

Wednesday, January 14, 2026

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 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.

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    |
| • <a href="#">Board Meeting – December 18, 2025</a>   |                       |          |
| III. Announcements / Special Presentations  | Dr. Andrea Caracostis | 15 min   |
| A. CEO Report Including Special Announcements – <i>Dr. Esmaeil Porsa</i>  |                       | (10 min) |
| B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements   |                       | (5 min)  |
| IV. <a href="#">Public Comment</a>  | Dr. Andrea Caracostis | 3 min    |
| V. Executive Session  | Dr. Andrea Caracostis | 25 min   |
| A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Report of the Medical Executive Board in Connection with the Evaluation of the Quality of Medical and Healthcare Services, and also the Harris Health Quality, Safety Performance Measures, Good Catch Recipients, Centers for Medicare and Medicaid Services Quality Reporting with Possible Action Regarding this Matter Upon Return to Open Session<br>– <i>Dr. Andrea Caracostis and Dr. Thomas Cummins</i> |                       | (5 min)  |
| B. <a href="#">Medical Executive Board Report and Credentialing Discussion, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health &amp; 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</a><br>– <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)

VI. Reconvene to Open Meeting Dr. Andrea Caracostis 2 min

VII. General Action Item(s) Dr. Andrea Caracostis 6 min

A. General Action Item(s) Related to Quality: Medical Staff

1. [Consideration of Approval of Credentialing Changes for Members of Harris Health Medical Staff – Dr. Kunal Sharma](#) (2 min)
2. Consideration of Approval of the 2026-2027 Harris Health Utilization Review Plan – Dr. Kunal Sharma (2 min)

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. New Items for Board Consideration Dr. Andrea Caracostis 10 min

- A. [Consideration of Approval of a Gift Agreement and Acceptance of the Donation for the Naming of the New Hospital on the LBJ Campus in Accordance with Harris Health Strategic Fund's Healthier Harris County Capital Campaign – Ms. Taylor McMillan](#) (10 min)

IX. Strategic Discussion Dr. Andrea Caracostis 10 min

A. Harris Health Strategic Plan Initiatives

1. [Presentation Regarding the New Ambulatory Care Services \(ACS\) Clinic Site Selection Recommendation, Including Consideration of Approval of a Lease Agreement Between Harris Health and Culinary Facilities of Georgia, LLC, for a Health Center within the Greater Alief Area \[Pillar 6: Access\] – Dr. Jennifer Small and Mr. Patrick Casey](#) (10 min)

X. Consent Agenda Items Dr. Andrea Caracostis 5 min

A. Consent Purchasing Recommendations

1. [Consideration of Approval of Purchasing Recommendations \(Items A1 through A4 of the Purchasing Matrix\) – Ms. Kimberly Williams and Mr. Jack Adger, Harris County Purchasing Office](#)  
[\(See Attached Expenditure Summary: January 14, 2026\)](#)
2. [Harris Health Fourth Quarter of Fiscal Year 2025 Premier Spend Report \[Information Only\] – Ms. Kimberly Williams and Mr. Jack Adger, Harris County Purchasing Office](#)

**B. Consent Grant Recommendations**

1. [Consideration of Approval of Grant Recommendation \(Item B1 of the Grant Matrix\) – Ms. Amineh Kostov](#)

[\(See Attached Grant Matrix: January 14, 2026\)](#)

**C. Consent Contract Recommendations**

1. [Consideration of Approval of Contract Recommendations \(Items C1 through C3 of the Contract Matrix\) – Ms. Monica Carbajal \(C1\) and Mr. Patrick Casey \(C2-C3\)](#)

[\(See Attached Contract Matrix: January 14, 2026\)](#)

**D. New Consent Items for Board Approval**

1. [Consideration of Acceptance of the Harris Health November 2025 Financial Report Subject to Audit – Ms. Victoria Nikitin](#)

**[End of Consent Agenda]**

**XI. Item(s) Related to the Health Care for the Homeless Program**

**Dr. Andrea Caracostis 15 min**

- A. [Review and Acceptance of the Following Reports for the Health Care for the Homeless Program \(HCHP\) as Required by the United States Department of Health and Human Services, which Provides Funding to the Harris County Hospital District d/b/a/Harris Health to Provide Health Services to Persons Experiencing Homelessness under Section 330\(h\) of the Public Health Service Act – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(12 min)

- HCHP January 2026 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 Sliding Fee Discount Program Evaluation – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(1 min)

- D. Consideration of Approval of the HCHP Change in Scope – Dr. Jennifer Small and Ms. Tracey Burdine

(1 min)

**XII. Executive Session**

**Dr. Andrea Caracostis 35 min**

- D. [Review of the Health Care for the Homeless Program Director’s Performance Evaluation, Pursuant to Tex. Gov’t Code Ann. §551.085, Including Consideration of Approval of the Performance Evaluation Upon Return to Open Session – Dr. Jennifer Small and Ms. Tracey Burdine](#)

(5 min)

- E. [Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Eleven Months Ending November 30, 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. [Consultation with Attorney Regarding Settlement of Claims, Pursuant to Tex. Gov. Code §551.071 and Possible Action Upon Return to Open Session – Mr. Michael Fritz](#)

(5 min)

**G.** Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements, Including Status of Fraud and Abuse Investigations, Pursuant to Tex. Gov’t Code Ann. §551.071 and Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session – ***Ms. Carolynn Jones***

(10 min)

**H.** Discussion with Attorney Regarding Litigation and Real Property Matters, Pursuant to Tex. Gov’t Code Ann. §551.071 – ***Ms. Sara Thomas***

(5 min)

**XIII. Reconvene**

**Dr. Andrea Caracostis 2 min**

**XIV. Adjournment**

**Dr. Andrea Caracostis 1 min**

MINUTES OF THE HARRIS HEALTH BOARD OF TRUSTEES

Board Meeting

Thursday, December 18, 2025

11:00 A.M.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATION
<b>I. Call to Order and Record of Attendance</b>	The meeting was called to order at 11:02 AM by Dr. Andrea Caracostis, Chair. 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. All others wishing to view the meeting were advised to access the meeting online through the Harris Health website: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	<b>A copy of the attendance is appended to the archived minutes.</b>
<b>II. Approval of the Minutes of Previous Meeting</b>	<ul style="list-style-type: none"> <li>Board Meeting – October 23, 2025</li> </ul>	<b>Motion No. 25.12-136</b> Moved by Ms. Libby Viera-Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve the minutes of October 23, 2025, Board meeting. Motion carried.
	<ul style="list-style-type: none"> <li>Special Call Board: HRSA Meeting – November 13, 2025</li> </ul>	<b>Motion No. 25.12-137</b> Moved by Mr. Paul Puente, seconded by Ms. Libby Viera - Bland, and unanimously passed that the Board approve the Special Call HRSA minutes of November 13, 2025, Board meeting. Motion carried.
	<ul style="list-style-type: none"> <li>Special Call Board: Strategic Planning Meeting – November 13, 2025</li> </ul> <p>Copies of the minutes are available in the permanent record.</p>	<b>Motion No. 25.12-138</b> Moved by Ms. Carol Paret, seconded by Ms. Libby Viera - Bland, and unanimously passed that the Board approve the Special Call Strategic Planning minutes of November 13, 2025, Board meeting. Motion carried.

<b>III. Announcements/ Special Presentations</b>		
	<p><b>A. CEO Report Including Special Announcements</b></p> <ul style="list-style-type: none"> <li>• New Harris Health Leadership</li> </ul> <p>Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), recognized Dr. Thomas Cummins as the new Executive Vice President and Chief Medical Executive for Harris Health.</p>	<b>As Presented.</b>
	<p><b>B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements</b></p> <p>There were no Board member announcements.</p>	
<b>IV. Public Comment</b>	There were no citizens present to address the Board.	
<b>V. Executive Session</b>	At 11:07 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, 551.085.	
	<p><b>A.</b> Discussion Regarding Expansion of Clinical Service Lines and Deliberation of Purchase, Exchange, Lease or Value of Real Property, Pursuant to Tex. Gov't Code Ann. §§551.072, 551.085</p>	<b>No action taken.</b>
	<p><b>B.</b> Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health &amp; Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Report of the Medical Executive Board in Connection with the Evaluation of the Quality of Medical and Healthcare Services, and also the Harris Health Quality, Safety Performance Measures, Good Catch Recipients, Centers for Medicare and Medicaid Services Quality Reporting with Possible Action Regarding this Matter Upon Return to Open Session</p> <p>Dr. Hooli was recused from discussion on this item related to Baylor College of Medicine.</p>	<b>No action taken.</b>
	<p><b>C.</b> Medical Executive Board Report and Credentialing Discussion, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health &amp; Safety Code Ann. §161.032 to Receive Peer Review and/or Medical Committee Report, Including Consideration of Approval of Credentialing Changes for Members of Harris Health Medical Staff Upon Return to Open Session</p> <p>Dr. Hooli was recused from discussion on this item related to Baylor College of Medicine.</p>	<b>No action taken.</b>

	<b>D.</b> 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	<b>No action taken.</b>
<b>VI. Reconvene to Open Meeting</b>	At 11:40 AM, Dr. Caracostis reconvened the meeting in open session, noting that a quorum was present and no action was taken during Executive Session.	
<b>VII. General Action Item(s)</b>		
	<b>A.</b> General Action Item(s) Related to Quality: Medical Staff	
	<p>1. Approval of Credentialing Changes for Members of the Harris Health Medical Staff</p> <p>Dr. Asim Shah, Vice Chair of the Medical Executive Board, presented credentialing changes for members of the Harris Health Medical Staff for December 2025. He reported that there were 32 initial appointments, 26 reappointments, 6 changes or additions of privileges, and 44 resignations. Dr. Hooli was recused from this item related to Baylor College of Medicine. Copies of the credentialing report were available in the permanent record.</p>	<p><b><u>Motion No. 25.12-139</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.</b></p>
	<p>2. Approval of Changes to the Critical Care and Pulmonary Medicine Clinical Privileges</p> <p>Dr. Shah presented the proposed revisions to the Critical Care and Pulmonary Medicine clinical privileges for the Harris Health Medical Staff. He stated that a request was made to add Percutaneous Ultrasound Guided Gastrostomy Privileges to the Pulmonary Medicine and Critical Care Clinical Privileges document. A copy of the Clinical Privileges is available in the permanent record.</p>	<p><b><u>Motion No. 25.12-140</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item VII.A.2. Motion carried.</b></p>
	<p>3. Approval of Revisions to the Medical Staff Bylaws</p> <p>Dr. Shah also presented the revisions to the Medical Staff Bylaws. A copy of the Bylaws is available in the permanent record.</p>	<p><b><u>Motion No. 25.12-141</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item VII.A.3. Motion carried.</b></p>

	<p>4. Review and Discussion Regarding the Harris Health Staffing Advisory Committee’s Semi-Annual Evaluation of the Nurse Staffing Plan and Aggregate Staffing Variance</p> <p>Dr. Jackie Brock, Executive Vice President and Chief Nursing Executive, led discussion regarding the Harris Health Staffing Advisory Committee’s Semi-Annual Evaluation of the Nurse Staffing Plan and Aggregate Staffing Variance. The report assessed nurse staffing levels across clinical units, compliance with the approved plan, and trends in staffing variances. Overall staffing remained aligned with patient acuity despite workforce challenges. Supplemental staffing strategies, including float pools, overtime, and agency staff, were reviewed. Discussion included ongoing recruitment, retention initiatives, and workforce pipeline development. The plan was determined to remain appropriate with continued monitoring recommended. Copies of the nursing staff plans are available in the permanent record.</p>	<b>For information only.</b>
	<b>B. General Action Item(s) Related to Quality: Correctional Health Medical Staff</b>	
	<p>1. Approval of Credentialing Changes for Members of the Harris Health Correctional Health Medical Staff</p> <p>Dr. Otis Ekins, Chief Medical Officer of Harris Health Correctional Health, presented credentialing changes for December 2025. He reported 18 initial appointments. Copies of the credentialing report were available in the permanent record.</p>	<p><b><u>Motion No. 25.12-141</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.</b></p>
	<b>C. General Action Item(s) Related to Community Health Choice</b>	
	<p>1. Approval of the Appointment of Jessica Mantel to the Boards of Directors (“Board”) of Community Health Choice, Inc. and Community Health Choice Texas, Inc. (Collectively, “Community”)</p> <p>Ms. Lisa Wright, President and CEO of Community Health Choice, presented the appointment of Jessica Mantel to the Board of Directors.</p>	<p><b><u>Motion No. 25.12-143</u></b>  <b>Moved by Ms. Carol Paret, seconded by Dr. Shubhada Hooli, and unanimously passed that the Board approve agenda item VII.C.1. Motion carried.</b></p>
	<p>2. Approval of the Reappointment of Members to the Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT), collectively “Community”, Board of Directors</p> <p>Ms. Wright also presented the reappointment of Members to the Community Health Choice, Inc. (CHC) and Community Health Choice Texas, Inc. (CHCT), collectively “Community”, Board of Directors.</p>	<p><b><u>Motion No. 25.12-144</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.</b></p>



	<p>3. Community Health Choice Notification of Retirement of Board Member, Elena Marks</p> <p>Ms. Wright provided an update on the retirement of Board Member Elena Marks, recognizing her years of dedicated service and contributions to governance and strategic initiatives.</p>	For information Only.
VIII. New Items for Board Consideration	<p>A. Board Officer Elections for the Positions of Chair, Vice Chair and Secretary for the 2026 Calendar Year</p> <p>The Board conducted elections for officer positions for the 2026 calendar year, including Chair, Vice Chair, and Secretary. Ms. Carol Paret presented the nomination for Chair, while Dr. Andrea Caracostis presented the nominations for Vice Chair and Secretary. The election process included a formal roll-call vote, with each Board member announcing their vote aloud to ensure transparency and compliance with Harris Health policies.</p> <p><b><u>Board Chair:</u></b></p> <ol style="list-style-type: none"> <li>1. Marlen Trujillo – Aye</li> <li>2. Carol Paret – Aye</li> <li>3. Ingrid Robinson – Absent</li> <li>4. Libby Viera – Bland – Aye</li> <li>5. Paul Puente – Aye</li> <li>6. Dr. Shubhada Hooli – Aye</li> <li>7. Dr. Andrea Caracostis – Aye</li> <li>8. Sima Ladjevardian – Aye</li> <li>9. Philip Sun – Aye</li> </ol> <p>There were <b>8</b> yes votes in favor of electing Dr. Andreas Caracostis to the Office of Board Chair.</p>	<p><b><u>Motion No. 25.12-145</u></b></p> <p>Ms. Paret motioned for a roll-call vote for the Office of Chair with no nominations made from the floor, Dr. Caracostis was re-elected Board Chair by unanimous vote.</p>
	<p><b><u>Board Vice Chair:</u></b></p> <ol style="list-style-type: none"> <li>1. Marlen Trujillo – Aye</li> <li>2. Carol Paret – Aye</li> <li>3. Ingrid Robinson – Absent</li> <li>4. Libby Viera – Bland – Aye</li> <li>5. Paul Puente – Aye</li> <li>6. Dr. Shubhada Hooli – Aye</li> <li>7. Dr. Andrea Caracostis – Aye</li> <li>8. Sima Ladjevardian – Aye</li> <li>9. Philip Sun – Aye</li> </ol> <p>There were <b>8</b> yes votes in favor of electing Ms. Carol Paret to the Office of Board Vice Chair.</p>	<p><b><u>Motion No. 25.12-146</u></b></p> <p>Dr. Caracostis motioned for a roll call vote for the Office of Vice Chair with no nominations made from the floor, and Ms. Paret was re-elected Board Vice Chair by unanimous vote.</p>

