

BOARD OF TRUSTEES

Joint Conference Committee

Thursday, January 9, 2025
12:00 P.M.

The meeting will be conducted via Zoom and may be viewed online at:
<http://harrishealthtx.swagit.com/live>.

Mission

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care, and education.

AGENDA

I.	Call to Order and Record of Attendance	Dr. Andrea Caracostis	2 min
II.	Approval of the Minutes of Previous Meeting	Dr. Andrea Caracostis	2 min
	<ul style="list-style-type: none"> Joint Conference Committee Meeting – November 14, 2024 		
III.	Physician Leadership Reports	Dr. Andrea Caracostis	25 min
	A. Medical Executive Board (MEB) Chair/Vice Chair	Dr. Kunal Sharma and Dr. Asim Shah	(5 min)
	B. Chiefs of Staff		
	<ul style="list-style-type: none"> LBJ Hospital Ben Taub Hospital 	Dr. Tien Ko Dr. Sandeep Markan	(5 min) (5 min)
	C. Assistant Chiefs of Staff		
	<ul style="list-style-type: none"> UT BCM 	Dr. Mohammad Zare Dr. Fareed Khan	(5 min) (5 min)
IV.	New Items for Discussion	Dr. Andrea Caracostis	30 min
	A. Presentation Regarding Harris Health's 2024 Medical Staff Engagement Summary – Ms. Jessey Thomas and Ms. Maxia Webb, NRC Health		
V.	Adjournment	Dr. Andrea Caracostis	1 min

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
JOINT CONFERENCE COMMITTEE MEETING
Thursday, November 14, 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 12:19 p.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 Previous Meeting <ul style="list-style-type: none"> Joint Conference Committee Meeting – September 12, 2024 		Moved by Ms. Sima Ladjevardian, seconded by Dr. Andrea Caracostis, and unanimously approved the minutes of the September 12, 2024 meeting.
III.	Physician Leadership Reports		
	A. Medical Executive Board Chair/Vice Chair	Dr. Martha Mims, Chair of the Medical Executive Board (MEB), presented the MEB report. She reported that the MEB has elected a new vice chair, Dr. Asim Shah, a Professor of Psychiatry at Baylor College of Medicine. The MEB has engaged in extensive discussions on topics such as Utilization Review, ongoing quality initiatives and efforts, as well as upcoming audits for specialized programs like cancer and trauma. Dr. Caracostis and Dr. Mims expressed their gratitude to Dr. Sharma for his dedicated service on the committee as the former Vice Chair of the MEB.	As Presented.
	B. Chief of Staffs <ul style="list-style-type: none"> LBJ Hospital Ben Taub Hospital 	Dr. Sandeep Markan, Chief of Staff at Ben Taub Hospital (BTH), presented a report on the medical staff. He highlighted the upcoming site survey, noting that the team is well-prepared. He also discussed the quality and safety efforts, which are yielding positive results, along with the success and growth of the Hospital at Home Program. Dr. Markan mentioned the high participation in the physician engagement survey and emphasized communication efforts focused on capacity issues and the acquisition of land around Ben Taub. Dr. Tien Ko, Chief of Staff at Lyndon B. Johnson (LBJ) Hospital, highlighted the first Annual Research and Quality Improvement Day at LBJ, an event that featured clinical research and quality improvement initiatives. He mentioned that UT Health Houston hosted its annual faculty promotion and tenure dinner, which was attended by several Harris Health executive leaders. Additionally, Dr. Ko touched upon the collaborative efforts between Harris Health and the medical schools.	As Presented.

