

BOARD OF TRUSTEES

Diversity Equity and Inclusion (DEI) Committee

Tuesday, January 7, 2025
10:30 A.M.

BOARD ROOM
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <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 | Ms. Libby Viera-Bland | 2 min |
| II. Approval of the Minutes of Previous Meeting | Ms. Libby Viera-Bland | 2 min |
| • DEI Committee Meeting – October 11, 2024 | | |
| III. New Business | Ms. Libby Viera-Bland | 85 min |
| A. Presentation Regarding Harris Health's 2024 Employee Experience and Culture Survey Results – Ms. Ashley Smith | | (45 min) |
| B. Presentation Regarding Harris Health's Population Health Updates – Dr. Chethan Bachireddy | | (40 min) |
| IV. Adjournment | Ms. Libby Viera-Bland | 1 min |

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING
Friday, October 11, 2024
11:30 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Ms. Ingrid Robinson, Presiding Officer, called the meeting to order at 11:40 a.m. It was noted there was a quorum present and the attendance was recorded. The meeting may be viewed online through the Harris Health website: http://harrishealthtx.swagit.com/live .	
II. Approval of the Minutes of the Previous Meeting <ul style="list-style-type: none"> DEI Committee Meeting – August 16, 2024 		Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously approved the minutes of the August 16, 2024 meeting. Motion carried.
III. New Business		
A. Presentation Regarding Partnering with Patients and Communities to Advance Access to Care	Dr. Chethan Bachireddy, Senior Vice President and Chief Health Officer, gave a presentation on Partnering with Patients and Communities to Improve Access to Care. Dr. Bachireddy outlined the initiatives of the Settegast Community Action Plan, the patient orientation program, and the medical home model for primary care. Ms. Veronica Patricio, Director of Operations for Patient Eligibility, discussed community outreach and partner engagement efforts, including health fairs, continuous training for community partners, and articles published in local newspapers. She also highlighted patient-facing initiatives and the staff Inreach programs. A copy of the presentation is available in the permanent record.	As Presented.
B. Presentation Regarding DEI Employee Engagement Finding Statistical Significance	Dr. Jobi Martinez, Vice President and Chief Diversity Officer, presented on the Diversity, Equity, and Inclusion (DEI) Employee Engagement Analysis. She provided an overview of the 2023 Employee Engagement Survey, analyzed of DEI Employee Engagement findings, reviewed resources and initiatives for employee engagement in 2024 and discussed the statistical significance of the results. The next Employee Engagement Survey will be available from November 4 – 22, 2024. A copy of the presentation is available in the permanent record.	As Presented.

C. Discussion and Possible Action Regarding Proposed 2025 DEI Reporting Schedule	Dr. Martinez, presented the proposed 2025 DEI Reporting Schedule for discussion. The DEI Committee will meet six times next year. Administration has requested to shift the meetings from Fridays to Tuesdays, but Ms. Robinson requested that the discussion about the specific weekday for the future meetings be scheduled for the next DEI Committee meeting. Additionally, Ms. Robinson noted that she would like to receive updates on the other strategic pillars throughout the year for better visibility. A copy of the reporting schedule is available in the permanent record.	Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously accepted that the Committee recommends that the Board approve item III.C. Motion carried.
IV. Adjournment	There being no further business, the meeting adjourned at 12:24 p.m.	

I certify that the foregoing are the Minutes of the Meeting of the Diversity Equity and Inclusion Committee of the Board of Trustees of the Harris Health System held on October 11, 2024.

Respectfully submitted,

Ms. Ingrid Robinson, MBA, Committee Chair

Recorded by Cherry A. Pierson, MBA

Friday, October 11, 2024

Harris Health Board of Trustees Diversity, Equity & Inclusion (DEI) Committee Attendance

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Cody M. Pyke	Dr. Andrea Caracostis (<i>Ex-officio</i>)	
Ingrid Robinson (<i>Committee Chair</i>)		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Carolynn Jones	Kevin Lin
Cherry Pierson	Lindsey “Katie” Rutherford (<i>Harris County Attorney’s Office</i>)
Dr. Chethan Bachireddy	Louis Smith
Daniel Smith	Maria Cowles
Denise LaRue	Nicholas J. Bell
Derek Holmes	Olga Rodriguez
Ebon Swofford (<i>Harris County Attorney’s Office</i>)	Omar Reid
Elizabeth Hanshaw Winn (<i>Harris County Attorney’s Office</i>)	Randy Manarang
Dr. Esmaeil Porsa (<i>Harris Health President & CEO</i>)	Samuel De Leon
Dr. Glorimar Medina	Sara Thomas (<i>Harris County Attorney’s Office</i>)
Dr. Jennifer Small	Shawn DeCosta
Jennifer Zarate	Thomas Alexander
Dr. Jobi Martinez	Veronica Patricio
John Matcek	

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.

