

Thursday, October 23, 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 | 1 min |
| II. <u>Approval of the Minutes of Previous Meeting</u> | Dr. Andrea Caracostis | 2 min |
| • Board Meeting – September 23, 2025 | | |
| III. Announcements / Special Presentations | Dr. Andrea Caracostis | 15 min |
| A. CEO Report Including Special Announcements – <i>Dr. Esmaeil Porsa</i> | | (10 min) |
| • Living Wage Increase | | |
| B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements | | (5 min) |
| IV. <u>Public Comment</u> | Dr. Andrea Caracostis | 3 min |
| V. Executive Session | Dr. Andrea Caracostis | 30 min |
| A. <u>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</u>
– <i>Dr. Andrea Caracostis and Dr. Yashwant Chathampally</i> | | (5 min) |
| B. <u>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</u>
– <i>Dr. Kunal Sharma and Dr. Asim Shah</i> | | (10 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 Egins](#) (10 min)

- D. Consultation with Attorney Regarding Harris Health's Medical School Affiliation and Support Agreements, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Upon Return to Open Session (5 min)
– **Mr. Louis Smith and Ms. Sara Thomas**

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 (2 min)

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

- B. General Action Item(s) Related to Quality: Correctional Health Medical Staff (2 min)

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

VIII. Strategic Discussion **Dr. Andrea Caracostis** **65 min**

- A. Harris Health Strategic Plan Initiatives

1. [Presentation Regarding the Harris Health 2026-2030 Strategic Plan Update – Ms. Maria Cowles, Ms. Karma Bass, Via Healthcare Consulting and BRG](#) (45 min)

2. [Discussion Regarding the Harris Health 2026 Board of Trustees Calendar – Ms. Olga Rodriguez](#) (15 min)

- B. [Committee Report\(s\)](#) (5 min)

- October 7, 2025 – Quality Committee

IX. Consent Agenda Items **Dr. Andrea Caracostis** **5 min**

- A. Consent Purchasing Recommendations

1. [Consideration of Approval of Purchasing Recommendations \(Items A1 through A12 of the Purchasing Matrix\) – Ms. Kimberly Williams and Mr. Jack Adger, Harris County Purchasing Office](#)

[\(See Attached Expenditure Summary: October 23, 2025\)](#)

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

B. Consent Grant Recommendations

1. [Consideration of Approval of Grant Recommendations \(Item B1 of the Grant Matrix\) – Dr. Jennifer Small](#)

[\(See Attached Grant Matrix: October 23, 2025\)](#)

C. Consent Contract Recommendations

1. [Consideration of Approval of Contract Recommendations \(Items C1 through C2 of the Contract Matrix\) – Dr. Glorimar Medina \(C1\) and Mr. Patrick Casey \(C2\)](#)

[\(See Attached Grant Matrix: October 23, 2025\)](#)

D. New Consent Items for Board Approval

1. [Consideration of 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 – Mr. Patrick Casey](#)
2. [Consideration of Approval to Convey a Perpetual Blanket Easement and Right of Way to CenterPoint Energy Houston Electric, LLC, at Lyndon B. Johnson Hospital, 5656 Kelley St, Houston, Harris County, Texas – Mr. Patrick Casey](#)

{End of Consent Agenda}

X. 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 October 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 Referral Tracking and Follow-up Care Policy – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(1 min)

- D. [Consideration of Approval of the Referrals of HCHP Patients to Harris Health Policy – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(1 min)

XI. Executive Session

Dr. Andrea Caracostis 50 min

- E. [Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Eight Months Ending August 31, 2025, Pursuant to Tex. Gov't Code Ann. §551.085 – Ms. Lisa Wright, CEO and Ms. Anna Mateja, CFO, Community Health Choice](#)

(10 min)

- F. [Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Investment Policy, Pursuant to Tex. Gov't Code Ann. §551.085, Including Consideration of Approval of the Community Health Choice Investment Policy Upon Return to Open Session – Ms. Lisa Wright, CEO and Ms. Anna Mateja, CFO, Community Health Choice](#) (10 min)
- G. [Review of Harris Health's Investment Policy, Pursuant to Tex. Gov't Code Ann. §551.071, Including Consideration of Approval of the Harris Health Investment Policy Upon Return to Open Session – Ms. Sara Thomas and Ms. Victoria Nikitin](#) (10 min)
- H. [Consultation with Attorney Regarding Settlement of Claims, Pursuant to Tex. Gov't Code Ann. §551.071 and Possible Action Upon Return to Open Session – Mr. Michael Fritz](#) (10 min)
- I. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements, Including Status of Fraud and Abuse Investigations, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session – **Ms.Carolynn Jones** (10 min)

XII. Reconvene

Dr. Andrea Caracostis 2 min

XIII. Adjournment

Dr. Andrea Caracostis 1 min

MINUTES OF THE HARRIS HEALTH BOARD OF TRUSTEES

Board Meeting

Tuesday, September 23, 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 9:08 AM by Dr. Andrea Caracostis, Chair. It was noted that a quorum was present, and the attendance was recorded. Some Board members attended in person, while others joined via video conference in accordance with state law and Harris Health’s videoconferencing policy. Only participants scheduled to speak were provided dial-in information for the meeting. All others who wish to view the meeting were advised to access the meeting online through the Harris Health website: http://harrishealthtx.swagit.com/live. Dr. Caracostis thanked all members for adjusting their schedules, as the meeting had been rescheduled from September 25, 2025, due to a lack of quorum. She noted that the board is required to meet monthly to address critical matters such as medical staff credentialing, purchasing and grant obligations under the Homeless Program.	A copy of the attendance is appended to the archived minutes.
II. Approval of the Minutes of Previous Meeting	• Special Called Budget Workshop – August 4, 2025 • Board Meeting – August 28, 2025 Copies of the minutes are available in the permanent record.	<u>Motion No. 25.09-106</u> Moved by Ms. Sima Ladjevardian, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve the minutes of August 4, 2025, Board meeting. Motion carried. <u>Motion No. 25.09-107</u> Moved by Mr. Paul Puente, seconded by Ms. Libby Viera - Bland, and unanimously passed that the Board approve the minutes of August 28, 2025, Board meeting. Motion carried.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
III. Announcements/ Special Presentations	CEO Report Including Special Announcements Mr. Salman Khan, Named as VP Chief Information Security Officer Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), expressed appreciation to the Board members for their flexibility in rescheduling. He noted this was the fourth rescheduled meeting this year due to quorum challenges and extended special thanks to Ms. Jennifer Zarate in the Board office for her coordination and responsiveness. Dr. Porsa introduced Mr. Salman Khan, the new Chief Information Security Officer, and highlighted his 15+ years of experience in cybersecurity leadership across healthcare and public sectors. Mr. Khan most recently served as the Chief Information Security Officer at MRC Global, where he led a successful multi-year cybersecurity transformation.	As Presented.
	A. Board Member Announcements Regarding Board Member Advocacy and Community Engagements No additional announcements were made.	
IV. Public Comment	Mr. Scott Parker, attorney and descendant of August Warneke, expressed disappointment over the inability to prevent condemnation of park land originally deeded by his ancestor. He called for transparency and fair market compensation. Ms. Roslyn Bazzelle Mitchell, Board Chair of Hermann Park Conservancy, acknowledged community concerns and advocated for no net loss of park space. She emphasized transparency, collaboration, and investment in replacement park areas. Mr. Bryan Lopez, representative of The Metropolitan Organization (TMO), supported hospital expansion and emphasized its benefits to underserved communities, calling for continued community engagement. Ms. Barbara Davis, community member, shared her experience as a Ben Taub Hospital (BTH) patient and shared her support for the hospital expansion, noting the underutilization and poor condition of the proposed land being considered for condemnation. Bishop John Ogletree, also representing TMO, expressed support for acquiring 8.9 acres for the BTH expansion. He clarified that the land does not impact Hermann Park or the Zoo and has never been actively used as park space. Dr. James McDeavitt, Executive Vice President and Dean of Clinical Affairs at Baylor College of Medicine, supported the expansion, noting it is a community-driven initiative to improve care for vulnerable populations and strengthen the regional medical system.	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
V. Executive Session	At 9:31 AM, Dr. Caracostis stated that the Board would enter Executive Session for Items V. 'A through D' as permitted by law under Tex. Occ. Code Ann. §§151.002, 160.007, Tex. Health & Safety Code Ann. §161.032, and Tex. Gov't Code Ann. §§551.071, 551.072.	
	A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Report of the Medical Executive Board in Connection with the Evaluation of the Quality of Medical and Healthcare Services, and also the Harris Health Quality, Safety Performance Measures, Good Catch Recipients, Centers for Medicare and Medicaid Services Quality Reporting with Possible Action Regarding this Matter Upon Return to Open Session	No action taken.
	B. Medical Executive Board Report and Credentialing Discussion, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Consideration of Approval of Credentialing Changes for Members of Harris Health Medical Staff Upon Return to Open Session	No action taken.
	C. Report Regarding Harris Health Correctional Health Quality of Medical and Healthcare, Including Credentialing Discussion and Operational Updates, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007, Tex. Health & Safety Code Ann. §161.032 and Tex. Gov't Code Ann. §551.071 to Receive Peer Review and/or Medical Committee Report with Possible Action Upon Return to Open Session	No action taken.
	D. Consultation with Attorney Regarding Deliberation of the Purchase, Exchange, Lease or Value of Real Property, Pursuant to Tex. Gov't Code Ann. §§551.071, 551.072, and Possible Action Upon Return to Open Session	No action taken.
VI. Reconvene to Open Meeting	At 10:13 AM, Dr. Caracostis reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.	
VII. General Action Item(s)		
	A. General Action Item(s) Related to Quality: Medical Staff	
	1. Approval of Credentialing Changes for Members of the Harris Health Medical Staff Dr. Kunal Sharma, Chair, Medical Executive Board, presented the credentialing changes for members of the Harris Health Medical Staff. For September 2025, there were 49 initial appointments, 122 reappointments, 8 changes/additions of privileges and 16 resignations. A copy of the credentialing report is available in the permanent record.	Motion No. 25.09-108 Moved by Ms. Libby Viera-Bland, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.

	B. General Action Item(s) Related to Quality: Correctional Health Medical Staff	
	1. Approval of Credentialing Changes for Members of the Harris Health Correctional Health Medical Staff Dr. Otis Ekins, Chief Medical Officer, Harris Health Correctional Health, presented the credentialing changes for members of the Harris Health Correctional Health Medical Staff. For September 2025, there were 6 initial appointments and no reappointments or resignations. A copy of the credentialing report is available in the permanent record.	<u>Motion No. 25.09-109</u> Moved by Mr. Paul Puente, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.
	2. Approval of the Proposed Correctional Health Medical Staff Bylaws Dr. Ekins noted that there were minor updates to the Correctional Health Medical Staff Bylaws. A copy of the Bylaws is available in the permanent record.	<u>Motion No. 25.09-110</u> Moved by Ms. Sima Ladjevardian, seconded by Ms. Afsheen Davis, and unanimously passed that the Board approve agenda item VII.B.2. Motion carried.
VIII. New Items for Board Consideration		
	A. Approval of a Resolution Relating to a Public Project to Redevelop and Expand Ben Taub Hospital (the “Project”), Authorizing the Acquisition by Eminent Domain for Public Convenience and Necessity of Three Parcels within Hermann Park Consisting of Approximately 8.9 Acres of Real Property for the Project and Making Certain Findings Pursuant to the Provisions of Chapter 26, Texas Parks and Wildlife Code Dr. Caracostis introduced the resolution, referencing the July 24, 2025 public hearing. Dr. Porsa emphasized: • The urgent need for hospital expansion due to overcapacity and aging infrastructure. • The site’s proximity to Ben Taub and its unique suitability. • The 8.9 acres in Hermann Park represent less than 2% of the park and have never been developed or used for recreation. • Funding challenges due to: ○ \$1B Medicaid cut from the “One Big Beautiful Bill”; ○ \$800M more expected in cuts; and ○ Expiring ACA subsidies.	<u>Motion No. 25.09-111</u> Moved by Ms. Libby Viera-Bland, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item VIII.A. Motion carried.

	Dr. Porsa also shared that support letters were received from Texas Medical Center, Harris County Hospital District Foundation, and others. A copy of the resolution is available in the permanent record. <u>Motion:</u> <i>Approval of a Resolution Relating to a Public Project to Redevelop and Expand Ben Taub Hospital (the “Project”), Authorizing the Acquisition by Eminent Domain for Public Convenience and Necessity of Three Parcels within Hermann Park Consisting of Approximately 8.9 Acres of Real Property for the Project and Making Certain Findings Pursuant to the Provisions of Chapter 26, Texas Parks and Wildlife Code</i>	
IX. Strategic Discussion		
	A. Committee Report(s) • August 28, 2025 – Governance Committee • September 9, 2025 – Quality Committee • September 11, 2025 – Compliance & Audit Committee • September 11, 2025 – Joint Conference Committee Dr. Caracostis noted that the reports are included in the packet. Copies are the reports are available in the permanent record.	No presentation. Chair directed Board Members to review reports in their board packet due to time constraints.
X. Consent Agenda Items		
	A. Consent Purchasing Recommendations	
	1. Approval of Purchasing Recommendations (Items A1 through A11 of the Purchasing Matrix) Mr. Jack Adger, Assistant Purchasing Agent, Harris County, presented the purchasing recommendations for the Board’s review and approval. A copy of the purchasing agenda is available in the permanent record.	<u>Motion No. 25.09-112</u> Moved by Ms. Libby Viera-Bland, seconded by Ms. Ingrid Robinson, and unanimously passed that the Board approve agenda item X.A.1. of the purchasing recommendations (A1 through A11 of the purchasing matrix). Motion carried.

	B. Consent Grant Recommendations	
	1. Approval of Grant Recommendations (Item B1 through B5 of the Grant Matrix)	<u>Motion No. 25.09-113</u> Moved by Ms. Afsheen Davis, seconded by Mr. Paul Puente, and unanimously passed that the Board approve consent agenda items X.B. – E. Motion carried.
	C. Consent Contract Recommendations	
	1. Approval of Contract Recommendations (Items C1 of the Contract Matrix)	<u>Motion No. 25.09-113</u> Moved by Ms. Afsheen Davis, seconded by Mr. Paul Puente, and unanimously passed that the Board approve consent agenda items X.B. – E. Motion carried.
	D. New Consent Items for Board Approval	
	1. Acceptance of the Harris Health August 2025 Financial Report Subject to Audit	<u>Motion No. 25.09-113</u> Moved by Ms. Afsheen Davis, seconded by Mr. Paul Puente, and unanimously passed that the Board approve consent agenda items X.B. – E. Motion carried.
	E. Consent Committee Recommendations	
	1. Approval of Designation of Vice President, Deputy Compliance Officer as Harris Health’s Record Management Officer, Pursuant to Local Gov’t Code Ann. §203.026	<u>Motion No. 25.09-113</u> Moved by Ms. Afsheen Davis, seconded by Mr. Paul Puente, and unanimously passed that the Board approve consent agenda items X.B. – E. Motion carried.
	F. Consent Reports and Updates to the Board	
	1. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health <i>{End of Consent Agenda}</i>	Information Only

XI. Item(s) Related to the Health Care for the Homeless Program		
	A. Review and Acceptance of the Following Reports for the Health Care for the Homeless Program (HCHP) as Required by the United States Department of Health and Human Services, which Provides Funding to the Harris County Hospital District d/b/a/Harris Health to Provide Health Services to Persons Experiencing Homelessness under Section 330(h) of the Public Health Service Act HCHP September 2025 Operational Update Ms. Tracey Burdine, Director of ACS, presented the September 2025 Operational Update for the Health Care for the Homeless Program (HCHP), as required by the U.S. Department of Health and Human Services. Ms. Burdine reported that the program had served a total of 5,416 unduplicated patients and completed 20,723 year-to-date. In August alone, 1,243 unduplicated patients were served, with 2,613 visits completed—most of which were for family practice services (840 patients). Ms. Burdine presented a new Policy, Affordable access to injectable epinephrine & insulin, and the 2026 Non-Competing Budget Continuation, which is a Routine federal grant requirement. She also shared information about Community Engagement Events with UTHealth and the 5th Ward Missionary Baptist Church. Note: Items A-C were presented together. A copy of each presentation is available in the permanent record.	Motion No. 25.09-114 Moved by Ms. Paul Puente, seconded by Ms. Libby Viera-Bland, and unanimously passed that the Board approve agenda item XI.A. Motion carried.
	B. Approval of the HCHP Eligibility for Reduced Costs of Injectable Epinephrine & Insulin Policy	Motion No. 25.09-115 Moved by Ms. Libby Viera-Bland, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item XI.B. Motion carried.
	C. Approval of the HCHP 2026 Non-competing Continuation Budget Period Request	Motion No. 25.09-116 Moved by Ms. Afsheen Davis, seconded by Ms. Libby Viera-Bland, and unanimously passed that the Board approve agenda item XI.C. Motion carried.