	<p><b><u>Board Secretary:</u></b></p> <ol style="list-style-type: none"> <li>1. Marlen Trujillo – Aye</li> <li>2. Carol Paret – Aye</li> <li>3. Ingrid Robinson – Absent</li> <li>4. Libby Viera – Bland – Aye</li> <li>5. Paul Puente – Aye</li> <li>6. Dr. Shubhada Hooli – Aye</li> <li>7. Dr. Andrea Caracostis – Aye</li> <li>8. Sima Ladjevardian – Aye</li> <li>9. Philip Sun – Aye</li> </ol> <p>There were <b>8</b> yes votes in favor of electing Ms. Libby Viera – Bland to the Office of Board Secretary.</p> <p>Following the votes, the Board unanimously approved Dr. Andrea Caracostis as Chair, Ms. Libby Viera-Bland as Vice Chair, and Ms. Carol Paret as Secretary for the 2026 calendar year. Dr. Caracostis thanked all Board members for their participation and emphasized the importance of leadership continuity for Harris Health.</p>	<p><b><u>Motion No. 25.12-147</u></b></p> <p>Dr. Caracostis motioned for a roll call vote for the Office of Vice Chair with no nominations made from the floor, and Ms. Paret was re-elected Board Secretary by unanimous vote.</p>
	<p><b>B. Approval of the Appointment of 2026 Committees and Membership</b></p> <p>Following the officer elections, the Board reviewed the proposed 2026 committee appointments and membership. Dr. Caracostis noted that committee assignments were carefully aligned to board members’ expertise and the strategic needs of Harris Health. After discussion, the Board unanimously approved the 2026 committee appointments, confirming members for each standing committee to ensure effective oversight, accountability, and operational engagement. A copy of the 2026 committees and membership list is available in the permanent record.</p>	<p><b><u>Motion No. 25.12-148</u></b></p> <p>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item VIII.B. Motion carried.</p>
	<p><b>C. Approval of the Harris Health 2026 Board of Trustees Calendar</b></p> <p>Ms. Olga Rodriguez, Senior Vice President of Community Engagement, Corporate Communications, and Board Services, presented the proposed 2026 Harris Health Board of Trustees meeting calendar. She highlighted that regular Board meetings would shift to the second Wednesday of each month, pending approval, to allow flexibility for rescheduling, reduce conflicts with the Commissioners Court, and streamline internal reporting. Ms. Rodriguez noted that this change would provide greater consistency and predictability for Board members. Copies of the proposed calendar were included in the Board packet and are maintained in the permanent record.</p>	<p><b><u>Motion No. 25.12-149</u></b></p> <p>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda item VIII.C. Motion carried.</p>

IX. Strategic Discussion		
	<p><b>A. Committee Report(s)</b></p> <ul style="list-style-type: none"> <li>November 13, 2025, Joint Conference Committee</li> </ul> <p>Dr. Caracostis stated that the Joint Conference Committee met on November 13th, 2025. Physician leadership and Chiefs of Staff provided updates highlighting system-wide progress, including advancements in clinical research, ongoing LBJ campus and ACS expansions, improvements in patient safety and satisfaction, and increased physician engagement. The Committee also discussed revisions to the Medical Staff Bylaws, which will be considered for final approval at the December Board meeting. Overall, the meeting underscored our continued commitment to quality care, collaboration across departments, and strategic alignment across the Harris Health system.</p> <ul style="list-style-type: none"> <li>November 13, 2025, Compliance &amp; Audit Committee</li> </ul> <p>Ms. Carol Paret, Trustee, reported that the Compliance and Audit Committee met on November 13, 2025. Mr. Chris Clark with Forvis Mazars presented the Harris Health Independent Auditor’s pre-audit communication for the fiscal year ending September 30, 2025. The Committee received the Internal Audit Annual Update. Ms. Sharon Brantley – Smith, Chief Assistant County Auditor, reported that Internal Audit met its FY 2026 goals for audit plan completion and post-engagement survey ratings, and provided an overview of the team’s structure, healthcare audit experience, and professional certifications. Internal Audit is 75 percent completed for the FY 2025 audit plan, with 12 engagements completed and four in progress. Completed engagements included purchase order processes, cybersecurity training compliance, sterile processing follow-up, and parking cash handling. The Committee also reviewed the status of outstanding management action plans and recommended approval of the 2026 Internal Audit Charter and the 2026–2029 Internal Audit Strategic Plan.</p> <ul style="list-style-type: none"> <li>November 13, 2025, Budget &amp; Finance Committee</li> </ul> <p>Ms. Paret reported that the Budget and Finance Committee met on November 13, 2025, to review key financial reports and items. Ms. Victoria Nikitin, Executive Vice President and CFO, presented the Fourth Quarter Fiscal Year 2025 Investment Report, the Third Quarter Calendar Year 2025 Pension Plan Report, and the September 2025 Quarterly Financial Report, subject to audit. The Committee recommended approval of the 2026 budgets and insurance renewals by the Board of Trustees.</p>	<p><b>As reported.</b></p>

	<ul style="list-style-type: none"> <li>November 18, 2025, Governance Committee</li> </ul> <p>Ms. Paret reported that the Governance Committee met on November 18, 2025, and discussed preparations for the December election of Board officers. Key discussions focused on Board member attendance and quorum requirements, including concerns about meeting disruptions caused by insufficient in-person attendance and the importance of accountability and proactive communication. The Committee also reviewed Board member re-appointment processes, upcoming refinements to the Board's Standard Operating Procedures, and new member orientation and trustee certification opportunities through Texas Healthcare Trustees. Additional updates included the 2025 Board self-assessment, the proposed 2026 Board calendar, and expectations regarding time commitment for new Trustees. Lastly, there was a discussion on strengthening governance effectiveness, engagement, and continuity.</p>	
<b>X. Consent Agenda Items</b>		
	<b>A. Consent Purchasing Recommendations</b>	
	<p>1. Approval of Purchasing Recommendations (Items A1 through A10 of the Purchasing Matrix)</p> <p>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.</p>	<p><b><u>Motion No. 25.12-150</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve the purchasing recommendations (Items A1 through A10 of the Purchasing Matrix). Motion carried.</b></p>
	<b>B. Consent Committee Recommendations</b>	
	<p>1. Acceptance of the Harris Health Fourth Quarter Fiscal Year 2025 Investment Report</p>	<p><b><u>Motion No. 25.12-151</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.</b></p>
	<p>2. Acceptance of the Harris Health Third Quarter Calendar Year 2025 Pension Plan Report</p>	<p><b><u>Motion No. 25.12-151</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.</b></p>

	3. Acceptance of the Harris Health September 2025 Quarterly Financial Report Subject to Audit	<b><u>Motion No. 25.12-151</u></b> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.
	4. Recommendation for Approval of the Harris Health 2026 Internal Audit Charter to the Harris Health Board of Trustees	<b><u>Motion No. 25.12-151</u></b> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.
	5. Recommendation for Approval of the Harris Health 2026-2029 Internal Audit Strategic Plan to the Harris Health Board of Trustees	<b><u>Motion No. 25.12-151</u></b> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.
	<b>C. Consent Grant Recommendations</b>	
	1. Approval of Grant Recommendations (Item C1 through C2 of the Grant Matrix)  Dr. Hooli was recused from this item (Item C1 of the Grant Matrix) related to Baylor College of Medicine.	<b><u>Motion No. 25.12-151</u></b> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.
	<b>D. New Consent Items for Board Approval</b>	
	1. Acceptance of the Harris Health October 2025 Financial Report Subject to Audit	<b><u>Motion No. 25.12-151</u></b> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items X.B. through E. Motion carried.

	<b>E. Consent Reports and Updates to the Board</b>	
	1. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health	<b>For information only.</b>
<b>XI. Item(s) Related to the Health Care for Homeless Program</b>		
	<p><b>A.</b> Review and Acceptance of the Following Reports for the Health Care for the Homeless Program (HCHP) as Required by the United States Department of Health and Human Services, which Provides Funding to the Harris County Hospital District d/b/a/Harris Health to Provide Health Services to Persons Experiencing Homelessness under Section 330(h) of the Public Health Service Act</p> <ul style="list-style-type: none"> <li>HCHP December 2025 Operational Update</li> </ul> <p>Dr. Nelson Gonzalez, Grants Project Manager for HCHP, presented the operational update for December 2025, which included a discussion of program activities, patient volumes, and outreach efforts. He highlighted recent expansions in access to primary care, behavioral health, and preventive services for people experiencing homelessness. Dr. Gonzalez also presented the proposed change in scope of services, which would allow HCHP to expand behavioral health counseling and chronic disease management at select outreach locations, and he also reviewed updates to the Eligibility for Financial Assistance policy to streamline intake, clarify documentation requirements, and ensure equitable access for patients. Additionally, social services initiatives supporting patient engagement and linkage to community resources were described. Ms. Jaden Jacobs, Quality Assurance Coordinator for HCHP, presented the HCHP Quality Management Report. She reviewed performance metrics, including patient outcomes, adherence to quality measures, staff training, and corrective actions for identified issues. Ms. Jacobs highlighted improvements in follow-up care, reductions in missed appointments, and increased reporting of patient safety incidents. A copy of the presentation is available in the permanent record.</p> <p>Note: Items A – D were presented together.</p>	<p><b><u>Motion No. 25.12-152</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items XI.A. Motion carried.</b></p>
	<b>B.</b> Approval of the HCHP Change in Scope of Services	<p><b><u>Motion No. 25.12-153</u></b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items XI.B. Motion carried.</b></p>

	C. Approval of the Eligibility for Financial Assistance for the Health Care for the Homeless Program Policy	<b>Motion No. 25.12-154</b> Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items XI.C. Motion carried.
	D. Approval of the HCHP Quality Management Report	<b>Motion No. 25.12-155</b> Moved by Ms. Libby Viera - Bland, seconded by Dr. Shubhada Hooli, and unanimously passed that the Board approve agenda items XI.D. Motion carried.
<b>XII. Executive Session</b>	At 12:46 PM., Dr. Andrea Caracostis stated that the Board would enter into Executive Session for Items XII. 'E through K' as permitted by law under Tex. Occ. Code Ann. §151.002, Tex. Health & Safety Code Ann. §161.032, and Tex. Gov't Code Ann. §§418.183, 551.071, 551.085, 551.089.	
	E. Consultation with Attorney Regarding Litigation, Pursuant to Tex. Gov't Code Ann. §§551.071, 551.085, Including Consideration of Approval of Community Health Choice's Settlement of Certain Litigation Upon Return to Open Session  <b>Motion:</b> Approval of settlement of Community Health Choice Litigation as presented in Executive Session.	<b>Motion No. 25.12-156</b> Moved by Ms. Libby Viera - Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda items XII.E. Motion carried.
	F. Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Ten Months Ending October 31, 2025, Pursuant to Tex. Gov't Code Ann. §551.085	No action taken.
	G. Consideration of Approval of the Committee Reviewed Items, Pursuant to Tex. Occ. Code Ann. §151.002, Tex. Health & Safety Code Ann. §161.032, and Tex. Gov't Code Ann. §§418.183, 551.089, and 551.085 Upon Return to Open Session:  <b>[Budget &amp; Finance Committee]</b> 1. Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Nine Months Ending September 30, 2025, Pursuant to Tex. Gov't Code Ann. §551.085	No action taken.

	<p>2. Consideration of Approval of the 2026 Operating and Capital Budget for Community Health Choice Texas, Inc. and Community Health Choice, Inc.</p> <p><b>Motion:</b> Approval of the 2026 Operating and Capital Budget for Community Health Choice Texas, Inc. and Community Health Choice, Inc. as presented.</p>	<p><b>Motion No. 25.12-157</b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Ms. Carol Paret, and unanimously passed that the Board approve agenda items XII.G.2. Motion carried.</b></p>
	<p>3. Consideration of Approval of the 2026 Insurance Renewals for Community Health Choice Texas, Inc. and Community Health Choice, Inc.</p> <p><b>Motion:</b> Approval of the 2026 Insurance Renewals Community Health Choice Texas, Inc. and Community Health Choice, Inc. as presented.</p>	<p><b>Motion No. 25.12-158</b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Mr. Paul Puente, and unanimously passed that the Board approve agenda items XII.G.3. Motion carried.</b></p>
	<p><b>[Compliance &amp; Audit Committee]</b></p> <p>4. Consideration of Approval of the Harris Health Fiscal Year 2026 Internal Audit Plan, Compliance Program Audit Plan, and Internal Quality Audit Plan</p> <p><b>Motion:</b> Approval of the Harris Health Fiscal Year 2026 Internal Audit Plan, Compliance Program Audit Plan, and Internal Quality Audit Plan as presented.</p>	<p><b>Motion No. 25.12-159</b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Dr. Shubhada Hooli, and unanimously passed that the Board approve agenda items XII.G.4. Motion carried.</b></p>
	<p><b>H.</b> Consultation with Attorney Regarding Subsidy Payments, Pursuant to Tex. Gov't Code Ann. §551.071, Including Consideration of Approval of Subsidy Payments to Community Health Choice, Inc. for the Health Insurance Marketplace Non-Federal Premium Payments for Eligible Harris Health Patients for Calendar Year 2026 Upon Return to Open Session</p> <p><b>Motion:</b> Approval of Subsidy Payments to Community Health Choice, Inc. for the Health Insurance Marketplace Non-Federal Premium Payments for Eligible Harris Health Patients for Calendar Year 2026 as presented.</p>	<p><b>Motion No. 25.12-160</b>  <b>Moved by Ms. Libby Viera - Bland, seconded by Dr. Shubhada Hooli, and unanimously passed that the Board approve agenda items XII.H. Motion carried.</b></p>
	<p><b>I.</b> Discussion with Attorney Regarding Litigation and Real Property Matters, Pursuant to Tex. Gov't Code Ann. §551.071</p>	<p><b>No action taken.</b></p>
	<p><b>J.</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, Including Status of Fraud and Abuse Investigations, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Health &amp; Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session</p>	<p><b>No action taken.</b></p>
	<p><b>K.</b> Consultation with Attorney Regarding Contracts Related to Gifts and Naming of Facilities, Pursuant to Tex. Gov't Code Ann. §551.071</p>	<p><b>No action taken.</b></p>



<b>XIII. Reconvene</b>	At 1:36 PM Dr. Andrea Caracostis, reconvened the meeting in open session and confirmed that a quorum remained present. She noted that no action was taken in Executive Session. The Board took action on items XII. “E, G and H” of the Executive Session Agenda.	
<b>XIV. Adjournment</b>	There being no further business to come before the Board, the meeting adjourned at 1:39 PM.	