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
	C. Assistant Chiefs of Staff <ul style="list-style-type: none"> • UT • BCM 	<p>Dr. Mohammad Zare, Assistant Chief of Staff at the University of Texas Health Science Center – Houston (UT), shared that the medical staff is actively working to improve both access to care and the quality of services provided to their patients. He proudly announced that ambulatory care was recognized by the American Heart Association for blood pressure control, with 9 clinics earning gold recognition and 9 receiving silver recognition. This marks a significant improvement from the previous year, when only 2 clinics were recognized with gold. The Geriatrics program was also acknowledged for its exceptional care. Dr. Zare noted that Harris Health is celebrating the 50th anniversary of the Northwest Clinic and the 10th anniversary of the Same Day Clinics. Additionally, the Same Day Clinic is being converted into the Margo Hilliard Alford Urgent Care Center. He also highlighted further collaborative efforts between Harris Health and the medical schools. Dr. Markan presented a report on behalf of Dr. Fareed Khan, Assistant Chief of Staff at Baylor College of Medicine (BCM). He also highlighted the celebrations marking the 50th anniversary of the Northwest Clinic and the 10th anniversary of the Same Day Clinics. He also provided an update on the food pharmacies at the Gulf Gate and MLK Health Centers. Additionally, Dr. Markan acknowledged notable recognitions received by various clinics and health centers, emphasizing the excellent work being done at these locations. He also recognized Dr. Small, Executive Vice President, Ambulatory Care Services, for her continued efforts in working with the medical staff.</p>	As Presented.
IV. New Items for Discussion			
	A. Presentation Regarding Medical Staff Engagement Advisory Council & Related Physician Engagement Activities	<p>Dr. Steven Brass, Executive Vice President and Chief Medical Executive, presented on the Medical Staff Engagement Advisory Council (MSEAC) and related physician engagement activities. The MSEAC serves as a platform for communication and feedback, helping Harris Health better understand medical staff perceptions and motivations while fostering a supportive environment. The council is composed of medical staff and advanced practice professionals from UT Health Houston McGovern Medical School and Baylor College of Medicine, representing a range of specialties, departments, and experience levels. MSEAC meets quarterly, with dates and times scheduled for the entire year. Dr. Brass highlighted several engagement forums, such as Quarterly Faculty Appreciation Events with Core Value Awards, Annual Medical Staff Events with guest speakers, Monthly CME Newsletters, and various recognition events like Doctor's Day and Resident's Day. He also mentioned the transition to in-person MEC/MEB meetings and other initiatives like the Medical Staff Engagement Survey Campaign and Quarterly Residents Town Hall meetings. The medical staff also expressed their gratitude to Dr. Brass for his leadership and partnership with the medical staff.</p>	As Presented.

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
V.	Adjournment	There being no further business, the meeting adjourned at 12:54 p.m.	

I certify that the foregoing are the Minutes of the Meeting of the Joint Conference Committee of the Board of Trustees of the Harris Health System held on November 14, 2024.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Committee Chair,

Recorded by Cherry A. Pierson, MBA

Thursday, November 14, 2024
Harris Health Board of Trustees Joint Conference Committee Attendance

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis (<i>Committee Chair</i>)	Dr. Esmaeil Porsa, Harris Health Chief Executive Officer	Paul Puente
Sima Ladjevardian, Harris Health Board Member	Dr. Fareed Khan, Assistant Chief of Staff (<i>BCM</i>)	
Dr. Sandeep Markan, Chief of Staff (<i>BT Hospital</i>)	Dr. Kunal Sharma, Medical Executive Board Vice Chair	
Dr. Tien Ko, Chief of Staff (<i>LBJ Hospital</i>)	Dr. Matasha Russell, Chief Medical Executive (<i>ACS</i>)	
Dr. Mohammad Zare, Assistant Chief of Staff (<i>UT</i>)		
Dr. Martha Mims, Medical Executive Board Chair		
Louis Smith, Harris Health Chief Operating Officer		
Dr. Steven Brass, Harris Health Chief Medical Executive Officer		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Alexander Barrie	Michael Hill
Cherry Pierson	Dr. Michael Nnadi
Daniel Smith	Nicholas Bell
Derek Curtis	Olga Rodriguez
Elizabeth Hanshaw Winn (<i>Harris County Attorney's Office</i>)	Omar Reid
Dr. Glorimar Medina	Patricia Darnauer
Dr. Jennifer Small	Randy Manarang
Jennifer Zarate	Sara Thomas (<i>Harris County Attorney's Office</i>)
John Matcek	Shawn DeCosta
Louis Smith	Tekhesia Phillips