Tuesday, January 7, 2025

Presentation Regarding Harris Health's 2024 Employee Experience and Culture
Survey Results



Omar C. Reid, MBA, IPMA, CP
Executive Vice President & Chief People Officer

2024 Voices of Harris Health



Engagement Survey Results Overview | Prepared for the Board

New this year

- Added the Safety Culture Survey
- New topics included:
 - Compensation
 - Workplace Safety
 - Change Management (Communication)

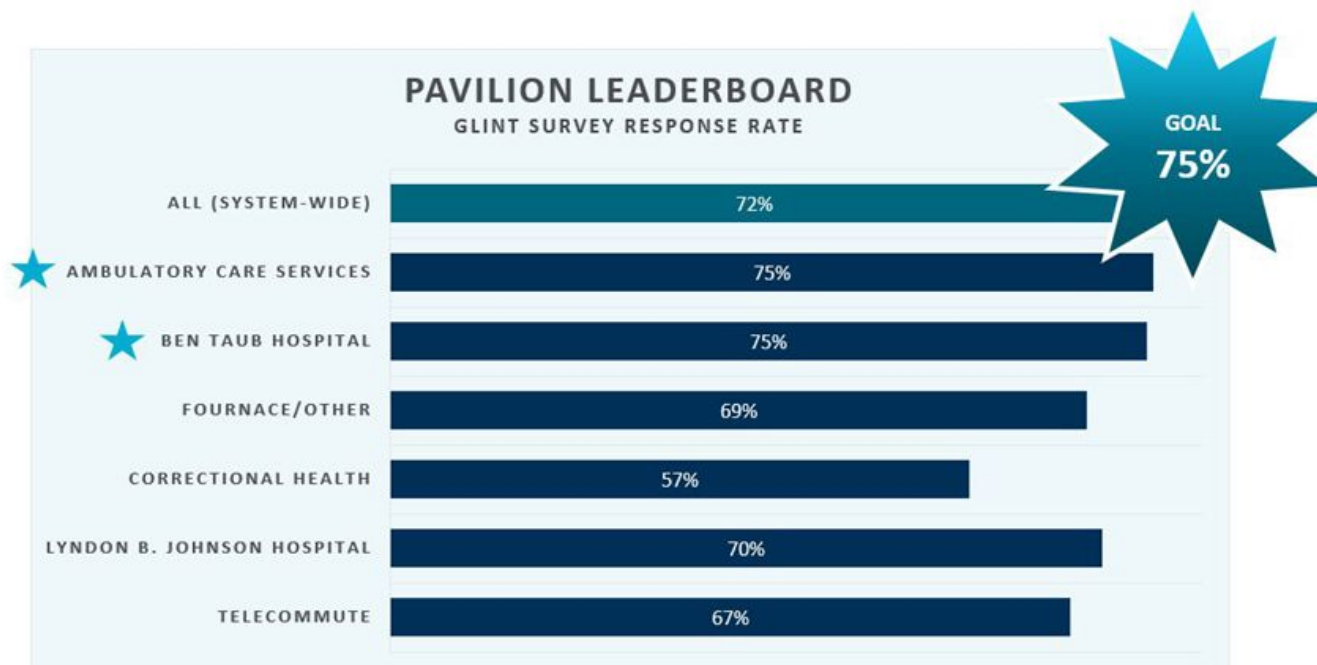
The logo for Harris Health, featuring the words "HARRIS" and "HEALTH" in a bold, white, sans-serif font, stacked vertically on a blue background.

**HARRIS
HEALTH**

Response Rate

72%

7,772 employees gave feedback



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November 2024 Voices of Harris Health Pulse Results

Response Rate

72%

7772 of 10839 responded

Comments

9,803

[View all Comments](#)

Engagement Favorability 78%



Questions

53

36 = Engagement
20 = Safety Culture

1

Score Increased

20

Scores Decreased

32

Scores Above
Healthcare 2023

6

Scores Below
Healthcare 2023

Alert Summary

2000

Populations

197

Teams

[View All Alerts](#)

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79

Engagement

Engagement is a group of 2 questions:

1. I would recommend Harris Health as a great place to work.

2. How happy are you working at Harris Health?

This is the focus of Harris Health for this survey.

[Learn more](#)

Score vs previous

0 vs Nov 2023 survey



Score in comparison [?]

+ 6 vs Healthcare 2023



Favorability Breakdown [?]

