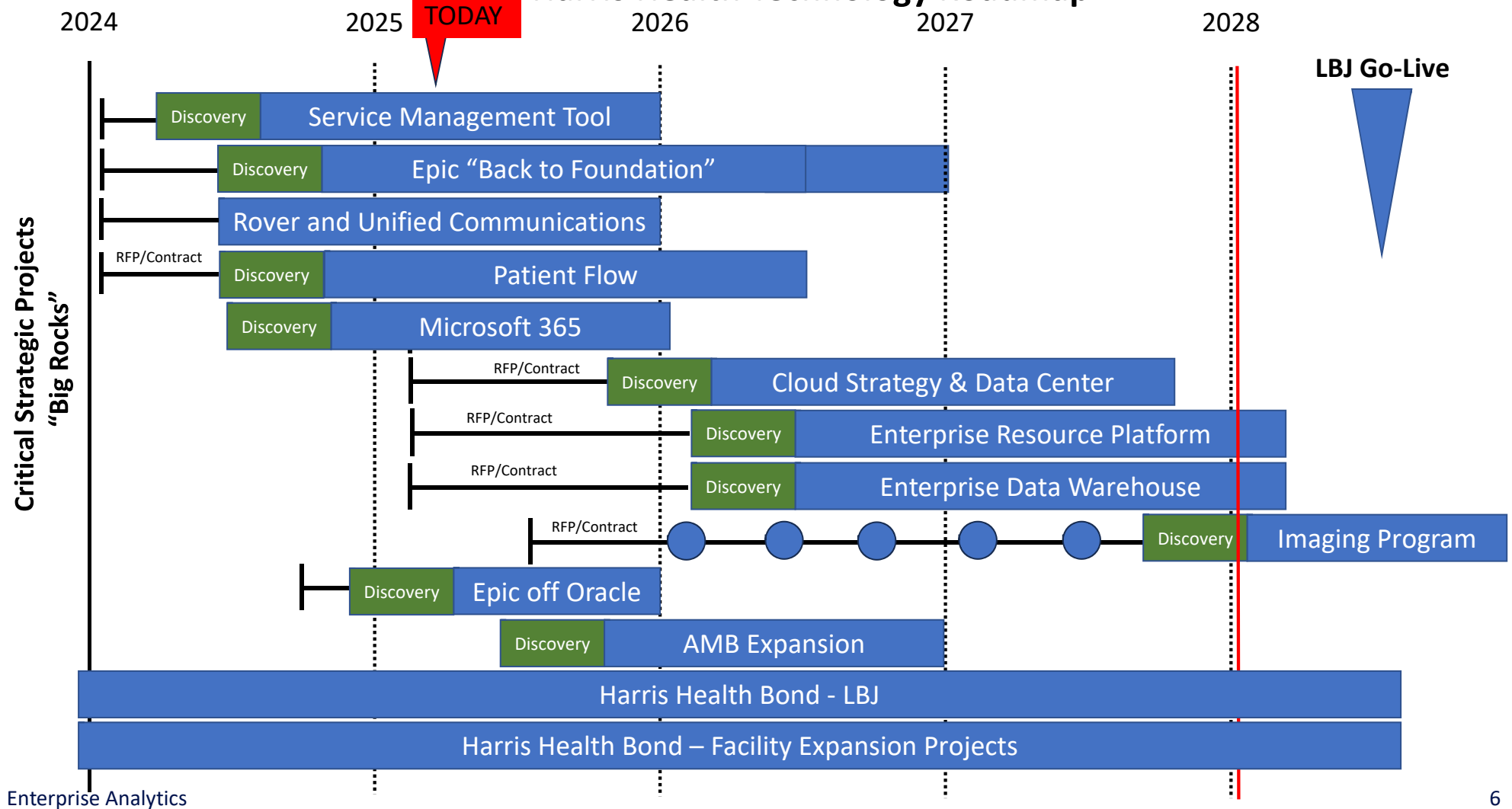
5 Year Plan



How Are We Positioning Ourselves in a Dynamic Market?

- Focusing on our **core technology assets** to enable next generation clinical quality and operational efficiency.
- Investments we are making equip our organization to take advantage of future capabilities in **a highly scalable** and **accelerated fashion**.
- Maturing our processes, workforce capabilities and **streamlining** how we deliver **care to our patients**, facilitated by technology.

Harris Health Technology Roadmap



What Is Harris Health Doing With AI?

AI Governance AI Enablement



- ☐ Ensures organizational focus on our AI Strategy
- ☐ Establishes readiness and risk mitigation
- ☐ Guides through sponsorship and decision making



- ☐ Pilot testing with diverse stakeholders
- ☐ Evaluating the known and unknown
- ☐ Continuously improving through adoption and partnership



How Is Harris Health Managing This Massive Transformation?

- Joint accountability
- Two-in-the-box model
- IT and Operations working together as one

Recent Wins

Rover	M365	Epic	Tech Refresh
<ul style="list-style-type: none">• Tap & Go enrollment• Epic testing completed	<ul style="list-style-type: none">• Enrolled• IT• Telecommute• Fournace• ACS clinics Part 1<ul style="list-style-type: none">• 3,000+ users	<ul style="list-style-type: none">• Electronic Case Reporting• BCA Web• One Click navigation	<ul style="list-style-type: none">• 2,150 Workstations upgraded• 150 Workstation on Wheels (clinic/units)



In Closing

- Our Technology Roadmap is not just resolving technical debt, it is modernizing our capabilities and operations while empowering our workforce.
- Business leaders are driving their challenges forward to be solved and aligned with technology.
- Governance structures ensure alignment occurs at all levels of the organization.
- We are focused on flexibility to change in the ever-modernizing clinical technology space and ensuring we are accounting for “future proof” approaches in our strategy.

Meeting of the Board of Trustees

[Thursday, April 24, 2025](#)

[Committee Reports](#)

Committee Meeting:

- [Quality Committee – April 24, 2025](#)
A summary was attached for your review.
 - Harris Health Safety Message: Minute for Medicine Video
 - Informed Consent Done Right
 - Workplace Safety & Violence Prevention Update

Please refer to the reports presented at the Quality Committee Meeting Open Session on April 8, 2025, for additional details.

Open Session:

HRO Safety Message – Video: “Informed Consent Done Right”

High-reliability Organizations (HROs) are those that successfully complete their missions despite massive complexity and high risk. Examples include the Federal Aviation Administration’s Air Traffic Control system, aircraft carriers, and nuclear power plants. In each case, even a minor error could have catastrophic consequences. Yet, adverse outcomes in these organizations are rare. Five principles of a High Reliability Organization (HRO) are: (1) Preoccupation with failure; (2) Reluctance to simplify interpretations; (3) Sensitivity to operations; (4) Commitment to resilience; and (5) Deference to expertise.

Workplace Safety & Violence Prevention

Harris Health’s commitment to the safety of employees and patients continues to evolve as conditions change. Some of the current efforts and opportunities for improvements include getting the message to people through videos, website communication, email communication, flyers and monthly meetings. Snippets from current videos were presented demonstrating current efforts and programs that included Workplace Safety Briefs and the updated website. The Workplace Safety & Violence Prevention Committee convenes monthly to help navigate and assist with events.



Paige McInnis
Harris County Purchasing Agent

April 10, 2025

Board of Trustees Office
Harris Health

RE: Board of Trustees Meeting – April 24, 2025
Budget and Finance Agenda Items

The Office of the Harris County Purchasing Agent recommends review of the attached procurement actions:

- A. Approvals
- B. Harris Health Premier Spend Report for Q1 FY2025 (information only, no action requested)

All recommendations are within the guidelines established by Harris County and Harris Health.

Sincerely,

Paige McInnis

Paige McInnis
Purchasing Agent

JA/ea
Attachments

Budget and Finance Agenda Items for the Harris County Hospital District dba Harris Health System - Board of Trustees Report

Expenditure Summary: April 24, 2025 (Approvals)

No.	Vendor	Description Justification Contract	Action Basis of Recommendation Term	Project Owner	Previous Amount	Current Estimated Cost
A1	Vaco, LLC DBA Pivot Point Consulting (HCHD- 1395) MWBE Goal: 16%	Information Technology Consulting and Staff Augmentation Services - Additional funds are needed to cover anticipated additional staff augmentation for support of operations and IT projects for Harris Health. <i>Job No. 24/0174, Board Motion 24.12-175</i>	Additional Funds August 21, 2024 through August 20, 2025	Antony Kilty	\$ 5,605,120	\$ 2,702,000
A2	Revspring, Inc. MWBE Goal: N/A Contract was procured prior to MWBE program	Print and Mail Services for Harris Health - To continue providing services to print and mail patient billing statements and other notifications for Harris Health. <i>1436158</i>	Ratification Purchasing Policy II.K	Polle Martinez		\$ 1,716,725
A3	Elite Computer Consultants, LP (HCHD-1396) MWBE Goal: 16%	Information Technology Consulting and Staff Augmentation Services - Additional funds are needed to cover anticipated additional staff augmentation for new IT projects for Harris Health. <i>Job No. 24/0174, Board Motion 24.09-135</i>	Additional Funds August 21, 2024 through August 20, 2025	Antony Kilty	\$ 1,350,000	\$ 1,521,000
A4	Care.com, Inc. MWBE Goal: N/A Contract was procured prior to MWBE program	Backup Childcare and Eldercare Services for Harris Health - Additional funds are required to pay for the increased volume of service days that exceeded the program allocation, including the extended term <i>GA-07223</i>	Ratification 170271 May 15, 2023 through October 31, 2024	Amanda Jones- Duncan	\$ 850,000	\$ 1,366,272
A5	Best Care EMS, LTD. (HCHD-659) MWBE Goal: 100%	Ambulance Services for Harris Health - Additional funds are required to cover the increase in demand for services due to additional volume being shifted from a secondary vendor to Best Care. <i>Professional Services Exemption, Board Motion 24.02-28</i>	Ratify Additional Funds Extension Professional Services Exemption March 01, 2025 through September 30, 2025	Kiki Teal	\$ 3,572,292	\$ 1,200,000
A6	Connexall, Inc. MWBE Goal: 4%	Clinical Communications - Alert Manager Solution for Harris Health - Improvement in response time and streamline communication with the ultimate goal of improving patient care and clinical outcomes through alarm aggregation, real-time monitoring, customizable alarm thresholds, event correlation, and escalation. <i>Job No. 240229</i>	Award Best proposal meeting requirements One (1) year initial term with six (6) one-year renewal options	David Burnett		*
A7	Abbott Laboratories, Inc. (HCHD-0992) MWBE Goal: Exempt Public Health or Safety	Surgical Heart Valve Products - To continue providing products used for the surgical repair or replacement of heart valves, including mechanical heart valves, biological heart valves and devices used for valve repair and extended term. <i>Public Health or Safety Exemption, Board Motion 23.06-95</i>	Additional Funds Extension Public Health or Safety Exemption August 01, 2025 through July 31, 2027	Charles Motley	\$ 267,136	\$ 500,000
A8	FujiFilm Medical Sytems USA, Inc. (GA-05536) MWBE Goal: Exempt Sole Source	License and Maintenance Services for Synapse Picture Archiving and Communication System (PACS) for Harris Health. - To purchase additional licenses for Fujifilm Synapse PACS Radiology System. <i>Sole Source Exemption, Board Motion 22.09-126</i>	Ratify Additional Funds Sole Source Exemption November 01, 2022 through October 31, 2025	Cary Fagan	\$ 828,675	\$ 371,200

No.	Vendor	Description Justification Contract	Action Basis of Recommendation Term	Project Owner	Previous Amount	Current Estimated Cost
A9	Innovation Associates (HCHD-204) MWBE Goal: Exempt Sole Source	Maintenance and Support for the Legacy Central Fill Pharmacy System for Harris Health - To continue to provide maintenance, support services, parts, and software for the PharmASSIST Central Fill Pharmacy System needed to support patients until the new Central Fill Pharmacy System is installed and implemented. Sole Source Exemption, Board Motion 23.06-95	Additional Funds Extension Sole Source Exemption July 01, 2025 through June 30, 2026	Sunny Ogbonnaya	\$ 340,845	\$ 361,296
A10	IdentiSys, Inc. (HCHD-1240) MWBE Goal: Exempt Sole Source	Weapons Detection System for Harris Health - To provide additional weapons detection systems for enhancing the safety of patients and the public at Smith Clinic and Quentin Mease Health Center. Sole Source Exemption, Board Motion 24.03-38	Ratify Additional Funds Sole Source Exemption April 12, 2024 through April 11, 2025	Christopher Okezie	\$ 976,759	\$ 359,216
A11	Baylor College of Medicine (HCHD-353) MWBE Goal: Exempt Funding Source	Support Services for the Maternal Opioid Misuse (MOM) Model for Harris Health - To continue to provide support services to pregnant and postpartum women with opioid use disorder and their infants to improve the quality and availability of care. Professional Services Exemption	Ratify Renewal Professional Services Exemption January 01, 2024 through December 31, 2024	Stefanie Mars	\$ 80,682	\$ 269,501
A12	Rad Source Technologies Inc. MWBE Goal: Exempt Sole Source	Blood Irradiator for Harris Health - To replace an existing blood irradiator at Ben Taub's blood bank that has reached end of life. Sole Source Exemption	Purchase Sole Source Exemption	Patrick Casey		\$ 262,000
A13	Insight Health Corporation dba RAYUS Radiology (HCHD-687) MWBE Goal: Exempt Public Health or Safety	Lease of Mobile Magnetic Resonance Imaging (MRI) System for Harris Health - To provide for continued lease of Mobile MRI System required to support Smith Clinic and Ben Taub Hospital patients until new permanent unit is operational. Public Health or Safety Exemption, Board Motion 23.01-08	Ratify Additional Funds Extension Public Health or Safety Exemption February 14, 2025 through October 01, 2025	Pedro Saldana	\$ 1,079,550	\$ 253,614
					Total Expenditures	\$ 11,798,934
					Total Revenue	\$ (0)

Thursday, April 24, 2025

Harris Health First Quarter of Fiscal Year 2025 Premier Spend Report
for Information Only

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
CARDINAL HEALTH 200, LLC	\$15,942,626
AMN HEALTHCARE, INC.	\$6,045,220
MEDLINE INDUSTRIES, LP	\$5,903,602
OLYMPUS AMERICA, INC.	\$5,521,693
MCKESSON PHARMACEUTICAL	\$3,839,384
US FOODS, INC.	\$3,327,347
PHILIPS HEALTHCARE	\$2,879,543
STANCE HEALTHCARE INC.	\$2,128,748
GE PRECISION HEALTHCARE LLC	\$1,882,617
MORRIS & DICKSON CO., LTD.	\$1,858,285
CDW	\$1,688,684
JOHNSON & JOHNSON HEALTH CARE SYSTEMS INC.	\$1,616,046
COVIDIEN SALES LLC	\$1,566,135
BOSTON SCIENTIFIC CORPORATION	\$1,331,234
ABBOTT LABORATORIES INC.	\$1,166,186
HILL-ROM COMPANY, INC.	\$1,155,966
GE MEDICAL SYSTEMS INFORMATION TECHNOLOGIES, INC.	\$1,032,015
BAXTER HEALTHCARE CORPORATION	\$923,302
WELCH ALLYN, INC.	\$902,225
PFIZER (BRAND)	\$789,837
INSIGHT DIRECT USA, INC.	\$776,387
MASIMO AMERICAS, INC.	\$741,338
AESULAP, INC.	\$735,488
BECTON, DICKINSON AND COMPANY	\$729,428
BECKMAN COULTER, INC.	\$653,763
NETWORK SERVICES COMPANY DBA NETWORK DISTRIBUTION	\$578,516
ERBE USA, INC.	\$512,066
W.W. GRAINGER, INC.	\$511,156
STRYKER SALES, LLC DBA STRYKER INSTRUMENTS	\$507,881
SMITH & NEPHEW INC - ORTHOPAEDIC DIVISION	\$471,228
CSL BEHRING	\$461,625
STERIS CORPORATION	\$439,298
STRYKER SALES, LLC DBA STRYKER ENDOSCOPY	\$435,538
FFF ENTERPRISES, INC.	\$424,880
MEDTRONIC, INC.	\$421,017
ABBVIE INC. DBA ABBVIE US LLC	\$418,634
CLEAN HARBORS ENVIRONMENTAL SERVICES, INC.	\$407,986
LABORATORY CORPORATION OF AMERICA HOLDINGS	\$396,158
ODP BUSINESS SOLUTIONS, LLC	\$371,369
PARTSSOURCE, INC.	\$356,427
KCI USA, INC. DBA 3M MEDICAL SOLUTIONS	\$341,467
KARL STORZ ENDOSCOPY-AMERICA, INC.	\$327,535
AMGEN INC.	\$323,118
SYSMEX AMERICA, INC.	\$280,650

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
ARAMARK UNIFORM AND CAREER APPAREL	\$277,600
GETINGE USA SALES, LLC	\$275,420
MIDMARK SALES CORPORATION	\$255,356
COOK MEDICAL LLC	\$248,994
SOLVENTUM US LLC	\$245,332
DRAEGER, INC.	\$244,764
CAREFUSION 303, INC.	\$240,329
GE HEALTHCARE INC.	\$226,106
BIOMERIEUX, INC.	\$217,721
MUSCULOSKELETAL TRANSPLANT FOUNDATION	\$214,946
TELEFLEX LLC	\$211,855
PHILIPS DS NORTH AMERICA LLC	\$193,820
FRESENIUS KABI USA, LLC	\$193,454
KWALU, LLC	\$190,763
SAGE PRODUCTS, LLC	\$189,352
PENUMBRA INC	\$184,518
PFIZER (GENERIC)	\$179,165
BOEHRINGER LABORATORIES, LLC	\$178,283
JUBILANT DRAXIMAGE INC.	\$173,683
BAYER HEALTHCARE LLC	\$168,313
GEORGIA-PACIFIC CONSUMER PRODUCTS LP	\$160,638
ICU MEDICAL SALES, INC.	\$156,413
NESTLE HEALTH SCIENCES	\$152,907
PC CONNECTION, INC.	\$147,926
LINDE GAS & EQUIPMENT INC.	\$144,792
HOLOGIC SALES AND SERVICE, LLC	\$143,751
HENRY SCHEIN, INC.	\$138,651
WELLS PHARMA OF HOUSTON, LLC	\$136,039
SUN PHARMACEUTICAL INDUSTRIES, INC.	\$134,042
MYLAN INSTITUTIONAL	\$133,975
B. BRAUN MEDICAL INC.	\$130,942
ASTELLAS PHARMA US, INC.	\$129,357
SHOCKWAVE MEDICAL, INC.	\$128,400
LSL INDUSTRIES, LLC DBA LSL HEALTHCARE	\$127,423
US MED-EQUIP, LLC	\$125,461
AGILITI HEALTH, INC.	\$122,911
CHIESI USA, INC	\$121,836
AMERICAN HEALTH PACKAGING	\$119,219
DIVERSEY, INC.	\$116,940
ACUMED LLC	\$114,415
SHARED IMAGING, LLC	\$109,950
ECOLAB USA INC.	\$108,109
EDWARDS LIFESCIENCES LLC	\$106,144
PERFORMANCE HEALTH SUPPLY, LLC	\$105,359