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.*

Thursday, January 9, 2025

Presentation Regarding Harris Health's 2024 Medical Staff Engagement Summary

Dr. Steven Brass

Steven Brass, MD, MPH, MBA

Executive Vice President – Chief Medical Executive

Harris Health

2024 Medical Staff Engagement Results

Capturing the Voice of the Medical Staff

Survey	Year	# Sampled	# Returned	Response %
Harris Health	2024	1,381	694	50.3%
	2023	1,301	600	46.1%
	2022	1,224	451	36.8%
	November 2021	1,286	503	39.1%
	July 2021	1,357	463	34.1%
	2020	1,361	611	44.9%
	2017	4,557	721	15.8%
	2016	2,726	537	19.7%
	2015	2,681	790	29.5%

Survey administered 9/16/2024 – 10/07/2024 | NRC Health average response rate = 51.8%

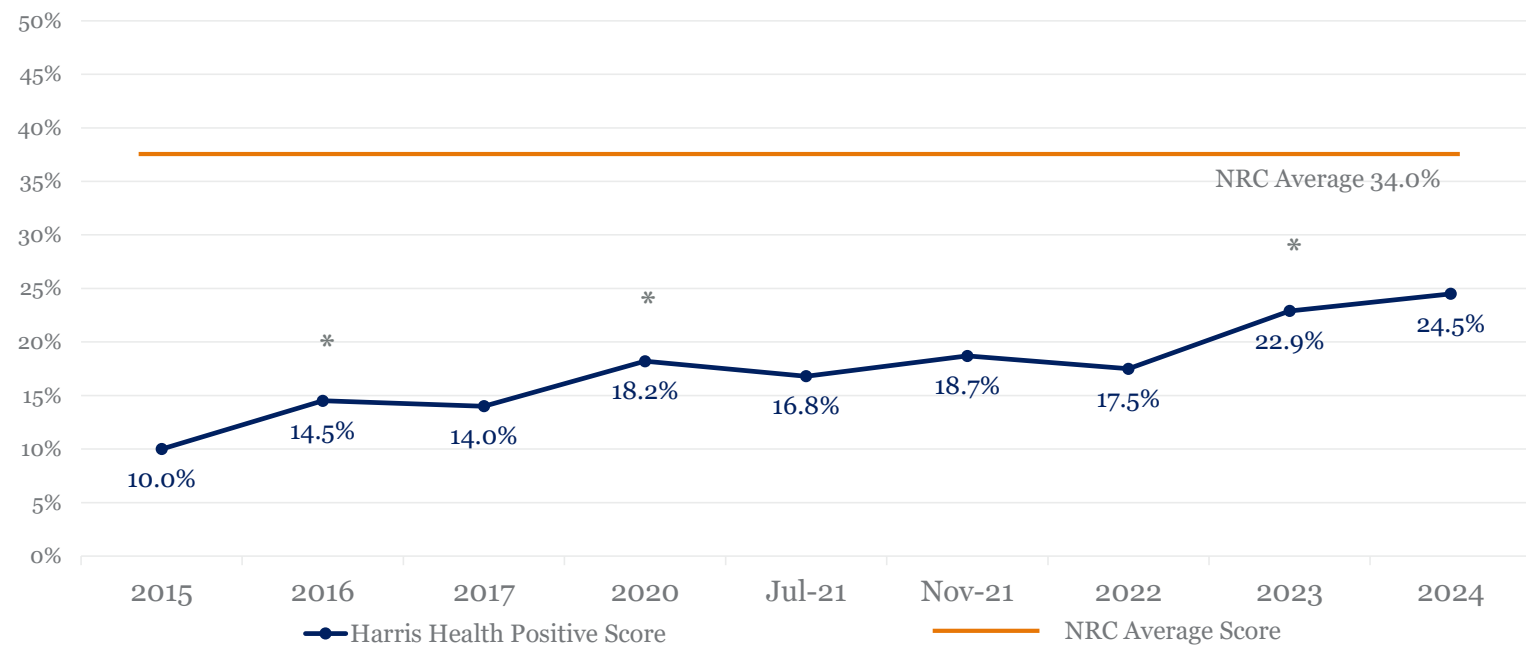


Harris Health Medical Staff Workplace Experience Loyalty Measures

Workplace Experience Loyalty Measure

Overall Rating as a Place to Practice

Where 0 is the worst organization possible and 10 is the best organization possible, how would you rate this organization as a place to practice?