78% of responses were favorable

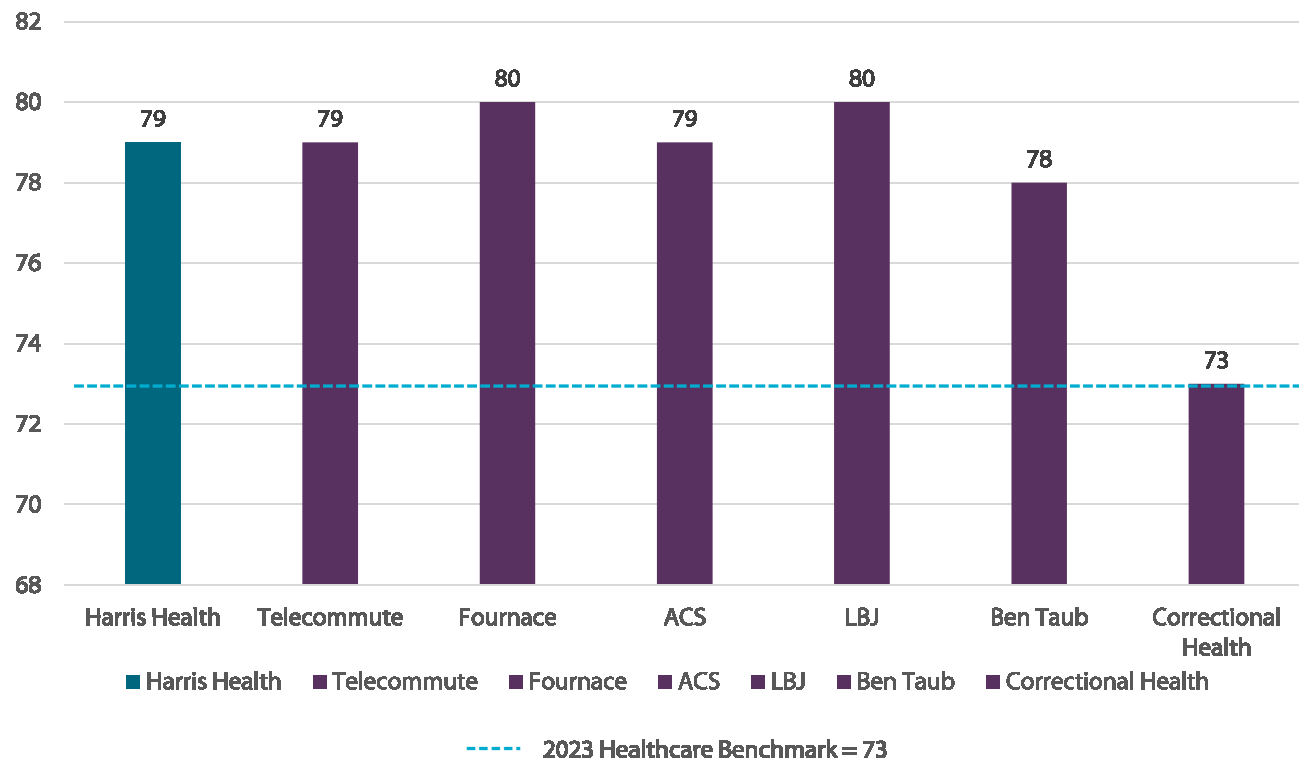


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All pavilions scored at or above the benchmark for Engagement

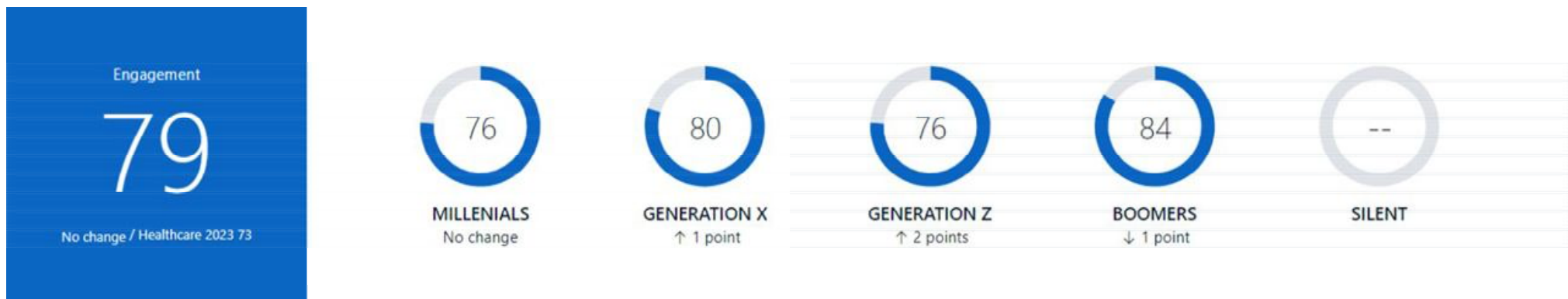
LBJ
improved
score by 2
pts

Engagement Scores by Pavilion



Engagement across the generations

Four generations scored above benchmark



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Top Strengths & Opportunities for Harris Health

(Safety Culture questions included)

TOP STRENGTHS	TOP OPPORTUNITIES
<ul style="list-style-type: none"> Resources - GPS ⓘ We have the resources we need to keep patients safe. 	<ul style="list-style-type: none"> Psychological Safety ⓘ I can speak up without fear of retaliation. View Focus Area
<ul style="list-style-type: none"> Exchange - GPS ⓘ The exchange of information between departments occurs smoothly. 	<ul style="list-style-type: none"> Appreciate Differences ⓘ My workgroup has a culture in which employees appreciate the differences that people bring to the workplace. Take Action
<ul style="list-style-type: none"> Modeling - GPS ⓘ Leadership's actions show that patient safety is a top priority. 	<ul style="list-style-type: none"> Authenticity ⓘ I feel comfortable being myself at work. Take Action

Top Strengths & Opportunities for Harris Health

(Engagement questions only)