I certify that the foregoing are the Minutes of the Harris Health Board of Trustees Meeting held on December 18, 2025.

Respectfully Submitted,

Andrea Caracostis, MD, MPH, Chair

Libby Viera – Bland, AICP, Secretary

Minutes transcribed by Cherry A. Joseph, MBA

**Thursday, December 18, 2025**  
**Harris Health Board of Trustees Board Meeting Attendance**

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

EXECUTIVE LEADERSHIP/STAFF/ SPECIAL INVITED GUESTS	
Alexander Barrie	Jaden Jacobs
Dr. Amy Smith	Dr. Jennifer Small
Anna Mateja ( <i>CFO, Community Health Choice</i> )	Jennifer Zarate
Anthony Williams	Jerald Summers
Dr. Asim Shah	Jessey Thomas
Carolynn Jones	John Matcek
Cherry Joseph	Dr. Joseph Kunisch
Chris Buley ( <i>CLO, Community Health Choice</i> )	Kiki Teal
Daniel Smith	Lindsey “Katie” Rutherford ( <i>Harris County Attorney’s Office</i> )
Derek Curtis	Lisa Wright ( <i>CEO, Community Health Choice</i> )
DeWight Dosplauf	Maria Cowles
Ebon Swofford ( <i>Harris County Attorney’s Office</i> )	Dr. Matasha Russell
Dr. Esmail Porsa ( <i>President &amp; CEO, Harris Health</i> )	Matthew Schlueter
Dr. Glorimar Medina	Micah Rodriguez
Habeebat Are	Dr. Michael Nnadi
Jack Adger ( <i>Harris County Purchasing Office</i> )	Dr. Nelson Gonzalez
Dr. Jackie Brock	Dr. O. Reggie Ekins

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](mailto:BoardofTrustees@harrishealth.org) before close of business the day of the meeting.*

EXECUTIVE LEADERSHIP/STAFF/ SPECIAL INVITED GUESTS	
Omar Reid	Taylor McMillan
Pamela Russell	Tekhesia Phillips
Randy Manarang	Dr. Thomas Cummins
Sam Karim	Dr. Tien Ko
Dr. Sandeep Markan	Tiffani Dusang
Sara Thomas <i>(Harris County Attorney's Office)</i>	Victoria Nikitin
Shawn DeCosta	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](mailto: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](mailto: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

Wednesday, January 14, 2026

Executive Session

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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.



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Dr. Yashwant Chathampally  
Associate Chief Medical Officer & SVP  
Quality & Patient Safety

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## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Executive Session

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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.



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

- Pages 50 – 51 Were Intentionally Left Blank -



## Meeting of the Board of Trustees

Wednesday, January 14, 2026

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

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The Harris Health Medical Executive Board approved the attached credentialing changes for the members of the Harris Health Medical Staff on December 9, 2025.

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

Thank you.



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Dr. Yashwant Chathampally  
Associate Chief Medical Officer & SVP  
Quality & Patient Safety

# Board of Trustees



## January 2026 Medical Staff Credentials Report

### Medical Staff Initial Appointments: 15

BCM Medical Staff Initial Appointments - 8

UT Medical Staff Initial Appointments - 7

HCHD Medical Staff Initial Appointments - 0

### Medical Staff Reappointments: 0

BCM Medical Staff Reappointments - 0

UT Medical Staff Reappointments - 0

HCHD Medical Staff Reappointments - 0

### BCM/UT/Harris County Hospital District (Harris Health) Medical Staff Changes in Clinical Privileges: 2

### BCM/UT/HCHD Medical Staff Resignations: 25

### Other Business

### For Information

Temporary Privileges Awaiting Board Approval - 14

Urgent Patient Care Need Privileges Awaiting Board Approval - 0

Leave of Absence - 4

### BCM/UT/Harris County Hospital District (Harris Health) Medical Staff Files for Discussion: 2

Medical Staff Initial Appointment Files for Discussion - 2

Medical Staff Reappointment Files for Discussion - 0

## Meeting of the Board of Trustees

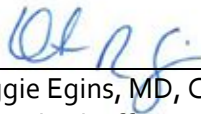
Wednesday, January 14, 2026

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

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The Harris Health Correctional Health Medical Executive Committee approved the attached credentialing changes for the members of the Harris Health Medical Staff on December 8, 2025.

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



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

January 2026 Correctional Health Credentials Report

Medical Staff Initial Appointments: 6

Medical Staff Reappointments: 0

Medical Staff Resignations: 0

Medical Staff Files for Discussion: 0

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Consideration of approval of a Gift Agreement and acceptance of the donation for the naming of the new hospital on LBJ campus in accordance with Harris Health Strategic Fund's Healthier Harris County Capital Campaign

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The Gift Agreement establishes and memorializes the terms by which the Harris Health Strategic Fund and Harris Health will receive a grant of \$30,000,000 (the "Grant") in connection with the Strategic Fund's Investing in a Healthier Harris County Capital Campaign. The Grant shall be distributed in five (5) equal yearly installments of \$6,000,000 between 2026 and 2030 to support Harris Health's Strategic Facilities Plan. The Grant, in addition to a prior \$10,000,000 grant, is being provided in exchange for the naming of the new hospital to be constructed by Harris Health on the LBJ Campus and in accordance with the approved Naming Opportunity Framework. The naming shall continue for the period of the useful life of the building. The identity of the donor shall be revealed to the public at a ceremony to be held on January 23, 2026.

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Consideration of Approval of the Determination of a new health center for the  
Harris Health Ambulatory Division requiring a New Lease with  
Culinary Facilities of Georgia, LLC for the new Greater Alief Health Center at  
11300 Richmond Avenue, Houston, Texas 77082

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The Harris Health Strategic Facilities plan, which is funded in part by the bond program as approved by the Harris County residents and Commissioner's Court, includes the development of three (3) new health center locations that expand the public's access to Harris Health.

Administration has evaluated the geographical areas of need within Harris County to identify the location sites for these clinics. The initial results from this needs evaluation is for Harris Health to develop a new clinic in the Greater Alief area.


Administration recommends Board of Trustees approve a new 7-year lease with Culinary Facilities of Georgia, LLC as detailed on the attached Fact Sheet, at an initial annual rate of \$311,250 including operating expenses for the Greater Alief Health Center located at 11300 Richmond Avenue, Houston, Texas 77082.

Thank you.



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Patrick Casey  
SVP, Facilities Construction & Systems  
Engineering



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

# BOARD OF TRUSTEES

**HARRISHEALTH**  
SYSTEM

## Meeting of the Board of Trustees

BOARD OF TRUSTEES  
Greater Alief Health Center  
Culinary Facilities of Georgia, LLC  
January 14, 2026  
Page 2

### Fact Sheet

**Purpose of Lease:** OFFICE SPACE FOR GREATER ALIEF HEALTH CENTER

**Lessor:** Culinary Facilities of Georgia, LLC

**Lessee:** Harris Health System

**Location of Lease Space:** 11300 Richmond Avenue,  
Houston, Texas 77082

**Lease Space:** Approximately 15,000 square feet

Lease Terms	Monthly Base Rent	*Est. Monthly Operating Expenses	Est. Total Annual Base Rent Payment	Est. Annual base Lease Rate/SF
Year 1	\$20,312.50	\$5,625.00	\$311,250.00	\$20.75
Year 2	\$20,921.88	\$5,793.75	\$320,587.50	\$21.37
Year 3	\$21,549.53	\$5,967.56	\$330,205.13	\$22.01
Year 4	\$22,196.02	\$6,146.59	\$340,111.28	\$22.67
Year 5	\$22,861.90	\$6,330.99	\$350,314.62	\$23.35
Year 6	\$23,547.75	\$6,520.92	\$360,824.06	\$24.05
Year 7	\$24,254.19	\$6,716.54	\$371,648.78	\$24.78

\*Termination Option: If the Board of Trustees for Tenant or the Harris County Commissioner's Court determines, in their sole discretion, not to approve additional funding for Tenant's obligations under this Lease for the upcoming lease year, then Tenant will have the right to terminate the lease by providing landlord no less than six months prior notice. A penalty for the termination option equal to the unamortized brokerage and tenant improvement costs as set forth in a schedule included within the lease to be negotiated by the parties.

# New ACS Clinic Site Selection Recommendations

January 14, 2026

**HARRISHEALTH**

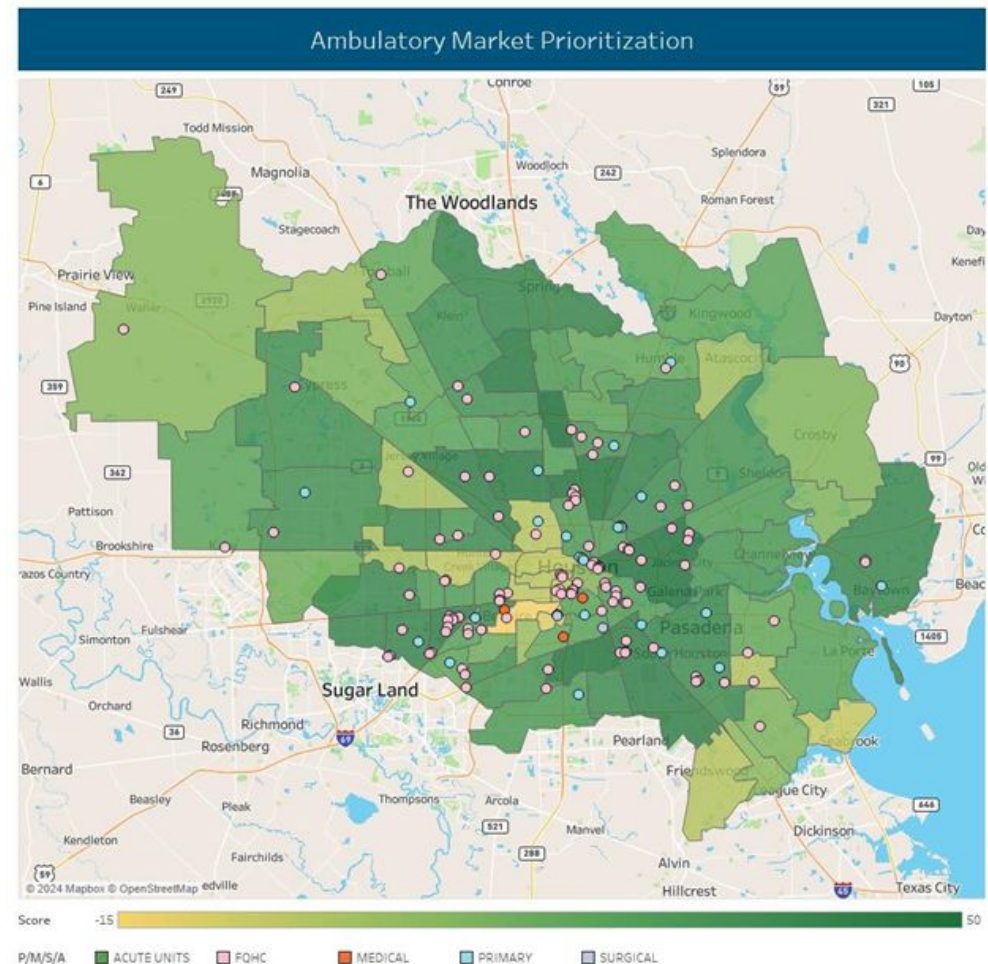
 **CAPITAL**  
HEALTHCARE PLANNING





# New ACS Site Clinics Recommendations – Other Criteria

- Criteria set to identify greatest need for Net New sites by Harris Health
  - Criteria:
    - Population & Population % Growth
    - Population < 150% FPL and Density
    - Vizient Vulnerability Index
      - Economic, Education, Healthcare Access, Neighborhood resources, Housing, Clean environment, Social environment, Transportation, Public Safety
    - No Insurance, Medicaid or Subsidized Marketplace
    - No Current Harris Health locations
      - Additional analysis is underway to address opportunities for expansion in current facilities
    - Market Estimates for Clinic Specialty Care for population below 150% FPL
- Plotted FQHCs and Harris Health Primary, Specialty and Hospital locations



## Precinct 4: Greater Alief

- Lack of Access – Location is north of Westpark Tollway and west of Beltway 8
- Data shows patients from North of Westpark Tollway are not currently utilizing existing Harris Health Resources (Vallbona & El Franco Lee)
- Alief & Greater Alief score slightly below Sharpstown but with other existing facilities nearby, the Greater Alief area demonstrates the greatest opportunity for a New Facility
- When looking at population size as well as growth projections, Greater Alief offers the greatest opportunity to impact more lives for those without easy access today to Harris Health or other FQHC resources