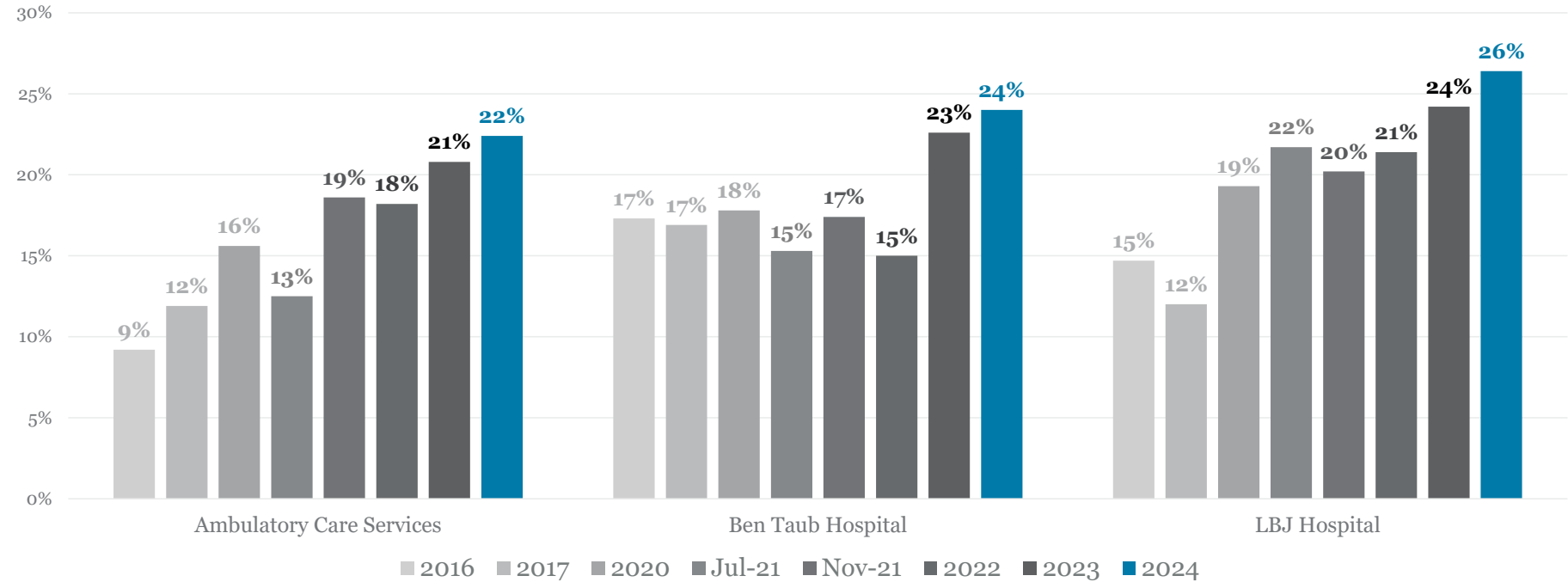
Harris Health 2024 (24.5%) 27th Percentile | NRC 75th Percentile = 55.5% | *significant YOY change

Harris Health 2023 (22.9%) 26th Percentile | Harris Health 2022 (17.5%) 12th Percentile

Pavillion Comparison Charts

Overall Rating as a Place to Practice

Where 0 is the worst organization possible and 10 is the best organization possible, how would you rate this organization as a place to practice?