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
STANDARD TEXTILE CO., INC.	\$105,280
VERITIV OPERATING COMPANY	\$104,609
BARD PERIPHERAL VASCULAR, INC.	\$103,789
S2S GLOBAL	\$98,968
BAUSCH HEALTH US, LLC	\$97,603
KERECIS LLC	\$96,049
LYFT	\$94,590
I.B.S. SOLUTIONS CORPORATION	\$94,422
ENCOMPASS GROUP, LLC	\$91,313
FISHER SCIENTIFIC HEALTHCARE	\$89,629
EHOB INC	\$89,203
DIAGNOSTICA STAGO, INC.	\$89,095
BARD MEDICAL DIVISION	\$86,530
SOFIE CO.	\$84,230
PACTIV LLC	\$83,310
HETTICH INSTRUMENTS, LP	\$81,887
DAVOL INC.	\$81,873
ZIMMER BIOMET	\$81,157
ORTHO-CLINICAL DIAGNOSTICS, INC.	\$81,040
STRYKER SALES, LLC DBA STRYKER MEDICAL	\$76,077
VERATHON INC.	\$73,320
ADVANCED STERILIZATION PRODUCTS SERVICES INC.	\$71,787
MERCK SHARP & DOHME LLC	\$71,605
FISHER & PAYKEL HEALTHCARE, INC.	\$66,992
KURIN, INC.	\$66,500
INTEGRA LIFESCIENCES SALES LLC	\$62,976
HOWMEDICA OSTEONICS CORP. DBA STRYKER SPINE	\$62,679
KIMBALL INTERNATIONAL BRANDS, INC.	\$61,102
PRECISION DYNAMICS CORPORATION	\$58,899
CAREFUSION SOLUTIONS, LLC	\$58,666
REMEL INC.	\$57,662
DOLE PACKAGED FOODS COMPANY	\$57,083
FUJIFILM SONOSITE, INC.	\$56,240
CARCO GROUP, INC. DBA PRECHECK	\$55,751
HEALTHMARK INDUSTRIES CO., INC.	\$55,679
NEOGENOMICS LABORATORIES, INC.	\$55,024
APPLIED MEDICAL RESOURCES CORPORATION	\$51,712
QUVA PHARMA, INC.	\$51,647
TRI-ANIM HEALTH SERVICES, INC.	\$50,933
WNA INC	\$50,443
LUMINEX CORPORATION	\$50,112
3M COMPANY	\$49,475
AMPHASTAR PHARMACEUTICALS, INC.	\$48,948
MICHAEL FOODS, INC.	\$48,048

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
HELMER SCIENTIFIC, LLC	\$47,198
CONVATEC INC	\$46,962
MOLNLYCKE HEALTH CARE US, LLC	\$46,410
HOWMEDICA OSTEONICS CORP. DBA STRYKER ORTHOPAEDICS	\$45,122
STRYKER SALES, LLC DBA STRYKER CRANIOMAXILLOFACIAL	\$44,932
THE CLOROX SALES COMPANY	\$44,325
ARUP LABORATORIES, INC.	\$44,189
THE J. M. SMUCKER COMPANY	\$43,192
COUNTRY PURE FOODS, INC.	\$42,718
AMERICAN REGENT, INC.	\$42,712
INARI MEDICAL, INC.	\$42,001
KIMBERLY CLARK GLOBAL SALES LLC	\$41,550
INTEGRA LIFESCIENCES CORPORATION	\$41,398
AT&T MOBILITY NATIONAL ACCOUNTS, LLC	\$41,185
RAULAND-BORG CORPORATION	\$40,557
MERIT MEDICAL SYSTEMS, INC.	\$40,493
W. L. GORE & ASSOCIATES, INC.	\$39,749
HORMEL FOODS CORPORATION	\$39,331
TEVA PHARMACEUTICALS USA (GENERIC)	\$39,168
TIDI PRODUCTS, LLC	\$38,741
RADIOMETER AMERICA INC.	\$38,697
DART CONTAINER CORPORATION	\$38,077
HAMILTON MEDICAL, INC.	\$38,046
AZURITY PHARMACEUTICALS, INC.	\$36,656
TYSON FOODS, INC.	\$36,339
PEPSICO FOODSERVICE	\$36,287
MAJOR PHARMACEUTICALS	\$35,968
PROFESSIONAL DISPOSABLES INTERNATIONAL, INC.	\$35,210
THE COCA-COLA COMPANY	\$34,737
US FOODS CULINARY EQUIPMENT & SUPPLIES	\$34,508
AMBU INC.	\$34,214
BIO-RAD LABORATORIES, INC.	\$34,094
NOVA BIOMEDICAL CORPORATION	\$33,434
STERIS INSTRUMENT MANAGEMENT SERVICES, INC.	\$33,302
OWENS & MINOR DISTRIBUTION, INC.	\$32,450
APPLIED MEDICAL DISTRIBUTION CORPORATION	\$31,592
KRUEGER INTERNATIONAL, INC.	\$31,379
SANOFI-AVENTIS U.S. LLC	\$30,996
EXELA PHARMA SCIENCES, LLC	\$30,487
BSN MEDICAL, INC.	\$29,316
TEVA PHARMACEUTICALS USA (BRAND)	\$29,246
ASTRAZENECA PHARMACEUTICALS LP	\$28,948
SILENTIA INC.	\$28,835
SABERT CORPORATION	\$28,664

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
LEICA BIOSYSTEMS A DIVISION OF LEICA MICROSYSTEMS INC.	\$28,417
MILLERKNOLL, INC. DBA HERMAN MILLER, INC.	\$28,049
SMITH & NEPHEW INC - BIOTHERAPEUTICS	\$27,261
HUB PHARMACEUTICALS, LLC	\$26,628
PEPSICO INC.	\$26,549
GLOBUS MEDICAL, INC.	\$26,165
RICHARD-ALLAN SCIENTIFIC	\$25,846
BONESUPPORT INC.	\$25,643
NALCO COMPANY LLC	\$25,601
CORDIS US CORP.	\$25,319
INTERMETRO INDUSTRIES CORPORATION	\$25,142
GLAXOSMITHKLINE INC.	\$24,816
PAI HOLDINGS, LLC DBA PAI PHARMA	\$24,710
ADVANCE MEDICAL DESIGNS, INC.	\$24,089
SUNMED GROUP HOLDINGS, LLC DBA AIRLIFE	\$22,888
SCA PHARMACEUTICALS, LLC	\$22,124
MEDEGEN MEDICAL PRODUCTS, LLC	\$22,001
BAUSCH & LOMB AMERICAS INC.	\$21,772
DEROYAL INDUSTRIES, INC.	\$21,763
SOLAIRE MEDICAL STORAGE, LLC DBA INNERSPACE H.C.	\$21,709
MCKESSON MEDICAL-SURGICAL INC.	\$21,532
FAGRON COMPOUNDING SERVICES, LLC DBA FAGRON STERILE SERVICES	\$21,192
HEALTH CARE LOGISTICS, INC.	\$20,827
SLMP, LLC DBA STATLAB MEDICAL PRODUCTS	\$20,477
MXR IMAGING, INC.	\$20,410
ELI LILLY AND COMPANY	\$20,369
ANGIODYNAMICS, INC.	\$20,119
EUGIA US LLC	\$19,930
MOZARC MEDICAL US LLC	\$19,885
GENERAL MILLS	\$19,808
VAPOTHERM, INC.	\$19,550
CAMPBELL FOODSERVICE COMPANY	\$19,086
DR. REDDY'S LABORATORIES, INC.	\$18,959
AVKARE, LLC.	\$18,904
O&M HALYARD, INC.	\$18,644
AVANOS MEDICAL, INC.	\$18,393
CONAGRA FOODS INC	\$18,308
CARESTREAM HEALTH, INC.	\$18,250
ENDO USA, INC.	\$18,247
AMNEAL PHARMACEUTICALS LLC	\$17,967
HIKMA PHARMACEUTICALS USA INC.	\$17,701
KRAFT HEINZ FOODS COMPANY, FOODSERVICE DIVISION	\$17,656
FEDERAL EXPRESS CORPORATION	\$16,641
FLEXICARE INCORPORATED	\$16,557

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
CONCORDANCE HEALTHCARE SOLUTIONS LLC	\$16,037
STERICYCLE, INC.	\$16,018
BREG, INC.	\$15,964
TENNANT SALES AND SERVICE COMPANY	\$15,716
BELIMED, INC.	\$15,658
NOVARTIS PHARMACEUTICALS CORPORATION	\$15,551
MONDELEZ INTERNATIONAL, INC.	\$15,547
TAYLOR HEALTHCARE	\$14,958
COLOPLAST CORP.	\$14,782
MANNINGTON MILLS INC.	\$13,628
EXEMPLIS LLC	\$13,609
WG CRITICAL CARE, LLC	\$13,534
BOEHRINGER INGELHEIM PHARMACEUTICALS, INC.	\$13,376
SARA LEE FROZEN BAKERY, LLC	\$13,203
SOMERSET PHARMA LLC	\$12,961
MICROGENICS CORPORATION	\$12,494
NESTLE PROFESSIONAL NORTH AMERICA	\$12,409
KLS MARTIN LP	\$12,202
WELLS DAIRY, INC.	\$12,129
PROGRESSIVE MEDICAL, INC.	\$12,011
KOCH FOODS	\$11,862
BRACCO DIAGNOSTICS INC.	\$11,062
HOSHIZAKI AMERICA, INC.	\$10,940
ARMSTRONG WORLD INDUSTRIES, INC.	\$10,690
GOJO INDUSTRIES, INC.	\$10,364
SMITH & NEPHEW INC - WOUND MANAGEMENT DIVISION	\$10,343
SANDOZ INC.	\$10,338
PACIRA PHARMACEUTICALS, INC.	\$10,079
UCB PHARMA, INC.	\$9,964
OHIO MEDICAL, LLC	\$9,918
BRISTOL MYERS SQUIBB US PHARM	\$9,857
LITTLE RAPIDS HOLDING CORPORATION DBA GRAHAM MEDICAL	\$9,842
CONMED CORPORATION	\$9,704
RICHARD WOLF MEDICAL INSTRUMENTS CORP.	\$9,436
TETRA MEDICAL SUPPLY CORP.	\$9,408
ASPIRE BAKERIES LLC	\$9,052
LIFENET HEALTH	\$8,981
NISSHA MEDICAL TECHNOLOGIES	\$8,720
URGO MEDICAL NORTH AMERICA	\$8,607
PELSTAR, LLC DBA HEALTH O METER	\$8,553
ZOLL MEDICAL CORPORATION	\$8,529
FERNDAL LABORATORIES, INC.	\$8,398
TARKETT USA INC	\$7,656
SPECGX LLC	\$7,646

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
STRATUS PHARMACEUTICALS, INC.	\$7,639
HORMEL HEALTHLABS, INC.	\$7,600
LABORIE MEDICAL TECHNOLOGIES CORP.	\$7,565
PRECISION DOSE, INC.	\$7,558
DJO GLOBAL, INC.	\$7,486
DANONE NORTH AMERICA	\$7,380
BIOTISSUE HOLDINGS INC.	\$7,350
BASIC AMERICAN FOODS	\$7,063
BIOVENTUS LLC	\$6,947
KNOUSE FOODS CO-OP INC	\$6,910
ANCHOR PACKAGING	\$6,701
ASAHI INTECC USA, INC.	\$6,595
ENERGIZER BATTERY COMPANY	\$6,543
STRYKER SUSTAINABILITY SOLUTIONS, INC.	\$6,473
RISING PHARMACEUTICALS, INC.	\$6,444
B&G FOODS, INC.	\$6,354
PEDIGO PRODUCTS INC	\$6,206
RETRACTABLE TECHNOLOGIES, INC.	\$6,179
J & J SNACK FOODS CORP	\$6,082
MGC DIAGNOSTICS CORPORATION	\$6,070
SMITHS MEDICAL ASD, INC.	\$5,935
OLE MEXICAN FOODS, INC.	\$5,739
WERFEN USA, LLC	\$5,398
KEDRION BIOPHARMA INC.	\$5,395
LANDAUER, INC.	\$5,303
CONTEC, INC.	\$5,289
CANVIY, LLC.	\$5,150
HERITAGE PHARMACEUTICALS INC	\$4,987
FREEDOM MEDICAL, INC.	\$4,975
INTERNATIONAL BIOMEDICAL, LTD.	\$4,963
CUSTOM CULINARY, INC.	\$4,757
HUBERT COMPANY, LLC	\$4,693
HOLLISTER INCORPORATED	\$4,637
GREINER BIO-ONE NORTH AMERICA, INC.	\$4,512
STEELCASE INC.	\$4,490
UPSHER-SMITH LABORATORIES, LLC	\$4,455
SWEET STREET DESSERTS, INC.	\$4,453
HORIZON ORGANIC DAIRY, LLC	\$4,370
ALCON VISION, LLC	\$4,294
PHARMA LOGISTICS	\$4,290
JOHNSONVILLE, LLC	\$4,276
COOPERSURGICAL, INC.	\$4,275
NOVOLEX HOLDINGS, LLC	\$4,121
LEADIANT BIOSCIENCES, INC.	\$4,102

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
HARDY DIAGNOSTICS	\$4,070
OTSUKA AMERICA PHARMACEUTICAL, INC.	\$4,061
SHASTA FOODSERVICE	\$4,042
ENABLECV, INC.	\$3,958
LAND O'LAKES, INC.	\$3,945
MEDICAL COMPONENTS, INC.	\$3,910
WK KELLOGG SALES LLC	\$3,880
INTERSURGICAL INCORPORATED	\$3,853
BEUTLICH PHARMACEUTICALS, LLC	\$3,783
CONMED LINVATEC	\$3,751
BROOKWOOD FARMS, INC.	\$3,745
HOFFMASTER GROUP, INC.	\$3,702
AERO US INC. DBA AEROGEN	\$3,688
SAGENT PHARMACEUTICALS, INC.	\$3,684
POSITIVE PROMOTIONS, INC.	\$3,679
SECURITAS HEALTHCARE LLC	\$3,625
CIPLA USA, INC	\$3,568
MEAD JOHNSON & COMPANY, LLC	\$3,538
PILGRIM'S PRIDE CORPORATION	\$3,499
MELINTA THERAPEUTICS, INC.	\$3,475
TARRY MEDICAL PRODUCTS DBA DANDLELION MEDICAL	\$3,453
MARS FOOD US, LLC	\$3,386
SCHWAN'S FOOD SERVICE, INC.	\$3,355
ABBOTT NUTRITION	\$3,313
SMITHFIELD FOODS, INC.	\$3,278
STELLEX/CF BUYER (US) LLC	\$3,210
AMD MEDICOM INC.	\$3,145
CIVCO MEDICAL SOLUTIONS	\$3,132
MEITHEAL PHARMACEUTICALS, INC.	\$3,081
CHICKEN OF THE SEA INTERNATIONAL	\$3,053
KELLANOVA	\$3,035
RESER'S FINE FOODS, INC.	\$3,022
XIROMED, LLC	\$2,969
PERDUE FOODS LLC	\$2,946
CARLISLE FOODSERVICE PRODUCTS	\$2,830
CYGNUS MEDICAL L.L.C.	\$2,730
CHOBANI LLC	\$2,697
ANSELL SANDEL MEDICAL SOLUTIONS LLC	\$2,676
ASP GLOBAL, LLC	\$2,662
APOTEX CORP.	\$2,630
GENDOSE PHARMACEUTICALS	\$2,595
PROCTER & GAMBLE DISTRIBUTING LLC	\$2,562
BPI LABS, LLC	\$2,538
HARTMANN USA, INC.	\$2,466

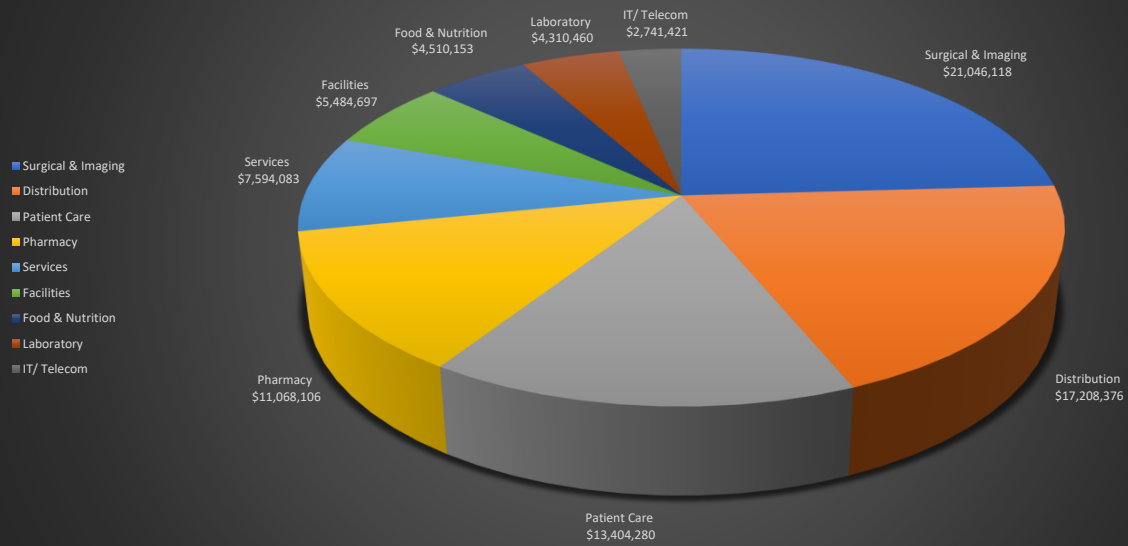
HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
HYDROFERA, LLC	\$2,445
CAMBRO MANUFACTURING COMPANY	\$2,427
KETTLE CUISINE	\$2,415
NEPHRON PHARMACEUTICALS CORPORATION	\$2,343
MERCURY MEDICAL	\$2,323
LUPIN PHARMACEUTICALS, INC.	\$2,305
BLUETRITON BRANDS, INC.	\$2,263
MCCORMICK & COMPANY, INC.	\$2,237
SUGAR FOODS LLC	\$2,220
ALBA BIOSCIENCE, INC.	\$2,148
NORDIC PHARMA, INC.	\$2,023
MYLAN SPECIALTY L.P.	\$1,926
SKLAR INSTRUMENTS	\$1,782
GRACE MEDICAL, INC.	\$1,761
GUERBET LLC	\$1,727
HALEON US INC.	\$1,718
PADAGIS US LLC	\$1,707
UNICHEM PHARMACEUTICALS USA INC	\$1,662
LANNETT COMPANY, INC.	\$1,661
HOVERTECH INTERNATIONAL	\$1,643
VYAIR MEDICAL 211, INC.	\$1,604
SENSOSCIENTIFIC, INC.	\$1,563
ANI PHARMACEUTICALS	\$1,551
MCCAIN FOODS USA, INC.	\$1,537
BE PHARMACEUTICALS, INC.	\$1,518
ROBERT BUSSE & CO., INC. DBA BUSSE HOSPITAL DISPOSABLES	\$1,513
GLENMARK PHARMACEUTICALS INC., USA	\$1,501
HIGH LINER FOODS	\$1,496
SOLCO HEALTHCARE US, LLC	\$1,495
BRAINTREE LABORATORIES, INC.	\$1,492
ACIST MEDICAL SYSTEMS, INC.	\$1,485
KAWASUMI LABORATORIES AMERICA, INC.	\$1,483
RICH PRODUCTS CORPORATION	\$1,482
MYCO MEDICAL SUPPLIES INC.	\$1,468
STERNO PRODUCTS	\$1,417
NOVADOZ PHARMACEUTICALS LLC	\$1,403
BIONIX, LLC	\$1,384
CARDINAL HEALTH 414, LLC	\$1,350
J.R. SIMPLOT COMPANY	\$1,345
XGEN PHARMACEUTICALS DJB, INC.	\$1,281
MEGAMEX FOODS, LLC	\$1,276
KIKKOMAN SALES USA, INC	\$1,266
TOLMAR, INC	\$1,250
MCKESSON PACKAGING	\$1,209