XII. Executive Session	At 10:35 AM., Dr. Andrea Caracostis stated that the Board would enter Executive Session for Items XII. 'E through H' as permitted by law under Tex. Health & Safety Code Ann. §161.032, and Tex. Gov't Code Ann. §§551.071, 551.085.	
	E. Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Seven Months Ending July 31, 2025, Pursuant to Tex. Gov't Code Ann. §551.085	Deferred to the next meeting due to time constraints. Information was also included in the board packet.
	F. Consultation with Attorney, Pursuant to Tex. Gov't Code Ann. §551.071, Regarding Litigation, Including Consideration of Approval of a Settlement in Civil Action No. 4:24-cv-05109, U.S. District Court, Southern District of Texas, Houston Division Upon Return to Open Session Dr. Caracostis noted Ms. Davis' recusal on this item related to Texas Children's Hospital. <u>Motion:</u> <i>Approval of the Settlement in Civil Action No. 4:24-cv-05109 in the U.S. District Court, Southern District, Houston Division in the amount of \$35,000.00. President/CEO of Harris Health or his designee is authorized to execute any agreement, release, or any other necessary documents to effect this settlement</i>	<u>Motion No. 25.09-117</u> Moved by Ms. Afsheen Davis, seconded by Ms. Sima Ladjevardian, and unanimously passed that the Board approve agenda item XII.F. Motion carried.
	G. Consultation with Attorney, Pursuant to Tex. Gov't Code Ann. §551.071, Regarding Opioid Litigation, Including Consideration of Approval to Participate in the Settlement with Alvogen, Inc., Apotex Corp., Amneal Pharmaceuticals LLC, Hikma Pharmaceuticals USA Inc., Indivior Inc, Viatrix Inc. ("Mylan"), Sun Pharmaceutical Industries, Inc., and Zydus Pharmaceuticals (USA) Inc. in the Texas Opioid Multi-District Litigation Upon Return to Open Session <u>Motion:</u> <i>Approval for Harris Health to Participate in the Settlement with Alvogen, Inc., Apotex Corp., Amneal Pharmaceuticals L.L.C., Hikma Pharmaceuticals USA Inc., Indivior Inc., Viatrix Inc. ("Mylan"), Sun Pharmaceutical Industries, Inc., and Zydus Pharmaceuticals (USA) Inc. in the Texas Opioid Multi-District Litigation, MDL No. 2018-63587, in the 152nd District Court of Harris County, Texas. President/CEO of Harris Health or his designee is authorized to execute any agreement, release, or any other necessary documents to effect this settlement</i>	<u>Motion No. 25.09-118</u> Moved by Ms. Afsheen Davis, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item XII.G. Motion carried.
	H. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements, Including Status of Fraud and Abuse Investigations, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session	Deferred to the next meeting due to time constraints.

XIII. Reconvene	At 10:40 AM Dr. Andrea Caracostis, reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session. The Board took action on items XIII. “F and G” of the Executive Session Agenda.	No action taken.
XIV. Adjournment	There being no further business to come before the Board, the meeting adjourned at 10:43 AM.	

I certify that the foregoing are the Minutes of the Harris Health Board of Trustees Meeting held on September 23, 2025.

Respectfully Submitted,

Andrea Caracostis, MD, MPH, Chair

Libby Viera – Bland, AICP, Secretary

Minutes transcribed by Cherry A. Joseph, MBA

Thursday, September 23, 2025
Harris Health Board of Trustees Board Meeting Attendance

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

EXECUTIVE LEADERSHIP/STAFF/ SPECIAL INVITED GUESTS	
Alexander Barrie	Jack Adger (<i>Harris County Purchasing Office</i>)
Dr. Amy Smith	Dr. Jackie Brock
Dr. Asim Shah	Dr. James McDeavitt (<i>Public Comment Speaker: Baylor College of Medicine</i>)
Barbara Davis (<i>Public Comment Speaker</i>)	Jay Aiyer (<i>Harris County Attorney's Office</i>)
Barron Wallace (<i>Bracewell LLP</i>)	Dr. Jennifer Small
Bishop John Ogletree (<i>Public Comment Speaker: The Metropolitan Organization</i>)	Jennifer Zarate
Bob Fleming (<i>Organizer, The Metropolitan Organization</i>)	Jerry Summers
Bryan Lopez (<i>Public Comment Speaker: The Metropolitan Organization</i>)	Jessey Thomas
Bryan McLeod	Joe Higgs (<i>Organizer, The Metropolitan Organization</i>)
Carolynn Jones	John Matcek
Cherry Joseph	Dr. Joseph Kunisch
Daniel Smith	Kiki Teal
Derek Curtis	Dr. Kunal Sharma
Ebon Swofford (<i>Harris County Attorney's Office</i>)	Kyle Wolfe (<i>Chief Operating Officer, Hermann Park Conservancy</i>)
Elizabeth Hanshaw Winn (<i>Consultant</i>)	Linh Nguyen (<i>Photojournalist, ABC 13</i>)
Dr. Esmail Porsa (<i>President & CEO, Harris Health</i>)	Louis Smith
Esperanza "Hope" Galvan	Maria Cowles
Dr. Glorimar Medina	Dr. Matasha Russell

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	
Micah Rodriguez	Dr. Sandeep Markan
Michael Fritz	Sara Thomas <i>(Harris County Attorney's Office)</i>
Michael Nnadi	Scott Parker <i>(Public Comment Speaker: Parker Law Firm)</i>
Miya Shay <i>(Journalist, ABC 13)</i>	Shawn DeCosta
Mustafa Tameez <i>(CEO, Outreach Strategists, LLC)</i>	Stephanie Parker
Nathan Bac	Susan Elmore
Dr. O. Reggie Ekins	Tai Nguyen
Olga Rodriguez	Taylor McMillan
Paige Abernathy <i>(Harris County Attorney's Office)</i>	Tekhesia Phillips
Roslyn Bazzelle <i>(Public Comment Speaker: Chair, Hermann Park Conservancy)</i>	Dr. Tien Ko
R. King Hillier	Tracey Burdine
Randy Manarang	Victoria Nikitin
Sam Karim	Dr. Yashwant Chathampally

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 that the Board will discuss, review, take action upon, or regarding a subject related to healthcare or 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 virtual Public Speaker, 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. To register, members of the public may contact the Board of Trustees Office during core business hours, Monday through Friday between 8:00 a.m. to 4:00 p.m. 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>
 - 2a. A hard copy may be emailed to BoardofTrustees@harrishealth.org
 - 2b. A hard copy may be mailed to 4800 Fournace Pl., Ste. E618, Bellaire, TX 77401
3. 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.

Time Limits

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 with 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 be provided with one (1) minute 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, October 23, 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

- Pages 18 – 20 Were Intentionally Left Blank -

Meeting of the Board of Trustees

Thursday, October 23, 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
Executive Vice President & Chief Medical Executive

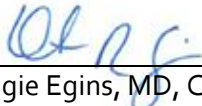
- Pages 22 – 49 Were Intentionally Left Blank -

Meeting of the Board of Trustees

Thursday, October 23, 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 51 – 53 Were Intentionally Left Blank -

Meeting of the Board of Trustees

Thursday, October 23, 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 October 14, 2025.

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

Thank you.



Dr. Yashwant Chathampally
Executive Vice President & Chief Medical Executive

Board of Trustees



October 2025 Medical Staff Credentials Report

Medical Staff Initial Appointments: 49

BCM Medical Staff Initial Appointments - 26

UT Medical Staff Initial Appointments - 21

HCHD Medical Staff Initial Appointments - 2

Medical Staff Reappointments: 165

BCM Medical Staff Reappointments - 64

UT Medical Staff Reappointments - 98

HCHD Medical Staff Reappointments - 3

BCM/UT/Harris County Hospital District (Harris Health) Medical Staff Changes in Clinical Privileges: 10

BCM/UT/HCHD Medical Staff Resignations: 34

Other Business

For Information

Temporary Privileges Awaiting Board Approval - 26

Urgent Patient Care Need Privileges Awaiting Board Approval - 7

Leave of Absence - 2

BCM/UT/Harris County Hospital District (Harris Health) Medical Staff Files for Discussion: 6

Medical Staff Initial Appointment Files for Discussion - 3

Medical Staff Reappointment Files for Discussion - 2

Unusually Qualified Applicant - 1

Meeting of the Board of Trustees

Thursday, October 23, 2025

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

The Correctional Health Medical Executive Committee approved the attached credentialing changes for the members of the Correctional Health Medical Staff on October 13, 2025.

The 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

October 2025 Correctional Health Credentials Report

Medical Staff Initial Appointments: 4

Medical Staff Reappointments: 0

Medical Staff Resignations: 26

Medical Staff Files for Discussion: 0

Meeting of the Board of Trustees

Thursday, October 23, 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

FIRST PRESENTATION OF THE PROPOSED HARRIS HEALTH 2026–2030 STRATEGIC PLAN



OCTOBER 23, 2025

Gaining Final Board Input and Approval of the Harris Health 2026–2030 Strategic Plan



Stakeholder Engagement was Key to the Planning Process & Help Guide the Formation of the Strategic Plan

70+ 
Interviews

20+ 
Presentations

100+ 
Artifacts Received &
Produced

5 
Focus Groups
Completed

3+ 
Surveys &
Questionnaires

1050+ 
Survey Feedback

Key Question Driving the 2026-2030 Strategic Plan

**How does Harris Health remain
successful in delivering on its mandate
to be the Safety Net for Harris County?**

Harris Health is the Undeniable Safety Net for Harris County Residents

	Inpatient Care	Emergency Center
Market share (All Patients)	7.4%	9.2%
Market share (Medicaid Patients Only)	14.6%	9.5%
Market share (Uninsured patients only)	20.8%	19.8%

By
Percentage
of Patients

Payer	Harris Health	Baylor St. Lukes	Memorial Hermann	Houston Methodist	HCA Houston
Uncompensated Care	44.0%	2.0%	1.2%	1.7%	1.8%
Medicaid	19.0%	4.2%	14.4%	2.7%	4.5%
Sub-Total	63.0%	6.2%	15.6%	4.4%	6.3%
Medicare	11.0%	14.1%	8.9%	16.8%	12.0%
Commercial/Other	26.0%	79.7%	75.5%	78.8%	81.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

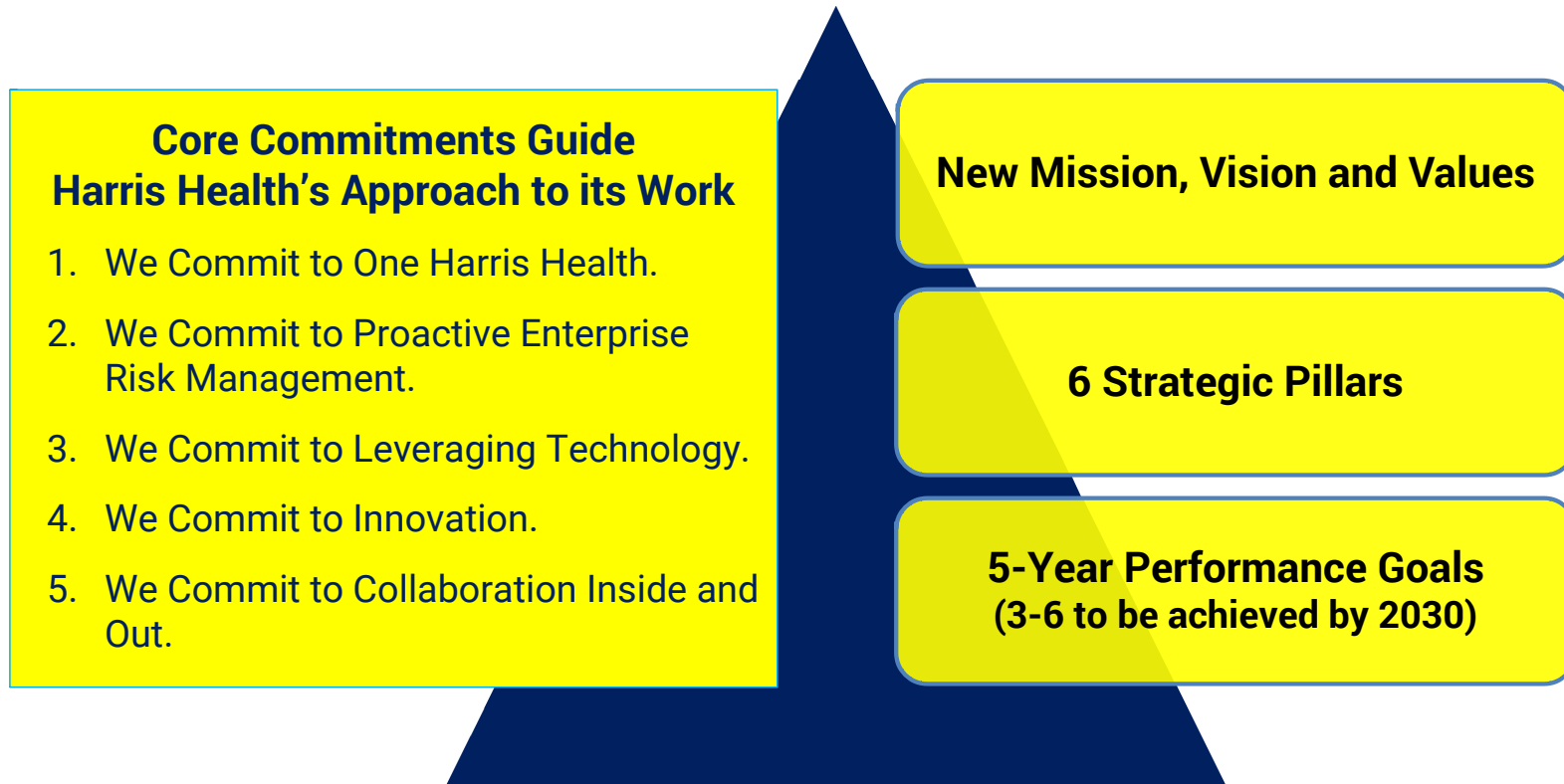
By
Percentage
of Revenue

Sources: Harris Health internal data; Market data from Definitive

The 2026-2030 Strategic Plan Recognizes the Challenges Ahead that will Test Harris Health

- Population growth & aging of the population will continue to strain hospital capacity
- The aging population will translate into a higher overall cost of health care
- Care for the uninsured and those on Medicaid will increase, while revenues will likely fall
- Healthcare demand will outpace physician supply
- Healthcare inflation will most certainly be higher than general inflation and reimbursements
- Workforce shortages will be exacerbated by an aging workforce & higher staff demand
- Long-Term financial sustainability for many health systems will be further tested
- Cybersecurity threats likely to increase
- The technological integration of data will continue to be a work in progress
- Global/National challenges (pandemics & natural disasters) will continue

Structure of Harris Health Strategic Plan



Harris Health's New Mission and Vision

New Mission Statement

Harris Health is a public, integrated health system dedicated to improving the health of our communities by delivering high quality, person-centered care in collaboration with community and academic partners.