# Precinct 4: Greater Alief Proposed Site

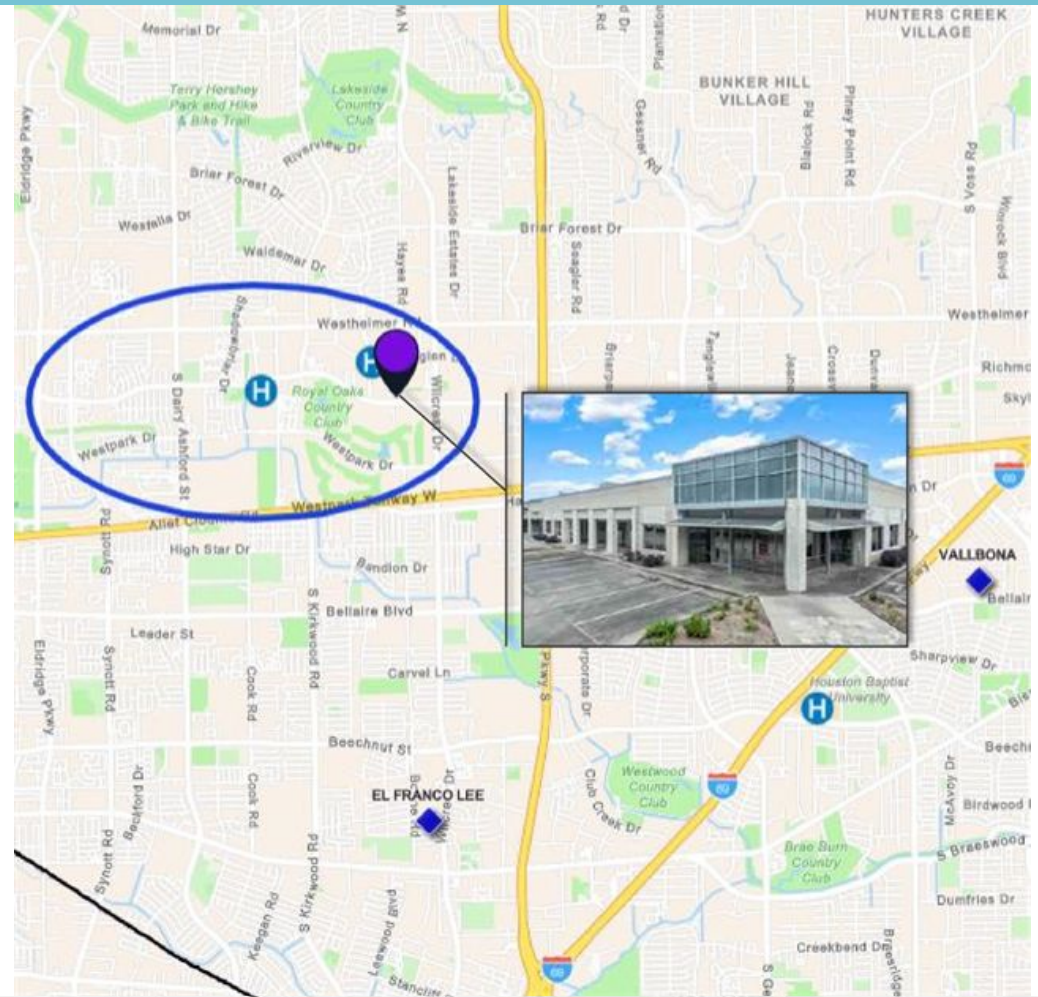
- Westchase Technology Center
  - 11300 Richmond Ave, Houston, TX 77082
  - 15,000 SF
- Key Considerations:
  - Metro accessible
  - Flood Risk: Minimal
  - Visibility to Community :
    - Several multifamily developments within a half mile radius
    - Richmond facing frontage @ signaled intersection

Acquisition Type: Lease

Asking Rent: ~\$16.50/sf + Operating Expenses

The landlord has provided an initial proposal for lease negotiations.

Further project construction details to be provided in future Board mtg.





Kimberly J. Williams, JD  
**Harris County Purchasing Agent**

December 19, 2025

Board of Trustees Office  
Harris Health

**RE: Board of Trustees Meeting – January 14, 2026**  
**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 Q4 FY2025 (information only, no action requested)

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

Sincerely,

*Kimberly J. Williams*

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: January 14, 2026 (Approvals)

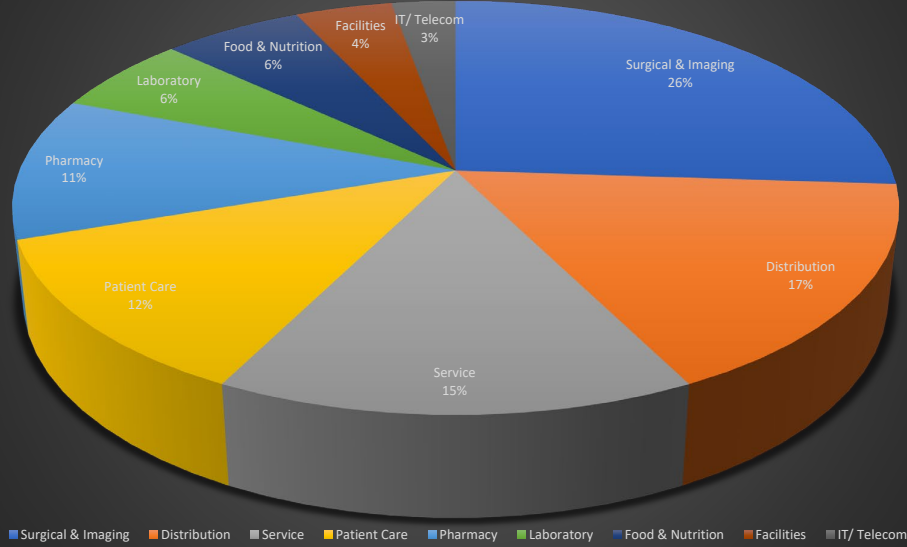
No.	Vendor	Description Justification Contract	Action Basis of Recommendation Term	Project Owner	Previous Amount	Current Estimated Cost
A1	<b>J.T. Vaughn Construction, LLC. (HCHD-1772)</b>  MWBE Goal: 60.28%	<b>Modernization of Ben Taub Green Elevators for Harris Health</b> - To provide all labor, materials, equipment and incidental to upgrade the green elevators at Ben Taub Hospital. The owner contingency provides for coverage of unanticipated costs throughout the construction project.  <b>Job No. 250312</b>	Award Best proposal meeting requirements	Babak Zare		\$ 4,226,400
A2	<b>Hologic, Inc. (GA-05316)</b>  MWBE Goal: N/A Contract was procured prior to MWBE program	<b>GC and Chlamydia Testing System including Analyzer(s), Reagents, Consumables and Services for Harris Health</b> - To continue providing GC, Chlamydia and HPV testing to Harris Health patients.  <b>Job No. 120036</b>	Ratify Renewal  September 01, 2025 through August 31, 2026	Michael Nnadi	\$ 1,472,162	\$ 1,486,884
A3	<b>Wellsky Corporation (HCHD-514)</b>  MWBE Goal: Exempt Sole Source	<b>CarePort Care Management Solution and Cloud Services Upgrade for Harris Health</b> - To provide cloud-based care coordination platform that integrates with Epic EMR to efficiently coordinate transitions of care for patients being discharged after a post-acute placement and service needs.  <b>Sole Source Exemption</b>	Ratify Renewal Sole Source Exemption  March 31, 2026 through March 30, 2028	Alyssa Davis	\$ 207,921	\$ 685,266
A4	<b>The Trevino Group, Inc.</b>  MWBE Goal: 100%	<b>Renovation of the Radiographic Room at the Aldine Health Center for Harris Health</b> - To provide all labor, materials, equipment and incidental for the Renovation of the Radiographic Room at the Aldine Health Center. The owner contingency provides for coverage on unanticipated costs throughout the construction project.  <b>Job No. 250287</b>	Award Best proposal meeting requirements	Lacey Spells		\$ 497,500
					Total Expenditures	\$ 6,896,050
					Total Revenue	\$ (0)

Wednesday, January 14, 2026

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

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### HARRIS HEALTH PREMIER SPEND Q4 FY2025 BY CONTRACT CATEGORY



HARRIS HEALTH PREMIER SPEND Q4 FY2025	
Premier Contract Category	Spend Q4 FY2025
Surgical & Imaging	\$ 19,150,972
Distribution	\$ 12,148,931
Service	\$ 10,891,214
Patient Care	\$ 9,048,387
Pharmacy	\$ 8,164,443
Laboratory	\$ 4,480,183
Food & Nutrition	\$ 4,477,308
Facilities	\$ 3,085,075
IT/ Telecom	\$ 2,044,406
<b>Grand Total</b>	<b>\$ 73,490,917</b>

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
MEDLINE INDUSTRIES, LP	\$13,512,060
AMN HEALTHCARE, INC.	\$7,358,816
CARDINAL HEALTH 200, LLC	\$3,610,098
US FOODS, INC.	\$3,312,190
OLYMPUS AMERICA INC.	\$3,206,040
GLOBO LANGUAGE SOLUTIONS, LLC	\$2,250,380
MORRIS & DICKSON CO., L.L.C.	\$1,911,873
BOSTON SCIENTIFIC CORPORATION	\$1,706,338
PFIZER (BRAND)	\$1,702,800
GE PRECISION HEALTHCARE LLC	\$1,639,102
PHILIPS HEALTHCARE	\$1,374,162
BECTON, DICKINSON AND COMPANY	\$1,352,720
LABORATORY CORPORATION OF AMERICA HOLDINGS	\$1,272,379
JOHNSON & JOHNSON HEALTH CARE SYSTEMS INC.	\$1,137,155
CDW CORPORATION	\$1,099,576
COVIDIEN SALES LLC	\$977,198
ABBOTT LABORATORIES INC.	\$943,627
CLEAN HARBORS ENVIRONMENTAL SERVICES, INC.	\$898,342
PFIZER (GENERIC)	\$740,114
BECKMAN COULTER, INC.	\$697,415
BAXTER HEALTHCARE CORPORATION MEDICAL PRODUCTS - INFUSION PUMPS	\$664,536
MASIMO AMERICAS, INC.	\$647,855
CARL ZEISS MEDITEC USA, INC.	\$614,895
HILL-ROM COMPANY, INC.	\$584,817
HOWMEDICA OSTEONICS CORP. DBA STRYKER ORTHOPAEDICS	\$564,233
FFF ENTERPRISES, INC.	\$560,094
INSIGHT DIRECT USA, INC.	\$553,762
MEDTRONIC, INC.	\$550,640
SMITH & NEPHEW INC - ORTHOPAEDIC DIVISION	\$536,174
W.W. GRAINGER, INC.	\$527,470
ABBVIE INC. DBA ABBVIE US LLC	\$525,705
ICU MEDICAL SALES, INC.	\$499,002
CSL BEHRING L.L.C.	\$430,877
PARTSSOURCE, INC.	\$395,001
FUJIFILM SONOSITE, INC.	\$394,160
COOK MEDICAL LLC	\$377,212
KARL STORZ ENDOSCOPY-AMERICA, INC.	\$350,138
GETINGE USA SALES, LLC	\$307,328
STERIS CORPORATION	\$297,713
STRYKER SALES, LLC DBA STRYKER INSTRUMENTS	\$289,055
VERITIV OPERATING COMPANY	\$286,973
ODP BUSINESS SOLUTIONS, LLC	\$275,058
PC CONNECTION, INC.	\$269,264
KCI USA, INC. DBA 3M MEDICAL SOLUTIONS	\$266,076
CARESTREAM HEALTH, INC.	\$263,730
SYSMEX AMERICA, INC.	\$245,741
PENUMBRA INC	\$238,236
SOLVENTUM US LLC	\$238,002
SHOCKWAVE MEDICAL, INC.	\$215,900



HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
BARD MEDICAL DIVISION	\$215,614
TELEFLEX LLC	\$211,442
NESTLE HEALTHCARE NUTRITION, INC. DBA NESTLE HEALTH SCIENCE	\$202,734
ZIMMER US, INC. DBA ZIMMER BIOMET	\$191,511
MUSCULOSKELETAL TRANSPLANT FOUNDATION	\$185,595
GE HEALTHCARE INC.	\$182,275
MOLNLYCKE HEALTH CARE US, LLC	\$180,440
STANDARD TEXTILE CO., INC.	\$165,150
STRYKER SALES, LLC DBA STRYKER ENDOSCOPY	\$164,996
EDWARDS LIFESCIENCES LLC	\$163,026
HOLOGIC SALES AND SERVICE, LLC	\$161,295
CHIESI USA, INC	\$160,134
NETWORK SERVICES COMPANY DBA NETWORK DISTRIBUTION	\$156,239
TENNANT SALES AND SERVICE COMPANY	\$154,075
BAYER HEALTHCARE LLC	\$153,306
FRESENIUS KABI USA, LLC	\$150,182
JUBILANT DRAXIMAGE INC.	\$149,165
LINDE GAS & EQUIPMENT INC.	\$148,008
LYFT	\$147,753
AESULAP, INC.	\$138,173
INARI MEDICAL, INC.	\$135,500
AGILITI HEALTH, INC.	\$131,876
DIAGNOSTICA STAGO INC.	\$128,766
HIKMA PHARMACEUTICALS USA INC.	\$127,094
PROFESSIONAL DISPOSABLES INTERNATIONAL, INC.	\$126,462
EHOB, LLC	\$123,378
BARD PERIPHERAL VASCULAR, INC.	\$122,183
SAGE PRODUCTS, LLC	\$115,080
BAXTER HEALTHCARE CORPORATION BIOPHARMA SOLUTIONS	\$113,812
CAREFUSION SOLUTIONS, LLC	\$113,214
SHARED IMAGING, LLC	\$109,950
GEORGIA-PACIFIC CONSUMER PRODUCTS LP	\$108,728
HAMILTON MEDICAL, INC.	\$107,792
ECOLAB USA INC.	\$104,022
SUNMED GROUP HOLDINGS, LLC DBA AIRLIFE	\$103,462
FISHER SCIENTIFIC HEALTHCARE	\$101,381
DRAEGER, INC.	\$100,787
APPLIED MEDICAL DISTRIBUTION CORPORATION	\$100,307
PERFORMANCE HEALTH SUPPLY, LLC	\$100,222
B. BRAUN MEDICAL INC.	\$100,084
STRYKER SALES, LLC DBA STRYKER CRANIOMAXILLOFACIAL	\$97,326
MELINTA THERAPEUTICS, LLC	\$96,391
PHILIPS DS NORTH AMERICA LLC	\$95,416
BIOMERIEUX, INC.	\$93,876
AMGEN INC.	\$93,138
ADVANCED STERILIZATION PRODUCTS SERVICES INC.	\$91,587
AMERISOURCE HEALTH SERVICES, LLC DBA AMERICAN HEALTH PACKAGING	\$90,445
VESTIS SERVICES, LLC	\$88,847
PACTIV LLC	\$84,809