TOP STRENGTHS	TOP OPPORTUNITIES
<div>  Decision Making ⓘ </div> <div>Overall, I am satisfied with how decisions are made at Harris Health.</div> <div>⋮</div>	<div>  Psychological Safety ⓘ </div> <div>I can speak up without fear of retaliation.</div> <div>View Focus Area</div>
<div>  Benefits ⓘ </div> <div>I am satisfied with the benefits offered at Harris Health.</div> <div>⋮</div>	<div>  Appreciate Differences ⓘ </div> <div>My workgroup has a culture in which employees appreciate the differences that people bring to the workplace.</div> <div>Take Action</div>
<div>  Well-Being ⓘ </div> <div>Harris Health takes a genuine interest in the employees' well-being.</div> <div>⋮</div>	<div>  Authenticity ⓘ </div> <div>I feel comfortable being myself at work.</div> <div>Take Action</div>

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Top Strengths by Pavilion

ACS	Ben Taub	LBJ	Correctional Health	Admin	Telecommute
Benefits	Decision Making	Decision Making	Purpose	Well-Being	Accountability
Resources	Growth	Benefits	Work Life Balance	Benefits	Benefits
Career Path	Career Path	Well-Being	Well-Being	Decision Making	Career Path

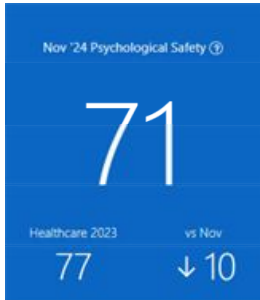
Top Opportunities by Pavilion

ACS	Ben Taub	LBJ	Correctional Health	Admin	Telecommute
Psychological Safety	Psychological Safety	Psychological Safety	Psychological Safety	Psychological Safety	Psychological Safety
Appreciate Differences	Appreciate Differences	Appreciate Differences	Appreciate Differences	Authenticity	Empowerment
Values	Feedback	Feedback	Feedback	Values	Appreciate Differences

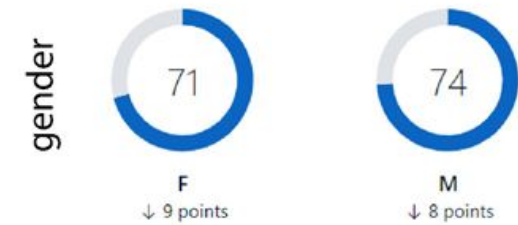
Psychological Safety

“I can speak up without fear of retaliation”

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Psychological Safety



generation



tenure

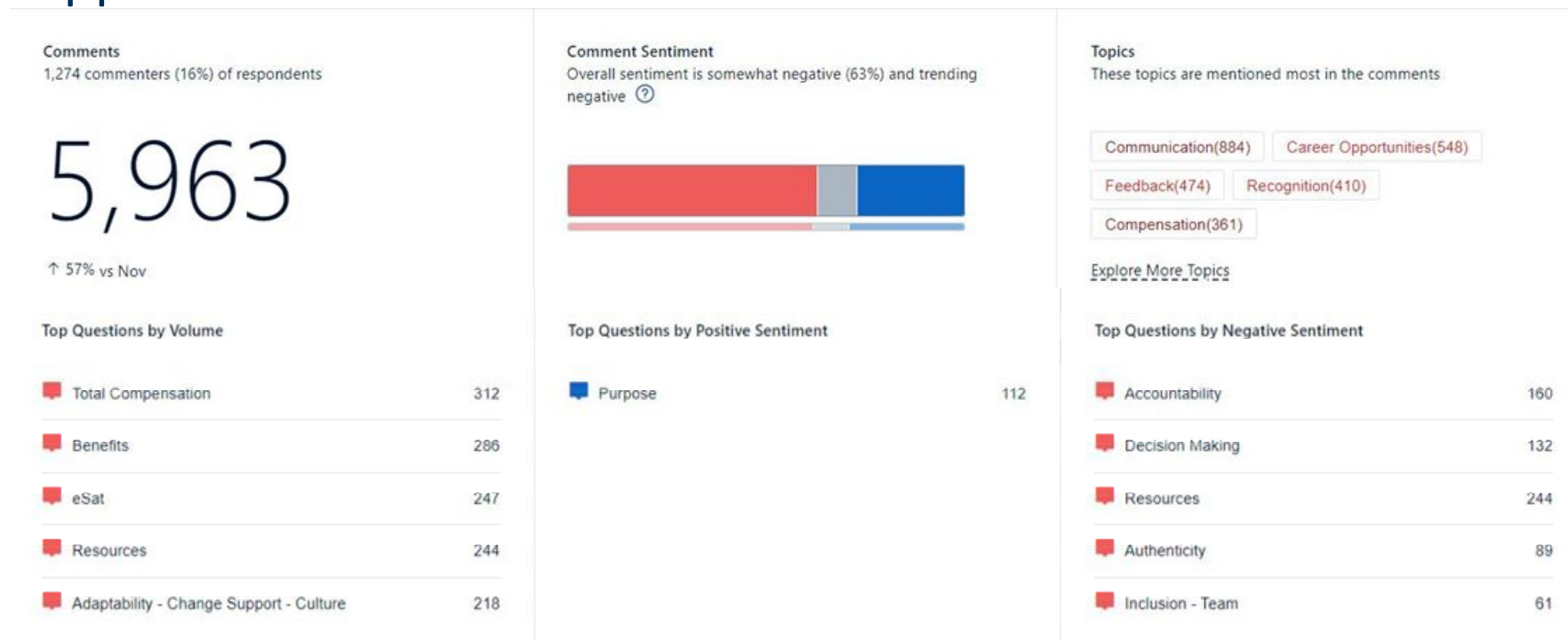


Comments Overview

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Engagement Questions received 5963 comments

Most comments mention Communication & Career Opportunities



Next Steps

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2024 Major Themes



Psychological Safety

"I can speak up without fear of retaliation."