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
CARDIOVASCULAR SYSTEMS, INC.	\$1,200
LACTALIS AMERICAN GROUP, INC.	\$1,184
ASPEN SURGICAL PRODUCTS, INC.	\$1,182
MEDTRITION, INC.	\$1,153
ECO-PRODUCTS, INC.	\$1,112
ADVANTICE HEALTH, LLC	\$1,076
SANOFI PASTEUR	\$1,034
CINTAS CORPORATION NO. 2	\$1,019
BRECKENRIDGE PHARMACEUTICAL INC.	\$1,014
HANDGARDS, INC.	\$1,011
CONTINENTAL MILLS, INC. DBA THE KRUSTEAZ COMPANY	\$995
EDENBRIDGE PHARMACEUTICALS, LLC DBA DEXCEL PHARMA USA	\$969
CMP PHARMA, INC.	\$965
ALADDIN TEMP-RITE	\$880
KEN'S FOODS, INC.	\$869
MIZUHO ORTHOPEDIC SYSTEMS, INC.	\$850
GREENSTONE LLC	\$804
IMPOSSIBLE FOODS INC.	\$793
OCEAN SPRAY	\$777
MCI FOODS INC	\$754
TARO PHARMACEUTICALS USA, INC.	\$749
RHODES PHARMACEUTICALS	\$676
DAISY BRAND	\$662
LOGIQUIP L.L.C.	\$635
MONAGHAN MEDICAL CORPORATION	\$603
MYLAN PHARMACEUTICALS INC.	\$573
GREENFIELD GLOBAL USA INC.	\$559
ACCORD HEALTHCARE INC	\$548
MHC MEDICAL PRODUCTS, LLC	\$545
NESTLE USA, INC.	\$534
AUROBINDO PHARMA USA, INC.	\$524
SIEMENS HEALTHCARE DIAGNOSTICS INC.	\$510
RON'S HOME STYLE FOOD, INC.	\$481
MEDICURE PHARMA, INC.	\$469
PULMODYNE	\$461
CONOPCO, INC DBA UNILEVER NA FOODSOLUTIONS	\$449
KING CHEESECAKE COMPANY, INC.	\$437
ELKAY PLASTICS CO., INC. DBA LK PACKAGING	\$390
DURACELL INDUSTRIAL OPERATIONS, INC.	\$380
MERISANT US, INC.	\$380
ARMANINO FOODS OF DISTINCTION, INC.	\$374
DYMA BRANDS, INC.	\$372
NOVO NORDISK PHARMACEUTICALS, INC.	\$367
TAGI PHARMA	\$343

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
PRASCO LABORATORIES	\$340
KVK-TECH, INC.	\$339
HR PHARMACEUTICALS, INC. DBA HR HEALTHCARE	\$328
MEDICAL ACTION INDUSTRIES INC.	\$327
DARLINGTON SNACKS	\$317
HAEMONETICS CORPORATION	\$288
ESSITY PROFESSIONAL HYGIENE NORTH AMERICA LLC	\$261
DEL MONTE FOODS, INC.	\$245
HURON BIDCO, INC. DBA SECOND NATURE BRANDS	\$243
BRANDING IRON HOLDINGS, INC	\$240
CASE MEDICAL, INC.	\$234
GEHLS FOODS	\$222
HEARTLAND FOOD PRODUCTS GROUP	\$217
BARILLA AMERICA INC.	\$196
BRASSELER U.S.A. MEDICAL, LLC	\$192
KENTEC MEDICAL, INC.	\$175
NOVOLEX HERITAGE BAG, LLC	\$171
BIONPHARMA, INC.	\$164
ACTION HEALTH	\$160
HERSHEY	\$159
LIFESTAR PHARMA LLC	\$149
RUIZ FOODS, INC.	\$146
ADVAGEN PHARMA LTD.	\$145
ELECTRO MEDICAL EQUIPMENT CO., INC. DBA EME COMPANY	\$141
MICROTEK MEDICAL, INC.	\$122
THE SHERWIN-WILLIAMS COMPANY	\$117
EKATERRA TEA MSO USA LLC	\$115
KIND, LLC	\$115
SURGICAL SPECIALTIES CORPORATION	\$109
MEDTECH PRODUCTS INC	\$108
KING & PRINCE SEAFOOD CORPORATION	\$88
STRIDES PHARMA, INC.	\$85
PATRIN PHARMA INC	\$84
KERRY INC.	\$83
MCKEE FOODS CORPORATION	\$82
SLATE RUN PHARMACEUTICALS	\$77
BLACKHIVE CORP	\$76
SECA CORPORATION	\$74
RC BIGELOW, INC.	\$71
BRIDGFORD FOODS CORP.	\$67
KOCH FILTER CORPORATION	\$66
MARKETLAB, INC.	\$60
OUT OF THE SHELL, LLC DBA YANGS 5TH TASTE	\$57
LEMON-X, LLC DBA SUNNY SKY PRODUCTS	\$55

HARRIS HEALTH PREMIER Q1 SPEND FY2025	
SUPPLIER	Q1 SPEND FY2025
MICRO-TECH ENDOSCOPY USA, INC.	\$50
METREX RESEARCH, LLC	\$49
ROLAND FOODS, LLC	\$40
CAMBER PHARMACEUTICALS INC	\$38
ORGANON USA, INC.	\$38
KERMA MEDICAL PRODUCTS, INC.	\$37
LYONS MAGNUS	\$37
WORLD CENTRIC	\$36
GERI-CARE PHARMACEUTICALS CORP.	\$33
PAR-WAY TRYSON COMPANY	\$31
SOL-MILLENNIUM MEDICAL INC	\$30
INGENUS PHARMACEUTICALS, LLC	\$17
PATRIOT PHARMACEUTICALS LLC	\$15
GRAND TOTAL	\$87,367,695

HARRIS HEALTH PREMIER Q1 SPEND FY2025 BY CONTRACT CATEGORY



HARRIS HEALTH PREMIER Q1 SPEND FY2025	
Premier Contract Category	Q1 Spend FY2025
Surgical & Imaging	\$ 21,046,118
Distribution	\$ 17,208,376
Patient Care	\$ 13,404,280
Pharmacy	\$ 11,068,106
Services	\$ 7,594,083
Facilities	\$ 5,484,697
Food & Nutrition	\$ 4,510,153
Laboratory	\$ 4,310,460
IT/ Telecom	\$ 2,741,421
Grand Total	\$ 87,367,695

Meeting of the Board of Trustees

Thursday, April 24, 2025

Consideration of Approval of Grant Recommendations
(Item C1 of the Grant Matrix)

Grant Recommendation:

C1. Grant Agreement Amendment

- Grantor: Harris County Hospital District Foundation *through a donation from Gilead Sciences, Inc.*
- Term: September 1, 2024 – August 31, 2025
- Award Amount: \$102,744.21
- Project Owner: HCHD Foundation

Grant Agenda Items for the Harris County Hospital District dba Harris Health, Board of Trustees Report
Grant Matrix: April 24, 2025

No.	Grantor	Description/Justification	Action, Basis of Recommendation	Term	Project Owner	Award Amount
C1	Harris County Hospital District Foundation <i>through a donation from Gilead Sciences, Inc.</i>	Consideration of approval to amend a grant agreement between Harris Health and the Harris County Hospital District Foundation, to repurpose the use of the remaining grant funds from the Gilead Sciences, Inc. currently managed by the HCHD Foundation for breast cancer patient transportation, to the Harris Health navigator program directly for the navigators	Amendment of a Grant Agreement	September 1, 2024 through August 31, 2025	Jeffrey Baker	\$ 102,744.21
TOTAL AMOUNT:						\$ 102,744.21

Meeting of the Board of Trustees

Thursday, April 24, 2025

Consideration of Approval of Contract Recommendations
(Items D1 through D2 of the Contract Matrix)

D1. Subscription Agreement

- Contractor: Availity, LLC
- Project Owner: Pollie Martinez
- Term: December 1, 2024 – November 30, 2026
- Amount: \$900,000.00

D2. Interlocal Agreement

- Contractor: Health & Human Service Commission (HHSC)
- Project Owner: Pollie Martinez
- Term: September 1, 2025 – August 31, 2026
- Amount: \$305,344.00

Contract Agenda Item(s) for the Harris County Hospital District dba Harris Health, Board of Trustees Report
Contract Matrix: April 24, 2025

No.	Contractor	Description/Justification	Action, Basis of Recommendation	Term	Project Owner	Amount
D1	Availity, L.L.C.	Consideration of approval to allocate the remaining funding of a terminated agreement to fulfill the financial obligation of an agreement between Availity, L.L.C. and Harris County Hospital District d/b/a Harris Health that will provide Harris Health with web-based electronic claims and insurance verification.	Subscription Agreement	December 1, 2024 through November 30, 2026	Pollie Martinez	\$ 900,000.00
D2	Health & Human Service Commission (HHSC)	Consideration of approval of an Interlocal Agreement between the Harris County Hospital District d/b/a Harris Health and Health & Human Service Commission (HHSC), on the Behalf of Patient Access Management, in an Amount of \$305,344 for designated onsite Eligibility Advisor/Specialist(s)	Interlocal Agreement	September 1, 2025 through August 31, 2026	Pollie Martinez	\$ 305,344.00
TOTAL AMOUNT: \$						1,205,344.00

Meeting of the Board of Trustees

Thursday, April 24, 2025

Consideration of Acceptance of the Harris Health March 2025 Financial Report
Subject to Audit

Attached for your review and consideration is the March 2025 Financial Report.

Administration recommends that the Board accept the financial report for the period ended March 31, 2025, subject to final audit.



Victoria Nikitin
EVP – Chief Financial Officer



Financial Statements

As of Quarter Ended March 31, 2025
Subject to Audit



Table of Contents



Financial Highlights Review.....3

FINANCIAL STATEMENTS

Income Statement.....4

Balance Sheet.....5

Cash Flow Summary.....6

Performance Ratios.....7

KEY STATISTICAL INDICATORS

Statistical Highlights.....9

Statistical Highlights Graphs.....10 – 21

Financial Highlights Review **HARRISHEALTH**

As of March 31, 2025

Operating income for the quarter ended March 31, 2025 was \$91.4 million compared to budgeted income of \$21.1 million.

Total quarterly net revenue for March 31, 2025 of \$714.0 million was \$51.7 million or 7.8% more than budget. Net patient revenue and ad valorem taxes were \$26.8 million and \$7.9 million, respectively, higher than budget. Medicaid Supplemental programs were \$18.7 million more than expected primarily due to prior years' DSH refunds received from the State.

Total quarterly expenses of \$622.6 million were \$18.6 million or 2.9% less than budget. Total labor costs were \$8.9 million lower than anticipated while supplies and purchased services were \$15.0 million lower than anticipated. The favorable variances were driven primarily by the timing of strategic projects' implementation compared to plan resulting in a delay in the onboarding of incremental FTEs, as well as supplies and outside services required to meet project demands.

Through the quarter ended March 31, 2025, total patient days and average daily census increased 3.4% compared to budget. Inpatient case mix index, a measure of patient acuity, and length of stay were 1.6% and 14.7% higher, respectively, than budget. Emergency room visits were 1.5% lower than planned for the quarter. Total clinic visits, including telehealth, were 1.8% lower compared to budget. Births were down 6.8%.

Total cash receipts for the quarter were \$1,393 million. The System has \$1,763.9 million in unrestricted cash, cash equivalents and investments, representing 268.7 days cash on hand. Harris Health has \$136.8 million in net accounts receivable, representing 62.7 days of outstanding patient accounts receivable at March 31, 2025. The March balance sheet reflects a combined net receivable position of \$100.0 million under the various Medicaid Supplemental programs. The current portion of ad valorem taxes receivable is \$31.5 million, which is offset by ad valorem tax collections as received. Accrued liabilities include \$527.9 million in deferred ad valorem tax revenues that are released as ad valorem tax revenue is recognized. As of March 31, 2025, \$1,008.0 million in ad valorem tax collections were received and \$519.6 million in current ad valorem tax revenue was recognized.

Income Statement

HARRISHEALTH

As of the Quarter Ended March 31, 2025 and 2024 (in \$ Millions)

	QUARTER-TO-DATE			YEAR-TO-DATE				
	CURRENT YEAR	CURRENT BUDGET	PERCENT VARIANCE	CURRENT YEAR	CURRENT BUDGET	PERCENT VARIANCE	PRIOR YEAR	PERCENT VARIANCE
REVENUE								
Net Patient Revenue	\$ 214.2	\$ 187.4	14.3%	\$ 397.3	\$ 374.2	6.2%	\$ 365.8	8.6%
Medicaid Supplemental Programs	180.5	161.8	11.5%	334.8	323.6	3.5%	327.9	2.1%
Other Operating Revenue	40.0	36.0	11.2%	74.8	72.2	3.6%	66.0	13.4%
Total Operating Revenue	\$ 434.7	\$ 385.2	12.9%	\$ 807.0	\$ 770.0	4.8%	\$ 759.7	6.2%
Net Ad Valorem Taxes	263.1	255.2	3.1%	512.5	510.4	0.4%	452.9	13.1%
Net Tobacco Settlement Revenue	-	-	0.0%	-	-	0.0%	-	0.0%
Capital Gifts & Grants	2.0	2.5	0.0%	2.0	5.0	-60.0%	-	0.0%
Interest Income & Other	14.2	19.4	-27.0%	29.9	38.8	-22.8%	35.8	-16.4%
Total Nonoperating Revenue	\$ 279.3	\$ 277.1	0.8%	\$ 544.4	\$ 554.2	-1.8%	\$ 488.7	11.4%
Total Net Revenue	\$ 714.0	\$ 662.3	7.8%	\$ 1,351.3	\$ 1,324.2	2.0%	\$ 1,248.5	8.2%
EXPENSE								
Salaries and Wages	\$ 244.6	\$ 252.2	3.0%	\$ 488.9	\$ 502.3	2.7%	\$ 472.7	-3.4%
Employee Benefits	81.6	83.0	1.7%	157.5	166.0	5.1%	165.0	4.5%
Total Labor Cost	\$ 326.2	\$ 335.2	2.7%	\$ 646.4	\$ 668.2	3.3%	\$ 637.7	-1.4%
Supply Expenses	78.5	88.1	10.9%	159.0	175.1	9.2%	144.2	-10.3%
Physician Services	117.1	116.2	-0.7%	230.1	232.5	1.0%	217.0	-6.0%
Purchased Services	74.6	80.0	6.7%	150.8	168.7	10.6%	132.7	-13.6%
Depreciation & Interest	26.3	21.8	-20.5%	52.7	44.2	-19.0%	50.4	-4.5%
Total Operating Expense	\$ 622.6	\$ 641.3	2.9%	\$ 1,239.0	\$ 1,288.8	3.9%	\$ 1,182.0	-4.8%
Operating Income (Loss)	\$ 91.4	\$ 21.1		\$ 112.3	\$ 35.4		\$ 66.5	
Total Margin %	12.8%	3.2%		8.3%	2.7%		5.3%	

Balance Sheet

HARRISHEALTH

March 2025 and 2024 (in \$ Millions)

	CURRENT YEAR	PRIOR YEAR
<u>CURRENT ASSETS</u>		
Cash, Cash Equivalents and Short Term Investments	\$ 1,763.9	\$ 1,739.3
Net Patient Accounts Receivable	136.8	183.2
Net Ad Valorem Taxes, Current Portion	31.5	32.7
Other Current Assets	206.0	217.1
Total Current Assets	\$ 2,138.3	\$ 2,172.3
<u>CAPITAL ASSETS</u>		
Plant, Property, & Equipment, Net of Accumulated Depreciation	\$ 577.3	\$ 554.4
Construction in Progress	344.7	142.9
Right of Use Assets	34.5	40.3
Total Capital Assets	\$ 956.5	\$ 737.5
<u>ASSETS LIMITED AS TO USE & RESTRICTED ASSETS</u>		
Debt Service & Capital Asset Funds	\$ 37.6	\$ 38.9
LPPF Restricted Cash	0.0	26.5
Capital Gift Proceeds	54.9	54.8
Other - Restricted	1.1	1.0
Total Assets Limited As to Use & Restricted Assets	\$ 93.6	\$ 121.2
Other Assets	50.4	51.7
Deferred Outflows of Resources	182.3	234.8
Total Assets & Deferred Outflows of Resources	\$ 3,421.2	\$ 3,317.5
<u>CURRENT LIABILITIES</u>		
Accounts Payable and Accrued Liabilities	\$ 154.7	\$ 194.2
Employee Compensation & Related Liabilities	143.6	140.5
Deferred Revenue - Ad Valorem	527.9	454.5
Estimated Third-Party Payor Settlements	30.7	24.8
Current Portion Long-Term Debt and Capital Leases	36.7	37.3
Total Current Liabilities	\$ 893.6	\$ 851.3
Long-Term Debt	263.4	282.7
Net Pension & Post Employment Benefits Liability	680.6	781.5
Other Long-Term Liabilities	8.0	6.8
Deferred Inflows of Resources	110.4	115.3
Total Liabilities	\$ 1,955.9	\$ 2,037.6
Total Net Assets	\$ 1,465.3	\$ 1,279.9
Total Liabilities & Net Assets	\$ 3,421.2	\$ 3,317.5

Cash Flow Summary

HARRISHEALTH

As of the Quarter Ended March 31, 2025 and 2024 (in \$ Millions)

	QUARTER-TO-QUARTER		YEAR-TO-DATE	
	CURRENT YEAR	PRIOR YEAR	CURRENT YEAR	PRIOR YEAR
CASH RECEIPTS				
Collections on Patient Accounts	\$ 218.4	\$ 185.0	\$ 424.0	\$ 395.8
Medicaid Supplemental Programs	241.8	190.9	251.1	603.5
Net Ad Valorem Taxes	912.1	751.9	1,008.0	866.2
Tobacco Settlement	-	-	-	-
Other Revenue	20.6	85.3	50.4	127.0
Total Cash Receipts	\$ 1,393.0	\$ 1,213.1	\$ 1,733.6	\$ 1,992.5
CASH DISBURSEMENTS				
Salaries, Wages and Benefits	\$ 359.4	\$ 340.2	\$ 660.1	\$ 670.2
Supplies	82.9	78.3	179.2	157.8
Physician Services	110.5	108.4	216.2	208.0
Purchased Services	81.6	67.6	155.5	135.1
Capital Expenditures	116.5	39.3	205.7	80.6
Debt and Interest Payments	18.6	5.1	19.4	5.9
Other Uses	(2.6)	15.9	(2.9)	8.2
Total Cash Disbursements	\$ 766.8	\$ 654.8	\$ 1,433.1	\$ 1,265.8
Net Change	\$ 626.2	\$ 558.3	\$ 300.5	\$ 726.7
Unrestricted cash, cash equivalents and investments - Beginning of year			\$ 1,463.4	
Net Change			\$ 300.5	
Unrestricted cash, cash equivalents and investments - End of period			\$ 1,763.9	

Performance Ratios

HARRISHEALTH

As of the Quarter Ended March 31, 2025 and 2024 (in \$ Millions)