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
ORTHO-CLINICAL DIAGNOSTICS, INC.	\$83,025
SOFIE CO.	\$82,926
AVKARE, LLC	\$81,043
VERATHON INC.	\$78,264
MERCK SHARP & DOHME LLC	\$78,092
BAUSCH HEALTH US, LLC	\$77,486
HEALTHMARK INDUSTRIES CO., INC.	\$77,483
MERIT MEDICAL SYSTEMS, INC.	\$77,020
S2S GLOBAL	\$75,810
FISHER & PAYKEL HEALTHCARE, INC.	\$74,903
MOZARC MEDICAL US LLC	\$73,410
WELLS PHARMA OF HOUSTON, LLC	\$70,917
DAVOL INC.	\$70,343
TIDI PRODUCTS, LLC	\$69,823
SMITH & NEPHEW INC - WOUND MANAGEMENT DIVISION	\$68,875
MYLAN INSTITUTIONAL INC.	\$68,563
QUVA PHARMA, INC.	\$68,018
MEDELA LLC	\$67,983
DEROYAL INDUSTRIES, INC.	\$66,313
ASTELLAS PHARMA US, INC.	\$64,113
NOVO NORDISK INC.	\$62,649
PRECISION DYNAMICS CORPORATION	\$61,003
ACUMED LLC	\$58,920
WELCH ALLYN, INC.	\$58,529
KIMBALL INTERNATIONAL BRANDS, INC.	\$56,982
MICHAEL FOODS, INC.	\$56,513
INTEGRA LIFESCIENCES CORPORATION	\$56,018
TEVA PHARMACEUTICALS USA (BRAND)	\$56,003
ENCOMPASS GROUP, LLC	\$55,182
DOLE PACKAGED FOODS COMPANY	\$54,942
CONVATEC INC.	\$54,616
BIO-RAD LABORATORIES, INC.	\$54,086
SKYTRON, LLC	\$52,646
THE CLOROX SALES COMPANY	\$52,344
GLOBAL HEALTHCARE EXCHANGE, LLC	\$50,000
GE MEDICAL SYSTEMS INFORMATION TECHNOLOGIES, INC.	\$49,620
CARCO GROUP, INC. DBA PRECHECK	\$49,240
MEDTRONIC USA, INC.	\$48,862
ORASURE TECHNOLOGIES, INC.	\$48,125
BAUSCH & LOMB AMERICAS INC.	\$47,615
NEOGENOMICS LABORATORIES, INC.	\$47,358
WADDINGTON NORTH AMERICA, INC.	\$46,271
AT&T MOBILITY NATIONAL ACCOUNTS LLC	\$46,077
HORMEL FOODS CORPORATION	\$45,931
THE J. M. SMUCKER COMPANY	\$45,388
I.B.S. SOLUTIONS CORPORATION	\$45,142
SABERT CORPORATION	\$44,685
QUIDELORTHO SALES COMPANY, LLC	\$43,715
KIMBERLY-CLARK GLOBAL SALES, LLC	\$43,516

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
LIFENET HEALTH	\$42,337
KURIN, INC.	\$42,000
US MED-EQUIP, LLC	\$40,643
ARUP LABORATORIES, INC.	\$40,551
PEPSICO FOODSERVICE	\$40,218
W. L. GORE & ASSOCIATES, INC.	\$38,778
SANOFI-AVENTIS U.S. LLC	\$37,792
ASTRAZENECA PHARMACEUTICALS LP	\$37,586
KRUEGER INTERNATIONAL, INC.	\$37,345
LEICA BIOSYSTEMS A DIVISION OF LEICA MICROSYSTEMS INC.	\$36,683
MAJOR PHARMACEUTICALS	\$35,300
DIVERSEY, INC.	\$35,141
GLAXOSMITHKLINE INC.	\$35,039
TYSON FOODS, INC.	\$34,978
REMEL INC.	\$34,659
BELMONT INSTRUMENT, LLC DBA BELMONT MEDICAL TECHNOLOGIES	\$34,080
BAXTER HEALTHCARE CORPORATION	\$34,055
KRAFT HEINZ FOODS COMPANY, FOODSERVICE DIVISION	\$32,317
OURPHARMA, LLC	\$32,144
SMITH & NEPHEW INC - BIOTHERAPEUTICS	\$32,047
INTEGRA LIFESCIENCES SALES LLC	\$31,957
AZURITY PHARMACEUTICALS, INC.	\$31,349
AMERICAN REGENT, INC.	\$31,312
US FOODS CULINARY EQUIPMENT & SUPPLIES	\$31,158
VAPOTHERM, INC.	\$30,457
MICROTEK MEDICAL LLC	\$30,344
SCIENTIA VASCULAR, INC.	\$29,885
O&M HALYARD, INC.	\$29,467
DART CONTAINER CORPORATION	\$28,288
TRI-ANIM HEALTH SERVICES, INC.	\$27,749
ASSA ABLOY SALES AND MARKETING GROUP, INC. DBA DOOR SECURITY SOLUTIONS	\$26,557
HEALTH CARE LOGISTICS, INC.	\$25,736
AMPHASTAR PHARMACEUTICALS, INC.	\$25,510
TAYLOR HEALTHCARE (FORMERLY STANDARD REGISTER)	\$25,348
GLOBUS MEDICAL NORTH AMERICA, LLC	\$25,226
EUGIA US LLC	\$25,117
CAMPBELL FOODSERVICE COMPANY	\$24,792
FLEXICARE INCORPORATED	\$24,728
3M COMPANY	\$24,612
URGO MEDICAL NORTH AMERICA	\$24,061
ANGIODYNAMICS, INC.	\$22,805
NOVARTIS PHARMACEUTICALS CORPORATION	\$22,784
FAGRON COMPOUNDING SERVICES, LLC DBA FAGRON STERILE SERVICES	\$22,219
HELMER SCIENTIFIC, LLC	\$21,513
KOCH FILTER CORPORATION	\$21,510
EXELA PHARMA SCIENCES, LLC	\$21,376
ADVANCE MEDICAL DESIGNS, INC.	\$21,140
SOLAIRE MEDICAL STORAGE, LLC DBA INNERSPACE H.C.	\$21,112
MEDEGEN MEDICAL PRODUCTS, LLC	\$20,907

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
SAGENT PHARMACEUTICALS, INC.	\$20,224
KERECIS LLC	\$19,743
NALCO COMPANY LLC	\$19,214
GENERAL MILLS	\$17,949
COLOPLAST CORP.	\$17,763
AVANOS MEDICAL, INC.	\$17,436
AMBU INC.	\$17,015
NESTLE PROFESSIONAL NORTH AMERICA	\$17,009
CIPLA USA INC.	\$16,652
RICHARD-ALLAN SCIENTIFIC LLC	\$16,538
STERICYCLE, INC.	\$16,253
ENDO USA, INC.	\$16,167
ERBE USA, INC.	\$15,962
PROGRESSIVE MEDICAL, INC.	\$15,697
HENRY SCHEIN, INC.	\$15,271
OWENS & MINOR DISTRIBUTION, INC.	\$14,021
CONAGRA FOODS INC	\$13,877
GENTHERM MEDICAL, LLC	\$13,770
HETTICH INSTRUMENTS, LP	\$13,542
LABORIE MEDICAL TECHNOLOGIES CORP.	\$13,540
WG CRITICAL CARE, LLC	\$13,335
DJO GLOBAL, INC.	\$13,163
BAVARIAN NORDIC INC.	\$12,947
COUNTRY PURE FOODS, INC.	\$12,928
DR. REDDY'S LABORATORIES, INC.	\$12,581
SLMP, LLC DBA STATLAB MEDICAL PRODUCTS	\$12,343
RADIOMETER AMERICA INC.	\$12,317
KOCH FOODS	\$11,859
LITTLE RAPIDS HOLDING CORPORATION DBA GRAHAM MEDICAL	\$11,710
ACCUVEIN INC.	\$11,600
LANDAUER, INC.	\$11,568
RETRACTABLE TECHNOLOGIES, INC.	\$11,555
ABBOTT NUTRITION	\$11,329
MONDELEZ INTERNATIONAL, INC.	\$11,094
MIDMARK SALES CORPORATION	\$10,948
MICROGENICS CORPORATION	\$10,861
BOEHRINGER LABORATORIES, LLC	\$10,649
PAI HOLDINGS, LLC DBA PAI PHARMA	\$10,551
SWISSLOG HEALTHCARE	\$10,539
BSN MEDICAL, INC.	\$10,468
XODUS MEDICAL, INC.	\$10,373
PEPSICO INC.	\$10,241
HOWMEDICA OSTEONICS CORP. DBA STRYKER SPINE	\$10,121
BELIMED, INC.	\$10,091
WELLS DAIRY, INC.	\$9,888
SHASTA FOODSERVICE DIVISION OF SHASTA BEVERAGES, INC	\$9,812
SMITH & NEPHEW, INC.	\$9,729
OHIO MEDICAL, LLC	\$9,720
WERFEN USA LLC	\$9,577

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
HOVERTECH INTERNATIONAL	\$9,306
QUEST DIAGNOSTICS INCORPORATED	\$9,196
MXR IMAGING, INC.	\$9,142
B&G FOODS, INC.	\$9,023
BONESUPPORT INC.	\$8,973
BRISTOL MYERS SQUIBB US PHARM	\$8,896
POSITIVE PROMOTIONS, INC.	\$8,864
HARTMANN USA, INC.	\$8,850
HORIZON ORGANIC DAIRY, LLC	\$8,721
KNOUSE FOODS CO-OP INC	\$8,626
ZOLL MEDICAL CORPORATION	\$8,580
SARA LEE FROZEN BAKERY, LLC	\$8,533
BEAVER-VISITEC INTERNATIONAL, INC.	\$8,496
ACTION HEALTH	\$8,269
BOEHRINGER INGELHEIM PHARMACEUTICALS, INC.	\$8,090
LSL INDUSTRIES, LLC DBA LSL HEALTHCARE	\$8,038
CHOBANI LLC	\$7,929
COOPERSURGICAL, INC.	\$7,835
CARLISLE FOODSERVICE PRODUCTS	\$7,667
ASAHI INTECC USA, INC.	\$7,585
NOVOLEX HERITAGE BAG, LLC	\$7,362
BASIC AMERICAN FOODS	\$7,348
KATENA PRODUCTS, INC. DBA CORZA OPHTHALMOLOGY	\$7,319
BIOTISSUE HOLDINGS INC.	\$7,315
BRACCO DIAGNOSTICS INC.	\$6,693
MANNINGTON MILLS INC.	\$6,630
INTERSURGICAL INCORPORATED	\$6,585
GREINER BIO-ONE NORTH AMERICA, INC.	\$6,558
TARRY MEDICAL PRODUCTS DBA DANDLELION MEDICAL	\$6,524
AMERICAN AIR FILTER COMPANY INC DBA AAF INTERNATIONAL	\$6,375
CONMED CORPORATION	\$6,262
SENSOSCIENTIFIC, LLC	\$6,254
STEELCOBELIMED INC.	\$6,084
ASPEN SURGICAL PRODUCTS, INC.	\$6,070
CONMED LINVATEC	\$6,003
ARMSTRONG WORLD INDUSTRIES, INC.	\$5,879
CYGNUS MEDICAL L.L.C.	\$5,857
SOMERSET PHARMA LLC	\$5,781
PRECISION DOSE, INC.	\$5,648
NOVA BIOMEDICAL CORPORATION	\$5,555
SANDOZ INC.	\$5,452
ZYDUS PHARMACEUTICALS (USA) INC.	\$5,420
INTERMETRO INDUSTRIES CORPORATION	\$5,342
NEPHRON PHARMACEUTICALS CORPORATION	\$5,156
GOJO INDUSTRIES, INC.	\$5,086
MILLERKNOLL, INC. DBA HERMAN MILLER, INC.	\$5,082
FEDERAL EXPRESS CORPORATION	\$5,060
CUSTOM CULINARY, INC.	\$5,025
ASPEN MEDICAL PRODUCTS, LLC	\$4,895

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
HOLLISTER INCORPORATED	\$4,865
TELA BIO, INC.	\$4,836
AMD MEDICOM INC.	\$4,774
SMITHS MEDICAL ASD, INC.	\$4,725
AERO US INC. DBA AEROGEN	\$4,629
HOSHIZAKI AMERICA, INC.	\$4,600
JOHNSONVILLE, LLC	\$4,576
STELLEX/CF BUYER (US) LLC	\$4,320
PHARMA LOGISTICS	\$4,236
ALBA BIOSCIENCE, INC.	\$4,235
KLS MARTIN LP	\$4,232
BIOVENTUS LLC	\$4,228
ALCON VISION, LLC	\$4,187
MCKESSON MEDICAL-SURGICAL INC.	\$4,116
CAPITAL INVENTORY, INC.	\$4,000
STRATUS PHARMACEUTICALS, INC.	\$3,969
ANCHOR PACKAGING	\$3,935
APOTEX CORP.	\$3,836
J & J SNACK FOODS CORP	\$3,827
PILGRIM'S PRIDE CORPORATION	\$3,817
KELLANOVA	\$3,738
EMBECTA CORP. DBA EMBECTA MEDICAL II LLC	\$3,645
WK KELLOGG SALES LLC	\$3,565
CIVCO MEDICAL SOLUTIONS	\$3,548
PACIRA PHARMACEUTICALS, INC.	\$3,528
RESER'S FINE FOODS, INC.	\$3,502
RICHARD WOLF MEDICAL INSTRUMENTS CORP.	\$3,497
SWEET STREET DESSERTS, INC.	\$3,490
SUN PHARMACEUTICAL INDUSTRIES, INC.	\$3,466
3T MEDICAL SYSTEMS, INC.	\$3,464
CINTAS CORPORATION NO. 2	\$3,398
TEVA PHARMACEUTICALS USA (GENERIC)	\$3,354
SPECGX LLC	\$3,292
BAXTER HEALTHCARE CORPORATION MEDICAL PRODUCTS - SPECIALTY PHARMA	\$3,283
INTERNATIONAL BIOMEDICAL, LTD.	\$3,281
MICRO-TECH ENDOSCOPY USA, INC.	\$3,264
CASE MEDICAL, INC.	\$3,170
TRI-UNION SEAFOODS, LLC DBA CHICKEN OF THE SEA INTERNATIONAL	\$3,104
MEDICAL COMPONENTS, INC.	\$3,070
BE PHARMACEUTICALS, INC.	\$3,017
CARDIOVASCULAR SYSTEMS, INC.	\$3,000
AMNEAL PHARMACEUTICALS LLC	\$2,983
GENDOSE PHARMACEUTICALS	\$2,931
LAND O'LAKES, INC.	\$2,902
MARS FOOD US, LLC	\$2,866
OLE MEXICAN FOODS, INC.	\$2,859
RAULAND-BORG CORPORATION	\$2,814
XGEN PHARMACEUTICALS DJB, INC.	\$2,799
KETTLE CUISINE	\$2,718