-6	High	71	+10
vs Healthcare 2023	Impact	Score	Change



Appreciate Differences

"My workgroup has a culture in which employees appreciate the differences that people bring to the workplace."

-3	High	75	+2
vs Healthcare 2023	Impact	Score	Change



Authenticity

"I feel comfortable being myself at work."

-2	Very High	78	+2
vs Healthcare 2023	Impact	Score	Change

Engagement KPIs

- **Primary:** Increase the percentage of leaders who complete action planning
- **Secondary:** Improve scores for our core themes



What's next

All Leaders Review Results

Complete Manager Training 101, 201, 301
Started

Action Planning

Choose a Focus Area
Due Feb 14, 2025

Monthly Check-in

Check for progress, report to next-level leader, and document in Glint
February thru October

2025 Voices

Employee Engagement Survey
November 2025

Team Conversation

Share results with your team
Dec 16 – February 14, 2025

Pulse

Brief pulse on major themes.
May and August

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Tuesday, January 7, 2025

Presentation Regarding Harris Health's Population Health Updates



Omar C. Reid, MBA, IPMA, CP
Executive Vice President & Chief People Officer

Accelerating Health Equity by Addressing Health-Related Social Needs (HRSN)

**Chethan Bachireddy, MD, MSc, FACP, FASAM, AAHIVS
Chief Health Officer**

**DEI Committee Series
January 7, 2025**

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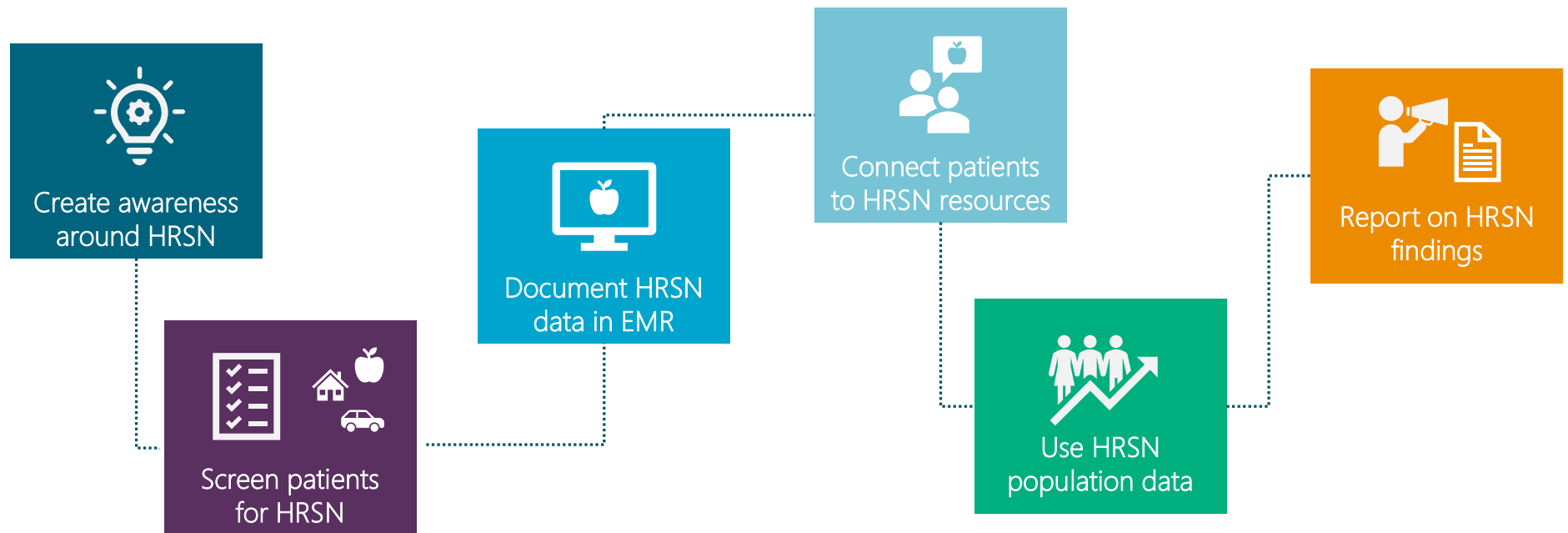
Confidential, legally privileged, and protected from disclosure pursuant to the Texas Health and Safety Code and the Texas Occupation Code as well as state and federal confidentiality statutes.

