

BOARD OF TRUSTEES

Governance Committee

Tuesday, November 11, 2025 10:45 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. Sima Ladjevardian	2 min
II.	Approval of the Minutes of Previous Meeting	Ms. Sima Ladjevardian	2 min
	 Governance Committee – August 28, 2025 		
III.	Discussion Regarding Election of Board Officers	Ms. Sima Ladjevardian	5 min
IV.	Discussion Regarding Board Member Attendance	Ms. Sima Ladjevardian	5 min
V.	Discussion Regarding Board Member Re-Appointment Process – Ms. Maria Cowles		10 min
VI.	Discussion Regarding Standard Operating Procedures – Ms. Sara Thomas and Ms. Sima Ladjevardian		15 min
VII.	Discussion Regarding New Board Member Orientation: Texas Healthcare Trustees (THT) Certified Healthcare Trustee Program	Ms. Sima Ladjevardian	5 min
VIII.	Discussion Regarding the 2025 Board Self-Assessment – Ms. Maria Cowles		5 min
IX.	Discussion Regarding the Proposed 2026 Board Calendar – Ms. Maria Cowles		5 min
Х.	Discussion Regarding Time Commitment for New Members – Ms. Maria Cowles		5 min
XI.	Adjournment	Ms. Sima Ladjevardian	1 min



HARRIS HEALTH MINUTES OF THE BOARD OF TRUSTEES GOVERNANCE COMMITTEE MEETING Thursday, August 28, 2025 1:15 P.M.

	AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I.	Call to Order and Record of Attendance	Ms. Sima Ladjevardian, Committee Chair, called the meeting to order at 12:55 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 the Previous Meeting	Governance Committee Meeting – June 13, 2025	Moved by Ms. Libby Viera-Bland, seconded by Ms. Sima Ladjevardian, and unanimously approved the minutes of the June 13, 2025, meeting. Motion carried.
III.	Discussion Regarding Board Member Attendance and Participation in Board Meetings	Ms. Sara Thomas, Chief Legal Officer for the Harris County Attorney's Office, opened the discussion by emphasizing the importance of board member attendance and active participation. She reminded the board that, in accordance with the Harris Health Bylaws, each member is expected to attend at least 70% of all regularly scheduled meetings, including applicable committee meetings, within any 12-month period. In addition, board members are expected to review and evaluate all background materials included in the agenda book, which is made available through the Board's secure online portal. Ms. Thomas continued with a detailed review of quorum requirements and participation expectations. Under Texas Government Code § 551.127(b), at least five board members must be physically present to establish a quorum for board meetings. For committee meetings, the Harris Health Bylaws require that a minimum of two board members attend in person to establish a quorum. Additionally, in accordance with the Texas Government Code § 551.127(e), the presiding officer of any board or committee meeting must be physically present. Ms. Thomas also provided a review of the board's videoconferencing policy. As outlined in Harris Health Videoconferencing Policy IV, Section D, a maximum of two board members may currently participate in a meeting by videoconference. However, the Board Chair has discretion to approve additional virtual participants in extenuating circumstances. Board members who wish to attend virtually must submit a request at least seven days before the meeting, and these requests are prioritized	

	AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
		based on the time and date they are received. Members must also receive written confirmation from the Board Office authorizing their remote participation. Per Texas Government Code § 551.127(j), any board member participating by videoconference must be both visible and audible to the public in order to be counted as present. The committee also addressed ongoing challenges related to attendance and	
		quorum, including instances of delayed or last-minute communication from members who are unable to attend. There was broad agreement on the importance of timely and transparent communication to maintain meeting effectiveness and board accountability. Several members expressed support for implementing structured tools and clear guidelines to help improve attendance tracking and planning.	
IV.	Technology Presentation and Discussion	Ms. Maria Cowles, Executive Vice President and Chief Strategy Officer, along with Mr. David Burnett, Administrative Director of EMS Systems, introduced Microsoft Loop, a new digital collaboration platform designed to enhance board operations. The platform enables board and committee members to record attendance, cast votes, and leave comments in a centralized online environment. Participants can update their entries while viewing the responses of others, and the platform supports real-time updates. It will also allow for tracking attendance and voting outcomes across committees. The Board Office will oversee the implementation and ensure the accuracy of the data. An active discussion followed regarding cybersecurity and guest access to the	As Presented.
		platform. Topics included account setup for external users, multi-factor authentication, and whether guest users would be able to view participant names and detailed responses. She added that the Harris Health IT team is currently conducting additional testing to address these concerns before full deployment of the platform.	
		In conclusion, the committee reiterated the need for strong accountability in attendance, transparent communication, and thoughtful integration of technology to support governance operations. Next steps include continued testing of the Microsoft Loop platform, finalization of attendance and videoconferencing procedures, and clear communication of expectations to all board and committee members.	
V.	Adjournment	There being no further business, the meeting adjourned at 1:36 P.M.	