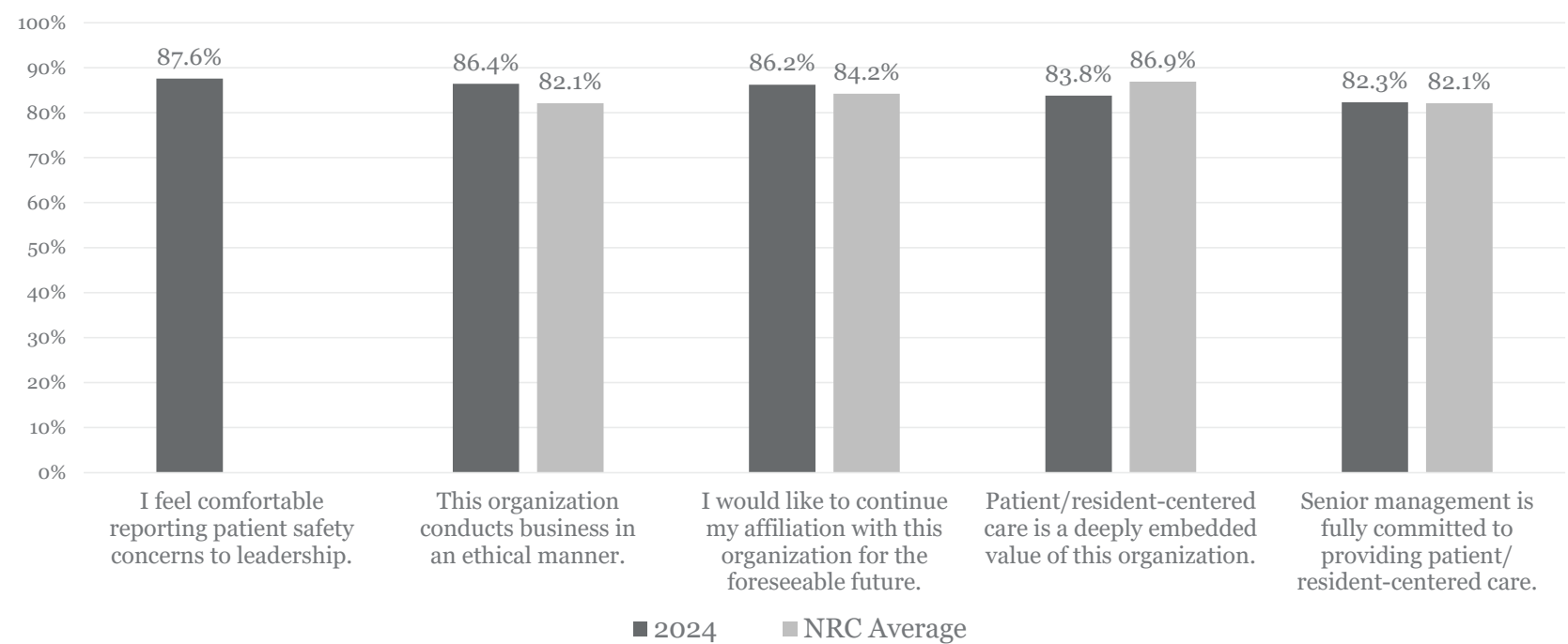
Harris Health Average Score = 23.8% | NRC Health Average Score = 34.0%