Health Equity Strategic Playbook

Below standards are aligned with and validated by leading national accreditation authorities on the role of healthcare systems in advancing health equity:

1. Ensure equity is a strategic priority for the healthcare system by (a) developing a **health equity strategic plan** and (b) **embedding standing structures** to resource and support health equity work
2. Document valid and reliable **patient demographic data** (REGAL – race, ethnicity, gender, age, language) using EHR technology
3. Stratify key process and outcome metrics within **specific focus areas** by REGAL variables to identify equity gaps
4. Develop a **written action plan** for addressing at least one of the healthcare disparities identified within a **specific population of focus**, with a process to **monitor and report progress**
5. Implement a plan for **addressing the role of SDOH** in driving health disparities, including (a) documenting patient health-related social needs and (b) implementing responsive interventions with community partners

HRSN Journey to Better Outcomes



Raising Awareness through a Systemwide Campaign

- *We Ask Because We Care* has been a best-practice framework for demographic data collection, implemented successfully nationwide
- Harris Health launched systemwide HRSN screening and improved demographic data collection all within a 5-month period
- At Harris Health, the *We Ask Because We Care* campaign framework was leveraged for a systemwide awareness campaign around HRSN screening & demographic data collection initiatives



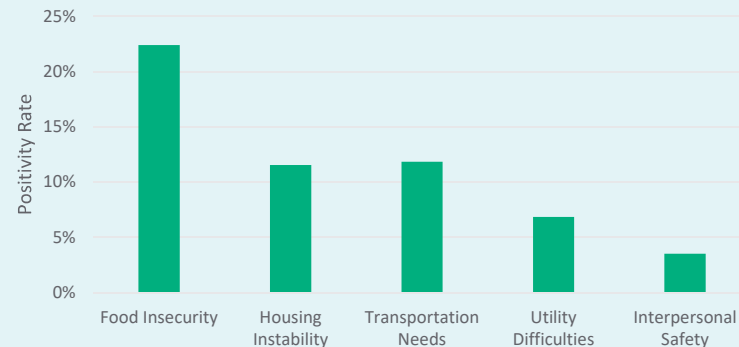
HRSN Screening: Inpatient Setting

- Harris Health is prepared to provide one full year of data to fulfill CMS' initial requirement on HRSN screening and reporting in February 2025:
 - CMS SDOH-1: adult inpatient screening rate for 5 required SDOH domains
 - CMS SDOH-2: screen-positive rate for each required domain
- Screening assesses for the following areas of risk, with connection to inpatient Care Management teams if desired:
 - Food insecurity
 - Housing instability
 - Transportation needs
 - Utility difficulties
 - Interpersonal safety

CMS SDOH-1 Metric:
91% Screening Rate

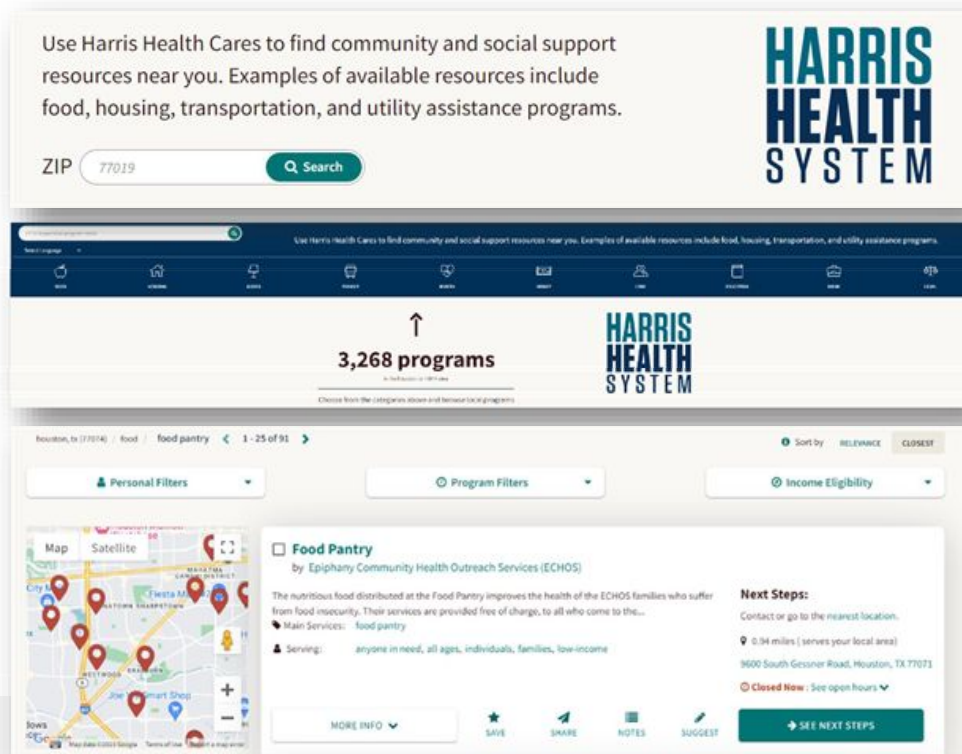
CMS SDOH-2 Metric:

Inpatient SDOH Positivity Rate by Domain (18+)



Data reflects 1/1/24 through 12/11/24

Harris Health Cares: Empowering Patients and Staff with Tools to Connect to Community Resources



- Leveraging local community resource directory (Findhelp)
- Accessible by both staff and patients
- www.harrishealthcares.org

Next steps

1. Expand screening to additional settings
2. Empower frontline staff with data
3. Integrate HRSN data within performance improvement initiatives

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BOARD OF TRUSTEES

Quality Committee

Tuesday, January 7, 2025

12:15 P.M.