	QUARTER-TO-DATE		YEAR-TO-DATE		
	CURRENT YEAR	CURRENT BUDGET	CURRENT YEAR	CURRENT BUDGET	PRIOR YEAR
<u>OPERATING HEALTH INDICATORS</u>					
Operating Margin %	12.8%	3.2%	8.3%	2.7%	5.3%
Run Rate per Day (In\$ Millions)	\$ 6.7	\$ 6.9	\$ 6.5	\$ 6.9	\$ 6.2
Salary, Wages & Benefit per APD	\$ 2,455	\$ 2,547	\$ 2,417	\$ 2,539	\$ 2,428
Supply Cost per APD	\$ 591	\$ 670	\$ 595	\$ 665	\$ 549
Physician Services per APD	\$ 881	\$ 883	\$ 860	\$ 883	\$ 826
Total Expense per APD	\$ 4,686	\$ 4,873	\$ 4,633	\$ 4,896	\$ 4,500
Overtime as a % of Total Salaries	3.8%	3.0%	3.5%	3.0%	3.3%
Contract as a % of Total Salaries	3.2%	2.8%	3.3%	2.8%	4.5%
Full-time Equivalent Employees	10,478	10,594	10,463	10,639	10,334
<u>FINANCIAL HEALTH INDICATORS</u>					
Quick Ratio			2.3		2.5
Unrestricted Cash (In \$ Millions)			\$ 1,763.9	\$ 1,827.3	\$ 1,739.3
Days Cash on Hand			268.3	266.4	278.6
Days Revenue in Accounts Receivable			62.7	74.5	91.6
Days in Accounts Payable			39.7		42.0
Capital Expenditures/Depreciation & Amortization			430.3%		189.7%
Average Age of Plant(years)			9.8		10.4

Harris Health Key Indicators



Statistical Highlights

HARRISHEALTH

As of the Quarter Ended March 31, 2025 and 2024

	QUARTER-TO-DATE			YEAR-TO-DATE				
	CURRENT QUARTER	CURRENT BUDGET	PERCENT CHANGE	CURRENT YEAR	CURRENT BUDGET	PERCENT CHANGE	PRIOR YEAR	PERCENT CHANGE
Adjusted Patient Days	132,884	131,192	1.3%	267,427	263,915	1.3%	262,659	1.8%
Outpatient % of Adjusted Volume	62.8%	62.6%	0.4%	63.0%	62.1%	1.3%	62.3%	1.1%
Primary Care Clinic Visits	133,501	137,224	-2.7%	270,719	270,251	0.2%	264,504	2.3%
Specialty Clinic Visits	60,259	61,504	-2.0%	123,573	121,251	1.9%	120,559	2.5%
Telehealth Clinic Visits	30,756	29,827	3.1%	60,661	59,337	2.2%	57,558	5.4%
Total Clinic Visits	224,516	228,555	-1.8%	454,953	450,839	0.9%	442,621	2.8%
Emergency Room Visits - Outpatient	34,619	34,759	-0.4%	70,132	69,367	1.1%	68,821	1.9%
Emergency Room Visits - Admitted	5,151	5,625	-8.4%	10,417	11,120	-6.3%	10,889	-4.3%
Total Emergency Room Visits	39,770	40,384	-1.5%	80,549	80,487	0.1%	79,710	1.1%
Surgery Cases - Outpatient	3,000	2,986	0.5%	5,941	5,772	2.9%	5,629	5.5%
Surgery Cases - Inpatient	2,549	2,553	-0.2%	5,304	5,082	4.4%	4,793	10.7%
Total Surgery Cases	5,549	5,539	0.2%	11,245	10,854	3.6%	10,422	7.9%
Total Outpatient Visits	378,553	377,927	0.2%	765,673	743,898	2.9%	729,914	4.9%
Inpatient Cases (Discharges)	7,171	8,173	-12.3%	15,023	16,205	-7.3%	15,575	-3.5%
Outpatient Observation Cases	3,102	2,843	9.1%	6,108	5,433	12.4%	5,675	7.6%
Total Cases Occupying Patient Beds	10,273	11,016	-6.7%	21,131	21,638	-2.3%	21,250	-0.6%
Births	1,292	1,387	-6.8%	2,771	2,744	1.0%	2,578	7.5%
Inpatient Days	49,384	49,053	0.7%	99,024	99,896	-0.9%	99,096	-0.1%
Outpatient Observation Days	10,884	9,237	17.8%	21,858	17,714	23.4%	19,321	13.1%
Total Patient Days	60,268	58,290	3.4%	120,882	117,610	2.8%	118,417	2.1%
Average Daily Census	669.6	647.7	3.4%	664.2	646.2	2.8%	647.1	2.6%
Average Operating Beds	701	700	0.1%	700	700	0.0%	698	0.3%
Bed Occupancy %	95.5%	92.5%	3.3%	94.9%	92.3%	2.8%	92.7%	2.3%
Inpatient Average Length of Stay	6.89	6.00	14.7%	6.59	6.16	6.9%	6.36	3.6%
Inpatient Case Mix Index (CMI)	1.739	1.712	1.6%	1.716	1.712	0.2%	1.687	1.7%
Payor Mix (% of Charges)								
Charity & Self Pay	41.0%	43.4%	-5.5%	41.5%	43.4%	-4.3%	43.6%	-4.8%
Medicaid & Medicaid Managed	19.4%	19.4%	0.1%	19.6%	19.4%	1.1%	19.7%	-0.2%
Medicare & Medicare Managed	11.6%	11.4%	1.5%	11.3%	11.4%	-1.4%	11.9%	-5.0%
Commercial & Other	28.0%	25.8%	8.6%	27.6%	25.8%	6.9%	24.9%	10.9%
Total Unduplicated Patients - Rolling 12				245,602			247,463	-0.8%
Total New Patient - Rolling 12				88,862			89,075	-0.2%