Governance Committee Minutes
August 28, 2025
Page 3 of 3

I certify that the foregoing are the Minutes of the Meeting of the Governance Committee of the Board of Trustees of the Harris Health held on August 28, 2025.

Respectfully submitted,

Sima Ladjevardian, JD, Committee Chair

Recorded by Cherry A. Joseph, MBA



Thursday, August 28, 2025 Harris Health Board of Trustees Governance Committee Attendance

GOVERNANCE COMMITTEE MEMBERS PRESENT	GOVERNANCE COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Sima Ladjevardian (Committee Chair)	Afsheen Davis	
Libby Viera-Bland		

HARRIS HEALTH EXECUTIVE	HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS					
Alexander Barrie	John Matcek					
Carolynn Jones	Karma Bass (Via Healthcare Consulting)					
Cherry Joseph	Louis Smith					
Daniel Smith	Maria Cowles					
David Burnett	Patrick Casey					
Derek Curtis	Olga Rodriguez					
Ebon Swofford (Harris County Attorney's Office)	Randy Manarang					
Elizabeth Hanshaw Winn (Consultant)	Dr. Sandeep Markan					
Dr. Esmaeil Porsa (President & CEO, Harris Health)	Sara Thomas (Harris County Attorney's Office)					
Dr. Glorimar Medina	Shawn DeCosta					
Dr. Jackie Brock	Dr. Tien Ko					
Jennifer Zarate						

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

BOARD OF TRUSTEES Governance Committee

HARRISHEALTH

Tuesday, November 11, 2025

Discussion Regarding Election of Board Officers

BOARD OF TRUSTEES Governance Committee

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BOARD OF TRUSTEES

Governance Committee

HARRISHEALTH

Tuesday, November 11, 2025

Discussion Regarding Board Member Attendance

BOARD OF TRUSTEES Governance Committee

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BOARD OF TRUSTEES Governance Committee

HARRISHEALTH

Tuesday, November 11, 2025

Discussion Regarding Board Member Re-Appointment Process

Olga L. Rodriguez

SVP – Community Engagement, Corporate Communications & Board Services

BOARD OF TRUSTEES Governance Committee

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BOARD OF TRUSTEES Governance Committee

Tuesday, November 11, 2025

<u>Discussion Regarding New Board Member Orientation: Texas Healthcare Trustees (THT)</u>

<u>Certified Healthcare Trustee Program</u>

Texas Healthcare Trustees (THT) Opportunities:

- Certified Healthcare Trustee Program
 - o https://www.tht.org/board-assessment-certification/chtl/
- THT 2026 Healthcare Governance Conference
 - o https://www.tht.org/events-education/healthcare-governance-conference/
 - o Dates: June 4-6, 2026
 - o Location: Grand Hyatt San Antonio Riverwalk
 - o Purpose: To provide educational sessions and networking for healthcare leaders to improve governance and patient care

BOARD OF TRUSTEES Governance Committee

HARRISHEALTH

Tuesday, November 11, 2025

Discussion Regarding the Proposed 2026 Board Calendar

Olga L. Rodriguez

SVP – Community Engagement, Corporate Communications & Board Services

Board of Trustees **2026** Board Calendar

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Board Approved: TBD (slated for Board approval at the December Board meeting)

BOARD OF TRUSTEES Governance Committee

HARRISHEALTH

Tuesday, November 11, 2025

Discussion Regarding Time Commitment for New Members

Olga L. Rodriguez

SVP – Community Engagement, Corporate Communications & Board Services

BOARD OF TRUSTEES Governance Committee

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Dr. Andrea Caracostis

1 min

BOARD OF TRUSTEES

Quality Committee

Tuesday, November 11, 2025 12:00 P.M.