Key Drivers 2024 – Overall Rating as a Place to Practice

Key Drivers (5-point scale responses: Strongly disagree to Strongly agree)	Dimension	NRC Average - Physician 2 Year	Correlation Coefficient	2024	2023	2022
This organization is a great place to practice medicine.	Compensation and Retention	74.2%	0.75	78.6%	79.1%	72.6%
Leadership is committed to improving the working environment of this organization.	Trust and Autonomy	63.3%	0.69	67.5%	66.9%	61.2%
Administrative decisions at this organization are consistent with their stated values.	Commitment	57.3%	0.68	59.2%	58.2%	*56.3%
I am able to do what I do best at this organization.	Commitment	74.2%	0.66	74.9%	73.1%	*70.0%
I would like to continue my affiliation with this organization for the foreseeable future.	Compensation and Retention	84.2%	0.66	86.2%	85.5%	*83.8%
This organization's leadership seriously considers what I have to say.	Trust and Autonomy	50.7%	0.66	50.9%	49.8%	43.6%
This organization is optimally organized to meet both provider and patients' needs.	Communication and Coordination	45.8%	0.65	43.4%	40.8%	42.8%
This organization's administrative policy does more to resolve problems than it does to present barriers to resolving them.	Trust and Autonomy	51.2%	0.64	46.5%	49.0%	45.9%
At this organization, I am able to practice medicine and avoid operational/bureaucratic difficulties.	Trust and Autonomy	48.9%	0.64	48.2%	46.4%	40.8%
This organization allows me freedom to practice medicine in my own style.	Trust and Autonomy	70.2%	0.62	68.5%	*68.2%	62.7%

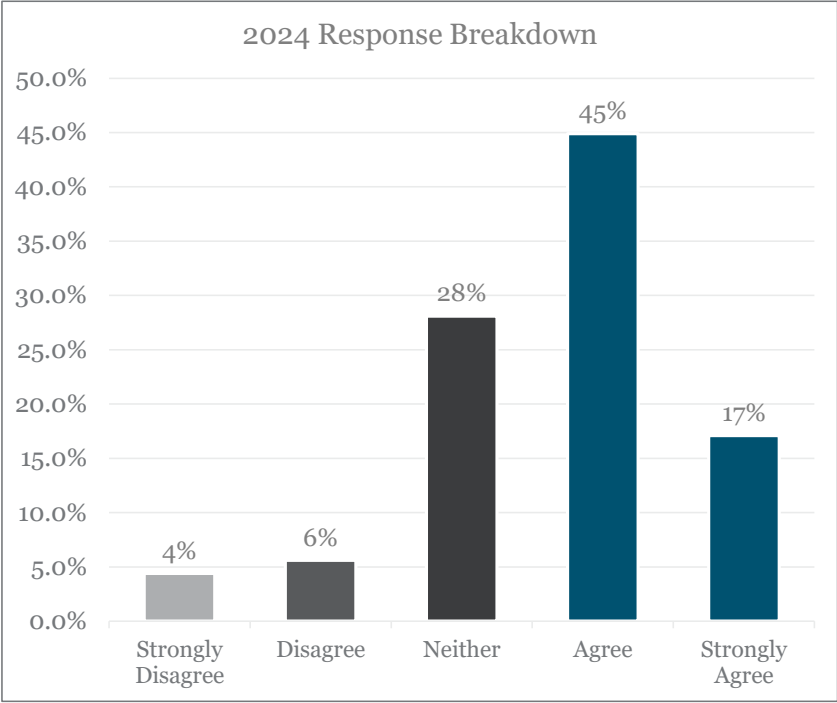
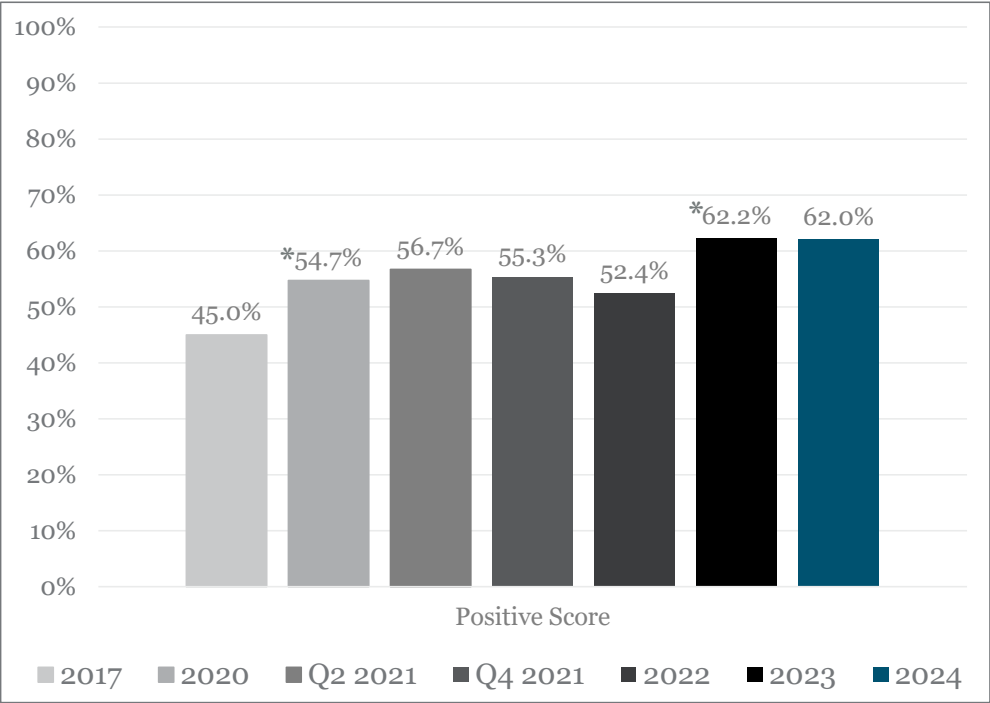
- Blue scores represent scores significantly higher than the NRC Average.
- Light blue scores represent scores equal to or greater than the NRC Average.
- Light gray scores represent scores less than the NRC Average.
- Dark gray scores represent scores significantly less than the NRC Average.
- * Indicates this question was not a key driver in previous years