Harris Health

Statistical Highlights

As of the Quarter Ended March 31, 2025

Cases Occupying Beds - Q2

Actual	Budget	Prior Year
10,273	11,016	10,405

Cases Occupying Beds - YTD

Actual	Budget	Prior Year
21,131	21,638	21,250

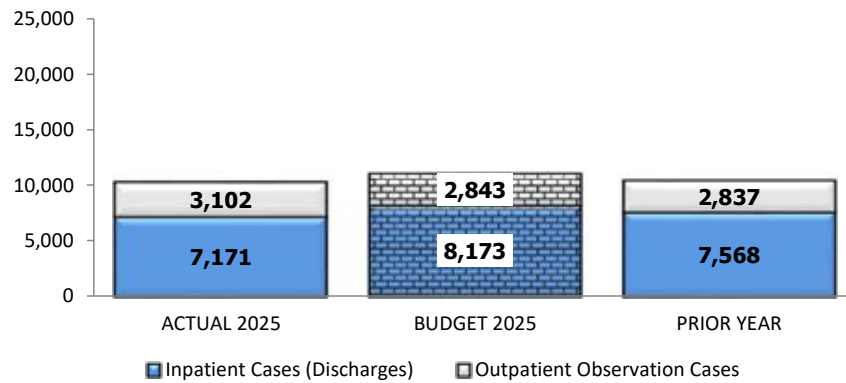
Emergency Visits - Q2

Actual	Budget	Prior Year
39,770	40,384	40,793

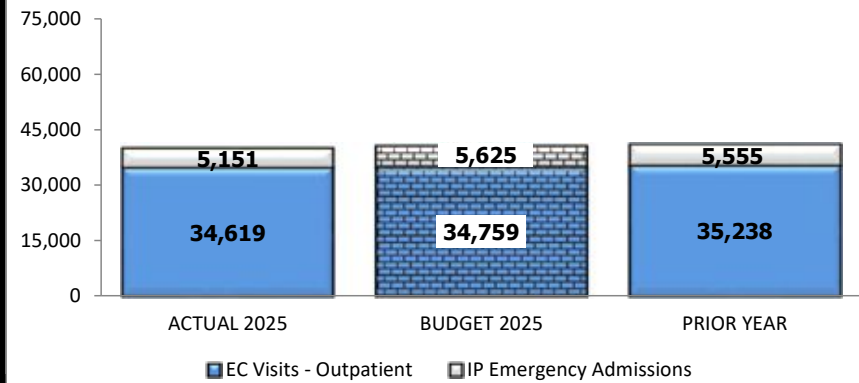
Emergency Visits - YTD

Actual	Budget	Prior Year
80,549	80,487	79,710

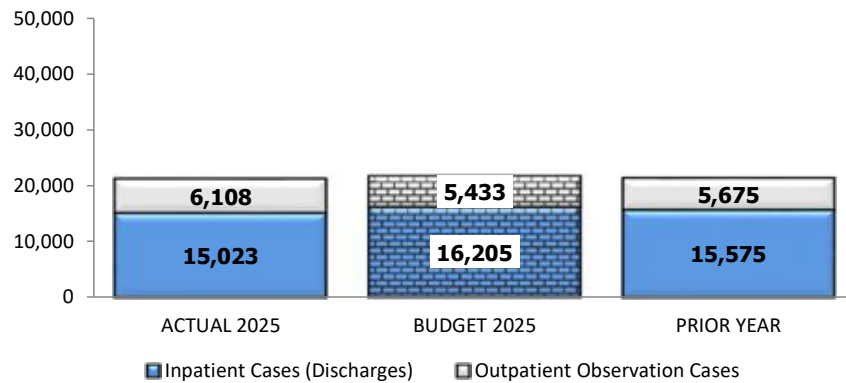
Cases Occupying Beds - Quarter End



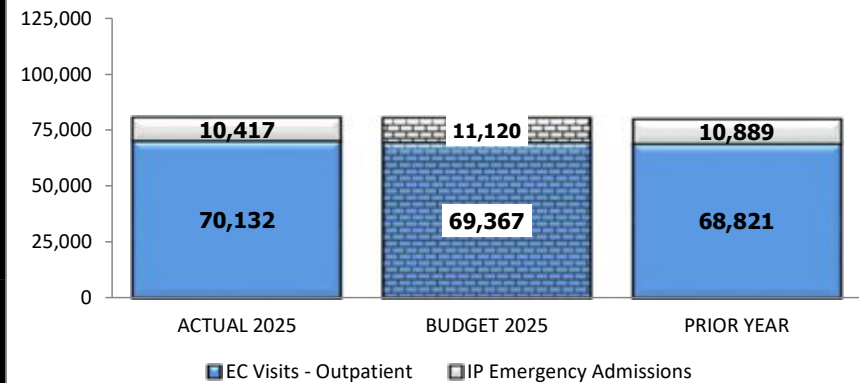
Emergency Visits - Quarter End



Cases Occupying Beds - YTD



Emergency Visits - YTD



Harris Health

Statistical Highlights

As of the Quarter Ended March 31, 2025

Surgery Cases - Q2

Actual	Budget	Prior Year
5,549	5,539	5,197

Surgery Cases - YTD

Actual	Budget	Prior Year
11,245	10,854	10,422

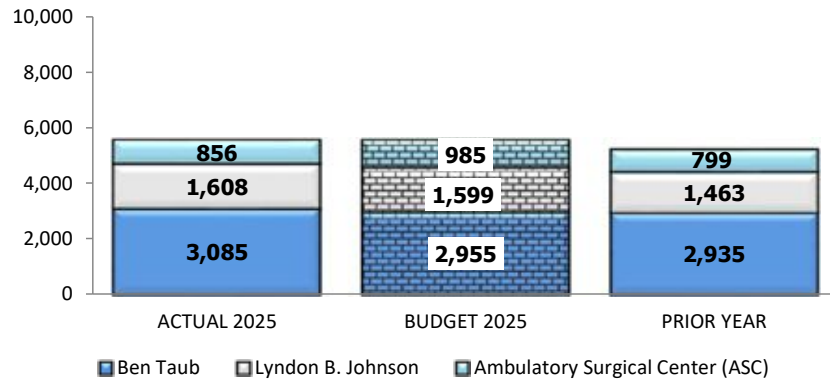
Clinic Visits - Q2

Actual	Budget	Prior Year
224,516	228,555	225,401

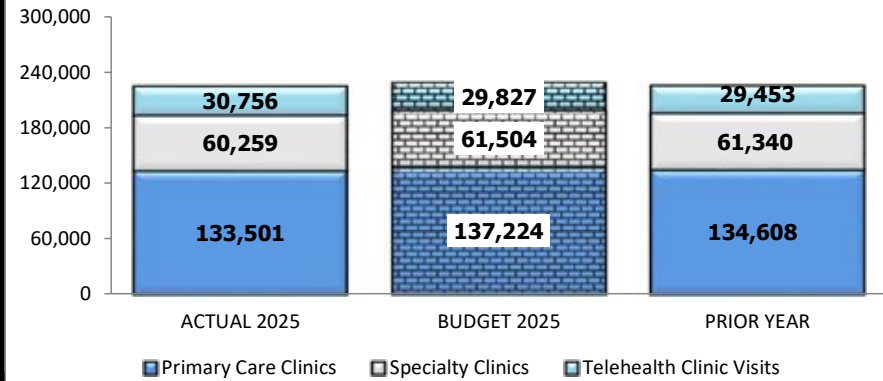
Clinic Visits - YTD

Actual	Budget	Prior Year
454,953	450,839	442,621

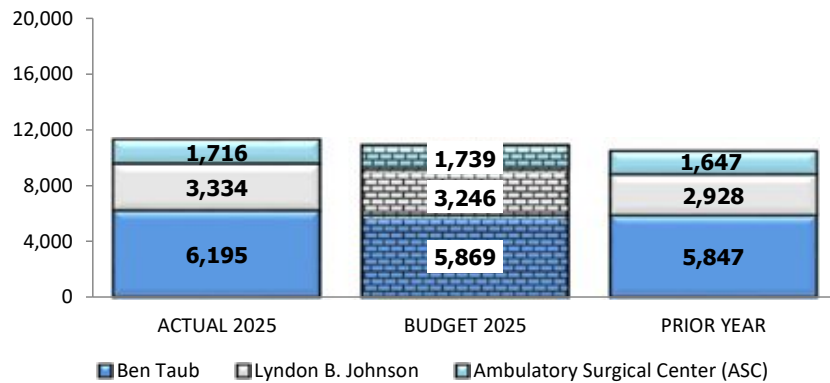
Surgery Cases - Quarter End



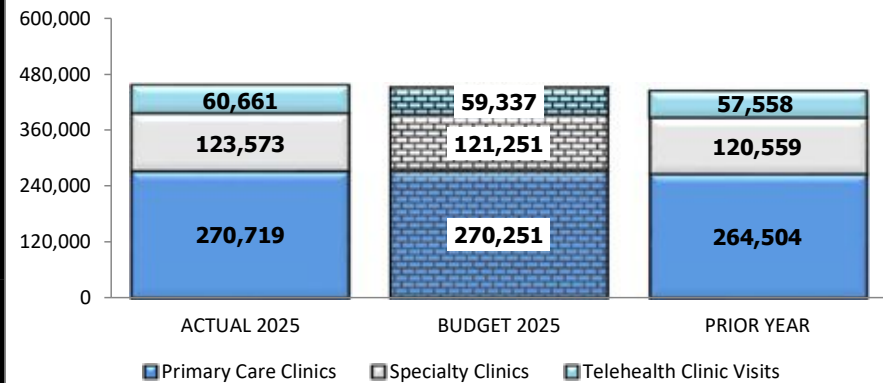
Clinic Visits - Quarter End



Surgery Cases - YTD



Clinic Visits - YTD



Harris Health

Statistical Highlights

As of the Quarter Ended March 31, 2025

Adjusted Patient Days - Q2

132,884

Adjusted Patient Days - YTD

267,427

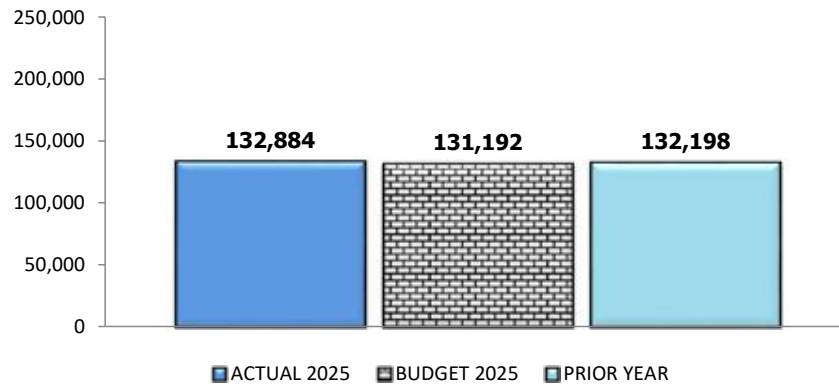
Average Daily Census - Q2

669.6

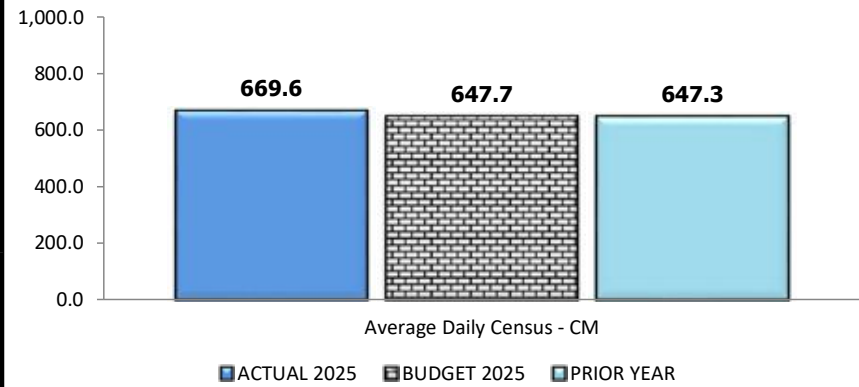
Average Daily Census - YTD

664.2

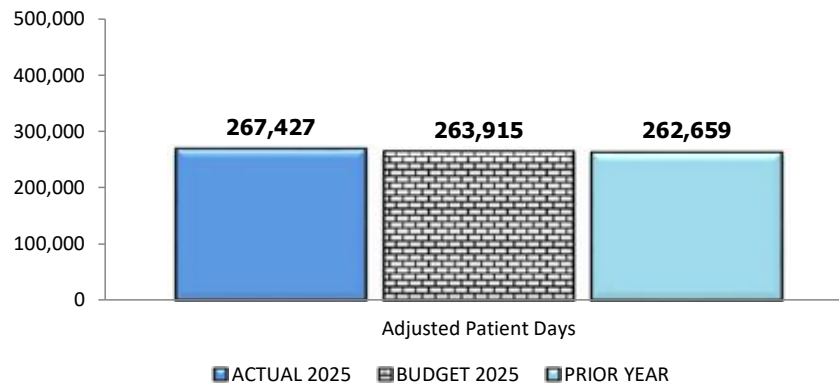
Adjusted Patient Days - Quarter End



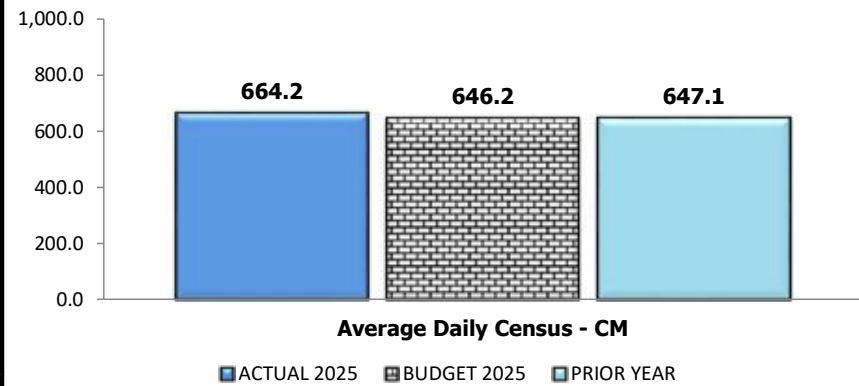
Average Daily Census - Quarter End



Adjusted Patient Days - YTD



Average Daily Census - YTD



Harris Health

Statistical Highlights

As of the Quarter Ended March 31, 2025

Inpatient ALOS - Q2

6.89

Inpatient ALOS - YTD

6.59

Case Mix Index - Q2

Overall

1.739

Excl. Obstetrics

1.926

Case Mix Index (CMI) - YTD

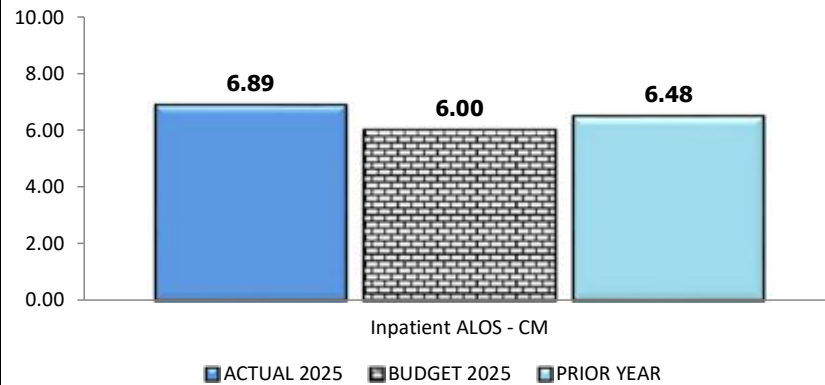
Overall

1.716

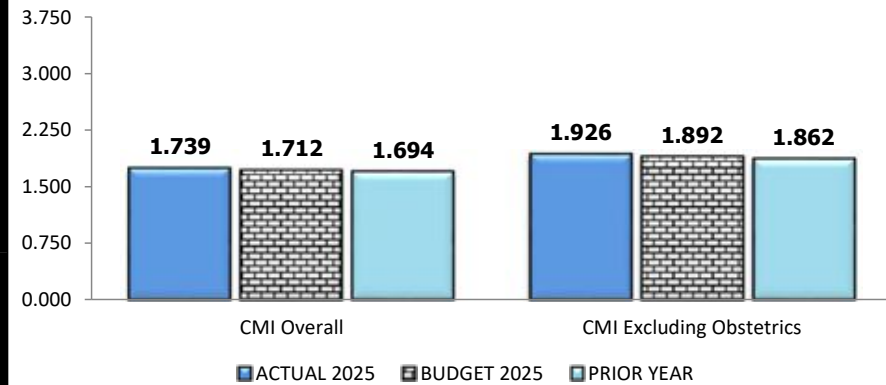
Excl. Obstetrics

1.909

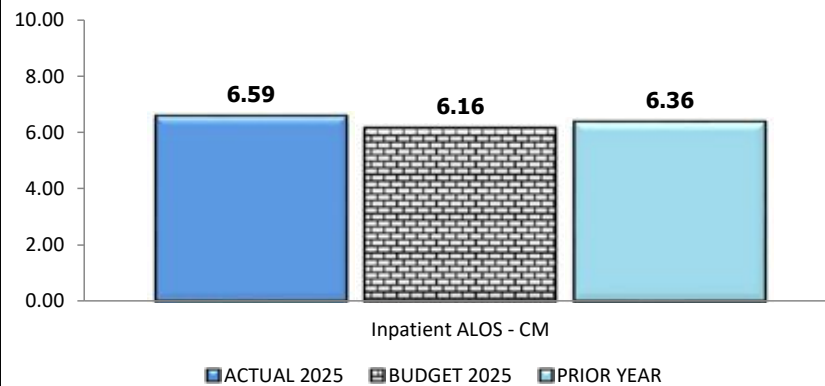
Inpatient ALOS - Quarter End



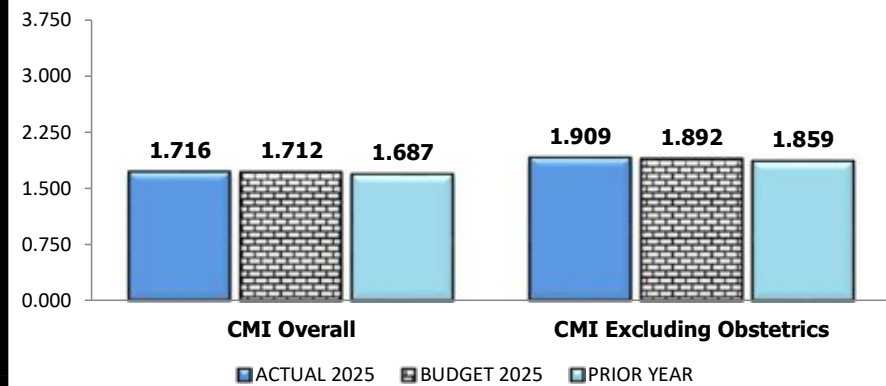
Case Mix Index - Quarter End



Inpatient ALOS - YTD



Case Mix Index - YTD



Harris Health

Statistical Highlights - Cases Occupying Beds

As of the Quarter Ended March 31, 2025

BT Cases Occupying Beds - Q2

Actual	Budget	Prior Year
5,963	6,673	6,150

BT Cases Occupying Beds - YTD

Actual	Budget	Prior Year
12,296	12,986	12,627

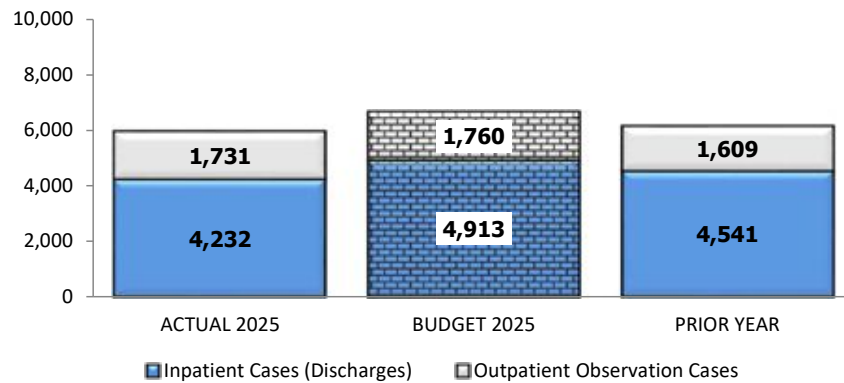
LBJ Cases Occupying Beds - Q2

Actual	Budget	Prior Year
4,266	4,296	4,251

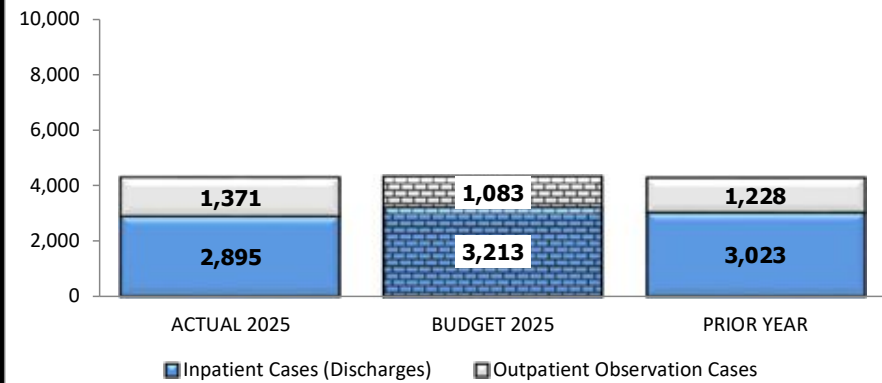
LBJ Cases Occupying Beds - YTD

Actual	Budget	Prior Year
8,746	8,558	8,619

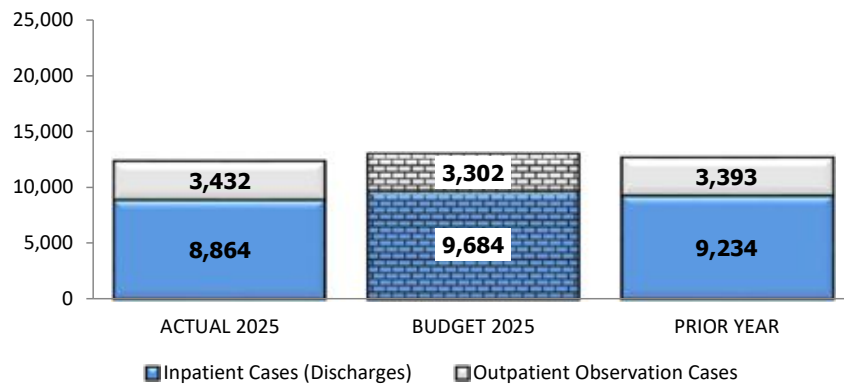
Ben Taub Cases - Quarter End



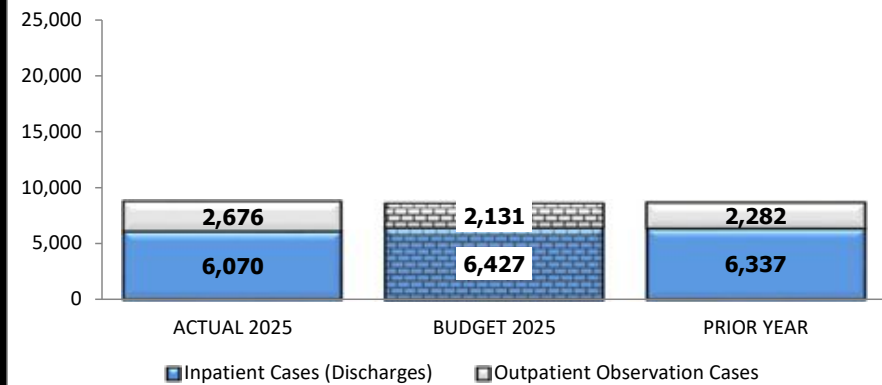
Lyndon B. Johnson Cases - Quarter End



Ben Taub Cases - YTD



Lyndon B. Johnson Cases - YTD



Harris Health

Statistical Highlights - Surgery Cases

As of the Quarter Ended March 31, 2025

BT Surgery Cases - Q2

Actual	Budget	Prior Year
3,085	2,955	2,935

BT Surgery Cases - YTD

Actual	Budget	Prior Year
6,195	5,869	5,847

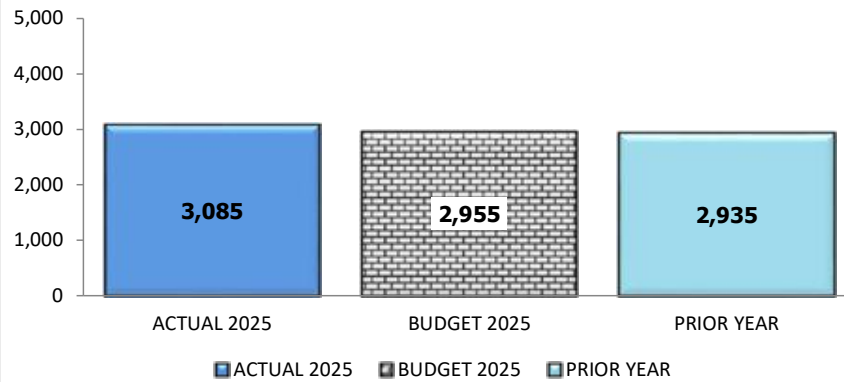
LBJ Surgery Cases - Q2

Actual	Budget	Prior Year
2,464	2,584	2,262

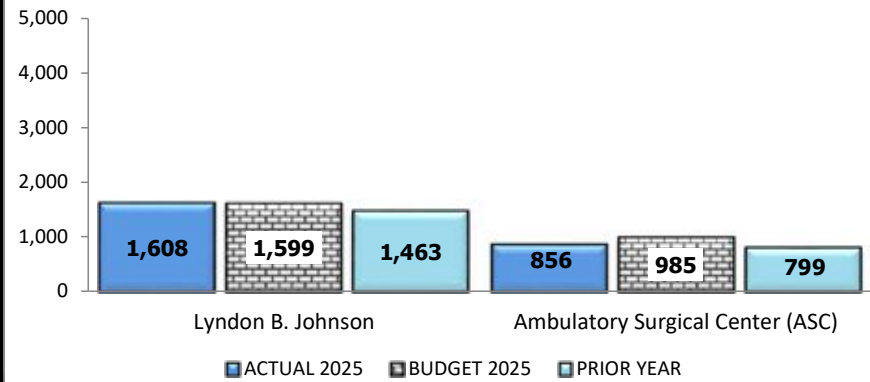
LBJ Surgery Cases - YTD

Actual	Budget	Prior Year
5,050	4,985	4,575

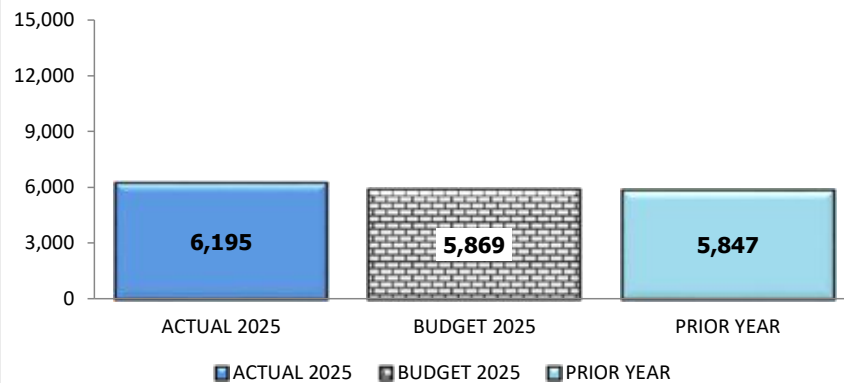
Ben Taub OR Cases - Quarter End



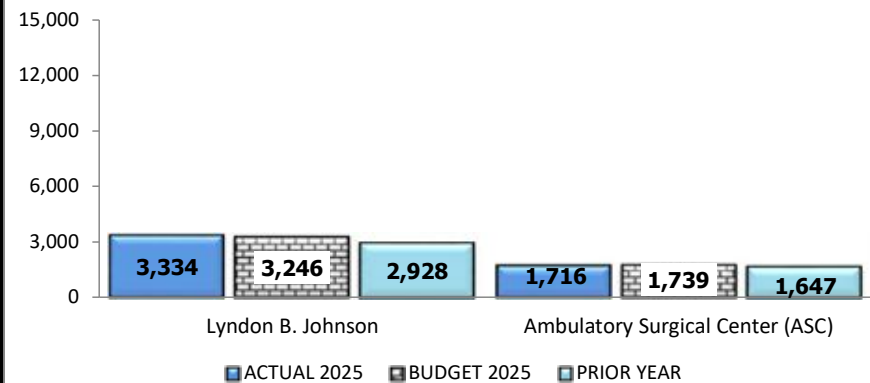
Lyndon B. Johnson OR Cases - Quarter End



Ben Taub OR Cases - YTD



Lyndon B. Johnson OR Cases - YTD



Harris Health

Statistical Highlights - Emergency Room Visits

As of the Quarter Ended March 31, 2025

BT Emergency Visits - Q2

Actual	Budget	Prior Year
20,586	21,178	20,352

BT Emergency Visits - YTD

Actual	Budget	Prior Year
41,225	42,159	41,060

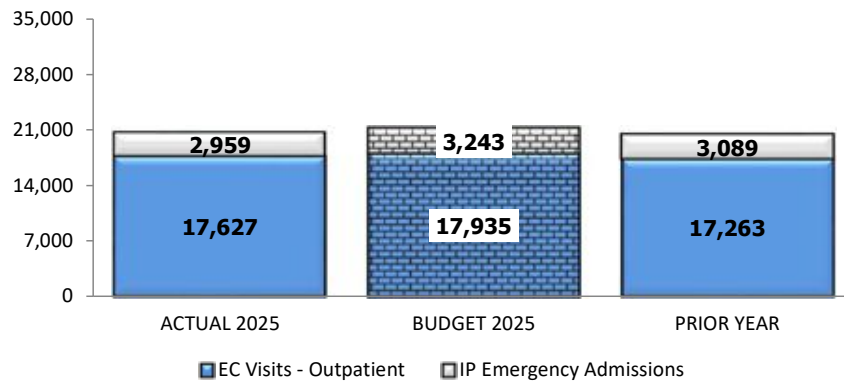
LBJ Emergency Visits - Q2

Actual	Budget	Prior Year
19,184	19,206	20,441

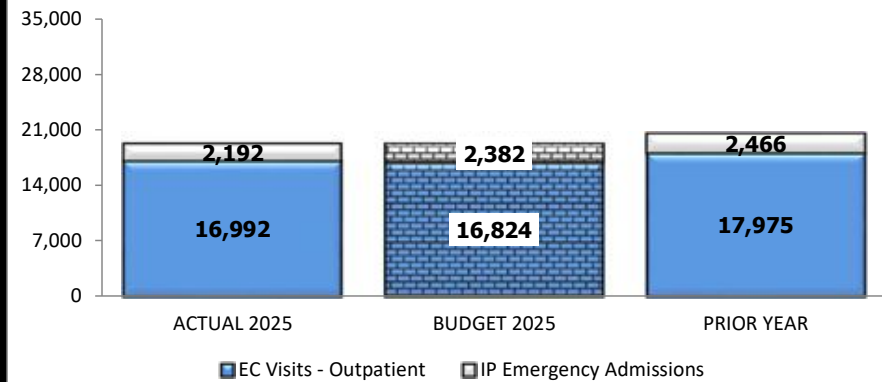
LBJ Emergency Visits - YTD

Actual	Budget	Prior Year
39,324	38,328	38,650

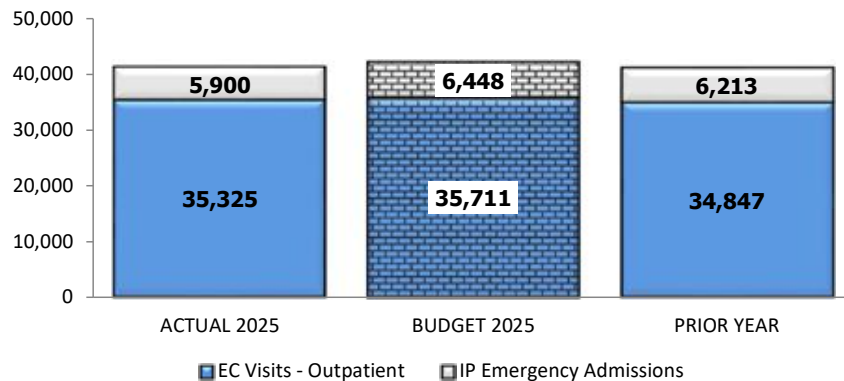
Ben Taub EC Visits - Quarter End



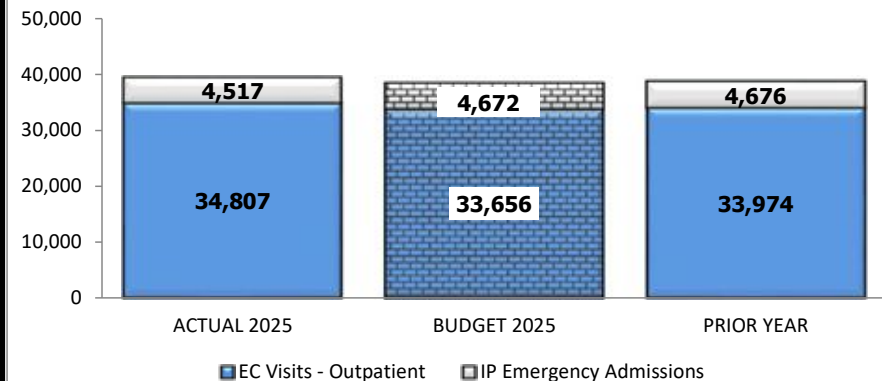
Lyndon B. Johnson EC Visits - Quarter End