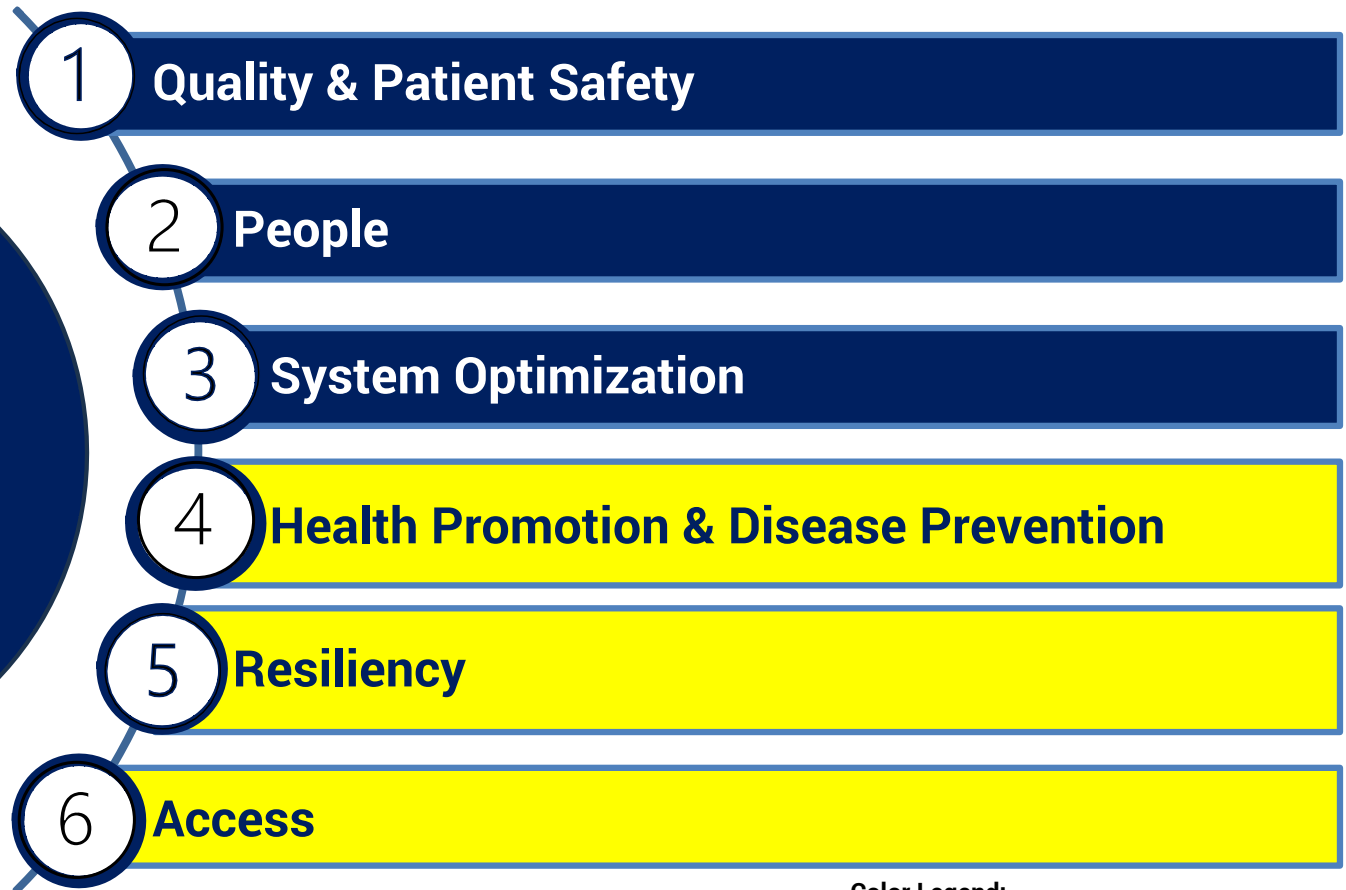
New Vision Statement

As One Harris Health, our vision is to enable healthier communities through innovative care delivery, collaboration, and partnerships.

Harris Health's New Statement on Core Values

Six Core Values	
Collaboration * Accountability * Respect * Excellence * Integrity * Compassion	
Collaboration	We commit to building and nurturing relationships with our patients, co-workers, and communities to advance our mission and vision.
Accountability	We are accountable to our patients, our communities, and each other for our decisions, actions, and outcomes.
Respect	We recognize and value the uniqueness of individuals and treat all those we encounter and care for with dignity and respect.
Excellence	We strive for continuous improvement and excellence in all we do through knowledge sharing, innovation, and personal engagement.
Integrity	We earn the trust of our patients, each other, and our communities by behaving morally, ethically, and transparently.
Compassion	We listen and act with empathy, kindness, and sensitivity.

Harris Health's Six Pillars Guiding the 2026-2030 Strategic Plan



Color Legend:

Dark Blue denotes continuing pillar from 2021-2025 Strategic Plan
Yellow denotes the addition of a new pillar in the 2026-2030 Plan

Pillar One: Quality and Patient Safety

As a high reliability organization, Harris Health will achieve optimal health outcomes and provide safe, effective, person-centered care.

Five Year Performance Goals

- 1. Reduce Serious Safety Events (SSEs).** Achieve a measurable reduction in SSE (includes Level 1 and 2 SSE, Healthcare Associated Infections (HAI) and Patient Safety Indicators (PSI).
- 2. Quality Balanced Scorecard at Top Quartile.** Achieve top quartile performance nationally in the Quality Balanced Scorecard.
- 3. High Reliability Organization Designation.** Achieve Level 3 Maturity in HRO.
- 4. Leapfrog “A” rating.** Achieve and maintain Leapfrog “A” rating.

Pillar Two: People

Harris Health will empower and engage its patients, workforce and communities by providing opportunities to learn, grow and thrive.

Five-Year Performance Goals

1. **Retention Rate.** Maintain employee turnover rates at or below regional benchmarks.
2. **Improve Workplace Safety.** Reduce the rate of workplace violence incidents involving physical harm while maintaining or increasing reporting compliance.
3. **Increase community partnerships.** Grow and sustain a scalable, community-based talent pipeline through expansion of our community-based partnerships.

Pillar 3: System Resiliency

Harris Health will anticipate, adapt to and learn from internal and external risks without compromising our commitment to our mission, vision, and values.

Five-Year Performance Goals:

1. **2% Annual Operating Margin.** Achieve a 2% Operating Margin annually.
2. **Credit Rating.** Maintain sufficient Days Cash on Hand to support capital investments, ongoing operational liquidity and bond rating.
3. **Revenue Cycle Optimization.** Optimize revenue cycle performance as evidenced by enhanced collections, reduced denials, expanded revenue-generating services, and implementation of strategic processes for pricing of services and payer contracting.
4. **Capacity Optimization.** Enhance utilization of existing facilities and service lines to their full operational potential.

BRG

13

Pillar 4: Health Promotion and Disease Prevention

Harris Health is committed to collaborating with others to improve health, reduce disparities, & increase the quality of life for the communities we serve.

Five-Year Performance Goals

1. **Improve Heart Health Outcomes.** Achieve 75th percentile in key modifiable cardiovascular risk factors compared to national benchmarks with a measurable improvement in the number of heart attacks and strokes prevented.
2. **Improve Diabetic Outcomes.** Achieve 75th percentile in Diabetes Control compared to national benchmarks.
3. **Improve Behavioral Health Screening.** Improve the percentage of patients screened for behavioral health conditions.
4. **Improve Cancer Screening Rates.** Achieve 75th percentile in applicable cancer screenings compared to national benchmarks.
5. **Improve Maternal Morbidity & Mortality.** Achieve measurable improvement in maternal morbidity and mortality among high-risk patients.

Pillar 5: System Optimization

Harris Health will leverage people, technology and other resources to improve its value to the community.

Five-Year Performance Goals:

1. **National Institute of Standards & Technology Cybersecurity Framework (NIST CSF).** Achieve and maintain a Certified level from the NIST CSF.
2. **EPIC Implementation Star Rating.** Achieve an implementation Star Rating within the top 25% of EPIC users.
3. **EPIC Utilization Star Rating.** Achieve and maintain a utilization star rating within the top 25% of EPIC users.
4. **Improve Technology Utilization.** Achieve at least 85% workforce adoption of designated enterprise technology platforms (e.g., ServiceNow, Microsoft 365).
5. **Strategic Capital Plan.** Ensure on time execution of the Strategic Capital Plan within the approved budget.

Pillar 6: Access

Harris Health will provide care, education & opportunities for collaboration when, where, and how our communities need it.

Five-Year Performance Goals:

- 1. Increase Ambulatory Patient Panels.** Increase new (unduplicated) patients within ACS by 3%.
- 2. Increase Urgent Care and Same Day Clinic Access.** Increase urgent care and same day clinic access for patients with non-complex conditions by 3%.
- 3. Reduction in Unplanned Admissions.** Reduce unplanned cardiac & diabetes related admissions by 7%.

Pillar 6: Access *continued*

Harris Health will provide care, education & opportunities for collaboration when, where, and how our communities need it.

Five-Year Performance Goals:

- 4. Increased Utilization of Hospital at Home Program.** Increase average daily census for Home Hospital days of care by 200%.
- 5. Coordination of Specialty Care.** Ensure specialty patients become established with a primary care provider within 30 days.
- 6. Behavioral Health Access Points.** Increase access points for Behavioral Health Care through collaboration & partnerships.

Core Commitments

1. We Commit to One Harris Health.
2. We Commit to Enterprise Risk Management.
3. We Commit to Leveraging Technology.
4. We Commit to Innovation.
5. We Commit to Collaboration Inside and Out.

Board Feedback Incorporated into Final Draft

1. State more strongly the impact of the ACA and OBBBA on the number of uninsured in Harris County and how that would impact our already strained facilities.
2. Convey more clearly our intention to go into the communities we serve to reach those who need services.
3. Synthesize some of the material into charts/tables to make it easier to digest.

Closing Thoughts

- Need for Strategic Agility and Continuous Learning
- Communications and Change Management
- Harris Health's executive team is concurrently developing an implementation plan with tactics and measurable goals to drive the execution of the 2026 – 2030 Strategic Plan
- Approval of Harris Health's strategic plan marks a critical milestone and should be celebrated (and messaged)
 - Approval of the Plan should be considered a second beginning, not the conclusion
 - True success for Harris Health will be achieved through disciplined execution, continuous evaluation, and adaptive refinement to ensure the plan is delivering measurable impact over time

Next Steps



2026-2030 Strategic Plan

**ONE HARRIS HEALTH:
Leading with Care.
Partnering for Health.**

Thank you!



Sam Moskowitz

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Director | Strategy | Research
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FAmin@ThinkBRG.com



Amber Olig

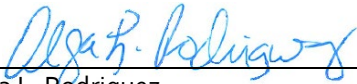
Director | Health Care
+1.617.359.4157
AOlig@ThinkBRG.com

INTELLIGENCE THAT WORKS

Meeting of the Board of Trustees

Thursday, October 23, 2025

Discussion Regarding the Harris Health 2026 Board of Trustees Calendar



Olga L. Rodriguez

SVP – Community Engagement, Corporate Communications & Board Services

Board of Trustees 2026 Board Calendar

BOARD (9:00 AM-1:00 PM) JANUARY 14, 2026JULY 8, 2026 FEBRUARY 11, 2026AUGUST 12, 2026 MARCH 11, 2026SEPTEMBER 9, 2026 APRIL 8, 2026OCTOBER 14, 2026 MAY 13, 2026DECEMBER 9, 2026 JUNE 10, 2026 SPECIAL CALL BOARD NOVEMBER 11, 2026 (HRSA) 10:30-11AM AUGUST TBD (Budget Workshop) 9-11AM SPECIAL EVENTS JUNE 4-6, 2026 Texas Healthcare Trustees Healthcare Governance Conference														ASC AT LBJ GOVERNING BODY (9:00-9:30 AM) FEBRUARY 19, 2026AUGUST 20, 2026 MAY 21, 2026NOVEMBER 11, 2026 DC AT QM GOVERNING BODY (9:45-10:15 AM) FEBRUARY 19, 2026AUGUST 20, 2026 MAY 21, 2026NOVEMBER 11, 2026 GOVERNANCE COMMITTEE (10:45 AM-11:45 PM) FEBRUARY 24, 2026AUGUST 25, 2026 APRIL 21, 2026OCTOBER 27, 2026 JUNE 23, 2026 QUALITY COMMITTEE (12:00-1:30 PM) JANUARY 27, 2026JUNE 23, 2026 FEBRUARY 24, 2026AUGUST 25, 2026 MARCH 24, 2026SEPTEMBER 22, 2026 APRIL 21, 2026OCTOBER 27, 2026 MAY 26, 2026														BUDGET & FINANCE COMMITTEE (9:00-10:00 AM) FEBRUARY 26, 2026OCTOBER 29, 2026 MAY 28, 2026 COMPLIANCE & AUDIT COMMITTEE (10:15-11:45 AM) FEBRUARY 26, 2026AUGUST 27, 2026 MAY 28, 2026OCTOBER 29, 2026 JOINT CONFERENCE COMMITTEE (12:00 PM-1:00 PM) FEBRUARY 26, 2026AUGUST 27, 2026 APRIL 23, 2026OCTOBER 29, 2026 JUNE 25, 2026																																																							
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HARRIS HEALTH HOLIDAY CLOSURES:														01/01/26 (New Year's Day)														05/25/26 (Memorial Day)														07/03/26 (Independence Day)														11/26/26 (Thanksgiving)														12/25/26 (Christmas)													
														01/19/26 (MLK)														06/19/26 (Juneteenth)														09/07/26 (Labor Day)														11/27/26 (Fri. After Thanksgiving)														01/01/27 (New Year's Day)													

Board Approved: TBD

Meeting of the Board of Trustees

Thursday, October 23, 2025

Committee Report(s)

Committee Meeting(s):

- Quality Committee – October 7, 2025
The October 7, 2025, Quality Committee meeting was cancelled due to a lack of quorum and the reports for that meeting were included in the October 7th meeting packet.
 - HRO Safety Message: The “Health Disparities” video is available for viewing.
The video emphasizes that healthcare should be delivered safely, compassionately, and justly, highlighting persistent disparities in quality and safety outcomes. Differences in language, education, and culture between patients and providers can impact understanding of care instructions, potentially compromising safety. Patients may not speak up due to fear, pride, or lack of awareness. Healthcare professionals are encouraged to actively engage with patients, ensuring they feel understood and safe. By embracing and respecting patient diversity, providers can strengthen connections and improve care for all.
 - Centers for Medicare & Medicaid Services (CMS) Update 2026
The CMS 2026 update introduced significant changes across hospital quality programs, including the expansion of electronic Clinical Quality Measures (eQMs) that will automatically extract data from EHRs. Notable adjustments include the CDC updating standard population data for Hospital Acquired Infections from 2015 to 2022 benchmarks, and the removal of the Health Equity Adjustment that was originally planned to reward hospitals serving dual-eligible patients. The Hospital Readmissions Reduction Program will now incorporate Medicare Advantage data alongside traditional fee-for-service information. In addition, COVID-19 exclusions are being eliminated from all quality measures beginning in CY 2025. For the outpatient setting, a new Emergency Care eQM is proposed to begin in CY 2028 to replace the current manually abstracted throughput measures.