Workplace Experience Highest Scores 2024

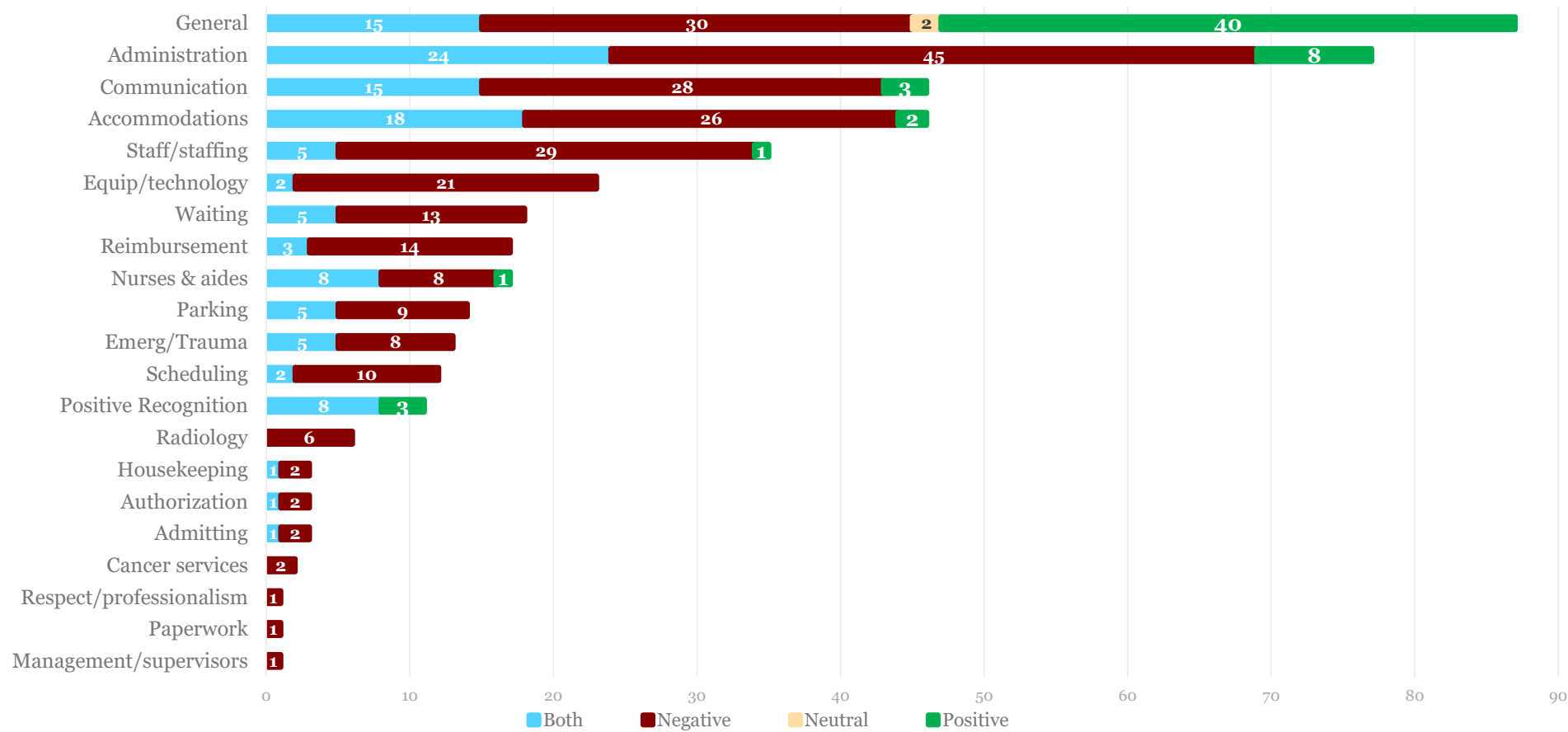


Trending Question

This organization's executive management is open and honest in their communication with the medical staff.



2024 Comments Theme and Valence Report



*Total number of 2024 comments = 283

Positive Comment Themes

- Appreciates the Doctor's Day events and gifts; feels Harris Health does more to recognize doctors compared to other organizations
- Leadership has improved with communication to medical staff
- Improvements at the Ben Taub doctors' lounge
- Proud to work at Harris Health; believes in the mission, vision, and values
- Love the commercials and billboards; it give Harris Health legitimacy
- Praise towards entire nursing and ancillary staff – “amazing people who turn water into wine”
- Appreciation of disaster plans; consistently centered on keeping staff and patients safe
- Commitment to patient care, education, research, and service to a large, underserved community
- Administration is highly committed to improving patient-centered care
- Proud of the programs and support provided to patients
- Loves the sense of community and family amongst colleagues and staff

Improvement Opportunity Themes



Leadership Kudos

- Appreciate **Dr. Brass's** thoughtful and inclusive leadership.
- We are in psychiatry service because of **Dr. Shah**. Psychiatry is run very well by **Dr. Shah** and his team, big appreciation to him, he is a great leader
- The administration [at **Thomas Street Clinic**] is highly committed to improving patient-centered care.