Ben Taub EC Visits - YTD



Lyndon B. Johnson EC Visits - YTD



Harris Health

Statistical Highlights - Births As of the Quarter Ended March 31, 2025

BT Births - Q2

Actual	Budget	Prior Year
740	829	710

BT Births - YTD

Actual	Budget	Prior Year
1,573	1,565	1,421

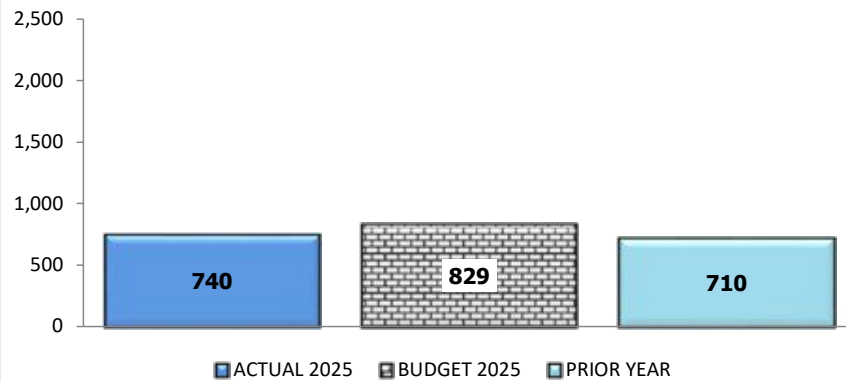
LBJ Births - Q2

Actual	Budget	Prior Year
552	558	551

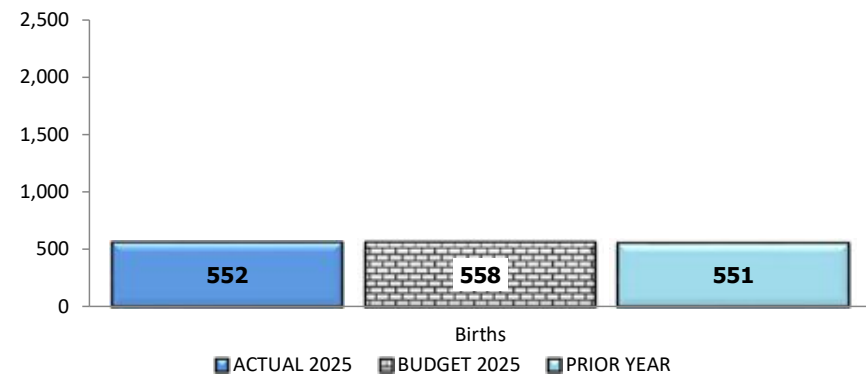
LBJ Births - YTD

Actual	Budget	Prior Year
1,198	1,179	1,157

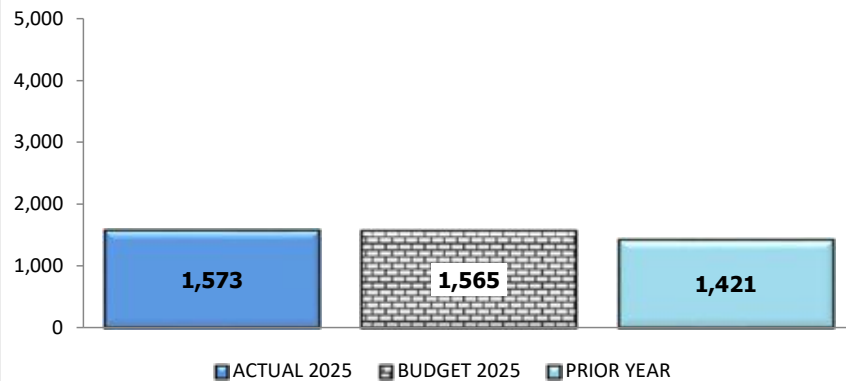
Ben Taub Births - Quarter End



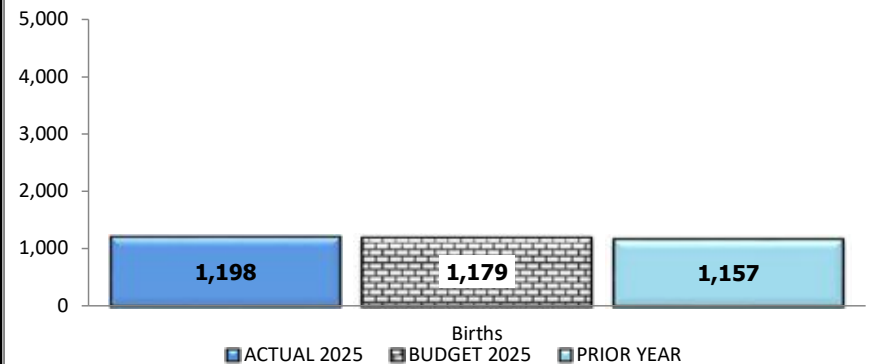
Lyndon B. Johnson Births - Quarter End



Ben Taub Births - YTD



Lyndon B. Johnson Births - YTD



Harris Health

Statistical Highlights - Adjusted Patient Days

As of the Quarter Ended March 31, 2025

BT Adjusted Patient Days - Q2

64,855

BT Adjusted Patient Days - YTD

129,517

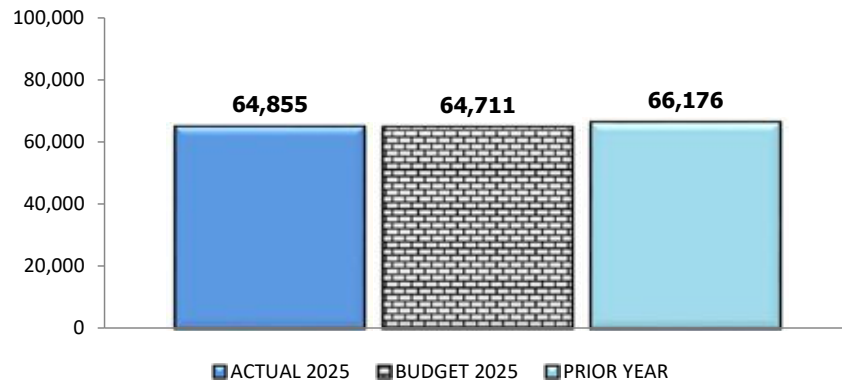
LBJ Adjusted Patient Days - Q2

40,418

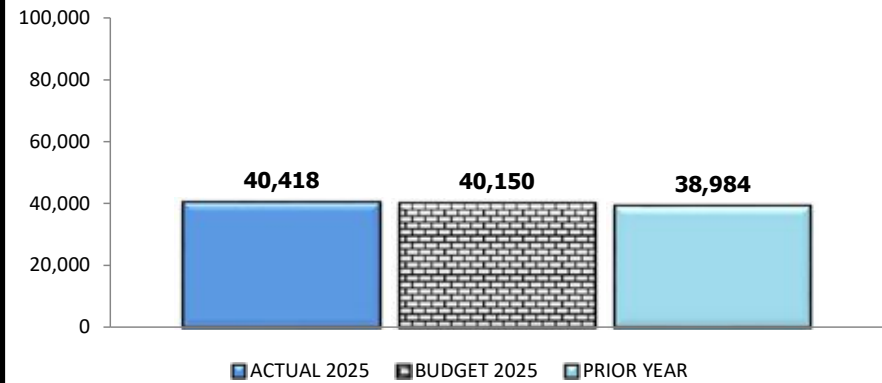
LBJ Adjusted Patient Days - YTD

82,067

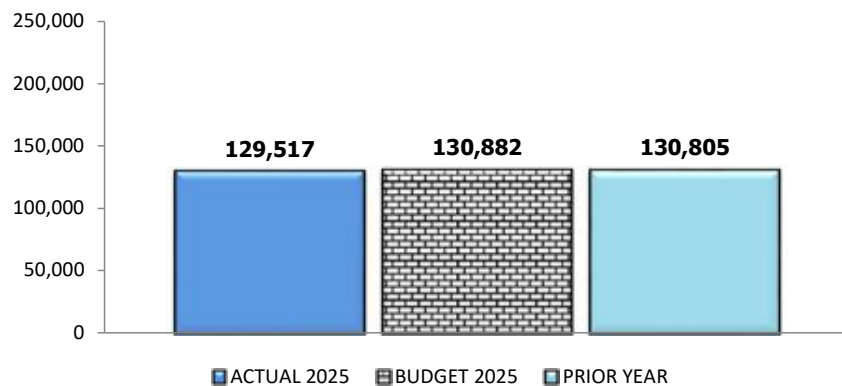
Ben Taub APD - Quarter End



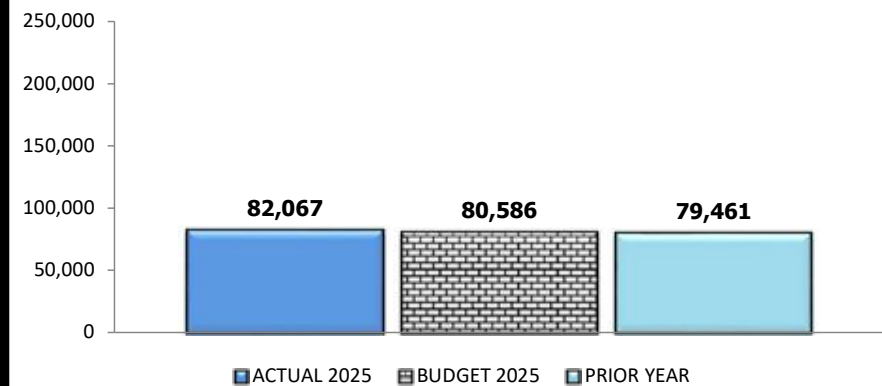
Lyndon B. Johnson APD - Quarter End



Ben Taub APD - YTD



Lyndon B. Johnson APD - YTD



Harris Health

Statistical Highlights - Average Daily Census (ADC)

As of the Quarter Ended March 31, 2025

BT Average Daily Census - Q2

438.1

BT Average Daily Census - YTD

430.8

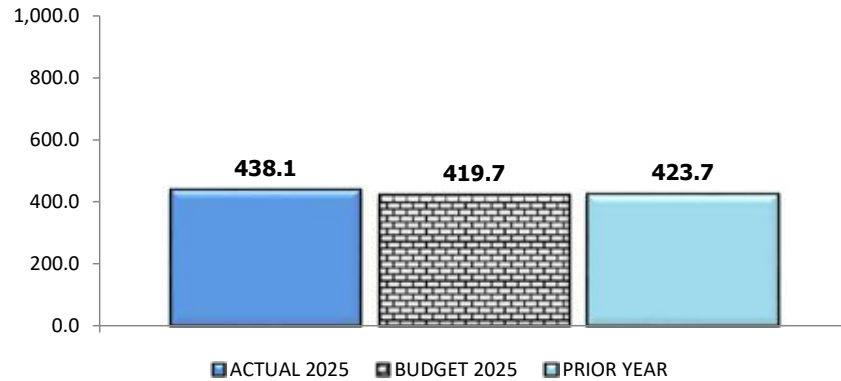
LBJ Average Daily Census - YTD

229.9

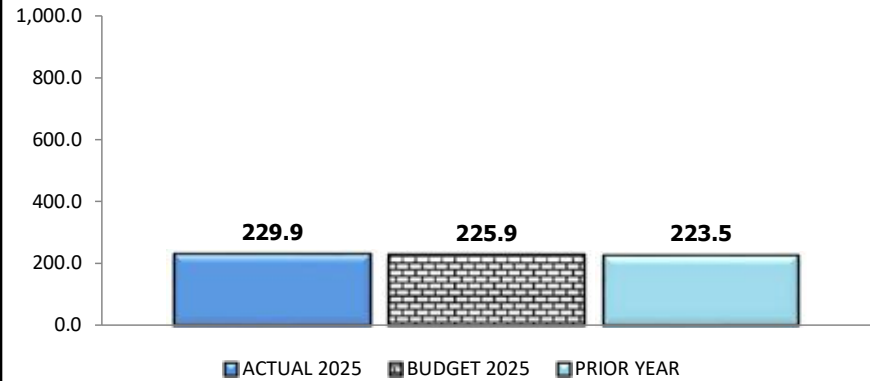
LBJ Average Daily Census - YTD

231.7

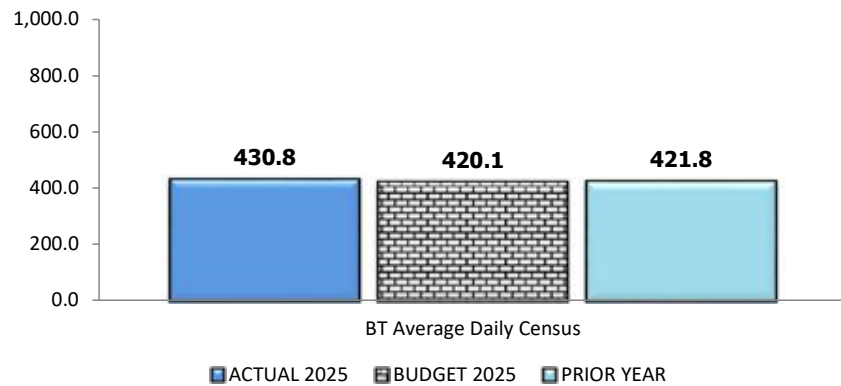
Ben Taub ADC - Quarter End



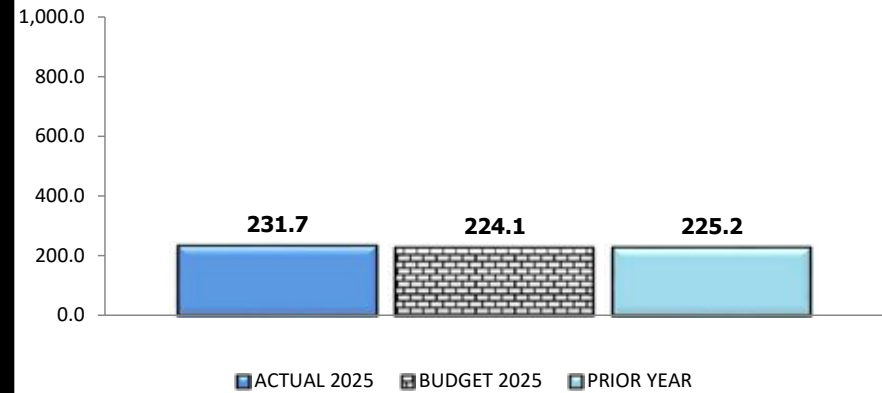
Lyndon B. Johnson ADC - Quarter End



Ben Taub ADC - YTD



Lyndon B. Johnson ADC - YTD



Harris Health

Statistical Highlights - Inpatient Average Length of Stay (ALOS)

As of the Quarter Ended March 31, 2025

BT Inpatient ALOS - Q2

7.66

BT Inpatient ALOS - YTD

7.27

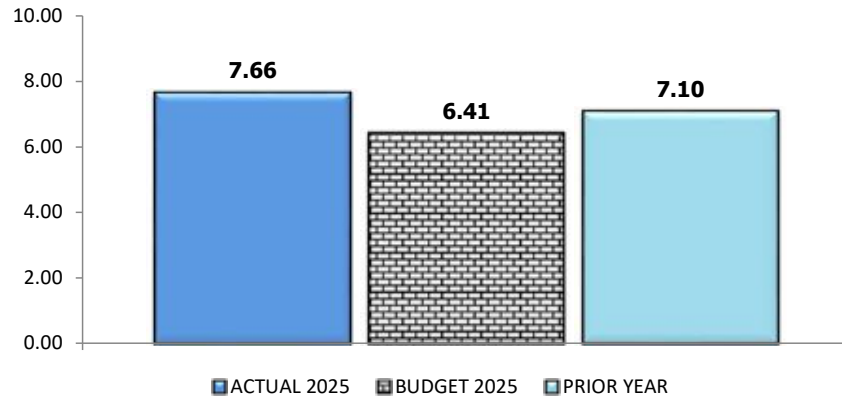
LBJ Inpatient ALOS - Q2

5.82

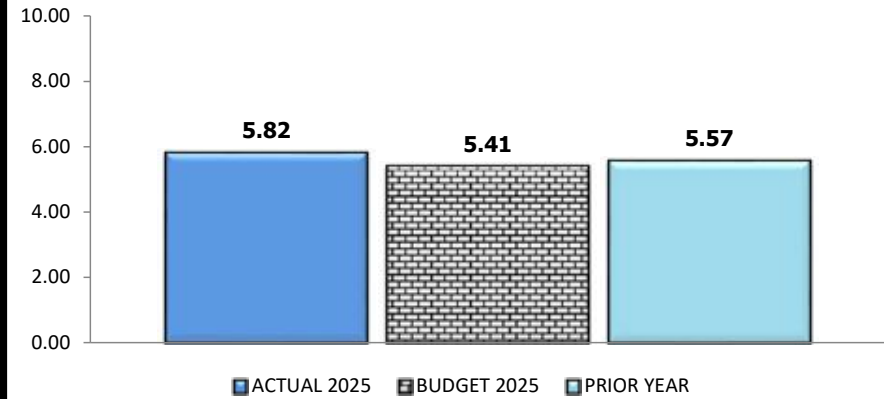
LBJ Inpatient ALOS - YTD

5.64

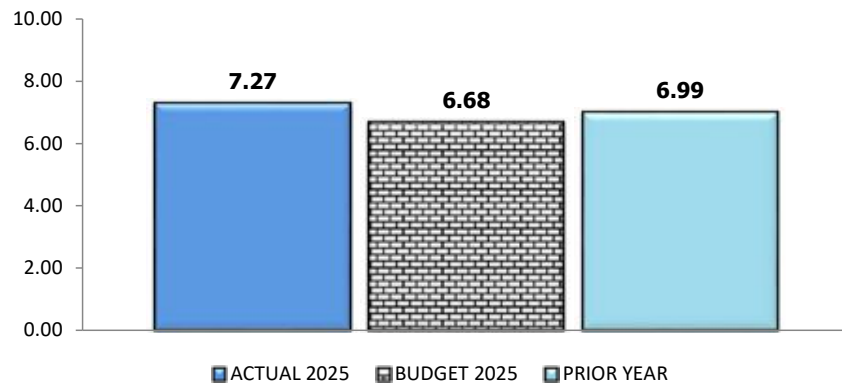
Ben Taub ALOS - Quarter End



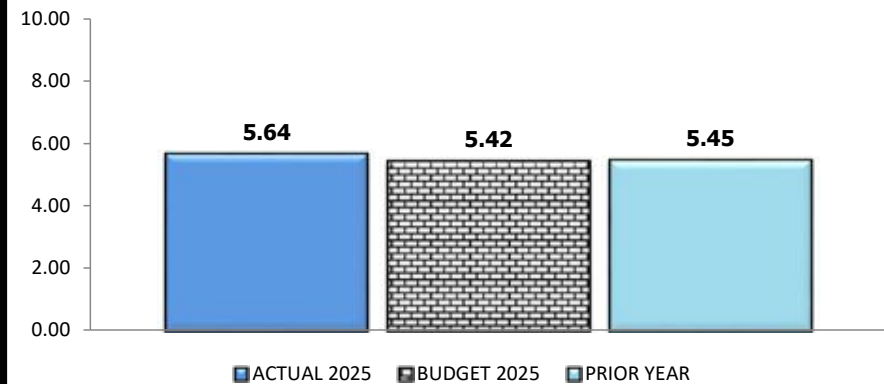
Lyndon B. Johnson ALOS - Quarter End



Ben Taub ALOS - YTD



Lyndon B. Johnson ALOS - YTD



Harris Health

Statistical Highlights - Case Mix Index (CMI)