Kimberly J. Williams, JD
Harris County Purchasing Agent

October 09, 2025

Board of Trustees Office
Harris Health

RE: Board of Trustees Meeting – October 23, 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 Q3 FY2025 (information only, no action requested)

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

Sincerely,

Kimberly J. Williams, JD
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: October 23, 2025 (Approvals)

No.	Vendor	Description Justification Contract	Action Basis of Recommendation Term	Project Owner	Previous Amount	Current Estimated Cost
A1	Multiple (see attached) MWBE Goal: 0% Minimal MWBE Availability	Patient Transport Services - To provide Patient Transport Services to Patients of Harris Health. Job No. 250141	Award Best proposal meeting requirements One (1) year initial term with six (6) one-year renewal options	Alyssa Davis		\$ 2,100,000
A2	Favorite Healthcare Staffing (HCHD-858) MWBE Goal: 30%	Temporary Nursing Personnel for Harris Health - To continue providing temporary nurses at Harris County Correctional Health facilities. Professional Services Exemption	Ratify Additional Funds Extension Professional Services Exemption September 02, 2025 through September 01, 2026	Trinette Larks	\$ 1,623,364	\$ 1,359,992
A3	Tellepsen Builders, L.P. MWBE Goal: N/A Contract was procured prior to MWBE program	Construction of Parking Garage at Lyndon B. Johnson Hospital for Harris Health System - To provide all labor, materials, equipment and incidentals for the construction of a parking garage at Lyndon B. Johnson Hospital. The additional owner contingency is required for solar panel additions on seventh floor and walkway canopy extension from the parking garage. Job No. 210362, Board Motion 22.02-20	Ratify Additional Funds	Babak Zare	\$ 27,380,950	\$ 1,173,000
A4	Roche Diagnostics Corporation (GA-07432) MWBE Goal: Exempt Public Health or Safety	Immunohistochemistry Staining and Special Staining Systems Including Analyzer, Reagents, Consumables and Service - To provide for continued immunohistochemistry staining and special staining testing of Harris Health patients. Public Health or Safety Exemption, Board Motion 24.03-38	Additional Funds Extension Public Health or Safety Exemption December 13, 2025 through December 12, 2027	Charles Motley	\$ 460,000	\$ 920,000
A5	Fisk Electric Company MWBE Goal: Exempt Public Health or Safety	Rental of Generator for Harris Health - To maintain critical hospital operations and ensure patient safety following the catastrophic power failure at LBJ Hospital during Hurricane Beryl. Public Health or Safety Exemption	Ratify Purchase Public Health or Safety Exemption	Teong Chai		\$ 902,328
A6	The Brandt Companies, LLC MWBE Goal: 6%	Job Order Contracting for Small and Large Plumbing and/or Plumbing Related Projects for Harris Health System - To provide plumbing and/or plumbing related projects at various hospitals and clinics for Harris Health. The vendor has agreed to renew under the same terms and conditions with a as set forth in the Agreement with no increase in pricing. The additional funds are required for forecasted projects to cover the extended term. Job No. 200138, Board Motion 24.07 - 105	Additional Funds Extension November 06, 2025 through May 05, 2026	Terry Elliot	\$ 2,575,268	\$ 850,000
A7	Quality Dialysis Two L.P. MWBE Goal: 0% Specialized, Technical, or Unique in Nature	Hemodialysis Services - To provide Hemodialysis Services to Patients of Correctional Health Professional Services Exemption	Award Professional Services Exemption One (1) year initial term with four (4) one-year renewal options	Kiki Teal		\$ 700,000

No.	Vendor	Description Justification Contract	Action Basis of Recommendation Term	Project Owner	Previous Amount	Current Estimated Cost
A8	Eurofins Viracor, LLC (HCHD-448) MWBE Goal: Exempt Public Health or Safety	Clinical Laboratory Services for Harris Health - To continue performing specialized testing, including HIV genotypic drug resistance, for Harris Health patients. Public Health or Safety Exemption	Ratify Additional Funds Extension Public Health or Safety Exemption September 01, 2025 through August 31, 2026	Norin Pung	\$ 327,838	\$ 527,910
A9	UpToDate, Inc. (HCHD-1524) MWBE Goal: Exempt Sole Source	UpToDate Enterprise Edition Subscription for Harris Health - To provide access to the UpToDate clinical information database, a medical reference guide for all of Harris Health physicians as part of the On-Line Clinical Resource Information Annual Subscription. Sole Source Exemption	Purchase Sole Source Exemption One (1) year initial term with four (4) one-year renewal options	David Burnett		\$ 478,856
A10	Gowan - Garrett, Inc. MWBE Goal: 16%	Water Booster Pump Installation at Lyndon B. Johnson Hospital for Harris Health System - After further review, it has been recommended that the system capacity be increased from a 4,000-gallon tank to a 10,000-gallon tank, along with the addition of a new pump. These enhancements are intended to improve the resiliency and reliability of the system beyond the initial scope. Choice Partners, a division of Harris County Department of Education Cooperative Program, Board Motion 24.04-50	Additional Funds	Babak Zare	\$ 680,924	\$ 464,665
A11	Medtronic Inc. (HCHD 764) MWBE Goal: Exempt Public Health or Safety	Peripheral Embolization Products - To provide physician clinically preferred concerto coils and micro vascular plugs used to treat arterial, venous and peripheral vascular disease. Public Health or Safety Exemption	Additional Funds Extension Public Health or Safety Exemption February 09, 2026 through February 08, 2029	Charles Motley	\$ 126,350	\$ 379,050
A12	Cross Country Locums (HCHD-588) MWBE Goal: 0% Non-Divisible	Temporary Nursing Personnel for Harris Health - To continue providing temporary nurses, physicians and clinical staffing required for the Harris County Correctional Health facilities. Professional Services Exemption	Ratify Additional Funds Extension Professional Services Exemption March 01, 2026 through February 28, 2027	Trinette Larks	\$ 325,000	\$ 325,000
					Total Expenditures	\$ 10,180,801
					Total Revenue	\$ (0)

Thursday, October 23, 2025

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

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
MEDLINE INDUSTRIES, LP	\$16,593,009
AMN HEALTHCARE, INC.	\$7,459,515
PHILIPS HEALTHCARE	\$6,723,508
US FOODS, INC.	\$3,256,704
CARDINAL HEALTH 200, LLC	\$2,832,363
MORRIS & DICKSON CO., LTD.	\$2,370,315
BOSTON SCIENTIFIC CORPORATION	\$1,861,319
PFIZER (BRAND)	\$1,840,410
BECTON, DICKINSON AND COMPANY	\$1,298,065
INSIGHT DIRECT USA, INC.	\$1,285,319
COVIDIEN SALES LLC	\$1,227,984
FFF ENTERPRISES, INC.	\$1,226,307
SANOFI PASTEUR (FLU)	\$1,139,206
JOHNSON & JOHNSON HEALTH CARE SYSTEMS INC.	\$975,807
STERIS CORPORATION	\$926,776
MASIMO AMERICAS, INC.	\$903,917
OLYMPUS AMERICA INC.	\$757,577
LABORATORY CORPORATION OF AMERICA HOLDINGS	\$707,466
BECKMAN COULTER, INC.	\$675,794
ABBOTT LABORATORIES INC.	\$632,512
CLEAN HARBORS ENVIRONMENTAL SERVICES, INC.	\$586,241
MEDTRONIC, INC.	\$582,955
SMITH & NEPHEW INC - ORTHOPAEDIC DIVISION	\$550,725
GETINGE USA SALES, LLC	\$544,406
PARTSSOURCE, INC.	\$483,192
BAXTER HEALTHCARE CORPORATION MEDICAL PRODUCTS - INFUSION PUMPS	\$477,194
PFIZER (GENERIC)	\$422,076
INARI MEDICAL, INC.	\$419,200
AMGEN INC.	\$413,952
MOLNLYCKE HEALTH CARE US, LLC	\$394,727
GE HEALTHCARE INC.	\$391,954
COOK MEDICAL LLC	\$388,435
NETWORK SERVICES COMPANY DBA NETWORK DISTRIBUTION	\$387,609
HOLOGIC SALES AND SERVICE, LLC	\$386,650
ABBVIE INC. DBA ABBVIE US LLC	\$370,279
STRYKER SALES, LLC DBA STRYKER INSTRUMENTS	\$360,127
CAREFUSION SOLUTIONS, LLC	\$360,116
CSL BEHRING	\$353,744
SAGE PRODUCTS, LLC	\$342,978
FRESENIUS KABI USA, LLC	\$283,502
SYSMEX AMERICA, INC.	\$254,813
SOLVENTUM US LLC	\$247,897
HOWMEDICA OSTEONICS CORP. DBA STRYKER ORTHOPAEDICS	\$246,919
W.W. GRAINGER, INC.	\$242,151
FUJIFILM SONOSITE, INC.	\$232,540
ASTELLAS PHARMA US, INC.	\$221,610
ICU MEDICAL SALES, INC.	\$219,720
S2S GLOBAL	\$214,907
CDW CORPORATION	\$207,390

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
BIOMERIEUX, INC.	\$207,115
BAYER HEALTHCARE LLC	\$202,410
NOVA BIOMEDICAL CORPORATION	\$193,823
ZIMMER BIOMET	\$189,959
NOVO NORDISK INC.	\$183,688
STRYKER SALES, LLC DBA STRYKER ENDOSCOPY	\$177,695
SHOCKWAVE MEDICAL, INC.	\$177,050
TELEFLEX LLC	\$176,518
ODP BUSINESS SOLUTIONS, LLC	\$175,082
STANDARD TEXTILE CO., INC.	\$172,048
KCI USA, INC. DBA 3M MEDICAL SOLUTIONS	\$168,827
GEORGIA-PACIFIC CONSUMER PRODUCTS LP	\$159,768
JUBILANT DRAXIMAGE INC.	\$155,705
MUSCULOSKELETAL TRANSPLANT FOUNDATION	\$147,514
PENUMBRA INC	\$145,988
GE PRECISION HEALTHCARE LLC	\$143,640
STRYKER SALES, LLC DBA STRYKER CRANIOMAXILLOFACIAL	\$136,989
NESTLE HEALTH SCIENCES	\$135,306
FISHER SCIENTIFIC HEALTHCARE	\$135,302
WELCH ALLYN, INC.	\$123,378
DIVERSEY, INC.	\$122,731
PC CONNECTION, INC.	\$120,808
BARD PERIPHERAL VASCULAR, INC.	\$119,440
AESCLAP, INC.	\$116,642
LYFT	\$114,937
I.B.S. SOLUTIONS CORPORATION	\$114,792
LINDE GAS & EQUIPMENT INC.	\$114,591
VERATHON INC.	\$112,247
PRECISION DYNAMICS CORPORATION	\$112,182
SHARED IMAGING, LLC	\$109,950
CHIESI USA, INC	\$109,271
INTEGRA LIFESCIENCES CORPORATION	\$108,816
DAVOL INC.	\$103,008
WELLS PHARMA OF HOUSTON, LLC	\$102,276
AGILITI HEALTH, INC.	\$99,470
AMERISOURCE HEALTH SERVICES, LLC DBA AMERICAN HEALTH PACKAGING	\$97,231
B. BRAUN MEDICAL INC.	\$96,163
NEOGENOMICS LABORATORIES, INC.	\$95,128
MERCK SHARP & DOHME LLC	\$94,419
KERECIS LLC	\$94,356
EDWARD DON & COMPANY, LLC	\$94,141
BARD MEDICAL DIVISION	\$92,263
AT&T MOBILITY NATIONAL ACCOUNTS, LLC	\$91,803
EDWARDS LIFESCIENCES LLC	\$91,390
BAXTER HEALTHCARE CORPORATION BIOPHARMA SOLUTIONS	\$89,885
APPLIED MEDICAL DISTRIBUTION CORPORATION	\$89,753
SUNMED GROUP HOLDINGS, LLC DBA AIRLIFE	\$85,540
PERFORMANCE HEALTH SUPPLY, LLC	\$82,907
MYLAN INSTITUTIONAL	\$82,533

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
BAUSCH HEALTH US, LLC	\$81,413
SABERT CORPORATION	\$78,965
US MED-EQUIP, LLC	\$77,321
SWISSLOG HEALTHCARE	\$76,939
ECOLAB USA INC.	\$76,263
HORMEL FOODS CORPORATION	\$76,100
PROFESSIONAL DISPOSABLES INTERNATIONAL, INC.	\$75,145
TRILLIANT SURGICAL, LLC	\$75,021
BAXTER HEALTHCARE CORPORATION	\$73,726
ORTHO-CLINICAL DIAGNOSTICS, INC.	\$73,499
DIAGNOSTICA STAGO INC.	\$72,978
ARMSTRONG WORLD INDUSTRIES, INC.	\$72,595
ACCUVEIN INC.	\$69,600
VERITIV OPERATING COMPANY	\$67,882
PEPSICO FOODSERVICE	\$67,818
TIDI PRODUCTS, LLC	\$67,714
EHOB, LLC	\$67,401
REMEL INC.	\$67,196
THE CLOROX SALES COMPANY	\$66,690
FISHER & PAYKEL HEALTHCARE, INC.	\$65,777
HEALTHMARK INDUSTRIES CO., INC.	\$65,212
KIMBALL INTERNATIONAL BRANDS, INC.	\$64,814
QUVA PHARMA, INC.	\$64,214
INTEGRA LIFESCIENCES SALES LLC	\$61,868
RAULAND-BORG CORPORATION	\$61,178
MEDELA LLC	\$59,884
MERIT MEDICAL SYSTEMS, INC.	\$59,105
MOZARC MEDICAL US LLC	\$57,301
PACTIV LLC	\$57,008
SOFIE CO.	\$56,151
HILL-ROM COMPANY, INC.	\$55,218
AVKARE, LLC	\$55,078
ADVANCED STERILIZATION PRODUCTS SERVICES INC.	\$54,496
DOLE PACKAGED FOODS COMPANY	\$54,277
BIO-RAD LABORATORIES, INC.	\$53,611
XODUS MEDICAL, INC.	\$53,487
KURIN, INC.	\$52,500
AMBU INC.	\$51,637
WNA INC	\$51,056
CONVATEC INC.	\$50,360
KIMBERLY-CLARK GLOBAL SALES, LLC	\$49,897
MANNINGTON MILLS INC.	\$48,415
ENCOMPASS GROUP, LLC	\$47,850
BELMONT INSTRUMENT, LLC DBA BELMONT MEDICAL TECHNOLOGIES	\$47,307
MEDTRONIC USA, INC.	\$47,014
ARUP LABORATORIES, INC.	\$46,590
AMPHASTAR PHARMACEUTICALS, INC.	\$45,450
MICHAEL FOODS, INC.	\$45,154
OAKWORKS, INC.	\$44,016