(or immediately following the Governance 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

ı.	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
	 Quality Committee Meeting – September 9, 2025 		
III.	Introduction		5 min
	 Thomas Cummins, MD, Chief Medical Executive 		
IV.	Harris Health Safety Message: Minute for Medicine Video – Dr. Yashwant Chathampally		5 min
	Systems Approach		
V.	Presentation Regarding the 2025 Annual Research and Quality Improvement Projects Report – Ms. Jessey Thomas and Ms. Elisa Jolls		10 min
VI.	Executive Session	Dr. Andrea Caracostis	65 min
VI.	A. Report Regarding Harris Health Correctional Health 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 – Dr. O. Reggie Egins	Dr. Andrea Caracostis	65 min (15 min)

C. 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*

(5 min)

VII. Reconvene Dr. Andrea Caracostis 1 min

VIII. Adjournment Dr. Andrea Caracostis 1 min



HARRIS HEALTH SYSTEM MINUTES OF THE BOARD OF TRUSTEES QUALITY COMMITTEE MEETING

Tuesday, September 9, 2025 12:00 PM

	AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I.	Call to Order and Record of Attendance	Dr. Marlen Trujillo, Committee Chair, called the meeting to order at 12:02 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	Quality Committee Meeting – August 12, 2025	Moved by Mr. Paul Puente, seconded by Dr. Marlen Trujillo, and unanimously approved the minutes of the August 12, 2025 meeting.
III.	Harris Health Safety Message: Minute for Medicine Video	Dr. Yashwant Chathampally, Interim Executive Vice President & Chief Medical Executive, presented a Minute for Medicine video series related to Communication for Safer Care. A copy of the video series is available in the permanent record.	As Presented.
IV.	Executive Session	At 12:06 p.m., Dr. Trujillo stated that the Quality Committee of the Board of Trustees would go into Executive Session for items IV. 'A and B' as permitted by law under Tex. Health & Safety Code Ann. §161.032 and Tex. Occ. Code Ann. §§151.002 and 160.007.	

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
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		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 Action Regarding this Matter Upon Return to Open Session		No Action Taken.

Quality Committee Minutes September 9, 2025 Page 3 of 3

V. Reconvene	At 12:55 p.m., Dr. Marlen Trujillo reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.	
VI. Adjournment	There being no further business and without objection from the Members of the Committee, the meeting adjourned at 12:56 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 September 9, 2025.

Respectfully submitted,

Marlen Trujillo, PhD, MBA, CHW, Committee Chair

Recorded by Cherry A. Joseph, MBA



Tuesday, September 9, 2025 Harris Health Board of Trustees Quality Committee Attendance

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Marlen Trujillo (Presiding Committee Chair)	Afsheen Davis	Paul Puente (Acting Committee Member)
	Dr. Andrea Caracostis (Committee Chair)	
	Sima Ladjevardian	

HARRIS HEALTH EXECUTIVE LEADER	RSHIP, STAFF & SPECIAL INVITED GUESTS
Alexander Barrie	Kiki Teal
Dr. Amy Smith	Dr. Matasha Russell
Dr. Asim Shah	Matthew Schlueter
Berrlyn Nelson	Dr. Michael Nnadi
Cherry Joseph	Monica Carbajal
Daniel Smith	Naomi Lockett
Dena Villanueva	Dr. O. Reggie Egins
Derek Curtis	Olga Rodriguez
Ebon Swofford (Harris County Attorney's Office)	Randy Manarang
Esperanza "Hope" Galvan	Dr. Sandeep Markan
Dr. Glorimar Medina	Shawn DeCosta
Dr. Jackie Brock	Dr. Shazia Sheikh
Dr. Jennifer Small	Stephanie Garrett
Jennifer Zarate	Dr. Tien Ko
Jocelyn Thomas	Vivian Ho-Nguyen
John Matcek	Dr. Yashwant Chathampally
Dr. Joseph Kunisch	

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.

BOARD OF TRUSTEES Quality Committee

HARRISHEALTH

Tuesday, November 11, 2025

Introduction



Harris Health Welcomes New CME - Thomas Cummins

Oct. 27, 2025

Hello, Harris Health Family.

I am pleased to announce that Thomas Cummins, MD, MMM, joins Harris Health as our new executive vice president and chief medical executive. In this vital role, Dr. Cummins will provide clinical leadership across our system, advancing excellence in patient care, safety and quality while helping guide our evolution as a high reliability organization in collaboration with our community and academic partners.