As of the Quarter Ended March 31, 2025

BT Case Mix Index (CMI) - Q2

Overall	Excl. Obstetrics
1.868	2.070

BT Case Mix Index (CMI) - YTD

Overall	Excl. Obstetrics
1.847	2.055

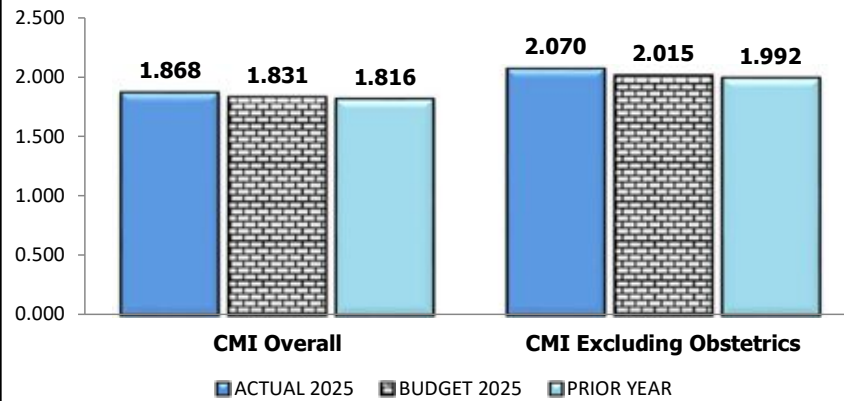
LBJ Case Mix Index (CMI) - Q2

Overall	Excl. Obstetrics
1.560	1.726

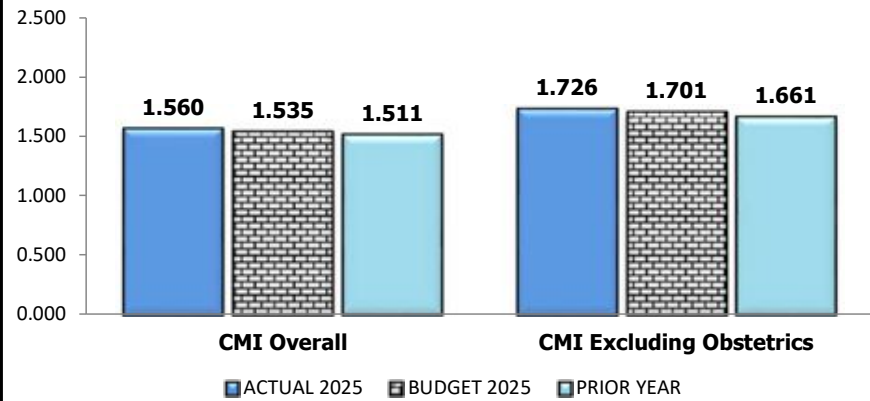
LBJ Case Mix Index (CMI) - YTD

Overall	Excl. Obstetrics
1.534	1.705

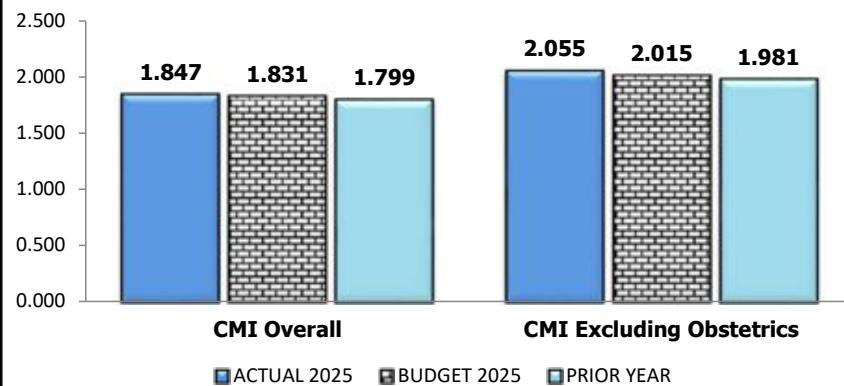
Ben Taub CMI - Quarter End



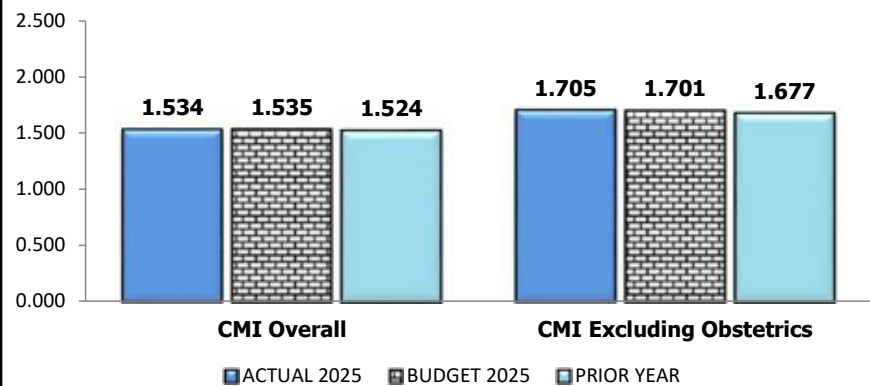
Lyndon B. Johnson CMI - Quarter End



Ben Taub CMI - YTD



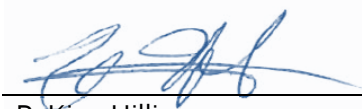
Lyndon B. Johnson CMI - YTD



Meeting of the Board of Trustees

Thursday, April 24, 2025

Updates Regarding Pending State and Federal Legislative and Policy Issues
Impacting Harris Health



R. King Hillier
SVP, Public Policy & Government Relations

April 2025 Board of Trustees Monthly Report

Federal Update

Budget Reconciliation Update: With the U.S. House of Representatives [passing a Senate-amended budget framework April 10](#) that advances the potential for deep and damaging cuts to Medicaid. The House successfully passed the concurrent resolution by a narrow margin of 216-214. As outlined in the text, both House and Senate Committees are required to submit their reconciliation recommendations to their respective budget committees by May 9. This action is getting congressional Republicans another step closer to a final bill – which would need only a simple majority to pass the Senate instead of the usual 60-vote threshold. The resolution includes the House’s massive \$880 billion deficit reduction benchmark for the House Energy & Commerce Committee, which oversees Medicaid and other programs. It is estimated at a minimum the impact on Harris Health could exceed over \$130 million.

The Energy and Commerce Committee blue print/health policy components still include the following:

- Work requirements for expansion populations;
- A ban on coverage for undocumented immigrants excluding emergency Medicaid;
- Rollback of provider tax/LPPF safe harbor threshold from 6% to 5%; and
- A 6-month Medicaid eligibility limitation.

At the time of this report being written, Medicaid Block Grants and Per Capita Caps are not being considered. That could change.

More detailed impact are included in the THA [Facing the Federal Flurry white paper](#) which details recent proposals to cut Medicaid funding, and why legislation tied to funding programs like Medicare and Medicaid must be handled in a careful, non-disruptive fashion that doesn’t upset key health care systems. A [brand-new THA explainer](#) on the catastrophic impact of proposed cuts dispels myths about Texas’ Medicaid program and lays out the detrimental impact of potential reforms.

These links provide useful information to be utilized to educate our congressional delegation and others regarding the risks of implementation of cuts without taking in consideration the special needs of Front Line Hospital Alliance hospitals/health systems, vulnerable suburban hospitals/health systems and endangered rural hospitals/health systems and the need for federal designation of these hospitals. Codifying the definition for these types of health system is critical for future policy changes in disaster mitigation, epidemic response, 340B modernization, and facility fee/site neutrality policy discussions.

Reconciliation Timeline: The House plans to begin that next step of the process in the next work period, which is scheduled to run from April 28th through May 22nd following the two-week Easter recess (which began shortly following the vote).

While the schedule remains fluid and difficult to firmly predict, the current targets of upcoming events are as follows:

- **April 28th - May 8th: Possible House Markups**
- **May 12th - May 22nd: Budget Committee and Target for House Floor Activity**
- **June, July, and Beyond: Senate and Conference Activity**

This process provides for essentially three versions and opportunities for meaningful debate over the bill: **1) the House version** (beginning in the upcoming work period), **2) the Senate version** (target June-July), and **3) the final Conference version** (target July-December).

Harris Health staff and executive leadership fully anticipate a busy summer and fall in Washington, D.C. on Capitol Hill.

State Update

Facility Fee Advocacy: Harris Health personnel continue to engage in good faith negotiations on critical pieces of legislation impacting restrictions and requirements for facility fees and national provider identifier (NPI) numbers.

Filed versions of this legislation would have prevented facility fees for telehealth and telemedicine encounters as well as for preventive health services in addition to requiring each outpatient clinic or facility obtain unique NPI numbers. These versions also contained burdensome notice requirements to patients and payors for certain facility fees.

Compromise versions struck language preventing facility fees for telehealth and telemedicine services where the patient physically presents in a facility, and—most critically—they struck language preventing facility fees for preventative health services.

Compromise versions have also struck language requiring unique NPIs in favor of “place of service codes” and include a study on the issue to be conducted by The University of Texas Health Science Center at Houston, utilizing the Texas All Payor Claims Database.

Though notice requirements are still present in the compromise versions, their effective date is delayed.

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As of this writing, both House and Senate versions of these bills have received committee hearings, but have yet to obtain committee approval—a necessary first step to becoming law.

Though we expect some proposal on this matter to make significant progress, if not obtain final codification, and though the filed versions would have had a catastrophic impact, the versions currently under consideration by key lawmakers are highly negotiated compromises supported by Harris Health.

State Legislation Protecting 340B: Representing Harris Health, Dr. Porsa offered compelling testimony in the House Committee on insurance supporting legislation seeking to safeguard the federal 340B discount drug pricing program.

340B allows safety net providers to stretch scarce federal resources by allowing purchase of expensive medications at a heavily discounted price. These savings allow Harris Health to expand unreimbursed, or partially reimbursed, access to care in various manners, including:

- The food as medicine program
- The home visit program
- Graduate medical education
- Health care for the homeless
- Health care for the county jail inmates

Recently, however, for-profit pharmaceutical companies have sought to increase already astounding revenues on the backs of safety net providers and the communities they serve by attacking the 340B program with attempts to pursue back-end rebates in lieu of up-front discounts and prohibiting safety net providers from obtaining discounts when using contract pharmacies.

Texas is just the latest battleground in this nationwide effort.

Leading up to and after the House Insurance hearing, Harris Health personnel worked with the Texas Hospital Association to identify lawmakers willing to affix their names as coauthors on this piece of legislation, in addition to helping shore up committee support.

As of this writing, the bill is pending in House committee, but is expected to obtain committee approval soon.

Curbing Concrete Crushing: Several Harris County lawmakers have filed numerous pieces of legislation seeking to protect the value of the \$2.5 billion LBJ Hospital bond package approved by voters from the proposed concrete crushing facility slated for development and operation mere steps from the hospital entrance.

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Though these bills have yet to move, a recent development in the form of a bill filed with leadership approval would prohibit concrete crushing facilities within 2000 yards of a hospital. Current law provides schools, churches, and residences with mandatory buffers, but allows hospitals with no such protection.

Harris Health personnel continue to work closely with Harris County personnel to shepherd such protections through the process.

Authorizing Harris Health to Employ Peace Officers: In both House and Senate committees, Harris Health’s Chris Okezie and John Hollerman testified on legislation authorizing our organization to employ and commission peace officers.

The last of Texas’ large urban hospital districts to lack this authority, Harris Health has long relied on the traditional model of unarmed security officers and supplemental off-duty law enforcement personnel to staff our facilities. This can, however, be unreliable, and a dedicated police force will be vastly more familiar with the complex layouts of our facilities as well as the personnel staffing those facilities.

Moreover, Harris Health has not been spared the widely reported surge of workplace violence in healthcare settings. This is particularly true for violence directed at employees—from 2020 to 2025 we have recorded 1179 assault incidents in our facilities with some resulting in serious injuries to our workforce.

Fortunately, and with support from Harris Health personnel, this legislation has obtained approval by the Senate committee of jurisdiction, and awaits the same in the House.

Medicaid Contracting Proposals: Community Health Choice and Harris Health personnel continue to engage in negotiations involving the Medicaid contracting process at the Texas Health and Human Services Commission.

We have thus far been successful in slowing down and defeating legislative and budgetary proposals detrimental to Community Health Choice and Harris Health, such as proposals seeking to replace the state’s procurement process with an application state—or file and compete—scheme, in addition to budgetary proposals seeking to prohibit the state from spending state revenue to execute the most recent procurement awards.

Community Health Choice CEO, Lisa Wright, offered testimony on the matter in front of the House Committee on Delivery of Government Efficiency, and Community Health Choice/Harris Health personnel have met with and continue to interface with critical committee chairs, bill authors, delegation lawmakers, and stakeholders.

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It should be noted, although standalone pieces of legislation on this matter detrimental to our organizations have stalled, they can be resurrected via procedural maneuvers and House floor amendments.

Moreover, although key state budget writers have expressed opposition to budgetary attempts canceling the procurement, these initiatives can conceivably be similarly resurrected till final passage of the budget occurs toward the end of session.

In short, though we have been largely successful on the matter to date, we cannot rest or take anything for granted till we reach critical legislative deadlines that will not occur till near the end of the 89th Regular Session in late May/early June.

Meeting of the Board of Trustees

Thursday, April 24, 2025

Discussion Regarding the Grant Assurance Form from The Houston Regional HIV/AIDS Resource Group (TRG) to Harris County Hospital District d/b/a Harris Health

The assurance form from The Houston Regional HIV/AIDS Resource Group (TRG) to Harris Health requires that it be presented to the Harris Health Board of Trustees for discussion, and that the discussion, and the signed assurance form, be recorded in the official meeting minutes.

- The grant assurance form is part of the grantor's annual form update to subrecipients.
- The signing of this form ensure compliance with grantor's funding requirements.

Administration submits the Grant Assurance Form from The Houston Regional HIV/AIDS Resource Group (TRG) to the Harris County Hospital District d/b/a Harris Health Board of Trustees for discussion.

Thank you.



Jennifer Small, AuD, MBA, CCC-A
Chief Executive Officer / Ambulatory Care Services

THE HOUSTON REGIONAL HIV/AIDS RESOURCE GROUP, INC.

2025 ANNUAL SUBMISSIONS


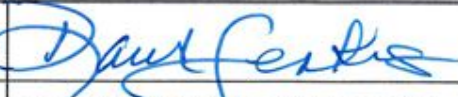


NONPROFIT BOARD OF DIRECTORS AND EXECUTIVE DIRECTOR ASSURANCES FORM

Agency Name	Harris County Hospital District DBA Harris Health
Agency Address	4800 Fournace Place Bellaire, TX 77401

The people signing on behalf of the above-named organization certify that they are duly authorized to sign this Assurances form on behalf of the organization. The undersigned acknowledge and affirm:

- A. The Board of Directors/Governing Board convenes on a regularly scheduled basis (no less than quarterly) to discuss the operations of the organization.
- B. An annual budget including each TRG contract has been approved prior to the beginning of each budget year.
- C. Actual revenue and expenses are compared with the approved contract budget, variances are noted, and corrective action taken as needed (with Board approval).
- D. Timely and accurate financial statements are presented by the designated financial officer to the Board of Directors/Governing Board on a regular basis.
- E. The Board of Directors/Governing Board will ensure that any required financial reports and forms, whether federal or state, are filed on a current and timely basis.
- F. Adequate internal controls are in place to ensure fiscal integrity and accountability and to safeguard assets.
- G. The Treasurer of the Board has been oriented and trained in his or her responsibilities as Treasurer.
- H. Each Board Member has signed an annual Conflict of Interest Statement. Documentation will be made available for inspection by TRG staff.
- I. Each new Board Member has been oriented and trained in the responsibilities of being a member of the Board including but not limited to the Legal and Fiscal Responsibilities for Nonprofit Board of Directors. Each Board member will complete orientation and training no later than 45 days after contract execution or after taking office, as applicable. Documentation will be available for inspection by TRG staff.
- J. The Board has Audit and/or Finance Committees that convene regularly and communicate effectively with the Board Treasurer and other Board members in understanding and responding to financial developments.
- K. The organization observes Generally Accepted Accounting Principles when preparing financial statements and fund accounting practices are observed to ensure integrity among specific contracts or grants.
- L. If a contract is executed with TRG, this form will be discussed in detail at the next official Board meeting and that notes of the discussion and a signed copy of this form will be included in the minutes of the meeting. A copy of the minutes will be kept at the organization and be available for inspection by TRG staff.
- M. The organization will administer any contract executed with TRG in accordance with applicable federal statutes and regulations, including federal grant requirements applicable to funding sources, Uniform Grant Management Standards issued by the Governor's Office, applicable Office of Management and Budget Circulars, applicable Code of Federal Regulations, and provisions of the contract document.

	04/02/2025		4/17/2025
Chair of the Board Signature/Date		Executive Director/Equivalent Signature/Date	

Meeting of the Board of Trustees

Thursday, April 24, 2025

Review and Acceptance of the Following Report for the Healthcare for the Homeless Program 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

Attached for review and acceptance:

- **HCHP April 2025 Operational Updates**

Administration recommends that the Board accept the Healthcare for the Homeless Program Report 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.