(or immediately following the DEI Committee meeting)

BOARD ROOM

4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <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.	Approval of the Minutes of Previous Meeting	Dr. Andrea Caracostis	2 min
	<ul style="list-style-type: none"> Quality Committee Meeting – November 12, 2024 		
III.	Harris Health Safety Message: Minute for Medicine Video – Dr. Steven Brass		5 min
	<ul style="list-style-type: none"> Post Operative Infection Prevention 		
IV.	Executive Session	Dr. Andrea Caracostis	65 min
	A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032, to Receive Peer Review and/or Medical Committee Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health Quality Review Councils – Dr. Steven Brass and Dr. Yashwant Chathampally		(50 min)
	B. 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 and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session – Ms.Carolynn Jones		(15 min)
V.	Reconvene	Dr. Andrea Caracostis	1 min
VI.	Adjournment	Dr. Andrea Caracostis	1 min

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
QUALITY COMMITTEE MEETING
Tuesday, November 12, 2024
12:15 PM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Dr. Andrea Caracostis, Committee Chair, called the meeting to order at 12:15 p.m. It was noted that a quorum was present and the attendance was recorded. The meeting may be viewed online through the Harris Health website: http://harrishealthtx.swagit.com/live .	
II. Approval of the Minutes of Previous Meeting <ul style="list-style-type: none"> Quality Committee Meeting – October 08, 2024 		Moved by Dr. Cody Pyke, seconded by Dr. Andrea Caracostis, and unanimously approved the minutes of the October 8, 2024 meeting.
III. High-Reliability Organization (HRO) Recognition	Dr. Steven Brass, Executive Vice President & Chief Medical Executive, presented the High-Reliability Organization (HRO) Organizational Leadership Awards, which recognize a deep commitment to patient safety, quality care, and operational excellence. The recognition was awarded to the Pavilion leaders: Ms. Patricia Darnauer, Dr. Tien Ko, Ms. Tekhesia Phillips, Dr. Glorimar Medina, Dr. Sandeep Markan, Dr. Derek Curtis, Dr. Jennifer Small, Dr. Matasha Russell, and Dr. Matthew Schlueter.	As Presented.
IV. Harris Health Safety Message: Minute for Medicine Video <ul style="list-style-type: none"> Catheter Associated Urinary Tract Infection (CAUTI) 	Dr. Steven Brass presented a Minute for Medicine video series related to Catheter Associated Urinary Tract Infection (CAUTI). A copy of the video series is available in the permanent record.	As Presented.
V. Presentation Regarding Harris Health's Annual Research and Quality Improvement Projects Report	Dr. Julia Thompson, Administrative Director of Research and Sponsored Programs, presented Harris Health's Annual Research and Quality Improvement Projects. She shared the purpose, methods, key findings, conclusions, and recommendations from two research studies and one quality improvement project conducted at Harris Health facilities. Additionally, she discussed the project entitled: <i>The LBJ Food Farmacy (FF): A Mixed Methods Evaluation of a Food Prescription Program for Safety Net Cancer Patients</i> . She also provided highlights of the Research & Quality Improvement Poster Days at Ben Taub and LBJ in 2024. A copy of the presentation is available in the permanent record.	As Presented.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
VI. Executive Session	At 12:46 p.m., Dr. Caracostis stated that the Quality Committee of the Board of Trustees would go into Executive Session for items VI. 'A and B' as permitted by law under to Tex. Health & Safety Code Ann. §161.032 and Tex. Occ. Code Ann. §§151.002, 160.007.	
A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §151.002, Tex. Occ. Code Ann. §160.007 and Tex. Health & Safety Code Ann. §161.032, to Receive Peer Review and/or Medical Committee Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health Quality Review Councils		No Action Taken.
B. 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 and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible		No Action Taken.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
Action Regarding this Matter Upon Return to Open Session		
VII. Reconvene	At 1:28 p.m., Dr. Andrea Caracostis reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.	
VIII. Adjournment	There being no further business, the meeting adjourned at 1:29 p.m.	