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
THE J. M. SMUCKER COMPANY	\$43,843
HIKMA PHARMACEUTICALS USA INC.	\$43,692
MILLERKNOLL, INC. DBA HERMAN MILLER, INC.	\$40,115
SMITH & NEPHEW INC - WOUND MANAGEMENT DIVISION	\$39,111
TEVA PHARMACEUTICALS USA (BRAND)	\$38,991
KRAFT HEINZ FOODS COMPANY, FOODSERVICE DIVISION	\$37,901
AMERICAN REGENT, INC.	\$37,252
STRYKER SALES, LLC DBA STRYKER MEDICAL	\$36,809
GLAXOSMITHKLINE INC.	\$36,800
SANOFI-AVENTIS U.S. LLC	\$36,216
SMITH & NEPHEW INC - BIOTHERAPEUTICS	\$35,129
DEROYAL INDUSTRIES, INC.	\$35,087
LEICA BIOSYSTEMS A DIVISION OF LEICA MICROSYSTEMS INC.	\$34,419
ZOLL MEDICAL CORPORATION	\$34,358
ASTRAZENECA PHARMACEUTICALS LP	\$33,322
O&M HALYARD, INC.	\$33,000
HAMILTON MEDICAL, INC.	\$32,733
3M COMPANY	\$32,421
ACUMED LLC	\$32,017
FAGRON COMPOUNDING SERVICES, LLC DBA FAGRON STERILE SERVICES	\$30,858
TYSON FOODS, INC.	\$30,099
CARCO GROUP, INC. DBA PRECHECK	\$30,018
BAUSCH & LOMB AMERICAS INC.	\$28,996
ENDO USA, INC.	\$27,864
ERBE USA, INC.	\$27,796
CORDIS US CORP.	\$27,538
SUN PHARMACEUTICAL INDUSTRIES, INC.	\$26,977
HEALTH CARE LOGISTICS, INC.	\$26,757
ADVANCE MEDICAL DESIGNS, INC.	\$26,404
GLOBUS MEDICAL NORTH AMERICA, LLC	\$25,787
DART CONTAINER CORPORATION	\$25,233
TRI-ANIM HEALTH SERVICES, INC.	\$25,104
MAJOR PHARMACEUTICALS	\$24,686
CARLISLE FOODSERVICE PRODUCTS	\$24,047
DRAEGER, INC.	\$23,745
US FOODS CULINARY EQUIPMENT & SUPPLIES	\$23,531
W. L. GORE & ASSOCIATES, INC.	\$23,497
SOLAIRE MEDICAL STORAGE, LLC DBA INNERSPACE H.C.	\$23,020
ARAMARK UNIFORM AND CAREER APPAREL	\$22,713
EXELA PHARMA SCIENCES, LLC	\$22,515
CAMPBELL FOODSERVICE COMPANY	\$21,056
COLOPLAST CORP.	\$20,843
RICHARD-ALLAN SCIENTIFIC LLC	\$20,650
SLMP, LLC DBA STATLAB MEDICAL PRODUCTS	\$20,326
DR. REDDY'S LABORATORIES, INC.	\$19,760
NALCO COMPANY LLC	\$19,589
EUGIA US LLC	\$19,467
PAI HOLDINGS, LLC DBA PAI PHARMA	\$19,140
MEDEGEN MEDICAL PRODUCTS, LLC	\$19,011

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
CONAGRA FOODS INC	\$18,839
GENERAL MILLS	\$18,188
ANGIODYNAMICS, INC.	\$17,715
PACIRA PHARMACEUTICALS, INC.	\$17,638
THE COCA-COLA COMPANY	\$17,320
KARL STORZ ENDOSCOPY-AMERICA, INC.	\$16,853
MELINTA THERAPEUTICS, LLC	\$16,488
BAVARIAN NORDIC INC.	\$16,339
PEPSICO INC.	\$16,226
RADIOMETER AMERICA INC.	\$16,189
LABORIE MEDICAL TECHNOLOGIES CORP.	\$16,060
SMITHS MEDICAL ASD, INC.	\$15,764
NOVARTIS PHARMACEUTICALS CORPORATION	\$15,707
HELMER SCIENTIFIC, LLC	\$15,681
WG CRITICAL CARE, LLC	\$15,671
ANCHOR PACKAGING	\$15,146
MONDELEZ INTERNATIONAL, INC.	\$15,008
TZ MEDICAL, INC.	\$15,000
ASAHI INTECC USA, INC.	\$14,990
TAYLOR HEALTHCARE (FORMERLY STANDARD REGISTER)	\$14,929
SANDOZ INC.	\$14,727
NESTLE PROFESSIONAL NORTH AMERICA	\$14,202
MEDICAL POSITIONING, INC.	\$14,091
VESTIS SERVICES, LLC	\$14,046
STERICYCLE, INC.	\$13,690
SCA PHARMACEUTICALS, LLC	\$13,071
URGO MEDICAL NORTH AMERICA	\$12,983
AVANOS MEDICAL, INC.	\$12,803
CONMED CORPORATION	\$12,691
RETRACTABLE TECHNOLOGIES, INC.	\$12,574
COUNTRY PURE FOODS, INC.	\$12,501
LITTLE RAPIDS HOLDING CORPORATION DBA GRAHAM MEDICAL	\$12,458
PROGRESSIVE MEDICAL, INC.	\$12,248
OWENS & MINOR DISTRIBUTION, INC.	\$11,750
AZURITY PHARMACEUTICALS, INC.	\$11,679
NISSHA MEDICAL TECHNOLOGIES	\$11,502
CONMED LINVATEC	\$11,428
MXR IMAGING, INC.	\$11,264
ELI LILLY AND COMPANY	\$11,128
KOCH FOODS	\$11,052
LIFENET HEALTH	\$10,596
GOJO INDUSTRIES, INC.	\$10,568
WELLS DAIRY, INC.	\$10,396
ABBOTT NUTRITION	\$10,160
RARE DISEASE THERAPEUTICS INC	\$10,150
KLS MARTIN LP	\$10,100
BRISTOL MYERS SQUIBB US PHARM	\$10,024
BSN MEDICAL, INC.	\$9,925
FLEXICARE INCORPORATED	\$9,751

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
STERIS INSTRUMENT MANAGEMENT SERVICES, INC.	\$9,415
SOMERSET PHARMA LLC	\$9,308
VAPOTHERM, INC.	\$9,098
BRACCO DIAGNOSTICS INC.	\$8,961
MICROGENICS CORPORATION	\$8,942
OHIO MEDICAL, LLC	\$8,910
SENSOSCIENTIFIC, LLC	\$8,593
ACTION HEALTH	\$8,589
SARA LEE FROZEN BAKERY, LLC	\$8,473
STRATUS PHARMACEUTICALS, INC.	\$8,211
SAGENT PHARMACEUTICALS, INC.	\$8,208
QUEST DIAGNOSTICS INCORPORATED	\$8,144
B&G FOODS, INC.	\$8,123
MICROTEK MEDICAL LLC	\$8,107
DANONE NORTH AMERICA	\$7,907
AMD MEDICOM INC.	\$7,811
SPECGX LLC	\$7,782
TENNANT SALES AND SERVICE COMPANY	\$7,681
STRYKER SUSTAINABILITY SOLUTIONS, INC.	\$7,493
INTERMETRO INDUSTRIES CORPORATION	\$7,466
DJO GLOBAL, INC.	\$7,150
BELIMED, INC.	\$7,104
BASIC AMERICAN FOODS	\$7,076
INTERSURGICAL INCORPORATED	\$6,887
NEPHRON PHARMACEUTICALS CORPORATION	\$6,869
WK KELLOGG SALES LLC	\$6,802
TARKETT USA INC	\$6,796
KRUEGER INTERNATIONAL, INC.	\$6,702
WERFEN USA, LLC	\$6,419
BIOTISSUE HOLDINGS INC.	\$6,357
PHARMA LOGISTICS	\$6,335
HOSHIZAKI AMERICA, INC.	\$6,283
BOEHRINGER INGELHEIM PHARMACEUTICALS, INC.	\$6,130
PELSTAR, LLC DBA HEALTH O METER	\$6,016
LSL INDUSTRIES, LLC DBA LSL HEALTHCARE	\$5,808
SCIENTIA VASCULAR, INC.	\$5,625
STELLEX/CF BUYER (US) LLC	\$5,603
HOFFMASTER GROUP, INC.	\$5,552
HOLLISTER INCORPORATED	\$5,522
ASPEN SURGICAL PRODUCTS, INC.	\$5,493
HOVERTECH INTERNATIONAL	\$5,429
ASP GLOBAL, LLC	\$5,391
CUSTOM CULINARY, INC.	\$5,386
HORIZON ORGANIC DAIRY, LLC	\$5,305
HARTMANN USA, INC.	\$5,292
CIVCO MEDICAL SOLUTIONS	\$5,288
OLE MEXICAN FOODS, INC.	\$5,143
KELLANOVA	\$5,022
PHILIPS DS NORTH AMERICA LLC	\$4,963

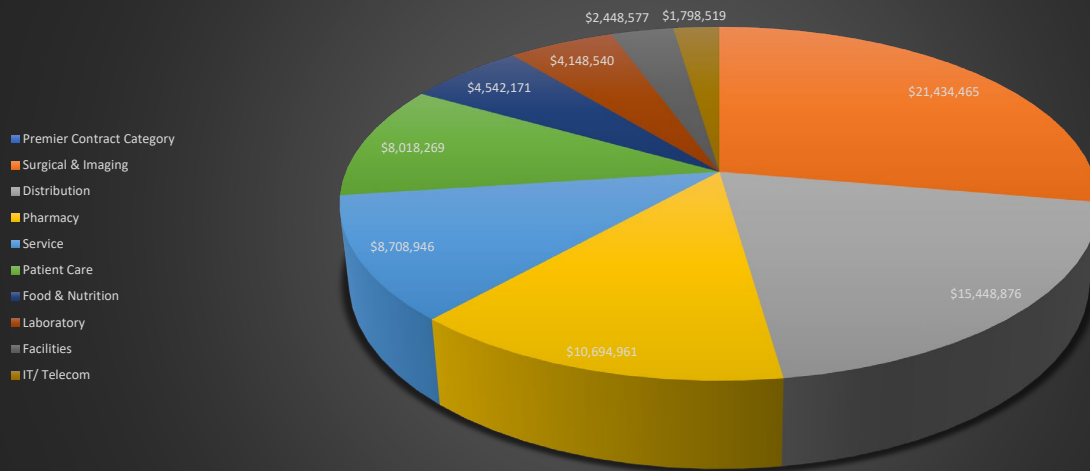
HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
AERO US INC. DBA AEROGEN	\$4,936
RESER'S FINE FOODS, INC.	\$4,914
ASPIRE BAKERIES LLC	\$4,869
MCKESSON MEDICAL-SURGICAL INC.	\$4,798
TEVA PHARMACEUTICALS USA (GENERIC)	\$4,736
STEELCASE INC.	\$4,643
CYGNUS MEDICAL L.L.C.	\$4,608
JOHNSONVILLE, LLC	\$4,449
SUGAR FOODS LLC	\$4,400
SMITH & NEPHEW, INC.	\$4,383
GREINER BIO-ONE NORTH AMERICA, INC.	\$4,370
SWEET STREET DESSERTS, INC.	\$4,347
MEITHEAL PHARMACEUTICALS, INC.	\$4,238
ALBA BIOSCIENCE, INC.	\$4,190
DIRECT SUPPLY, INC.	\$4,182
KNOUSE FOODS CO-OP INC	\$4,164
TELA BIO, INC.	\$4,029
FEDERAL EXPRESS CORPORATION	\$3,843
ALCON VISION, LLC	\$3,830
J & J SNACK FOODS CORP	\$3,811
ENERGIZER BATTERY COMPANY	\$3,777
CARRIER ENTERPRISE, LLC	\$3,707
SMITH & NEPHEW INC - ENDOSCOPY DIVISION	\$3,580
RICHARD WOLF MEDICAL INSTRUMENTS CORP.	\$3,429
BE PHARMACEUTICALS, INC.	\$3,382
CIPLA USA, INC	\$3,220
NOVOLEX HERITAGE BAG, LLC	\$3,164
TARRY MEDICAL PRODUCTS DBA DANDLELION MEDICAL	\$3,081
TRI-UNION SEAFOODS, LLC DBA CHICKEN OF THE SEA INTERNATIONAL	\$3,049
CHOBANI LLC	\$3,009
XGEN PHARMACEUTICALS DJB, INC.	\$2,954
MGC DIAGNOSTICS CORPORATION	\$2,944
APOTEX CORP.	\$2,914
PILGRIM'S PRIDE CORPORATION	\$2,894
PRECISION DOSE, INC.	\$2,815
GRACE MEDICAL, INC.	\$2,800
OTSUKA AMERICA PHARMACEUTICAL, INC.	\$2,788
ACUTE CARE PHARMACEUTICALS	\$2,710
RICH PRODUCTS CORPORATION	\$2,678
GENDOSE PHARMACEUTICALS	\$2,593
DIVERSATEK HEALTHCARE, INC.	\$2,586
MCCORMICK & COMPANY, INC.	\$2,468
MARS FOOD US, LLC	\$2,441
BLUETRITON BRANDS, INC.	\$2,440
BPI LABS, LLC	\$2,409
CASE MEDICAL, INC.	\$2,388
ACIST MEDICAL SYSTEMS, INC.	\$2,266
THE PROCTER & GAMBLE DISTRIBUTING LLC	\$2,224
MICRO-TECH ENDOSCOPY USA, INC.	\$2,176

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
RON'S HOME STYLE FOOD, INC.	\$2,160
SHASTA FOODSERVICE DIVISION OF SHASTA BEVERAGES, INC	\$2,153
SMITHFIELD FOODS, INC.	\$2,139
LAND O'LAKES, INC.	\$2,129
PADAGIS US LLC	\$2,122
BAXTER HEALTHCARE CORPORATION MEDICAL PRODUCTS - SPECIALTY PHARMA	\$2,103
CONTEC, INC.	\$1,873
KETTLE CUISINE	\$1,861
MEDICAL COMPONENTS, INC.	\$1,840
BRAINTREE LABORATORIES, INC.	\$1,814
EDENBRIDGE PHARMACEUTICALS, LLC DBA DEXCEL PHARMA USA	\$1,789
CANVIY, LLC.	\$1,778
BEUTLICH PHARMACEUTICALS, LLC	\$1,699
BEAVER-VISITEC INTERNATIONAL, INC.	\$1,671
BROOKWOOD FARMS, INC.	\$1,664
NORDIC PHARMA, INC.	\$1,651
MYCO MEDICAL SUPPLIES INC.	\$1,596
PERDUE FOODS LLC	\$1,542
CONTINENTAL MILLS, INC. DBA THE KRUSTEAZ COMPANY	\$1,499
HENRY SCHEIN, INC.	\$1,477
MERCURY MEDICAL	\$1,457
HR PHARMACEUTICALS, INC. DBA HR HEALTHCARE	\$1,392
FERNDAL LABORATORIES, INC.	\$1,378
ROBERT BUSSE & CO., INC. DBA BUSSE HOSPITAL DISPOSABLES	\$1,334
GRIFOLS USA, LLC	\$1,314
TSC LIFE US INC.	\$1,300
CAMBRO MANUFACTURING COMPANY	\$1,294
INTERNATIONAL BIOMEDICAL, LTD.	\$1,254
VIATRIS SPECIALTY LLC	\$1,204
CARDIOVASCULAR SYSTEMS, INC.	\$1,200
ADVANTICE HEALTH, LLC	\$1,199
ORASURE TECHNOLOGIES, INC.	\$1,175
NOVOLEX HOLDINGS, LLC	\$1,162
STERNO PRODUCTS	\$1,160
OCEAN SPRAY	\$1,149
ZYDUS PHARMACEUTICALS USA INC	\$1,143
SCHWAN'S FOOD SERVICE, INC.	\$1,117
ASSA ABLOY SALES AND MARKETING GROUP, INC. DBA DOOR SECURITY SOLUTIONS	\$1,019
CONCORDANCE HEALTHCARE SOLUTIONS LLC	\$1,008
MEGAMEX FOODS, LLC	\$985
PULMODYNE	\$984
UPSHER-SMITH LABORATORIES, LLC	\$980
HANDGARDS, INC.	\$967
HERITAGE PHARMACEUTICALS INC	\$959
LYONS MAGNUS	\$945
ADVAGEN PHARMA LTD.	\$924
CINTAS CORPORATION NO. 2	\$917
LACTALIS AMERICAN GROUP, INC.	\$914
NOVADOZ PHARMACEUTICALS, LLC	\$894