Dr. Cummins joins us most recently from Ascension St. Thomas Rutherford Hospital in Murfreesboro, Tennessee, where he served as chief medical officer. With nearly two decades of experience in clinical leadership, medical staff engagement and performance improvement, he brings a deep commitment to ensuring that physicians and care teams are empowered to deliver the best possible outcomes for every patient we serve.

As we continue to grow and evolve to meet the health needs of the people of Harris County, Dr. Cummins' leadership will be instrumental in shaping the future of care at Harris Health.

He is excited to join our team, "at such a pivotal moment and to continue the mission of Harris Health in meeting the needs of the community."

His official start date is Monday, Nov. 3, 2025. Please join me in warmly welcoming him to our organization and supporting him as he begins this important work alongside all of you.

Thank you for your continued dedication to serving those most in need through quality care delivered with compassion and respect.

With love and gratitude, God bless,

Esmaeil Porsa, MD President and Chief Executive Officer

BOARD OF TRUSTEES

HARRISHEALTH

Quality Committee

Tuesday, November 11, 2025

Harris Health Safety Message: Minute for Medicine Video

High-reliability Organization (HRO) Safety Message Video:

• Systems Approach

Yashwant Chathampally, MD, MSc

Associate CMO & SVP, Quality & Patient Safety

High Reliability Organization (HRO) Safety Message

Systems Approach

Yashwant Chathampally, MD, MSc Associate CMO, SVP Quality & Patient Safety

Board of Trustees Quality Committee November 11, 2025

SAFETY MESSAGE



Safety 1st. Always.

Five Principles of a High Reliability Organization

Preoccupation with failure

 Heightened awareness of potential risks and near misses

Reluctance to simplify interpretations

 Deliberately questioning assumptions

Sensitivity to operations

 Ongoing interaction and sharing of information about all risks across the organization

Commitment to resilience

 Develop capability to cope with, contain, and bounce back from mishaps

Deference to expertise

 Decision making migrates to the person or people with the most expertise relevant to the problem at hand, regardless of authority or rank

HRO Mindset:

Harris Health System Minute For Medicine:

- Systems Approach
- https://youtu.be/xoEZxIBe3DM

BOARD OF TRUSTEES

HARRISHEALTH

Quality Committee

Tuesday, November 11, 2025

<u>Presentation Regarding the 2025 Annual Research and Quality Improvement</u>
<u>Projects Report</u>

Yashwant Chathampally, MD, MSc

Associate CMO & SVP, Quality & Patient Safety

Annual Research & Quality Improvement Projects Report

Jessey Thomas, MBA, MSN, RN, CSMP SVP, Medical Affairs

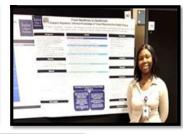
Elisa Jolls, EdD, MBA, CIP VP, Research & Sponsored Programs

Board of Trustees Quality Committee November 11, 2025

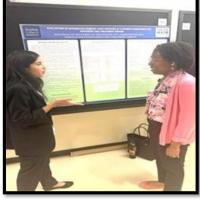
Research & Quality Improvement Poster Day Harris Health/BCM at Ben Taub 2025











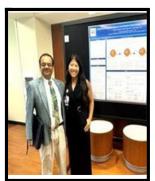














Research & Quality Improvement Poster Day Harris Health/UT at LBJ 2025



















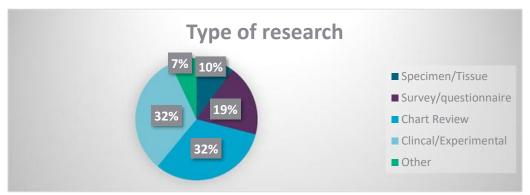


Research & Sponsored Programs

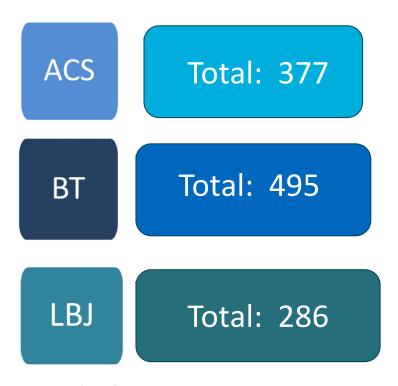
Harris Health undertakes a rigorous review of each research protocol to ensure that it meets Harris Health policies, mission and values, and that it will not adversely affect or disrupt patient care.