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
ENERGIZER BATTERY COMPANY	\$2,620
BLUETRITON BRANDS, INC.	\$2,612
MYCO MEDICAL SUPPLIES INC.	\$2,574
BEUTLICH PHARMACEUTICALS, LLC	\$2,504
BPI LABS, LLC	\$2,499
MGC DIAGNOSTICS CORPORATION	\$2,488
ASP GLOBAL, LLC	\$2,451
CONTEC, INC.	\$2,428
LOGIQUIP L.L.C.	\$2,426
PULMODYNE	\$2,381
MCCORMICK & COMPANY, INC.	\$2,363
NORDIC PHARMA, INC.	\$2,278
HOFFMASTER GROUP, INC.	\$2,177
ADVAGEN PHARMA LTD.	\$2,149
THE PROCTER & GAMBLE DISTRIBUTING LLC	\$2,100
SUGAR FOODS LLC	\$2,074
STERIS INSTRUMENT MANAGEMENT SERVICES, INC.	\$1,935
XIROMED, LLC	\$1,934
HERITAGE PHARMACEUTICALS INC. DBA AVET PHARMACEUTICALS INC.	\$1,923
ASPIRE BAKERIES LLC	\$1,915
ELI LILLY AND COMPANY	\$1,830
MEITHEAL PHARMACEUTICALS, INC.	\$1,824
MERCURY ENTERPRISES, INC. DBA MERCURY MEDICAL	\$1,782
BRAINTREE LABORATORIES, INC.	\$1,754
SANOFI PASTEUR (FLU)	\$1,743
PADAGIS US LLC	\$1,657
MEDTRITION, INC.	\$1,633
SMITHFIELD FOODS, INC.	\$1,631
SMITH & NEPHEW INC - ENDOSCOPY DIVISION	\$1,617
GRACE MEDICAL, INC.	\$1,601
SCHWAN'S FOOD SERVICE, INC.	\$1,574
TZ MEDICAL, INC.	\$1,500
TARKETT USA INC	\$1,435
RICH PRODUCTS CORPORATION	\$1,411
M.C.I. FOODS, INC.	\$1,390
ROBERT BUSSE & CO., INC. DBA BUSSE HOSPITAL DISPOSABLES	\$1,388
BRASSELER U.S.A. MEDICAL, LLC	\$1,388
BROOKWOOD FARMS, INC.	\$1,387
VIATRIS SPECIALTY LLC	\$1,378
THE ORIGINAL CAKERIE LTD	\$1,328
DANONE NORTH AMERICA	\$1,299
HANDGARDS, INC.	\$1,280
KIKKOMAN SALES USA, INC	\$1,279
THE COCA-COLA COMPANY	\$1,228
CARRIER CORPORATION	\$1,217
MEGAMEX FOODS, LLC	\$1,212
CARRIER ENTERPRISE, LLC	\$1,207
J.R. SIMPLOT COMPANY	\$1,183
KING CHEESECAKE COMPANY, INC.	\$1,178

HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
INPRO CORPORATION	\$1,168
ADVANTICE HEALTH, LLC	\$1,162
PERDUE FOODS LLC	\$1,131
ANSELL HEALTHCARE PRODUCTS LLC	\$1,128
NISSHA MEDICAL TECHNOLOGIES	\$1,124
LEADIANT BIOSCIENCES, INC. FKA SIGMA-TAU PHARMACEUTICALS, INC.	\$1,121
EDENBRIDGE PHARMACEUTICALS, LLC DBA DEXCEL PHARMA USA	\$1,118
SHEATHING TECHNOLOGIES, INC.	\$1,092
KENTEC MEDICAL, INC.	\$1,077
MERISANT US, INC.	\$1,050
TOLMAR, INC.	\$1,040
BIONIX, LLC	\$1,035
STERNO PRODUCTS	\$1,032
KAWASUMI LABORATORIES AMERICA, INC.	\$1,000
LACTALIS AMERICAN GROUP, INC.	\$991
CONCORDANCE HEALTHCARE SOLUTIONS LLC	\$988
NOVO SURGICAL, INC.	\$979
DEL MONTE FOODS CORPORATION II INC.	\$968
GREENFIELD GLOBAL USA INC.	\$891
HUB PHARMACEUTICALS, LLC	\$888
OCEAN SPRAY	\$887
SCA PHARMACEUTICALS, LLC	\$854
CMP PHARMA, INC.	\$819
LYONS MAGNUS	\$796
CONTINENTAL MILLS, INC. DBA THE KRUSTEAZ COMPANY	\$795
RISING PHARMACEUTICALS, INC.	\$787
T MARZETTI COMPANY	\$711
ALVOGEN, INC.	\$704
ECO-PRODUCTS, PBC	\$701
FERNDALE LABORATORIES, INC.	\$670
NESTLE USA, INC.	\$607
BRIDGFORD FOODS CORPORATION	\$607
RON'S HOME STYLE FOOD, INC.	\$592
GERI-CARE PHARMACEUTICALS CORP.	\$588
UPSHER-SMITH LABORATORIES, LLC	\$523
TC HEARTLAND LLC DBA HEARTLAND FOOD PRODUCTS GROUP	\$496
KING'S HAWAIIAN BAKERY WEST, INC.	\$487
CAMBRO MANUFACTURING COMPANY	\$472
MED ALLIANCE GROUP, INC. DBA MED ALLIANCE SOLUTIONS, LLC	\$461
DARLINGTON COOKIE COMPANY DBA DARLINGTON SNACKS	\$459
DIVERSIFIED FOODS, INC.	\$437
DAISY BRAND, LLC	\$408
ANI PHARMACEUTICALS	\$407
SIEMENS HEALTHCARE DIAGNOSTICS INC.	\$400
KEN'S FOODS, INC.	\$396
DYMA BRANDS, INC.	\$384
LIPTON TEAS AND INFUSIONS MSO USA LLC	\$361
KERMA MEDICAL PRODUCTS, INC.	\$351
ORGANON USA, INC.	\$349



HARRIS HEALTH PREMIER SPEND Q4 FY2025	
SUPPLIER	SPEND Q4 FY2025
HR PHARMACEUTICALS, INC. DBA HR HEALTHCARE	\$327
THE HERTZ CORPORATION	\$323
IMPOSSIBLE FOODS INC.	\$321
ADVANCED VASCULAR DYNAMICS	\$320
MYLAN PHARMACEUTICALS INC.	\$319
NOVADOZ PHARMACEUTICALS, LLC	\$283
CONOPCO, INC DBA UNILEVER NA FOODSOLUTIONS	\$267
GUERBET LLC	\$260
DIVERSATEK HEALTHCARE, INC.	\$257
MONAGHAN MEDICAL CORPORATION	\$251
ARMANINO FOODS OF DISTINCTION, INC.	\$245
GEHLS FOODS	\$223
RUIZ FOOD PRODUCTS, INC.	\$218
KIND LLC	\$216
ALORA PHARMACEUTICALS, LLC	\$198
VENTURA FOODS, LLC	\$195
OAKWORKS, INC.	\$194
CUMBERLAND PHARMACEUTICALS INC	\$190
METREX RESEARCH, LLC	\$184
BRANDING IRON HOLDINGS, INC.	\$182
PATRIN PHARMA, INC.	\$178
SOL-MILLENNIUM MEDICAL INC	\$173
HALEON US INC.	\$171
BARILLA AMERICA INC.	\$167
HALOZYME, INC.	\$162
HERSHEY	\$161
DAVIDS COOKIES	\$126
HURON BIDCO, INC. DBA SECOND NATURE BRANDS	\$124
AJANTA PHARMA USA INC.	\$116
MARKETLAB, INC.	\$100
MEDTECH PRODUCTS INC	\$89
MCKEE FOODS CORPORATION	\$88
C.H. GUENTHER & SON, INC.	\$86
GLENMARK PHARMACEUTICALS INC., USA	\$86
DIANNE'S FINE DESSERTS, INC.	\$76
BREG, INC.	\$73
PLZ CORP.	\$73
RC BIGELOW, INC.	\$56
ROLAND FOODS, LLC	\$36
MEDEFIL, INC.	\$36
BIRCHWOOD LABORATORIES INC	\$32
MCCAIN FOODS USA, INC.	\$29
SKLAR INSTRUMENTS	\$22
SLATE RUN PHARMACEUTICALS	\$19
<b>GRAND TOTAL</b>	<b>\$73,490,917</b>

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

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

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**Grant Recommendations:**

**B1. Grant Agreement**

- Grantor: Harris County Hospital District Foundation  
*Funded by net proceeds from the HCHD Foundation 2024 Swing Fore the Greens Golf Tournament, the 2025 TexasMedRun, and a donation directly to the program from Epic*
- Term: 2 Years
- Award Amount: \$140,659.74
- Project Owner: Amineh Kostov

**Grant Agenda Items for the Harris County Hospital District dba Harris Health, Board of Trustees Report**  
**Grant Matrix: January 14, 2026**

No.	Grantor	Description/Justification	Action, Basis of Recommendation	Term	Project Owner	Award Amount
B1	Harris County Hospital District Foundation	Consideration of Approval of a Grant Agreement between Harris Health and the Harris County Hospital District Foundation, through net proceeds from the HCHD Foundation 2024 Swing Fore the Greens Golf Tournament, the 2025 TexasMedRun, and a donation directly to the program from Epic, benefitting <b>Harris Health's Heart Health Initiative</b> . The Heart Health initiative aims to improve heart health outcomes by providing comprehensive support to vulnerable populations, offering essential clinical support, and ongoing education. The grant funds are to be used to support various heart health programs, such as: patient education, community outreach, or preventive care measures.	<b>Grant Agreement</b>	2 Years	Amineh Kostov	\$ 140,659.74
TOTAL AMOUNT:						\$ 140,659.74

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Consideration of Approval of Contract Recommendations  
(Items C1 through C3 of the Contract Matrix)

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Contract Recommendations:

C1. Agreement Renewal

- Contractor: Texas Medical Center
- Project Owner: Monica Carbajal
- Term: One Year
- Amount: \$412,770.00

C2. Lease Agreement Amendment

- Contractor: A-S 47-Jones-Cypress N. Houston, LP
- Project Owner: Patrick Casey
- Term: July 15, 2026-September 30, 2029
- Amount: \$151,694.40

C3. Lease Agreement Amendment

- Contractor: Pasadena Realty Partners, LLC
- Project Owner: Patrick Casey
- Term: March 1, 2026-February 28, 2031
- Amount: \$331,808.78

**Contract Agenda Item(s) for the Harris County Hospital District dba Harris Health, Board of Trustees Report**  
**Contract Matrix: January 14, 2026**

No.	Contractor	Description/Justification	Action, Basis of Recommendation	Term	Project Owner	Amount
C1	Texas Medical Center	Consideration of Approval to Renew an Interlocal Agreement between the Harris County Hospital District dba Harris Health and the Texas Medical Center to provide Security and Maintenance for Common Areas within the Texas Medical Center for Harris Health. Each year, the Texas Medical Center calculates the expenditures associated with providing police and maintenance services to the Texas Medical Center campus commons areas and divides the costs to member institutions based upon each institution's pro-rate share of net deed restricted acreage. Each member is to pay its respective share of the Assessment in advance for the current calendar year.  The previous year's actual is \$400,748 and we are requesting estimated funding of \$412,770.	Renewal of an Agreement	One Year	Monica Carbajal	\$ 412,770.00
C2	A-S 47-Jones-Cypress N. Houston, L.P.	Consideration of Approval to Amend a Lease Agreement between Harris County Hospital District dba Harris Health and A-S 47-Jones-Cypress N. Houston, L.P. for the Cypress Health Center at 12340 Jones Road, Suite 100, Houston, Texas 77070 to extend the lease at the initial annual rate of \$151,694.40, plus operating expenses for the Cypress Health Center.	Amendment of a Lease Agreement	July 15, 2026 through September 30, 2029	Patrick Casey	\$ 151,694.40
C3	Pasadena Realty Partners, LLC	Consideration of Approval to Amend a Lease Agreement between Harris County Hospital District dba Harris Health and Pasadena Realty Partners, LLC for the Pasadena Pediatric & Adolescent Health Center at 3925 Fairmont Parkway, Pasadena, Texas 77504 to extend the lease at the initial annual rate of \$331,808.78, plus operating expenses for the Pasadena Pediatric & Adolescent Health Center.	Amendment of a Lease Agreement	March 1, 2026 through February 28, 2031	Patrick Casey	\$ 331,808.78
<b>TOTAL AMOUNT:</b>						<b>\$ 896,273.18</b>

## Meeting of the Board of Trustees

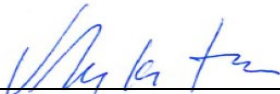
Wednesday, January 14, 2026

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

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

Administration recommends that the Board accept the financial report for the period ended November 30, 2025, subject to final audit.



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Victoria Nikitin  
EVP – Chief Financial Officer



# Financial Statements

As of the Month Ended November 30, 2025  
Subject to Audit





# Table of Contents



Financial Highlights Review.....3

**FINANCIAL STATEMENTS**

Income Statement.....4

Balance Sheet.....5

Cash Flow Summary.....6

Performance Ratios.....7

**KEY STATISTICAL INDICATORS**

Statistical Highlights.....9

Statistical Highlights Graphs.....10 – 21



# Financial Highlights Review **HARRISHEALTH**

As of November 30, 2025

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Operating income for the month ended November 30, 2025 was \$21.8 million compared to budgeted income of \$10.4 million.

Total net revenue for the month ended November 30, 2025 of \$231.0 million was \$3.6 million or 1.5% less than budget. Net patient revenue was \$7.8 million less than budget while Medicaid Supplement Programs was \$5.5 million more than budget.

As of November 30, 2025, total expenses of \$209.2 million were \$15.0 million or 6.7% less than budget. Total labor costs and supply expense were \$8.3 million and \$5.9 million, respectively, less than budget. The decrease is due to the timing of strategic initiatives' implementation as well as the decrease in patient volumes experienced across the system for the month of November.

For the month ended November 30, 2025, total patient days and average daily census were 5.2% less than budget. Inpatient case mix index, a measure of patient acuity, was 3.5% lower than budget while length of stay was 2.7% higher than budget. Emergency room visits were 6.0% less than budget. Total clinic visits, including telehealth, were 0.1% higher compared to budget. Births were 27.1% less than budget.

Total cash receipts for the month were \$128.1 million. The System has \$1,371.0 million in unrestricted cash, cash equivalents and investments, representing 202.1 days cash on hand. Days cash on hand continues to be impacted by reimbursement from the Series 2025 bond totaling \$503.2 million as of November 30, 2025, for capital expenditures tied to the Strategic Capital Plan. The remainder of the \$840 million issuance is recorded as an asset limited as to use within the balance sheet. The corresponding debt is shown within the long-term debt portion of the balance sheet.

Harris Health has \$148.4 million in net accounts receivable, representing 65.5 days of outstanding patient accounts receivable at November 30, 2025. The November balance sheet reflects a combined net receivable position of \$117.3 million under the various Medicaid Supplemental programs. The current portion of ad valorem taxes receivable is \$1,232.6 million, which is offset by ad valorem tax collections as received. Accounts payable and accrued liabilities include \$1,030.1 million in deferred ad valorem tax revenues that are released as ad valorem tax revenue is recognized. As of November 30, 2025, \$0.1 million in ad valorem tax collections were received and \$101.4 million in current ad valorem tax revenue was recognized.