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
MERISANT US, INC.	\$893
PRASCO LABORATORIES	\$863
CMP PHARMA, INC.	\$844
T MARZETTI COMPANY	\$841
SOL-MILLENNIUM MEDICAL INC	\$804
KEN'S FOODS, INC.	\$795
HISAMITSU AMERICA, INC.	\$792
FERRERO USA INC.	\$758
AMNEAL PHARMACEUTICALS LLC	\$687
CONOPCO, INC DBA UNILEVER NA FOODSOLUTIONS	\$677
J.R. SIMPLOT COMPANY	\$674
POSITIVE PROMOTIONS, INC.	\$660
DAISY BRAND, LLC	\$638
ELKAY PLASTICS CO., INC. DBA LK PACKAGING	\$631
DIVERSIFIED FOODS, INC.	\$621
NESTLE USA, INC.	\$608
OHM LABORATORIES INC.	\$595
DEL MONTE FOODS CORPORATION II INC.	\$571
BIOVENTUS LLC	\$562
MCI FOODS INC	\$539
KIKKOMAN SALES USA, INC	\$537
BIONIX, LLC	\$536
GREENFIELD GLOBAL USA INC.	\$534
GUERBET LLC	\$520
ECO-PRODUCTS, INC.	\$520
DARLINGTON COOKIE COMPANY DBA DARLINGTON SNACKS	\$496
EKATERRA TEA MSO USA LLC	\$491
MED ALLIANCE GROUP, INC. DBA MED ALLIANCE SOLUTIONS, LLC	\$461
LEADIANT BIOSCIENCES, INC. FKA SIGMA-TAU PHARMACEUTICALS, INC.	\$448
HEARTLAND FOOD PRODUCTS GROUP	\$434
SPECTRUM VASCULAR	\$420
GEHLS FOODS	\$403
NEXUS PHARMACEUTICALS, LLC	\$400
TYPENEX MEDICAL, LLC	\$400
BIRCHWOOD LABORATORIES INC	\$400
SIEMENS HEALTHCARE DIAGNOSTICS INC.	\$400
KING CHEESECAKE COMPANY, INC.	\$372
GERI-CARE PHARMACEUTICALS CORP.	\$365
PATRIN PHARMA, INC.	\$308
GREENSTONE LLC	\$292
SKLAR INSTRUMENTS	\$276
KING & PRINCE SEAFOOD CORPORATION	\$269
NATCO PHARMA USA LLC	\$269
KERMA MEDICAL PRODUCTS, INC.	\$260
KENTEC MEDICAL, INC.	\$219
BARILLA AMERICA INC.	\$218
UNITED RENTALS (NORTH AMERICA), INC.	\$200
IMPOSSIBLE FOODS INC.	\$196
ANSELL HEALTHCARE PRODUCTS LLC	\$195

HARRIS HEALTH PREMIER Q3 SPEND FY2025	
SUPPLIER	Q3 SPEND FY2025
MISSION PHARMACAL COMPANY	\$193
MYLAN PHARMACEUTICALS INC.	\$187
ACADEMY OF NUTRITION AND DIETETICS	\$182
BRIDGFORD FOODS CORPORATION	\$180
HERSHEY	\$176
AJANTA PHARMA USA INC.	\$148
RUIZ FOODS, INC.	\$146
LABCONCO CORPORATION	\$145
BRANDING IRON HOLDINGS, INC	\$145
ANI PHARMACEUTICALS	\$144
ACCORD HEALTHCARE INC	\$140
GLENMARK PHARMACEUTICALS INC., USA	\$140
BRASSELER U.S.A. MEDICAL, LLC	\$136
FLORIDA'S NATURAL GROWERS	\$124
PEDIGO PRODUCTS INC	\$120
MCCAIN FOODS USA, INC.	\$116
RISING PHARMACEUTICALS, INC.	\$115
DURACELL INDUSTRIAL OPERATIONS, INC.	\$109
DYMA BRANDS, INC.	\$99
LANTMANNEN UNIBAKE USA, INC.	\$96
KIND LLC	\$95
VIE DE FRANCE YAMAZAKI, INC.	\$93
ALORA PHARMACEUTICALS, LLC	\$88
MEDTECH PRODUCTS INC	\$76
BREG, INC.	\$73
MEDEFIL, INC.	\$68
RC BIGELOW, INC.	\$56
ESSTAR, LLC	\$46
MCKEE FOODS CORPORATION	\$41
RED GOLD, LLC	\$29
STRIDES PHARMA, INC.	\$27
THEA PHARMA INC	\$20
AUROBINDO PHARMA USA, INC.	\$20
PLZ CORP.	\$18
RELIABLE-1 LABORATORIES	\$16
MCKESSON PACKAGING	\$10
GRAND TOTAL	\$77,243,324

HARRIS HEALTH PREMIER Q3 SPEND FY2025 BY CONTRACT CATEGORY



HARRIS HEALTH PREMIER Q3 SPEND FY2025	
Premier Contract Category	Q3 Spend FY2025
Surgical & Imaging	\$ 21,434,465
Distribution	\$ 15,448,876
Pharmacy	\$ 10,694,961
Service	\$ 8,708,946
Patient Care	\$ 8,018,269
Food & Nutrition	\$ 4,542,171
Laboratory	\$ 4,148,540
Facilities	\$ 2,448,577
IT/ Telecom	\$ 1,798,519
Grand Total	\$ 77,243,324

Meeting of the Board of Trustees

Thursday, October 23, 2025

Consideration of Approval of Grant Recommendations
(Item B1 of the Grant Matrix)

Grant Recommendations:

B1. Ratification of a Grant Agreement Renewal

- Grantor: The Houston Regional HIV/AIDS Resource Group (TRG)
Funded by Texas Department of State Health Services (DSHS)
- Term: September 1, 2025 – August 31, 2026
- Award Amount: \$195,803.00
- Project Owner: Jennifer Small

Grant Agenda Items for the Harris County Hospital District dba Harris Health, Board of Trustees Report
Grant Matrix: October 23, 2025

No.	Grantor	Description/Justification	Action, Basis of Recommendation	Term	Project Owner	Award Amount
B1	The Houston Regional HIV/AIDS Resource Group (TRG) <i>Funded by Texas Department of State Health Services (DSHS)</i>	Consideration of approval to ratify a renewal of a grant agreement between Harris Health and The Houston Regional HIV/AIDS Resource Group (TRG) to provide two (2) AIDS Drug Assistance Program (ADAP) Enrollment Workers at Harris Health.	Ratification of a Grant Agreement Renewal	September 1, 2025 through August 31, 2026	Dr. Jennifer Small	\$ 195,803.00
TOTAL AMOUNT:						\$ 195,803.00

Meeting of the Board of Trustees

Thursday, October 23, 2025

Consideration of Approval of Contract Recommendations
(Items C1 through C2 of the Contract Matrix)

Contract Recommendations:

C1. Interlocal Agreement

- Contractor: The Harris Center for Mental Health and IDD
- Project Owner: Dr. Glorimar Medina
- Term: September 1, 2025 – August 31, 2026
- Amount: \$1,580,625.16

C2. Lease Agreement Amendment

- Contractor: City of Pasadena
- Project Owner: Patrick Casey
- Term: March 1, 2025 – February 28, 2026
- Amount: \$171,146.40

Contract Agenda Item(s) for the Harris County Hospital District dba Harris Health, Board of Trustees Report
Contract Matrix: October 23, 2025

No.	Contractor	Description/Justification	Action, Basis of Recommendation	Term	Project Owner	Amount
C1	The Harris Center for Mental Health and IDD	Consideration of Approval of Interlocal Agreement between the Harris Center for Mental Health and IDD and Harris County Hospital District D/B/A Harris Health for Provision of Security, Housekeeping and Food and Nutrition Services. Annual fees effective September 1, 2025. Security: \$ 331,135.08 Housekeeping:\$ 340,450.62 Facilities: \$ 561,324.71 <u>Food & Nutrition: \$ 347,714.75</u> Total: \$ 1,580,625.16	Interlocal Agreement	September 1, 2025 through August 31, 2026	Dr. Glorimar Medina	\$ 1,580,625.16
C2	City of Pasadena	Consideration of Approval to Amend a Lease Agreement between the City of Pasadena and Harris County Hospital District D/B/A Harris Health to Facilitate Improvements to the Premises at Strawberry Health Center and Restate Certain Lease Terms. The current monthly rental rate of \$14,262.20 is inclusive of base rent and operating expenses.	Amendment of a Lease Agreement	March 1, 2025 through February 28, 2026	Mr. Patrick Casey	\$ 171,146.40
TOTAL AMOUNT:						\$ 1,751,771.56

Meeting of the Board of Trustees

Thursday, October 23, 2025

Consideration of 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

Administration recommends Board of Trustees approval to convey to The City of Houston a 495 square feet water meter easement to include, without limitation, access to, across, along, under and upon the easement for the Lyndon B. Johnson Hospital Expansion Project. The easement is identified as "495 square feet being out of Lot 1855, Block 77 Kashmere Gardens Park Plat and Harris and Wilson Survey, Abstract No. 32, Houston, Harris County, Texas" as detailed in the attached exhibit and survey.



Patrick Casey
SVP, Facilities Construction & Systems
Engineering



Louis G. Smith, Jr.
Sr. EVP/Chief Operating Officer

WATER METER EASEMENT
METES AND BOUNDS DESCRIPTION
495 SQUARE FEET BEING OUT OF
KASHMERE GARDENS PARK SECTION
HARRIS AND WILSON SURVEY, ABSTRACT NO. 32
HOUSTON, HARRIS COUNTY, TEXAS

All that certain 495 square feet (0.0114 acre) being out of Lot 1855, Block 77, Kashmere Gardens Park Section according to the plat thereof as filed in Volume 15, Page 18, Harris County Map Records, Harris and Wilson Survey, Abstract No. 32, Houston, Harris County, Texas, and being more particularly described by metes and bounds as follows (Bearings and coordinates based on Texas Coordinate System of 1983, South Central Zone No. 4204. Distances shown are surface and can be converted to grid by multiplying by a combined scale factor of 0.99990022);

Commencing at Harris County Floodplain Reference Mark No. 080210 having published grid coordinates of N: 13,861,698.31, E: 3,138,048.38, and from which Harris County Floodplain Reference Mark No. 080100 bears S 59° 07' 59" E – 2,058.68' for reference; Thence S 62° 54' 46" W – 1,996.17' to a found "X" cut in concrete marking the most westerly northwest corner of Restricted Reserve "A", Block 1, Kashmere Gardens Park Partial Replat No 3 according to the plat thereof as filed in Film Code Number 666028 Harris County Map Records and marking the south end of a cut-back corner at the intersection of the east right-of-way Lockwood Drive (100' wide) and the south right-of-way line of Troost Street (60' wide) as established by the said plat of Kashmere Gardens Park Section; Thence N 02° 31' 41" W – 90.50' to the POINT OF BEGINNING of herein described tract having grid coordinates of N: 13,860,880.07, E: 3,136,267.42, from which a found 5/8" iron rod with cap (stamped C.L. DAVIS RPLS 4464) marking the north end of a cut-back corner at the intersection of the east right-of-way line of said Lockwood Drive and the north right-of-way line of said Troost Street bears S 02° 31' 41" E – 0.50' for reference;

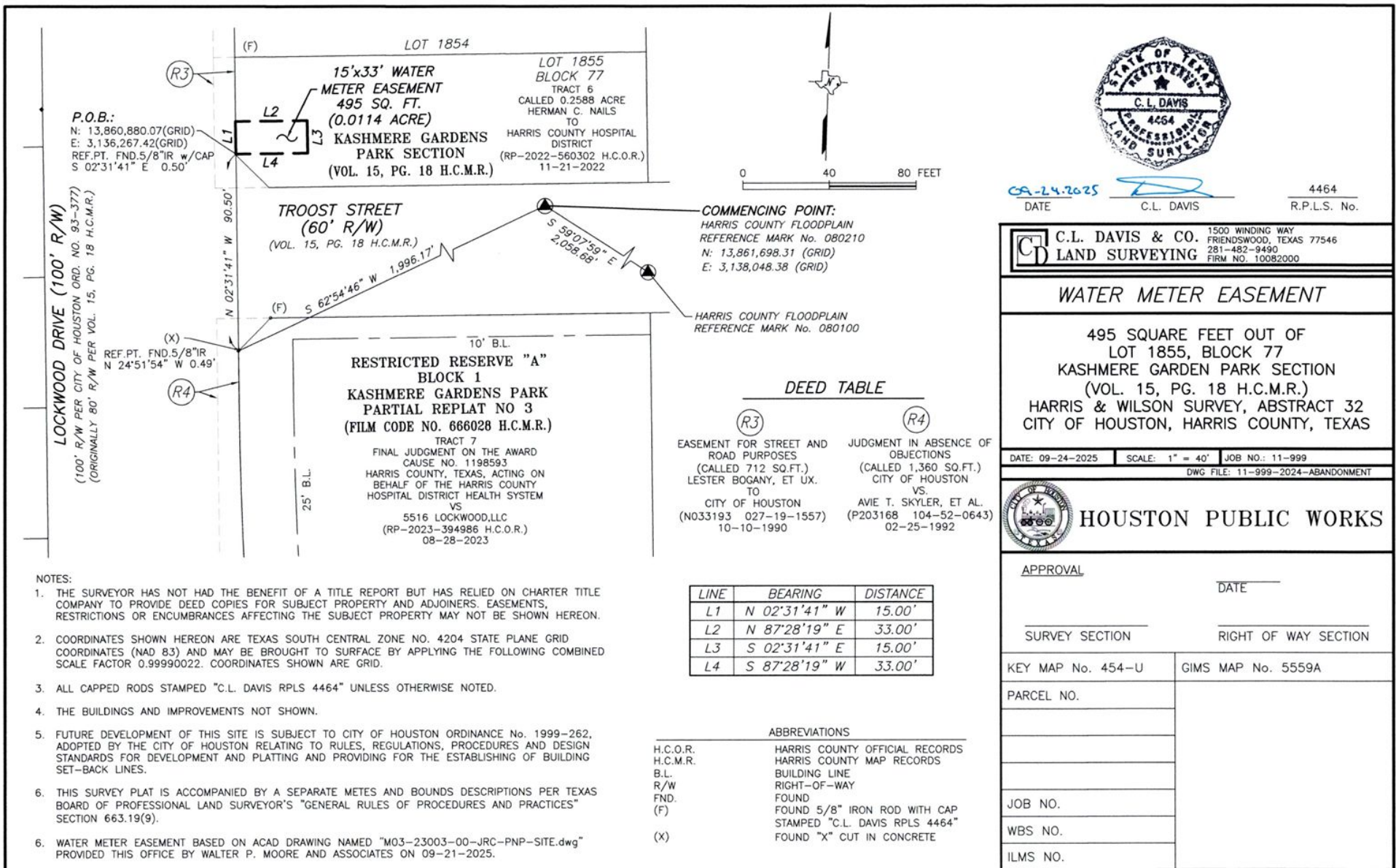
1. Thence N 02° 31' 41" W – 15.00' with the east right-of-way line of said Lockwood Drive to a point for corner;
2. Thence N 87° 28' 19" E – 33.00' to a point for corner;
3. Thence S 02° 31' 41" E – 15.00' to a point for corner;
4. Thence S 87° 28' 19" W – 33.00' to the POINT OF BEGINNING and containing 495 square feet (0.0114 acre) of land more or less.

This metes and bounds description is accompanied by a separate plat, drawing or exhibit per Texas Board of Professional Land Surveyor's "General Rules of Procedures and Practices" Section 663.19(9).