Volume of Currently Approved Research Studies



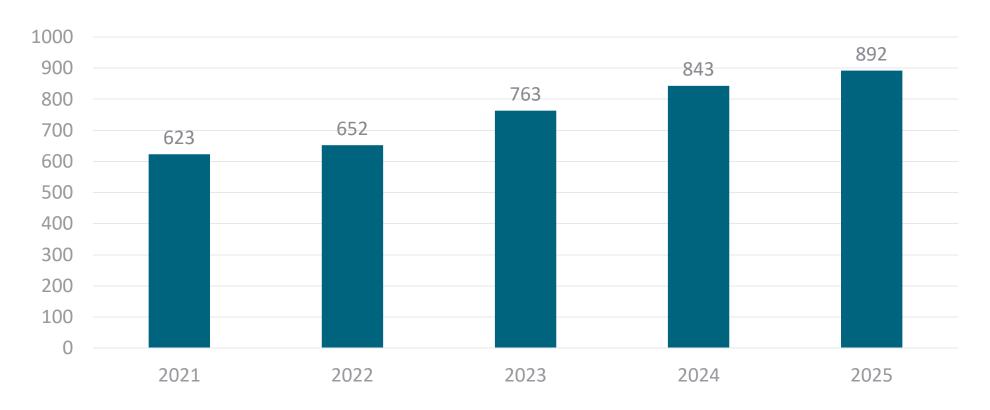


Individual studies may be conducted at more than one pavilion.



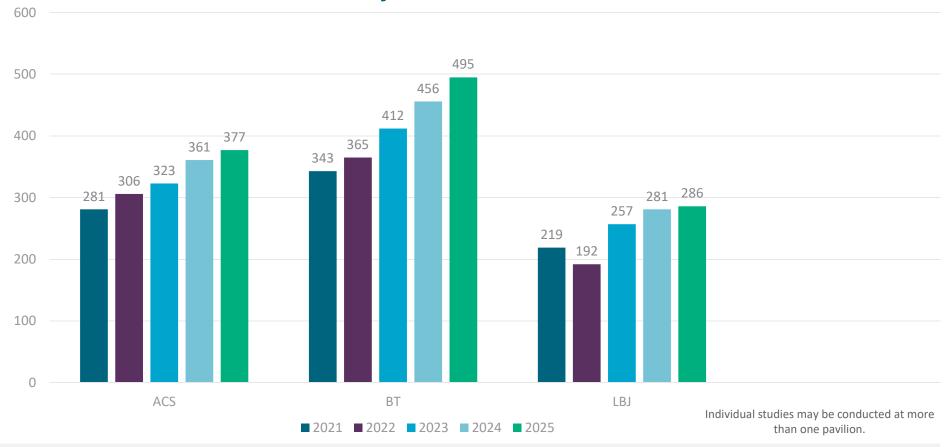
*Data from 9-1-2025 monthly pavilion reports

Research Growth: 2021-2025



Harris Health Values Quality: I=Innovation, Education, Research

Research by Pavilion: 2021-2025



Ben Taub/BCM Research Project

"Pragmatic Implementation Study of a Computer-Aided Detection Device on Colonoscopy Outcomes at a Trainee-Dominated Academic County Hospital."

- This study aimed to understand the effects of the pragmatic implementation of a computer-aided detection (CADe) device on colonoscopy metrics.
- Data was collected on all colonoscopies performed 1 year before (1665 colonoscopies) and after implementation of the CADe device (2301 colonoscopies).
- The baseline adenoma detection rate and sessile serrated lesion detection rate were 31.5% and 1.3%, respectively, and increased by + 7.6% (95% CI 4.6-10.6) and + 2.9% (95% CI 1.9-3.8) after the implementation of CADe (p value < 0.001).
- This study showed that the implementation of a CADe device significantly improved adenoma detection rate and sessile serrated lesion detection rate.