Jennifer Small, AuD, MBA, CCC-A
Chief Executive Officer / Ambulatory Care Services

Health Care for the Homeless Monthly Update Report – April 2025

Jennifer Small AuD, MBA, CCC-A, Chief Executive Officer, Ambulatory Care Services

Tracey Burdine, Director, Health Care for the Homeless Program

HARRISHEALTH



Agenda

- Operational Update
 - Productivity Report
 - Consumer Advisory Council Report
 - Risk Management Report
 - Service Area Analysis

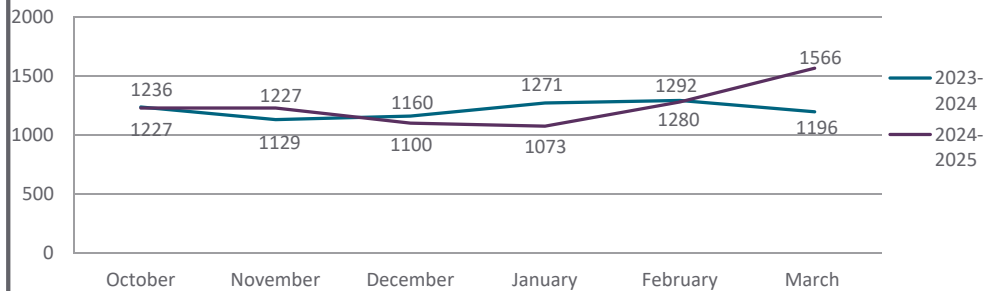
HARRISHEALTH

Patients Served

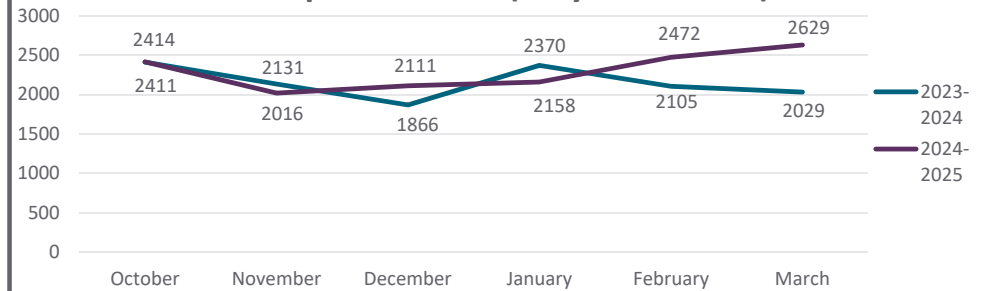
HRSA Unduplicated Patients Target: 7,250	HRSA Completed Visit Patients Target: 30,496
YTD Unduplicated Patients: 2,641	YTD Total Completed Visits: 7,273

Operational Update

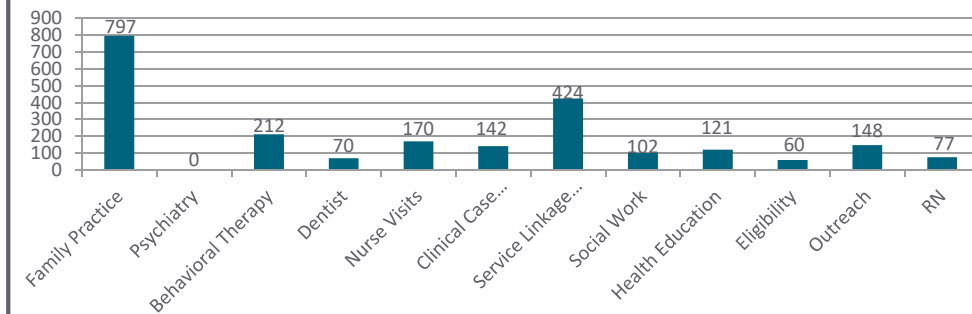
Monthly Unduplicated Patients (May – October)



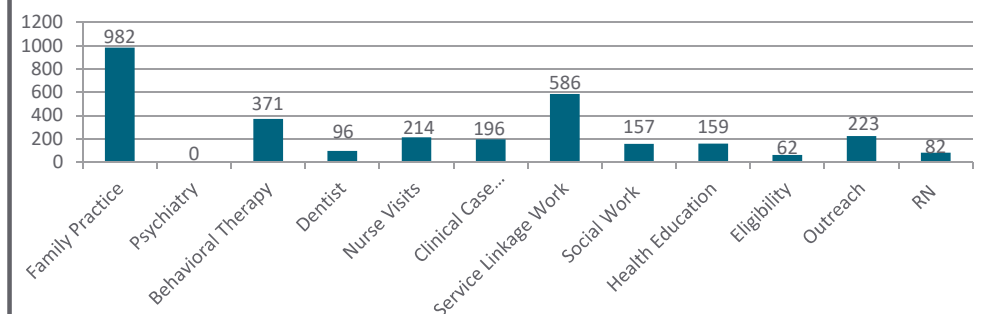
Completed Visits (May – October)



Monthly Unduplicated Patients by Department (October 2024)



Completed Visits by Department (October 2024)



Risk Management Report

As a health center funded by the Health Resources and Services Administration (HRSA) the Harris Health – Health Care for the Homeless Program (HCHP) is required to have a governing board that maintains appropriate authority and oversees the operations of the program. This annual risk management report informs the board of the ongoing risk management program to reduce the risk of adverse outcomes and provide safe, efficient, and effective care and services. Topics presented include high-risk and monthly risk assessments, adverse event reporting, and risk and patient safety activities.

Highlighted Risk Management Activities for 2024:

- Completed annual health care risk management training for health center staff.
- Daily clinic patient service huddles and weekly risk management assessments such as infection prevention, environment of care rounds, patient experience rounds, and safety monitoring and hand hygiene inspections.
- Monthly chart audits completed by the Medical Director and quality assurance coordinator
- Monthly Compliance and Performance Improvement Committee meetings.

Areas of Improvement

- Expired patient supplies
- Explanation of RACE/PASS and steps of an Active Shooter situation
- Food and drink in patient care areas
- Emergency management transfers

Operational Update

2024 Service Area Analysis

The Health Care for the Homeless Program (HCHP) serves the City of Houston area through its shelter-based clinics and mobile outreach (medical and dental) units. The clinics are located in the majority of areas where people experiencing homelessness congregate, primarily in Downtown and the surrounding area. The service area analysis covers the reporting period from January 1, 2024 to December 31, 2024.

The top five zip codes are areas where HCHP continues to provide primary care services

- 77051: 840 patients (Sunnyside area/Star of Hope Cornerstone Community)
- 77002: 524 patients (Downtown area/multiple clinics)
- 77007: 441 patients (West of Downtown/Salvation Army Adult Rehabilitation Center & Harmony House)
- 77004: 438 patients (Third Ward area/Lord of the Streets)
- 77055: 271 patients (Spring Branch East/two sites served by the medical mobile unit)



HCHP is the dominant health center, based on 2024 UDS Mapper data for the following zip codes:

- 77002
- 77004
- 77007
- 77011
- 77051
- 77030
- 77055
- 77078

Operational Update

2024 Service Area Analysis

Map Key:

-  Top 5 Zip codes
-  HCHP Services



Thursday, April 24, 2025

Consideration of Approval of the HCHP Consumer Advisory Council Report

Attached for review and approval:

- **HCHP Consumer Advisory Council Report (November 2024 – January 2025)**

Administration recommends that the Board approve the Healthcare for the Homeless Program Report 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.



Jennifer Small, AuD, MBA, CCC-A
Chief Executive Officer / Ambulatory Care Services

HCHP Consumer Advisory Council Report

Highlights of Council Activities from November 2024 – January 2025:

- Members received updates on ongoing operational changes at Harris Health and the Health Care for the Homeless Program (HCHP).
- Members reviewed reports related to performance improvement, productivity, and patient satisfaction, with corresponding corrective action plans.
- The council was updated on staff vacancies and changes.
- The council was informed that HRSA approved the Service Area Competition grant application and awarded the program a three-year grant.
- The council was informed about the Uniform Data System (UDS) Report process and due dates.
- The council was informed about Mayor Whitmire's proposed changes to the Houston homeless services.
- The council was informed about various community events and health fairs that the program has participated in.
- The chair shared information from the council-at-large meetings.
- The council participated in the HCHP Holiday event.

Thursday, April 24, 2025

Consideration of Approval of the HCHP 2024 Annual Risk Management Report

Attached for review and approval:

- **HCHP 2024 Annual Risk Management Report**

Administration recommends that the Board approve the Healthcare for the Homeless Program Report 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.



Jennifer Small, AuD, MBA, CCC-A
Chief Executive Officer / Ambulatory Care Services



**Health Care for the Homeless Program
2024 Annual Risk Management Report to Harris Health Board of Trustees**

Executive Summary

As health center funded by the Health Resources and Services Administration (HRSA) the Harris Health - Health Care for the Homeless Program (HCHP) is required to have a governing board that maintains appropriate authority and oversees the operations of the program. This annual risk management report informs the board of the ongoing risk management program to reduce the risk of adverse outcomes and provide safe, efficient, and effective care and services. Topics presented include high-risk and monthly risk assessments, adverse event reporting, and risk and patient safety activities.

Risk Management Highlights of 2024:

- Completed annual health care risk management training for health center staff.
- Contracts reviewed by the compliance and legal departments.
- Daily clinic patient service huddles and weekly risk management assessments such as infection prevention, environment of care rounds, patient experience rounds, and safety monitoring and hand hygiene inspections.
- Participation of HCHP in the Harris Health Safety Committee.
- HCHP management met quarterly with shelter management to address risk management and safety concerns in addition to productivity and performance improvement strategies.
- Training on, reporting, and tracking of incident reporting for clinically related complaints and “near misses.”
- Supervision of nurse practitioners by medical doctors.
- Monthly chart audits completed by medical doctors and by the quality assurance coordinator.
- Monthly Compliance and Performance Improvement Committee meetings.
- Participation in Ambulatory Care Services Quality Review Council.
- Assignment of a Harris Health infection prevention nurse to support the HCHP.

HARRISHEALTH SYSTEM

Risk Management Dashboard

Hand Hygiene Observations

Measures	Goal	Q1	Q2	Q3	Q4	Annual Total
Wash-in	95%	100%	100%	100%	100%	100%
Wash-out	95%	100%	99.4%	99.5%	100%	99.7%

Activity Focus Area	Summary Description of Assessment
Environment of Care Rounds	<p><u>Areas of concern that have improved:</u></p> <ul style="list-style-type: none"> • Expired patient supplies. • Explanation of RACE/PASS and steps to be initiated during an Active Shooter situation. • Food and drink in patient care areas. <p><u>Limitations:</u></p> <ul style="list-style-type: none"> • Inconsistent staff adherence to new food and drink policies in high-traffic areas. • Ongoing challenges with maintaining 100% inventory accuracy, leading to occasional expired supplies. • Limited resources for frequent staff training, potentially impacting the depth of knowledge about emergency protocols. • Need for more clearly defined areas to manage food and drink consumption in shared spaces. • Training gaps for new staff members who may not be fully acquainted with policies and procedures. <p><u>Proposed future activities:</u></p> <ul style="list-style-type: none"> • More rigorous inventory management processes. • Regular audits and checks for expired supplies. • Increased awareness and training for staff to identify and replace expired items promptly. Every Thursday staff will perform checks on expired supplies and anything within 30 days is discarded. • Clearer signage and education on where food and drink are permitted and implement hydration stations. • Staff reminders to enforce these policies to reduce cross-contamination or accidents in patient areas. • Tip sheets located by computer stations for RACE/PASS and active shooter situation.

	<ul style="list-style-type: none"> • Collaborating with Supply Chain to implement digital tracking tools to help with the real-time monitoring of inventory and expiration dates. • Comprehensive onboarding process for new staff, with a focus on policies related to environment of care, patient safety, and emergency procedures. • Regular check-ins with new staff to ensure understanding and compliance with environmental safety protocols and huddle reminders.
Adverse Event Reporting	<p><u>Areas that have improved:</u></p> <ul style="list-style-type: none"> • Falls. • emergency management transfers • Recognizing change of conditions in early stages for treatment. <p>Thirty-eight incidents reported in 2024 on the Electronic Incident Reporting System, <u>including</u>:</p> <ul style="list-style-type: none"> • Twelve unanticipated intra-facility transfers to a higher level of care. • Nine unexpected changes in patient condition. • Eight emergency services/response - activation of internal or external emergency plan. • Four suicide crises. • Three fall/slip/trip incidents. • One medication/documentation error. • One other varied situation. <p><u>Proposed future activities:</u></p> <ul style="list-style-type: none"> • Improved Staff Education & Training: Enhance staff training in early detection of patient condition changes to prevent unanticipated transfers or emergencies. This includes regular in-service training and workshops on recognizing and responding to patient deterioration. Change of condition modules quarterly. • Enhanced Communication Protocols: Strengthen communication during handoffs between care teams to reduce incidents related to patient condition changes. Implement standardized handoff tools like SBAR (Situation, Background, Assessment, Recommendation) to ensure clear, concise communication. • Strengthening Suicide Prevention Efforts: Identifying at-risk individuals through depression screenings, increasing access to behavioral health classes, conducting Screening, Brief Intervention, and Referral to Treatment (SBIRT), crisis de-escalation, creating safety plans, and transfer to higher levels of care. • Improved Fall Prevention Program: Expand and enhance the fall prevention program by implementing regular patient assessments for fall risk,

	<p>ensuring more frequent rounding by nursing staff, ensuring no rolling chairs, ensuring no items in the walk way, and improving patient education on fall risks. The falls reported are all HCHP staff therefore encourage them to use proper body mechanics. Ensuring staff is adhering to the dress code policy and wearing proper shoes.</p> <ul style="list-style-type: none"> • Medication Safety Initiatives: Increase the use of technology to reduce medication errors, such as entering National Drug Code in EPIC, double-checking protocols for high-risk medications, and enhanced training in proper documentation procedures for medications. Medication administration audits during rounding in clinics - 10 per week. • Simulation Training: Clinical Resource Nurse - Regularly conduct emergency drills and simulations (including internal and external emergency plan activations) to improve staff readiness for a variety of critical situations. These drills should cover diverse emergency scenarios, ensuring staff are prepared for a range of responses – monthly. • Root Cause Analysis: Implement a more structured root cause analysis (RCA) for each incident to better understand underlying factors and improve systems to prevent similar occurrences. Feedback loops to staff involved in incidents will ensure lessons learned are applied. • Patient-Centered Care Initiatives: Focus on improving the patient experience through better care coordination and individualized treatment plans, reducing the need for unanticipated transfers and enhancing overall patient satisfaction and safety. <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Regular audits and reviews of incident reports to identify trends and areas for improvement • Enhanced real-time monitoring systems for patient vitals and conditions to reduce unexpected changes • Strengthened interdisciplinary collaboration for better crisis management and rapid response. • Enhancing the safety culture through ongoing staff engagement, including regular safety briefings and incident feedback sessions.
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Thursday, April 24, 2025

Consideration of Approval of the HCHP 2024 Service Area Analysis Report

Attached for review and approval:

- **HCHP 2024 Service Area Analysis Report**

Administration recommends that the Board approve the Healthcare for the Homeless Program Report 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.



Jennifer Small, AuD, MBA, CCC-A
Chief Executive Officer / Ambulatory Care Services

Health Care for the Homeless Program

2024 – Service Area Analysis

The Health Care for the Homeless Program (HCHP) serves the City of Houston area through its shelter-based clinics and mobile outreach (medical and dental) units. The clinics are located in the majority of areas where people experiencing homelessness congregate, primarily in Downtown Houston and the surrounding area. The service area analysis covers the reporting period from January 1, 2024 to December 31, 2024. The top five zip codes are areas where HCHP has clinics as well as areas served through the mobile units.

The analysis of patients by the top five zip codes:

1. **77051**: 840 patients (Sunnyside area/Star of Hope Cornerstone Community)
2. **77002**: 524 patients (Downtown area/multiple clinics)
3. **77007**: 441 patients (West of Downtown/Salvation Army Adult Rehabilitation Center & Harmony House)
4. **77004**: 438 patients (Third Ward area/Lord of the Streets)
5. **77055**: 271 patients (Spring Branch East/two sites served by the medical mobile unit).

UDS Report - 2024

Table Patients by ZIP Code

ZIP Codes

ZIP Code (a)	None/Uninsured (b)	Medicaid/CHIP/Other Public (c)	Medicare (d)	Private (e)	Total Patients (f)
77002	301	64	53	106	= 524
77003	103	0	5	25	= 133
77004	290	12	33	103	= 438
77006	39	0	1	7	= 47
77007	279	65	13	84	= 441
77008	31	0	0	1	= 32
77009	73	0	0	19	= 92
77011	160	43	17	32	= 252
77012	31	0	0	4	= 35
77015	59	0	0	6	= 65
77016	61	0	4	12	= 77
77017	48	0	0	6	= 54
77018	53	0	0	0	= 53
77020	55	0	2	12	= 69
77021	102	0	6	19	= 127
77022	69	0	5	14	= 88
77023	87	0	11	10	= 108
77026	135	12	18	34	= 199
77028	47	0	0	11	= 58
77029	28	0	0	4	= 32
77030	179	0	14	60	= 253
77032	28	0	0	2	= 30
77033	54	0	3	19	= 76
77034	31	0	0	4	= 35
77035	35	0	1	5	= 41
77036	94	0	1	6	= 101
77039	48	0	2	4	= 54
77040	35	0	0	4	= 39
77041	49	0	2	5	= 56
77042	44	0	0	5	= 49
77044	20	0	0	3	= 23
77045	28	0	0	7	= 35

ZIP Code (a)	None/Uninsured (b)	Medicaid/CHIP/Other Public (c)	Medicare (d)	Private (e)	Total Patients (f)
77047	36	0	1	5	= 42
77048	36	0	1	12	= 49
77049	18	0	1	2	= 21
77051	350	357	38	95	= 840
77053	16	0	1	4	= 21
77054	54	0	0	6	= 60
77055	262	0	2	7	= 271
77057	26	0	0	2	= 28
77060	20	0	1	5	= 26
77061	24	0	1	3	= 28
77063	23	0	0	0	= 23
77067	24	0	0	5	= 29
77070	23	0	0	4	= 27
77071	18	0	1	3	= 22
77072	17	0	0	0	= 17
77074	26	0	0	3	= 29
77075	15	0	0	4	= 19
77076	18	0	2	4	= 24
77077	28	0	1	7	= 36
77078	157	0	11	33	= 201
77080	35	0	0	1	= 36
77081	38	0	1	1	= 40
77082	36	0	0	6	= 42
77083	23	0	0	2	= 25
77084	33	0	0	0	= 33
77086	29	0	0	0	= 29
77087	23	0	2	0	= 25
77088	56	0	2	0	= 58
77089	28	0	2	0	= 30
77090	45	0	0	0	= 45
77091	103	0	5	0	= 108
77092	46	0	2	0	= 48
77093	55	0	0	0	= 55
77096	33	0	0	0	= 33
77099	44	0	0	0	= 44
77338	28	0	0	0	= 28
77346	29	0	2	0	= 31
77396	26	0	0	0	= 26
77429	24	0	2	0	= 26
77449	25	0	1	0	= 26
77489	29	0	0	0	= 29
77502	29	0	0	0	= 29
77504	34	0	0	0	= 34
77506	29	0	0	0	= 29
77520	31	0	0	0	= 31

ZIP Code (a)	None/Uninsured (b)	Medicaid/CHIP/Other Public (c)	Medicare (d)	Private (e)	Total Patients (f)
77536	31	0	1	0	= 32

Other ZIP Codes

ZIP Code (a)	None/Uninsured (b)	Medicaid/CHIP/Other Public (c)	Medicare (d)	Private (e)	Total Patients (f)
Other ZIP Codes	121	0	22	0	= 143
Unknown Residence	40	0	0	0	= 40
Total	= 4,990	= 553	= 294	= 847	= 6,684

Comments

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Meeting of the Board of Trustees

Thursday, April 24, 2025

Executive Session

Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. financial performance for the month ending February 28, 2025, pursuant to Tex. Gov't Code Ann. §551.085.



Anna Mateja
Chief Financial Officer
Community Health Choice, Inc.
Community Health Choice Texas, Inc.



Victoria Nikitin
EVP & Chief Financial Officer
Harris Health

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Meeting of the Board of Trustees

Thursday, April 24, 2025

Executive Session

Consultation with Attorney Regarding Litigation, Pursuant to Tex. Gov't Code Ann. §551.071, Including Consideration of Approval of a Settlement in Civil Action No. 4:17-cv-02749, U.S. District Court, Southern District of Texas Upon Return to Open Session.



Sara Thomas
Chief Legal Officer/Division Director
Harris County Attorney's Office
Harris Health

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