# Income Statement

**HARRISHEALTH**

As of November 30, 2025 and 2024 (in \$ Millions)

	MONTH-TO-MONTH			YEAR-TO-DATE				
	CURRENT YEAR	CURRENT BUDGET	PERCENT VARIANCE	CURRENT YEAR	CURRENT BUDGET	PERCENT VARIANCE	PRIOR YEAR	PERCENT VARIANCE
<b>REVENUE</b>								
Net Patient Revenue	\$ 60.3	\$ 68.2	-11.5%	\$ 138.2	\$ 137.3	0.7%	\$ 112.6	22.8%
Medicaid Supplemental Programs	60.1	54.6	10.0%	112.0	109.2	2.5%	101.1	10.8%
Other Operating Revenue	3.1	3.8	-18.1%	6.6	8.4	-21.4%	22.4	-70.4%
<b>Total Operating Revenue</b>	<b>\$ 123.5</b>	<b>\$ 126.6</b>	<b>-2.4%</b>	<b>\$ 256.9</b>	<b>\$ 255.0</b>	<b>0.7%</b>	<b>\$ 236.1</b>	<b>8.8%</b>
Net Ad Valorem Taxes	101.4	101.3	0.1%	202.9	202.6	0.1%	166.2	22.1%
Net Tobacco Settlement Revenue	-	-	0.0%	-	-	0.0%	-	0.0%
Capital Gifts & Grants	-	0.8	0.0%	-	1.7	-100.0%	-	0.0%
Interest Income & Other	6.1	5.9	3.5%	13.3	11.7	13.4%	11.4	17.1%
<b>Total Nonoperating Revenue</b>	<b>\$ 107.5</b>	<b>\$ 108.0</b>	<b>-0.5%</b>	<b>\$ 216.2</b>	<b>\$ 216.0</b>	<b>0.1%</b>	<b>\$ 177.6</b>	<b>21.7%</b>
<b>Total Net Revenue</b>	<b>\$ 231.0</b>	<b>\$ 234.6</b>	<b>-1.5%</b>	<b>\$ 473.0</b>	<b>\$ 471.0</b>	<b>0.4%</b>	<b>\$ 413.7</b>	<b>14.4%</b>
<b>EXPENSE</b>								
Salaries and Wages	\$ 79.6	\$ 86.3	7.7%	\$ 163.5	\$ 175.4	6.8%	\$ 159.2	-2.7%
Employee Benefits	27.1	28.8	5.8%	55.3	57.6	4.1%	54.5	-1.5%
<b>Total Labor Cost</b>	<b>\$ 106.7</b>	<b>\$ 115.0</b>	<b>7.2%</b>	<b>\$ 218.7</b>	<b>\$ 233.0</b>	<b>6.1%</b>	<b>\$ 213.7</b>	<b>-2.4%</b>
Supply Expenses	23.0	28.9	20.5%	51.3	59.2	13.3%	53.2	3.5%
Physician Services	40.4	39.4	-2.5%	80.8	78.8	-2.6%	74.3	-8.7%
Purchased Services	26.1	28.8	9.4%	52.4	57.6	9.0%	50.5	-3.8%
Depreciation & Interest	13.0	12.1	-7.5%	25.2	24.3	-3.5%	17.1	-47.0%
<b>Total Operating Expense</b>	<b>\$ 209.2</b>	<b>\$ 224.2</b>	<b>6.7%</b>	<b>\$ 428.4</b>	<b>\$ 452.9</b>	<b>5.4%</b>	<b>\$ 408.8</b>	<b>-4.8%</b>
<b>Operating Income (Loss)</b>	<b>\$ 21.8</b>	<b>\$ 10.4</b>		<b>\$ 44.6</b>	<b>\$ 18.1</b>		<b>\$ 4.9</b>	
<b>Total Margin %</b>	<b>9.4%</b>	<b>4.4%</b>		<b>9.4%</b>	<b>3.8%</b>		<b>1.2%</b>	

# Balance Sheet

**HARRISHEALTH**

November 2025 and 2024 (in \$ Millions)

	CURRENT YEAR	PRIOR YEAR
<b><u>CURRENT ASSETS</u></b>		
Cash, Cash Equivalents and Short Term Investments	\$ 1,371.0	\$ 1,155.0
Net Patient Accounts Receivable	148.4	134.1
Net Ad Valorem Taxes, Current Portion	1,232.6	1,019.0
Other Current Assets	170.9	194.9
<b>Total Current Assets</b>	<b>\$ 2,922.8</b>	<b>\$ 2,503.1</b>
<b><u>CAPITAL ASSETS</u></b>		
Plant, Property, & Equipment, Net of Accumulated Depreciation	\$ 597.9	\$ 567.9
Construction in Progress	798.6	253.5
Right of Use Assets	35.3	35.3
<b>Total Capital Assets</b>	<b>\$ 1,431.8</b>	<b>\$ 856.8</b>
<b><u>ASSETS LIMITED AS TO USE &amp; RESTRICTED ASSETS</u></b>		
Debt Service & Capital Asset Funds	\$ 379.5	\$ 35.3
LPPF Restricted Cash	50.4	12.8
Capital Gift Proceeds	57.4	54.1
Other - Restricted	6.1	1.0
<b>Total Assets Limited As to Use &amp; Restricted Assets</b>	<b>\$ 493.4</b>	<b>\$ 103.2</b>
Other Assets	39.8	34.5
Deferred Outflows of Resources	138.8	182.3
<b>Total Assets &amp; Deferred Outflows of Resources</b>	<b>\$ 5,026.7</b>	<b>\$ 3,679.9</b>
<b><u>CURRENT LIABILITIES</u></b>		
Accounts Payable and Accrued Liabilities	\$ 322.0	\$ 168.2
Employee Compensation & Related Liabilities	173.6	152.5
Deferred Revenue - Ad Valorem	1,030.1	852.2
Estimated Third-Party Payor Settlements	36.2	30.3
Current Portion Long-Term Debt and Capital Leases	37.0	36.5
<b>Total Current Liabilities</b>	<b>\$ 1,599.0</b>	<b>\$ 1,239.8</b>
Long-Term Debt	1,105.8	278.4
Net Pension & Post Employment Benefits Liability	648.9	685.5
Other Long-Term Liabilities	5.7	8.2
Deferred Inflows of Resources	82.2	110.4
<b>Total Liabilities</b>	<b>\$ 3,441.6</b>	<b>\$ 2,322.1</b>
<b>Total Net Assets</b>	<b>\$ 1,585.1</b>	<b>\$ 1,357.8</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 5,026.7</b>	<b>\$ 3,679.9</b>

# Cash Flow Summary



As of November 30, 2025 and 2024 (in \$ Millions)

	MONTH-TO-MONTH		YEAR-TO-DATE	
	CURRENT YEAR	PRIOR YEAR	CURRENT YEAR	PRIOR YEAR
<b><u>CASH RECEIPTS</u></b>				
Collections on Patient Accounts	\$ 62.5	\$ 74.2	\$ 135.8	\$ 135.1
Medicaid Supplemental Programs	(7.7)	(25.8)	25.9	3.1
Net Ad Valorem Taxes	0.0	0.0	0.1	0.1
Tobacco Settlement	-	-	-	-
Other Revenue	73.3	9.2	126.3	20.0
<b>Total Cash Receipts</b>	<b>\$ 128.1</b>	<b>\$ 57.7</b>	<b>\$ 288.0</b>	<b>\$ 158.3</b>
<b><u>CASH DISBURSEMENTS</u></b>				
Salaries, Wages and Benefits	\$ 112.6	\$ 103.2	\$ 228.5	\$ 208.8
Supplies	30.3	35.9	64.6	72.0
Physician Services	36.7	35.2	75.6	71.1
Purchased Services	24.0	29.1	52.2	54.7
Capital Expenditures	82.2	29.4	155.6	61.8
Debt and Interest Payments	0.1	0.3	0.4	0.3
Other Uses	(0.5)	1.3	(12.1)	(2.1)
<b>Total Cash Disbursements</b>	<b>\$ 285.4</b>	<b>\$ 234.4</b>	<b>\$ 564.8</b>	<b>\$ 466.7</b>
<b>Net Change</b>	<b>\$ (157.3)</b>	<b>\$ (176.7)</b>	<b>\$ (276.8)</b>	<b>\$ (308.4)</b>

Unrestricted cash, cash equivalents and investments - Beginning of year	\$ 1,647.8
Net Change	\$ (276.8)
<b>Unrestricted cash, cash equivalents and investments - End of period</b>	<b>\$ 1,371.0</b>

# Performance Ratios

**HARRISHEALTH**

As of November 30, 2025 and 2024 (in \$ Millions)

	MONTH-TO-MONTH		YEAR-TO-DATE		
	CURRENT YEAR	CURRENT BUDGET	CURRENT YEAR	CURRENT BUDGET	PRIOR YEAR
<b><u>OPERATING HEALTH INDICATORS</u></b>					
Operating Margin %	9.4%	4.4%	9.4%	3.8%	1.2%
Run Rate per Day (In \$ Millions)	\$ 6.7	\$ 7.2	\$ 6.7	\$ 7.2	\$ 6.4
Salary, Wages & Benefit per APD	\$ 2,552	\$ 2,584	\$ 2,475	\$ 2,585	\$ 2,362
Supply Cost per APD	\$ 549	\$ 649	\$ 580	\$ 656	\$ 588
Physician Services per APD	\$ 965	\$ 885	\$ 914	\$ 874	\$ 821
<b>Total Expense per APD</b>	<b>\$ 5,001</b>	<b>\$ 5,037</b>	<b>\$ 4,848</b>	<b>\$ 5,025</b>	<b>\$ 4,518</b>
Overtime as a % of Total Salaries	2.7%	2.7%	2.9%	2.7%	3.3%
Contract as a % of Total Salaries	3.0%	2.9%	3.1%	2.9%	3.4%
Full-time Equivalent Employees	10,355	10,781	10,388	10,737	10,470
<b><u>FINANCIAL HEALTH INDICATORS</u></b>					
Quick Ratio			1.8		2.0
Unrestricted Cash (In \$ Millions)			\$ 1,371.0	\$ 1,437.6	\$ 1,155.0
Days Cash on Hand			202.1	200.8	178.3
Days Revenue in Accounts Receivable			65.5	66.1	72.7
Days in Accounts Payable			53.7		44.6
Capital Expenditures/Depreciation & Amortization			931.9%		402.3%
Average Age of Plant(years)			9.9		10.0

# Harris Health Key Indicators



# Statistical Highlights

**HARRISHEALTH**

As of November 30, 2025 and 2024

	MONTH-TO-MONTH			YEAR-TO-DATE				
	CURRENT QUARTER	CURRENT BUDGET	PERCENT CHANGE	CURRENT YEAR	CURRENT BUDGET	PERCENT CHANGE	PRIOR YEAR	PERCENT CHANGE
Adjusted Patient Days	41,829	44,517	-6.0%	88,365	90,134	-2.0%	90,476	-2.3%
Outpatient % of Adjusted Volume	61.0%	62.8%	-3.0%	61.9%	63.0%	-1.8%	63.5%	-2.4%
Primary Care Clinic Visits	39,702	40,476	-1.9%	88,373	86,290	2.4%	94,156	-6.1%
Specialty Clinic Visits	18,402	19,799	-7.1%	41,409	42,059	-1.5%	43,625	-5.1%
Telehealth Clinic Visits	9,232	6,978	32.3%	20,498	17,622	16.3%	20,088	2.0%
<b>Total Clinic Visits</b>	<b>67,336</b>	<b>67,253</b>	<b>0.1%</b>	<b>150,280</b>	<b>145,971</b>	<b>3.0%</b>	<b>157,869</b>	<b>-4.8%</b>
Emergency Room Visits - Outpatient	9,897	10,670	-7.2%	21,669	23,554	-8.0%	23,378	-7.3%
Emergency Room Visits - Admitted	1,574	1,533	2.7%	3,477	3,396	2.4%	3,370	3.2%
<b>Total Emergency Room Visits</b>	<b>11,471</b>	<b>12,203</b>	<b>-6.0%</b>	<b>25,146</b>	<b>26,950</b>	<b>-6.7%</b>	<b>26,748</b>	<b>-6.0%</b>
Surgery Cases - Outpatient	885	945	-6.3%	1,970	1,942	1.4%	1,964	0.3%
Surgery Cases - Inpatient	830	880	-5.7%	1,716	1,873	-8.4%	1,820	-5.7%
<b>Total Surgery Cases</b>	<b>1,715</b>	<b>1,825</b>	<b>-6.0%</b>	<b>3,686</b>	<b>3,815</b>	<b>-3.4%</b>	<b>3,784</b>	<b>-2.6%</b>
<b>Total Outpatient Visits</b>	<b>116,450</b>	<b>133,551</b>	<b>-12.8%</b>	<b>253,288</b>	<b>284,890</b>	<b>-11.1%</b>	<b>262,680</b>	<b>-3.6%</b>
Inpatient Cases (Discharges)	2,533	2,635	-3.9%	5,201	5,366	-3.1%	5,226	-0.5%
Outpatient Observation Cases	822	904	-9.1%	1,733	1,925	-10.0%	1,995	-13.1%
<b>Total Cases Occupying Patient Beds</b>	<b>3,355</b>	<b>3,539</b>	<b>-5.2%</b>	<b>6,934</b>	<b>7,291</b>	<b>-4.9%</b>	<b>7,221</b>	<b>-4.0%</b>
Births	371	509	-27.1%	771	1,022	-24.6%	1,002	-23.1%
Inpatient Days	16,323	16,541	-1.3%	33,644	33,315	1.0%	33,057	1.8%
Outpatient Observation Days	2,633	3,450	-23.7%	5,495	6,912	-20.5%	7,220	-23.9%
<b>Total Patient Days</b>	<b>18,956</b>	<b>19,991</b>	<b>-5.2%</b>	<b>39,139</b>	<b>40,227</b>	<b>-2.7%</b>	<b>40,277</b>	<b>-2.8%</b>
Average Daily Census	631.9	666.4	-5.2%	641.6	659.5	-2.7%	660.3	-2.8%
Average Operating Beds	701	704	-0.5%	700	704	-0.6%	702	-0.3%
Bed Occupancy %	90.2%	94.7%	-4.7%	91.7%	93.7%	-2.1%	94.1%	-2.5%
Inpatient Average Length of Stay	6.44	6.28	2.7%	6.47	6.21	4.2%	6.33	2.3%
Inpatient Case Mix Index (CMI)	1.652	1.712	-3.5%	1.661	1.712	-3.0%	1.684	-1.4%
<b><u>Payor Mix (% of Charges)</u></b>								
Charity & Self Pay	45.1%	45.5%	-0.9%	45.5%	45.5%	0.0%	42.4%	7.3%
Medicaid & Medicaid Managed	19.9%	18.8%	5.9%	19.5%	18.8%	3.6%	19.2%	1.4%
Medicare & Medicare Managed	11.0%	10.6%	3.6%	11.3%	10.6%	6.3%	10.7%	6.1%
Commercial & Other	24.0%	25.1%	-4.3%	23.7%	25.1%	-5.4%	27.7%	-14.5%
<b>Total Unduplicated Patients - Rolling 12</b>				<b>240,467</b>			<b>247,179</b>	<b>-2.7%</b>
<b>Total New Patient - Rolling 12</b>				<b>83,595</b>			<b>90,111</b>	<b>-7.2%</b>