LBJ/UTH Research Project

"Challenge in Anal Cytology for Screening High Grade Squamous Neoplasia and Above Lesions in a High-Risk Population"

- This study sought to evaluate the correlation between anal cytology and follow-up biopsy results in high-risk patients (HIV positive), focusing on improving the detection of HSIL.
- Retrospective cohort study conducted at our institution reviewed anal cytology cases with follow-up biopsy results from January 1, 2022, to March 8, 2025, at a level three trauma center.
- A total of 812 anal pap smears were analyzed during the 3-year period, with 97 patients meeting the inclusion criteria. Follow-up biopsies revealed that 49.5% (n=48) were diagnosed with HSIL/AIN2-3, 2.1% (n=2) with squamous cell carcinoma, 47.4% (n=46) with LSIL/AIN1, and 1.0% (n=1) had negative results. Of the cases with high-grade cytology, 92.3% (n=12) had corresponding high-grade or worse histology. Among biopsy-proven high-grade lesions, 92% (n=46) had abnormal cytology: 30% (n=15) ASC-US, 38% (n=19) LSIL, and 24% (n=12) ASC-H/HSIL.
- A significant portion of patients with high-grade histology and above had preceding low-grade or atypical cytology.
 Successful cytology sampling is crucial for improving sensitivity, and high-risk patients with any abnormal anal pap screening results should undergo further evaluation by high-resolution anoscopy.





UTH/MDA Research

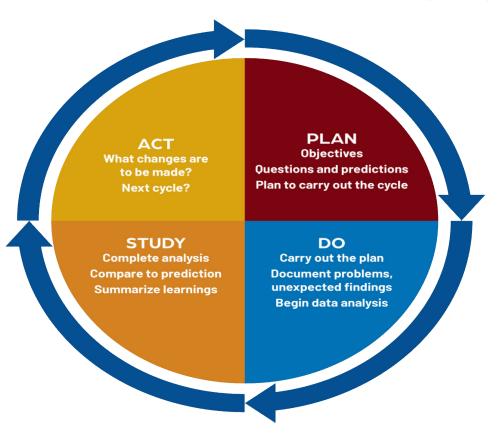
"Adaptation of the PREDIMED Intervention for Medically Underserved Prostate Cancer Patients Through Intervention Mapping"

- The purpose of the study is to develop a culturally tailored Mediterranean diet intervention for medically underserved Black and Hispanic men with prostate cancer, using the Intervention Mapping Adaptation (IM ADAPT) framework:
 - Sought stakeholder input (community scientist, patients and spouses)
 - Evidence review: Evaluated Med-Sought and PREDIMED interventions
 - Conducted focus group: Six groups (3 English/3 Spanish) to identify barriers and motivations
 - Adaption process: Incorporated cultural and environmental factors into materials and strategies
- Developed a culturally-tailored, evidence based dietary interventions that is approved to be piloted at LBJ Hospital.





Quality Improvement (QI)

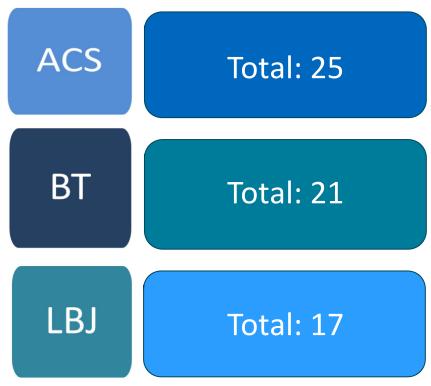


QI: a set of focused activities designed to monitor, analyze, and improve the quality of process towards improving healthcare outcomes in an organization.

QI Programs help hospitals effectively implement change.

Currently Approved Quality Improvement Projects





*Data from 9-1-2025 monthly pavilion reports

ACS Quality Improvement Project

"Effectiveness of Educational Resources in Enhancing Patient Understanding of Functional Bowel Disorders"

- Project goal: to determine the effectiveness of educational videos and pamphlets in improving patient understanding of the symptoms and treatments for functional bowel disorders.
- Included 17 patients with functional bowel disorders (mean age 53.8 years), 94.1% were women and 76.4% Hispanic.
- Demonstrated that educational resources, such as an informational video or a pamphlet that patients can keep and refer to, improved patient understanding of functional bowel disorders and available treatment options.
- Patients were also more likely to adopt lifestyle and diet modifications based on the educational intervention.

BOARD OF TRUSTEES Quality Committee

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BOARD OF TRUSTEES Quality Committee

Tuesday, November 11, 2025

Executive Session

Report Regarding Harris Health Correctional Health 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.

O. Reggie Egins, MD, CCHP-CP

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Chief Medical Officer - Correctional Health

BOARD OF TRUSTEES Quality Committee

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BOARD OF TRUSTEES Quality Committee

Tuesday, November 11, 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.

Yashwant Chathampally, MD, MSc

Associate CMO & SVP, Quality & Patient Safety

BOARD OF TRUSTEES Quality Committee

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