Compiled by:
C.L. Davis & Company
Firm No. 10082000
Job Number: 00-11-999 Water Meter Esmt 15x33 M&B.doc
09-24-2025



00-11-999 Water Meter Esmt 15x33 M&B.doc



Meeting of the Board of Trustees

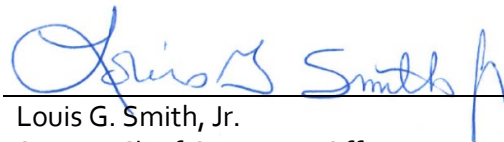
Thursday, October 23, 2025

Consideration of Approval to Convey a Perpetual Blanket Easement
and Right of Way to CenterPoint Energy Houston Electric, LLC, at
Lyndon B Johnson Hospital, 5656 Kelley St, Houston, Harris County, Texas

Administration recommends Board of Trustees approval to authorize the conveyance of a perpetual blanket easement and right of way to CenterPoint Energy Houston Electric, LLC. for electric distribution and related communication facilities for the new LBJ Hospital Project located at 5656 Kelley St, Houston, Texas. The easement is referred to as the "Easement", for electric distribution facilities, natural gas facilities and related communication facilities located on, over, under and across the following described lands. The Easement location is described as "Said portions of McGee Street (closed), LBJ Hospital Loop (closed), and Troost Street (closed), collectively called (the "Easement Area")", of Kashmere Gardens Park Partial Replat No. 2 and Extension, a subdivision out of the W. P. Harris Survey, Abstract No. 32 to include Parcels SY24-065A through SY24-065C, AY24-136, LY24-118, LY24-119, and KY24-164, Harris County, Texas, according to the map or plat thereof recorded in Film Code 652012 of the Map Records of said County and State as detailed in the attached easement and survey sketches.



Patrick Casey
SVP, Facilities Construction & Systems
Engineering



Louis G. Smith, Jr.
Sr. EVP/Chief Operating Officer

SHORT FORM BLANKET EASEMENT

NOTICE OF CONFIDENTIALITY RIGHTS: IF YOU ARE A NATURAL PERSON, YOU MAY REMOVE OR STRIKE ANY OR ALL OF THE FOLLOWING INFORMATION FROM ANY INSTRUMENT THAT TRANSFERS AN INTEREST IN REAL PROPERTY BEFORE IT IS FILED FOR RECORD IN THE PUBLIC RECORDS: YOUR SOCIAL SECURITY NUMBER OR YOUR DRIVER'S LICENSE NUMBER.

SIGNATURE OF GRANTEE ☐ ☐ NO ALL PERSONS BY THESE PRESENTS
COUNTY OF TARRANT ☐

THAT, TARRANT COUNTY OFFICIAL, its successors and assigns, hereinafter referred to as Grantor under the doctrine of After Acquired Title, whether one or more, for and in consideration of the sum of ONE DOLLAR \$1.00 CASH to Grantor paid by CenterPoint Energy Houston Electric, LLC, and CenterPoint Energy Resources Corp. d/b/a CenterPoint Energy Texas Gas Operations, its successors and assigns, hereinafter referred to as "Grantee", has **GRANTED, SOLD AND CONVEYED** and by these presents, does **GRANT, SELL AND CONVEY** unto said Grantee, all or in part, a perpetual **blanket** easement, hereinafter referred to as the "Easement", for electric distribution facilities, natural gas facilities and related communication facilities consisting of a variable number of wires and cables and all necessary and desirable equipment and appurtenances, including, but not limited to, towers or poles made of wood, metal or other materials, props and guys, hereinafter referred to as "Facilities", located on, over, under and across the following described lands owned by Grantor, ("Grantor's Property"), described as portions of Commerce Street [closed], Loop Hospital Loop [closed] and Frost Street [closed] and illustrated on Exhibit "A", attached hereto and incorporated herein.

Said portions of Commerce Street [closed], Loop Hospital Loop [closed] and Frost Street [closed] collectively called (the "Easement Area"),

1

LES 2024/202905 ENC EA202905 RE OC 09/22/25
L/A

OP
AP
S/C

EA202905 rev
52581
ELLAIRE

The approximate locations of said natural gas facilities are further shown in Exhibit "B", attached hereto and part hereof.

The Easement Area herein granted is a blanket easement and shall apply only insofar as the boundaries of Grantor's Property will permit. Grantee further reserves the right to extend services and drops within Grantor's Property and to adjacent land owners from said facilities.

Grantor or its successors or assigns shall observe and exercise all notification laws as per the Underground Facility Damage Prevention and Safety Act, also known as "ONE CALL" or "CALL BEFORE YOU DIG" when working in or near the Easement Area.

To the extent that such laws and codes apply to Grantor, its successors and assigns, Grantor, its successors and assigns shall observe all safety codes and laws which apply to working along, within and or near the Easement Area and facilities during construction activities and safe clearance from such facilities, including the Occupational Safety and Health Administration ("O.S.H.A."), Chapter 52 of the Texas Health and Safety Code, the National Electric Code, and the National Electrical Safety Code.

If Grantor, its successors or assigns should, at any future date, request that the Easement herein granted be further defined, Grantee agrees, at Grantor's expense, to prepare a new, defined easement described by a sealed survey etc. Defined easements shall be unobstructed and may be further described by, but not limited to, the following descriptions:

1. A ten (10) foot wide easement for above and below ground facilities.
2. A ten (10) foot wide easement together with ten (10) foot aerial easement adjoining both sides of said ten (10) foot wide easement for

above ground and overhead facilities that are not located adjacent to property lines

3. A ten (10) foot wide easement together with an adjoining eleven (11) foot, six (6) inch wide aerial easement for above ground and overhead perimeter facilities
4. A fourteen (14) foot wide easement together with an adjoining seven (7) foot, six (6) inch wide aerial easement for above ground and overhead perimeter facilities
5. An easement sixteen (16) feet wide and twenty-four (24) feet long for Grantee's pad-mounted transformer station purposes

In the event that Grantor, its successors and assigns, desires that Grantee's facilities be relocated, then Grantee agrees to relocate said facilities provided that Grantor furnishes a suitable and feasible site or location for such relocation and, provided that Grantor, its successors and assigns, shall, if requested by Grantee, furnish to Grantee a suitable and acceptable easement covering the new location. Any and all costs associated with relocating said Facilities will be at Grantor's sole expense.

Grantee shall also have reasonable rights of ingress and egress to and from said Easement Area, together with reasonable working space, for the purposes of erecting, installing, operating, maintaining, replacing, inspecting, and removing said facilities, together with the additional right to remove from said Easement Area, all bushes, trees and parts thereof, or other structures which, in the opinion of Grantee, endanger or may interfere with the efficient, safe and proper operation, and maintenance of said facilities.

GO A/E AND/OR HOLD the above described Easement, together with all and singular the rights and appurtenances thereto in anywise belonging, unto Grantee forever, and Grantor does hereby bind itself and its successors, heirs, assigns, and legal representatives, to fully warrant and forever defend all and singular the above

described Easement Area and rights unto said Grantee, against every person whomsoever lawfully claiming or to claim the same or any part thereof, by, through or under Grantor, but not otherwise. In the event of a deficiency in title or actions taken by others which results in the relocation of Grantee's Facilities, the Grantor herein, its successors and assigns, will be responsible for all costs associated with the relocation and/or removal of Grantee's Facilities.

The terms, conditions and provisions contained herein constitute the complete and final agreement between Grantor and Grantee, (collectively the "Parties") with respect to the subject matter hereof and supersedes all prior agreements, representations and understandings of the Parties and, by Grantor's signature affixed hereto and Grantee's use of the Easement, the Parties evidence their agreement thereof. No oral or written agreements made or discussed prior to, or subsequent to, the execution of this Easement shall supersede those contained herein. Any and all revisions, amendments and/or exceptions to the terms, conditions and provisions contained in this Easement shall be in written, recordable form and executed by both parties, or their respective successors or assigns in order to be deemed valid.

EXECUTED this [] day of [], 2025

[]ARRIS COUNTY []OSPITAL []IS[]RIC

[]Y []

Louis Smit
Senior Executive Vice President/Chief Operating Officer

Meeting of the Board of Trustees

Thursday, October 23, 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 to Provide Health Services to Persons Experiencing Homelessness under Section 330(h) of the Public Health Service Act

Attached for review and acceptance:

- **HCHP October 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 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 – October 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
 - Referral Tracking and Follow-Up Care Policy
 - Referrals of HCHP Patients to Harris Health Policy

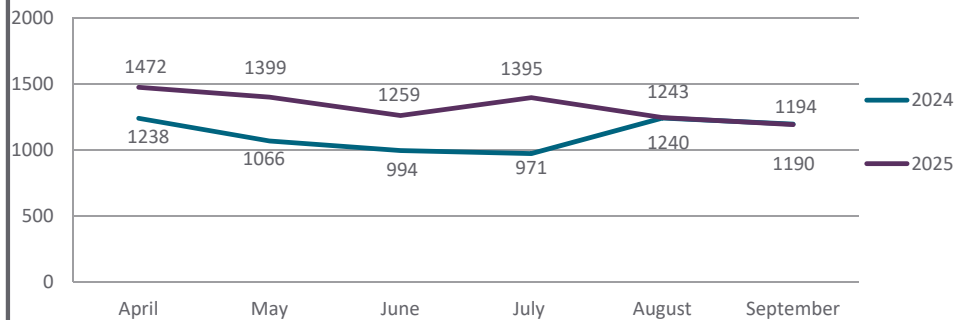
HARRISHEALTH

Patients Served

HRSA Unduplicated Patients Target:	HRSA Completed Visit Patients Target:
7,250	30,496
YTD Unduplicated Patients: 5,813	YTD Total Completed Visits: 23,033

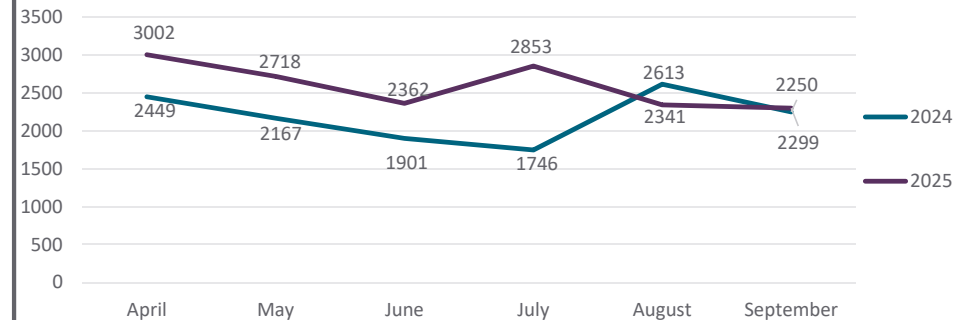
Unduplicated Patients

Monthly Unduplicated Patients (April – September)

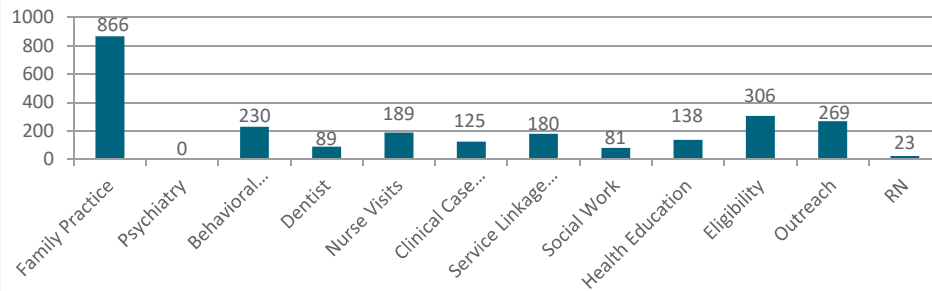


Completed Visits

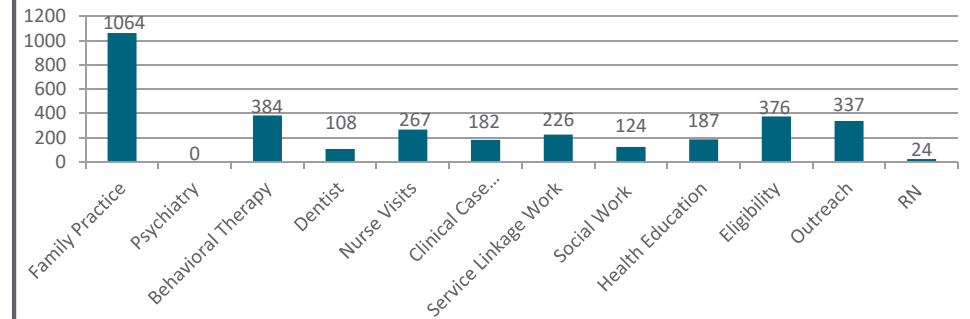
Completed Visits (April – September)



Monthly Unduplicated Patients by Department (September 2025)



Completed Visits by Department (September 2025)





Operational Update

Consumer Advisory Council

Highlight Council Activities From May 2025 – July 2025

The following items were discussed:

- Received progress updates on the Open-Door-Mission renovation project.
- Reviewed the annual service area analysis.
- Discussed the 2025 UDS Manual and new quality indicators to be tracked in 2025.
- Notified of preparations for the 2026 HRSA Operational Site Visit.

HARRISHEALTH



Referral Tracking and Follow-Up Care

Purpose:

To outline the standardized process for referral creation, management, and follow-up care for patients served under the Health Care for the Homeless Program (HCHP).

Policy Highlights:

- Establishes procedures for referral initiation, tracking, and completion within Epic.
- Requires minimum three contact attempts (phone, letter, certified mail) for abnormal results.
- Mandates follow-up within 10 business days for abnormal labs or imaging.
- Ensures weekly referral log reviews for pending and completed referrals.
- Includes care transition and hospital tracking procedures for emergency center discharges.
- Defines staff roles including RN/LVN, Clinical Nurse Case Manager, Social Worker, and Outreach Worker.

HARRISHEALTH

Referrals of HCHP Patients to Harris Health

Purpose:

To define guidelines for Harris Health's acceptance and coordination of referrals from the HCHP when services are not available directly through HCHP clinics.

Policy Highlights:

- Outlines referral partnership between HCHP and Harris Health specialty and primary care providers.
- Harris Health will accept referrals for all eligible patients regardless of ability to pay.
- Requires culturally sensitive service delivery aligned with HRSA standards.
- Establishes documentation and tracking of all care within Epic EHR.
- Reinforces HCHP's accountability for referral follow-up and continuity of care.
- Aligns with the HRSA Health Center Program Compliance Manual and Section 330(h).



Meeting of the Board of Trustees

Thursday, October 23, 2025

Consideration of Approval of the HCHP Consumer Advisory Council Report

Attached for review and approval:

- **HCHP Consumer Advisory Council 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 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 May 2025 – July 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 received updates regarding the Open Door Mission renovation project.
- The council was informed about the annual service area analysis.
- The council received information regarding the 2025 sliding fee scale and updated fee structure.
- The council received updates regarding the 2025 UDS Manual and new quality indicators to be measured in 2025.
- The council was informed of preparations for the expected Health Resources and Services Administration operational site visit during 2026.

Meeting of the Board of Trustees

Thursday, October 23, 2025

Consideration of Approval of the HCHP Referral Tracking and Follow-up Care Policy

Attached for review and approval:

- **HCHP Referral Tracking and Follow-up Care Policy**

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



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

HARRISHEALTH

Origination 1/26/2023

Last N/A

Approved

Effective Upon
Approval

Last Revised 9/19/2025

Next Review 3 years after
approval

Owner [Nelson Gonzalez:
Document Owner](#)

Area [Ambulatory Care
Services](#)

References [Small,
Jennifer](#)

Referral Tracking and Follow-Up Care for Health Care for the Homeless Program_5.08

PURPOSE:

To outline the process to be used by Harris Health-System's Health Care for the Homeless Program for making and managing of referrals and for tracking and referring patients back to Harris Health-System's Health Care for the Homeless Program for appropriate follow-up care.