I certify that the foregoing are the Minutes of the Meeting of the Quality Committee of the Board of Trustees of the Harris Health System held on November 12, 2024.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Committee Chair

Recorded by Cherry A. Pierson, MBA

Tuesday, November 12, 2024
Harris Health Board of Trustees Quality Committee Attendance

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis (<i>Committee Chair</i>)	Afsheen Davis	
Dr. Cody Pyke	Sima Ladjevardian	

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Alexander Barrie	Matthew Schlueter
Dr. Amy Smith	Michael Kaitschuck
Berrlyn Nelson	Dr. Michael Nnadi
Carolynn Jones	Monica Carbajal
Cherry Pierson	Naomi Lockett
Daniel Smith	Nicholas J Bell
Ebon Swofford (<i>Harris County Attorney's Office</i>)	Olga Rodriguez
Elizabeth Hanshaw Winn (<i>Harris County Attorney's Office</i>)	Patricia Darnauer
Dr. Esmaeil Porsa (<i>Harris Health System President & CEO</i>)	Patrick Casey
Dr. Glorimar Medina	Randy Manarang
Dr. Jackie Brock	Dr. Sandeep Markan
Dr. Jennifer Small	Sara Thomas (<i>Harris County Attorney's Office</i>)
Jennifer Zarate	Shawn DeCosta
Jerry Summers	Dr. Steven Brass
Jessey Thomas	Dr. Tien Ko
Dr. Julia Thompson	Vivian Ho-Nguyen
Louis Smith	Dr. Yashwant Chathampally
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.

Tuesday, January 7, 2025

Harris Health Safety Message: Minute for Medicine Video

HRO Safety Message (Video):

- Post Operative Infection Prevention



Dr. Yashwant Chathampally

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

High Reliability Organization (HRO)

Safety Message

Post Operative Infection Prevention

Steven Brass, MD, MPH, MBA, FACHE
EVP & Chief Medical Executive

Board of Trustees Quality Committee
January 7, 2025

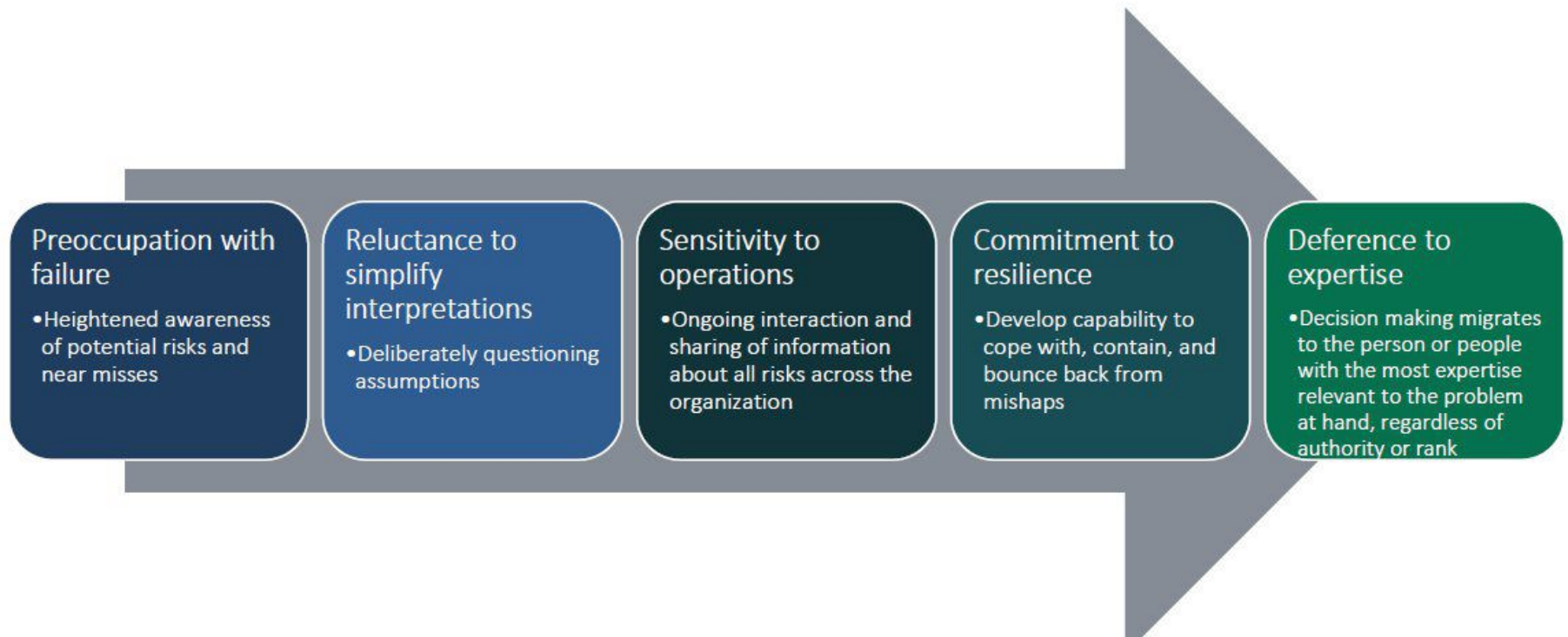
HARRISHEALTH

SAFETY MESSAGE

**HARRIS
HEALTH
SYSTEM** | **ZERO
HARM**

Safety 1st. Always.

Five Principles of a High Reliability Organization



HRO Mindset:

Harris Health System Minute For Medicine:

Post Operative Infection Prevention

<https://youtu.be/auqd-mldxHg>

Tuesday, January 7, 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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health Quality Review Councils.



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

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