- Thank you to **Dr. Small** and other leaders for always listening and being receptive to my feedback.
- The **CEO** has great positive communication!
- Enjoy working at Harris Health under the leadership of **Dr. Shah**. He is excellent always accessible and willing to help. I will also appreciate the leadership and administrative work of **Mr. Prado** and **Gracie Sandoval** that makes the operations of **Vallbona Clinic** very smooth.
- I have had only great experiences interacting with MD leadership at Harris Health (**Dr. Lee Lu, Dr. Ko, and Dr. Alava**). All three are ethical, personable problem-solvers who seem genuinely interested in making Harris Health a better place for attendings, residents and patients.
- **Ms. Darnauer** at LBJ seems to be very involved in advocating for her physicians and patients
- The Beryl-related planning (and execution of Beryl plans) at Harris Health were 1000% more organized and clear versus UT Physicians and MD Anderson.
- The [**Ben Taub**] **ED admin** is great.
- **Patricia Darnauer** is an amazing leader who is committed to outstanding patient care and deeply care about her staff and providers.
- **Dr. Silberfein** shows steady and caring leadership.
- **Dr. Markan** is always our ally and helps resolve issues.
- **Dr. Roy** is an effective leader and also helps the academic mission for all as academic dean.
- **Dr. Wofford** does a great job
- **Dr. Porsa** shows he cares about patient safety and how his medical staff are doing.
- **Dr. Brass** has done a good job, **Dr. Markan** has done a good job, **Dr. Shah** runs psychiatry exceptionally well. **Jamie Hons** does a great job.

Questions?