POLICY STATEMENT:

As a recipient of funding under the Public Health Service Act, Section 330 (42 U.S.C. 254b) from the United States Department of Health and Human Services – Health Resources and Services Administration (HRSA), Harris Health System (Harris Health) is responsible for implementing processes for referral tracking and follow-up care under the Harris Health Health Care for the Homeless Program (“HCHP”).

POLICY ELABORATIONS:

I. DEFINITIONS:

A. HARRIS HEALTH – HEALTH CARE FOR THE HOMELESS PROGRAM (HCHP):

A program that provides outreach services to the Homeless Population through Harris Health's Ambulatory Care Services Community Health Program. The HCHP also provides comprehensive primary health services at shelter-based clinics and mobile health and mobile dental units, on-site case management, financial eligibility determination, and registration for

services, as well as, on-site mental health, ~~substance abuse~~ counseling, substance abuse counseling, and residential treatment.

B. 330(H) HOMELESS POPULATION: A population comprised of individuals:

1. Who lack housing (without regard to whether the individual is a member of a family);
2. Whose primary residence during the night is a supervised public or private facility that provides temporary living accommodations;
3. Who reside in transitional housing;
4. Who reside in permanent supportive housing or other housing programs that are targeted to homeless populations; **OR**
5. Who met any of the criteria above and was a Participant during the preceding 12 months but are no longer homeless as a result of becoming a resident in permanent housing; or
6. Who are children, youth, or veterans at risk of homelessness.

C. CLINICAL NURSE CASE MANAGER: The Clinical Nurse Case Manager (CNCM) facilitates the collaborative interdisciplinary process of case management encompassing assessment, planning, facilitation, care coordination, and evaluation appropriate to the scope of licensure. The CNCM advocates for options and services to meet the patient's and family's comprehensive health needs through communication and available resources to promote quality ~~cost effective~~ cost-effective outcomes for the identified patient population. The CNCM also participates in quality improvement activities.

D. OUTREACH WORKER: The Outreach Worker conducts ~~in-reach~~ inreach, outreach, and education activities to homeless persons not receiving services and to existing health center patients and homeless residents to promote awareness about all program services.

E. REFERRAL: The act of sending of a patient to another medical or social service provider for ongoing management of a specific problem; with the expectation that the patient will continue seeing the original medical provider or support staff for co-ordination of total care.

F. SOCIAL WORKER CASE MANAGER: The Social Worker Case Manager (SWCM) helps patients and their families address and resolve the social, financial, and psychological problems related to their health condition. The SWCM identifies options and advocates for services to meet the patient's and family's comprehensive needs with available resources to promote quality cost-effective outcomes.

G. NURSING TEAM:

1. **LICENSED NURSING STAFF:** A nurse who has graduated from a nursing program and met the requirements outlined by a county, state or similar licensing body to obtain a nursing license. The term includes both Registered Nurse (RN) and Licensed Vocational Nurse (LVN).
2. **NON-LICENSED NURSING STAFF:** Unlicensed assistive healthcare providers trained to function in a supportive role by providing patient/client care activities as delegated by the RN or LVN.

II. PROCEDURES:

~~See Appendix A for Referral Making and Management Procedures and Appendix B for Care Transition—EC/Hospital Tracking Procedures~~

REFERENCES/BIBLIOGRAPHY:

~~Health Center Program Compliance Manual – Health Resources and Services Administration (HRSA),
Bureau of Primary Health Care~~

~~HRSA Health Center Program Site Visit Protocol (last updated May 26, 2022)~~

OFFICE OF PRIMARY RESPONSIBILITY:

~~Harris Health System Health Care for the Homeless Program~~

APPENDIX A REFERRAL MAKING & MANAGEMENT PROCEDURES

I. REFERRALS:

- A. A referral for a required or additional health service (as listed in Form 5A) may be made if the required or additional health service is not provided directly by the HCHP. Recommend including the definition of Additional Health Service as was done in 5.09]
- B. All referrals will be tracked and appropriate follow up care will be provided by the HCHP in accordance with this Appendix A.

II. REFERRAL TRACKING:

- A. **Ordering a Referral.** If the HCHP clinical team determines that a patient needs a referral, a referral order will be entered into the patient's electronic medical record.
- B. **Referral Tracking.** Once a referral order has been entered into the patient's medical record, the HCHP clinical team will take the following steps to track the completion of the referral.
 - 1. Inform the patient that a referral has been ordered;
 - 2. Follow up with the patient to ensure the referral appointment has been scheduled. If the referral appointment has not been scheduled, the Social Worker or Clinical Nurse Case Manager will work with the patient to get the referral appointment scheduled;
 - 3. If a barrier to the patient being able to attend the scheduled referral appointment is identified (for example, the patient needing transportation assistance), the Social Worker or Clinical Nurse Case Manager will work with the patient to provide assistance as necessary to address the barrier.
 - 4. Follow up with the patient within seven days of the scheduled referral appointment to determine if the patient attended the scheduled referral appointment.

III. REQUIRED DOCUMENTATION:

- A. For each referral, the following information should be documented in the patient's medical record:
1. The referral order;
 2. If there are any identified barriers to the patient being able to attend the scheduled appointment;
 3. If the patient declined to receive the care recommended by the referral order;
 4. The attempts made by the HCHP clinical team to schedule the referral appointment, including the date and time of the scheduled referral appointment;
 5. If the patient is a "no show" for the scheduled referral appointment;
 6. Any telephone calls made either to or from the patient, the patient's physician, or the HCHP clinical team regarding the patient's care, including:
 - a. The reason for the call;
 - b. Problems discussed by the patient/physician/HCHP clinical team;
 - c. Any action taken and/or advice or instructions given; and
 - d. The date and time of the call.
 7. The outcome of the scheduled referral appointment including ~~including~~ but not limited to, clinical findings and receipt of radiology or lab results.

IV. FOLLOW-UP CARE:

- A. Appropriate follow-up must be taken to ensure continuity of care for patients. Specifically, follow up will be taken for patients who:
1. Have abnormal test results;
 2. Been referred to other providers;
 3. Have missed return appointments.
- B. HCHP clinical team will review outstanding referrals weekly and follow-up as necessary with patients.
- C. Follow-Up Care for Radiology and Laboratory Results:
1. HCHP clinical staff will follow-up with patients on all abnormal laboratory or radiology results within 10 working days from HCHP receiving a report of an abnormal result.
 2. HCHP clinical staff will make a minimum of three attempts to notify patients of their abnormal laboratory or radiology test as follows:
 - a. Initial contact may be made by telephone if a telephone number is available and the patient has given HCHP permission to contact him or her via telephone.
 - b. The second contact will be via a letter mailed via US regular mail. The

letter will include directions for the patient to contact HCHP for a follow-up.

- c. The third letter will be the same letter as above but will be sent via certified mail.
3. If after three attempts are made with no response or three appointments are made and not kept by the patient, the HCHP clinical staff should document in the patient's electronic medical record that the patient is lost to follow-up care.
4. If a patient cannot be contacted after the above steps have been taken and the results indicate a potentially life threatening condition, HCHP clinical staff will attempt to visit the patient's shelter or encampment to notify the patient of results.
5. If a patient is referred to a non-Harris Health provider, all laboratory tests and screenings will be reviewed, initialed, and dated upon return to HCHP by a nurse and a provider before it is filed in the patient's medical record. Any paper documents must be sent to Health Information Management for scanning into the patient electronic health record.

~~APPENDIX B~~ CARE TRANSITIONS – EC HOSPITAL TRACKING PROCEDURES

A. HOSPITAL ADMISSIONS

1. Under the Memorandum of Understanding between the HCHP and Harris Health, hospital admissions of HCHP patients to Harris Health are made in accordance with Policy 4100 Hospitalization and Medical Necessity Review and Policy 4600 Transfer of Patients.

B. HOSPITAL TRACKING OF PATIENTS TRANSFERRED BY HCHP TO HARRIS HEALTH

When a HCHP patient is transferred to the hospital/emergency room, the HCHP clinical staff must take the following steps:

1. Record patients' information contained in the daily report provided by Harris Health for any presumed homeless individuals who have been hospitalized or are a Harris Health emergency center in the HCHP Hospital/EC Tracking Log and email to the HCHP Nurse Manager weekly.
2. Ensure proper follow up care coordination, which may include tracking, reviewing discharge documents, and scheduling follow-up appointments.
3. Follow up with the patient and/or conduct a chart review within 48 hours of the transfer.

C. POST-DISCHARGE TRACKING AND FOLLOW-UP FOR HCHP PATIENTS

1. HCHP referred patients are instructed at discharge to report back to the HCHP health center for a follow-up visit.
2. If the patient fails to report back to the HCHP health center within 7 days after discharge (or a shorter ~~timeframe~~ time frame if indicated by the Harris Health

provider due to medical necessity) for a follow-up visit, the Nursing Team will schedule a follow-up visit. If patient chooses not to schedule the follow-up visits, the refusal shall be documented **within** their chart in EPIC.

D. HOSPITAL TRACKING OF PRESUMED HOMELESS PATIENTS

1. Harris Health provides a daily report to the HCHP community services manager identifying any presumed homeless individuals who have been hospitalized at Harris Health, or who are receiving care in a Harris Health emergency center.
2. The HCHP Outreach Worker reviews this daily report to determine if any identified presumed homeless individual are established HCHP patients.
 - a. For established HCHP patients, the HCHP clinical staff will follow the post-discharge tracking and follow-up procedures listed in Section C above.
 - b. If the patient is not an established HCHP patient, the HCHP Outreach Worker will reach out to the patient to discuss the HCHP and attempt to schedule a follow-up appointment at an open access HCHP health center.

REFERENCES/BIBLIOGRAPHY:

[Health Center Program Compliance Manual – Health Resources and Services Administration \(HRSA\), Bureau of Primary Health Care](#)

[HRSA Health Center Program Site Visit Protocol \(last updated March 20, 2025\)](#)

OFFICE OF PRIMARY RESPONSIBILITY:

[Harris Health Health Care for the Homeless Program](#)

Approval Signatures

Step Description	Approver	Date
Publisher Approval	Catherine Walther: Document Owner	Pending
Policy SOS Committee	Lauren Banks: Executive Owner	10/3/2025
Policy Owner	Nelson Gonzalez: Document Owner	9/19/2025
Workflow Start Notification	Nathan Peeples: Executive Owner	9/19/2025

Meeting of the Board of Trustees

Thursday, October 23, 2025

Consideration of Approval of the Referrals of HCHP Patients to Harris Health Policy

Attached for review and approval:

- **Referrals of HCHP Patients to Harris Health Policy**

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



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

HARRISHEALTH

Origination 1/26/2023

Last N/A

Approved

Effective Upon
Approval

Last Revised 9/9/2025

Next Review 3 years after
approval

Owner [Nelson Gonzalez:
Document Owner](#)

Area [Ambulatory Care
Services](#)

References [Small,
Jennifer](#)

Referrals of Health Care for the Homeless Program Patients to Harris Health_5.09

PURPOSE:

~~To establish~~ [The guidelines for](#) Harris Health ~~System's commitment to~~ [for](#) accepting referrals for [the](#) Health Care for the Homeless Program patients.

POLICY STATEMENT:

As a recipient of funding under the Public Health Services Act, Section 330 (42 U.S.C. 254b) from the United States Department of Health and Human Services – Health Resources and Services Administration (HRSA), the Health Care for the Homeless Program (HCHP) is responsible for providing Required Primary Health Services and Additional Health Services, as appropriate, (collectively, the Services) to HCHP patients. HCHP may provide the Services directly, or when the HCHP cannot provide the Services at its clinics, through a referral arrangement between the HCHP and another provider, including Harris Health.

POLICY ELABORATIONS:

I. DEFINITIONS:

- A. **ADDITIONAL HEALTH SERVICES:** Health services that are not included as Required Primary Health Services and that may be offered as appropriate to meet the needs of the population served by the health center.
- B. **REQUIRED PRIMARY HEALTH SERVICES:** Health services that a health center must provide, as

defined in section 330(b) (1) of the Public Health Service Act.

- C. **HARRIS HEALTH – HEALTH CARE FOR THE HOMELESS PROGRAM (HCHP):** A program that provides outreach services to the Homeless Population through Harris Health's Ambulatory Care Services. The HCHP also provides comprehensive primary health services through ~~shelterbased~~shelter-based clinics and through mobile health and mobile dental units, on-site case management, financial eligibility determination, and registration for services, ~~aswellas~~ well as, on-site mental health counseling, substance abuse counseling, and residential treatment through referrals.
- D. **330(H) HOMELESS POPULATION:** A population comprised of individuals:
1. Who lack housing (without regard to whether the individual is a member of a family);
 2. Whose primary residence during the night is a supervised public or private facility that provides temporary living accommodations;
 3. Who reside in transitional housing;
 4. Who reside in permanent supportive housing or other housing programs that are targeted to homeless populations; **OR**
 5. Who met any of the criteria above and was a Participant during the preceding 12 months but are no longer homeless as a result of becoming a resident in permanent housing; or
 6. Who are children, youth, or veterans at risk of homelessness.

II. GENERAL PROVISIONS:

- A. ~~RESPONSIBILITIES~~RESPONSIBILITIES OF HARRIS HEALTH ~~SYSTEM~~
1. **Accepting Referrals.** Harris Health will accept referrals of HCHP patients when HCHP clinics are unable to provide the required Primary Health Services or Additional Health Services directly or via a contract with another organization.
 2. **Render Treatment.** Harris Health will provide services to HCHP patients who clinically qualify, regardless of their payor status or ability to pay, in a manner that is culturally sensitive.
 3. **Documentation of Services.** Harris Health will document the services it provides to HCHP patients in its electronic health record (EHR) system.
- B. RESPONSIBILITIES OF HCHP

Referral Request, Tracking, & Follow-Up Care. HCHP shall make and manage referrals for care and ensure appropriate follow-up care in accordance with the Referral Tracking and Follow-up Care Health Care for the Homeless Program Policy.

REFERENCES/BIBLIOGRAPHY:

Health Center Program Compliance Manual – Health Resources and Services Administration (HRSA), Bureau of Primary ~~Healthcare~~Health Care

OFFICE OF PRIMARY RESPONSIBILITY:

Harris Health ~~System~~ Health Care for the Homeless Program

Approval Signatures

Step Description	Approver	Date
Publisher Approval	Catherine Walther: Document Owner	Pending
Policy SOS Committee	Lauren Banks: Executive Owner	10/3/2025
Policy Owner	Nelson Gonzalez: Document Owner	9/9/2025
Workflow Start Notification	Nathan Peebles: Executive Owner	9/9/2025

COPY

BOARD OF TRUSTEES

HARRISHEALTH

Meeting of the Board of Trustees

Thursday, October 23, 2025

Executive Session

Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Eight Months Ending August 31, 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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BOARD OF TRUSTEES

HARRISHEALTH

Meeting of the Board of Trustees

Thursday, October 23, 2025

Executive Session

Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Investment Policy, Pursuant to Tex. Gov't Code Ann. §551.085, Including Consideration of Approval of the Community Health Choice Investment Policy Upon Return to Open Session.



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, October 23, 2025

Executive Session

Review of Harris Health's Investment Policy, Pursuant to Tex. Gov't Code Ann. §551.071, Including Consideration of Approval of the Harris Health Investment Policy Upon Return to Open Session.



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

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Meeting of the Board of Trustees

Thursday, October 23, 2025

Executive Session

Consultation with Attorney Regarding Settlement of Claims, Pursuant to Tex. Gov't Code Ann. §551.071 and Possible Action Upon Return to Open Session.



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

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