# Harris Health

## Statistical Highlights

November FY 2026

### Cases Occupying Beds - CM

Actual	Budget	Prior Year
3,355	3,539	3,539

### Cases Occupying Beds - YTD

Actual	Budget	Prior Year
6,934	7,291	7,221

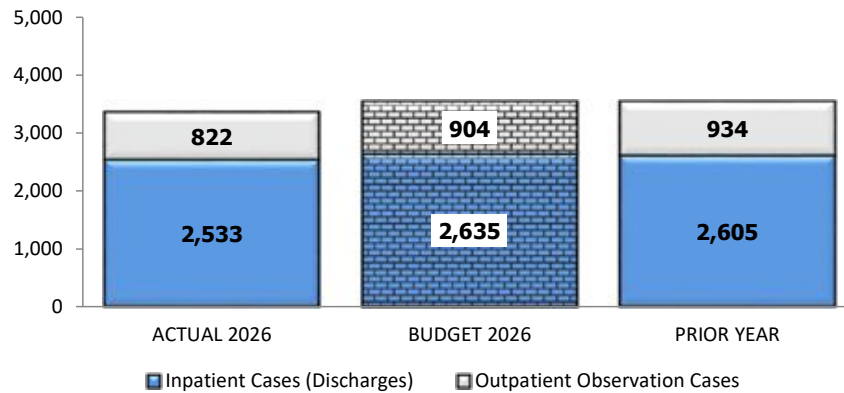
### Emergency Visits - CM

Actual	Budget	Prior Year
11,471	12,203	12,105

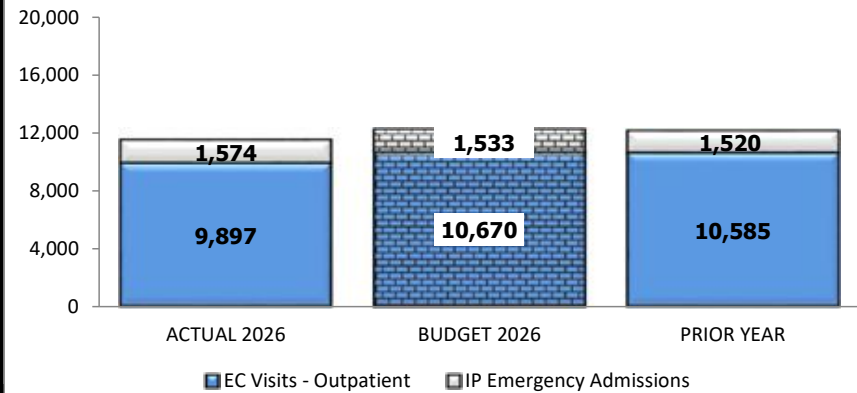
### Emergency Visits - YTD

Actual	Budget	Prior Year
25,146	26,950	26,748

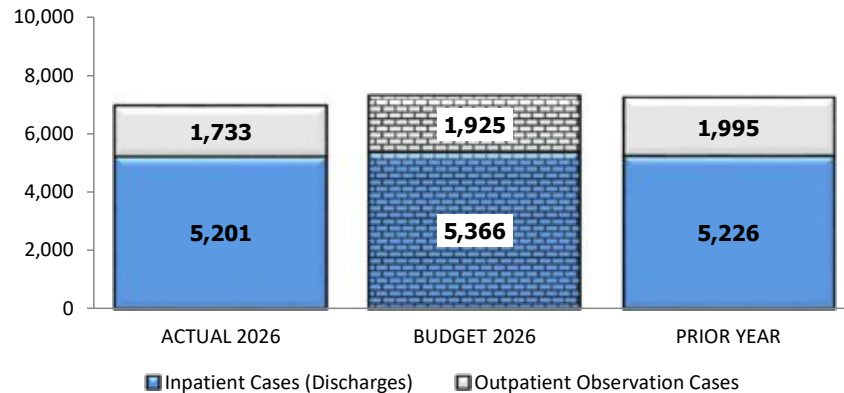
### Cases Occupying Beds - Current Month



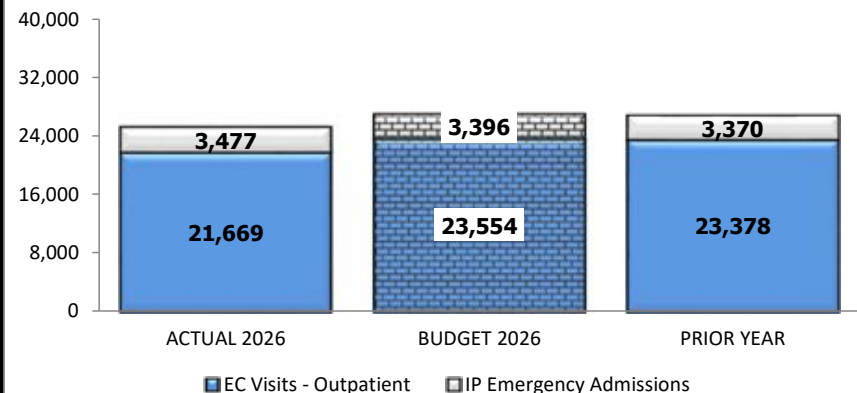
### Emergency Visits - Current Month



### Cases Occupying Beds - YTD



### Emergency Visits - YTD





# Harris Health

## Statistical Highlights

November FY 2026

### Surgery Cases - CM

Actual	Budget	Prior Year
1,715	1,825	1,771

### Surgery Cases - YTD

Actual	Budget	Prior Year
3,686	3,815	3,784

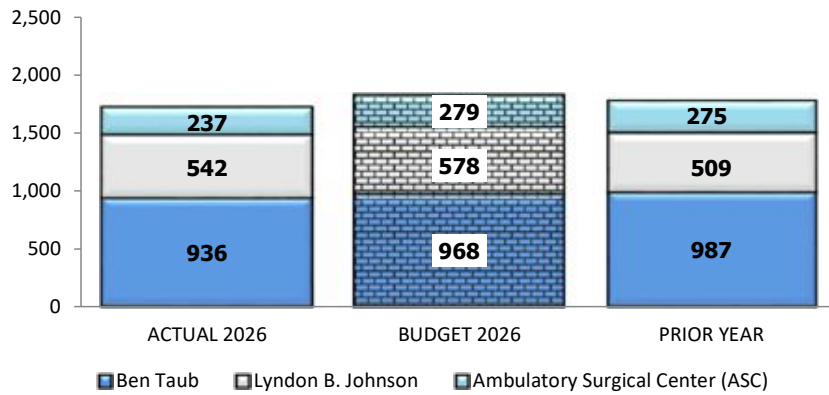
### Clinic Visits - CM

Actual	Budget	Prior Year
67,336	67,253	72,764

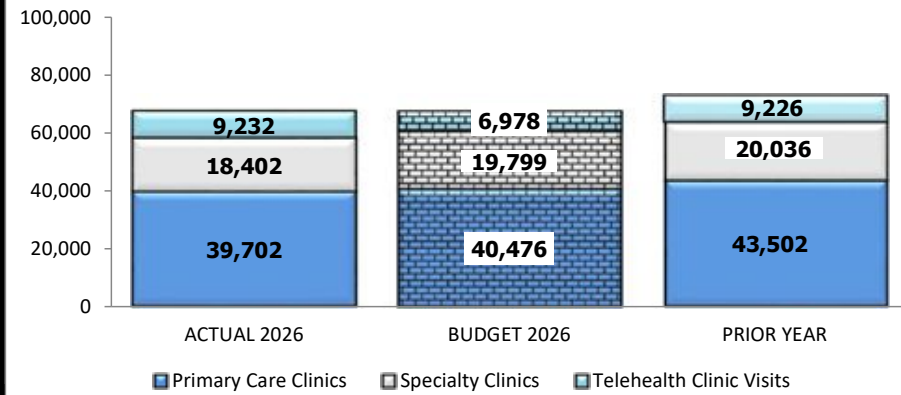
### Clinic Visits - YTD

Actual	Budget	Prior Year
150,280	145,971	157,869

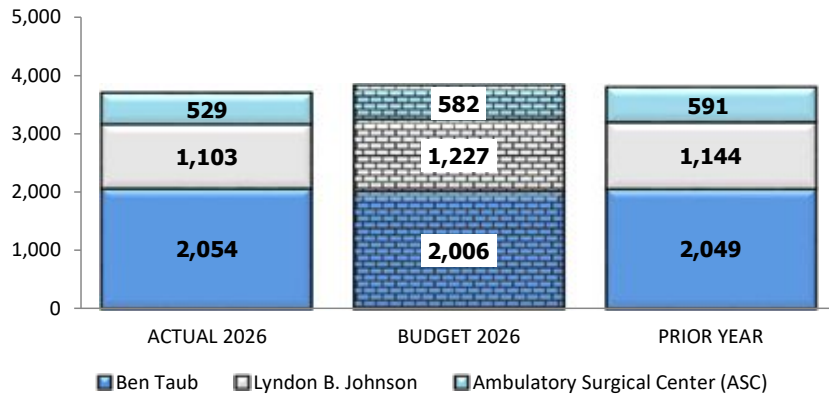
### Surgery Cases - Current Month



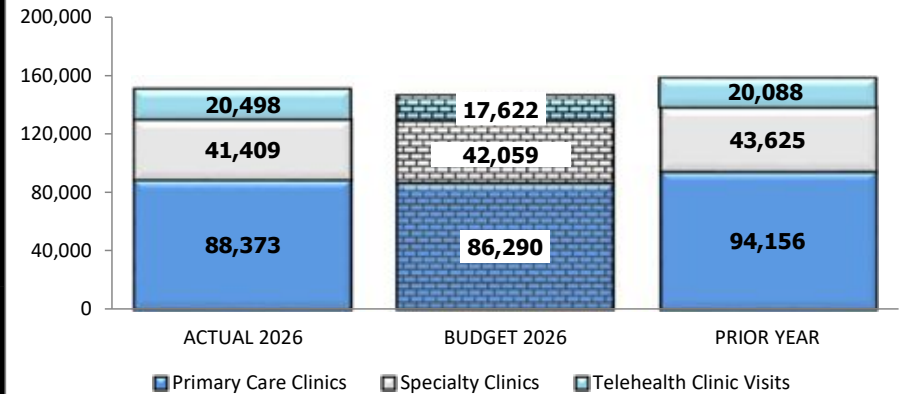
### Clinic Visits - Current Month



### Surgery Cases - YTD



### Clinic Visits - YTD



# Harris Health

## Statistical Highlights

November FY 2026

### Adjusted Patient Days - CM

41,829

### Adjusted Patient Days - YTD

88,365

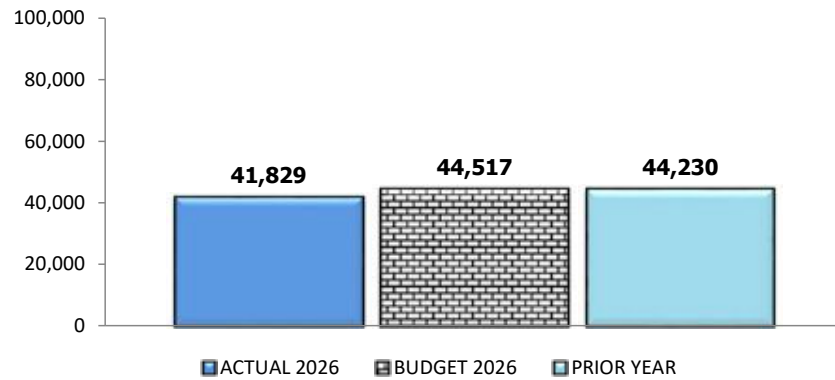
### Average Daily Census - CM

631.9

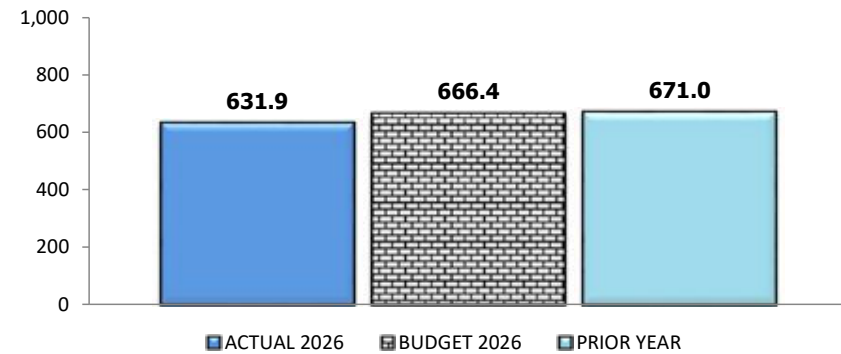
### Average Daily Census - YTD

641.6

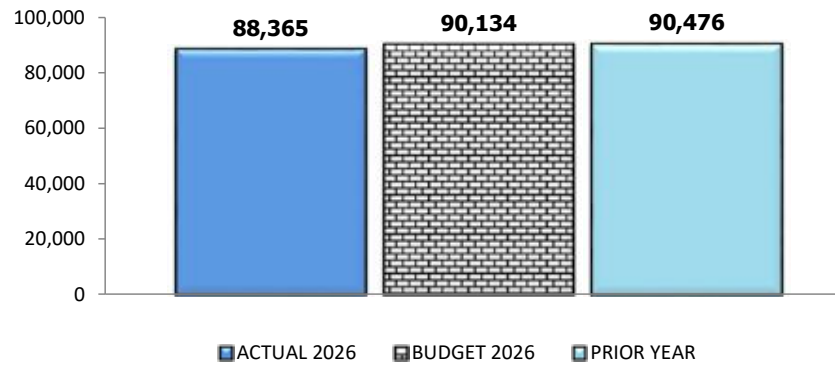
### Adjusted Patient Days - Current Month



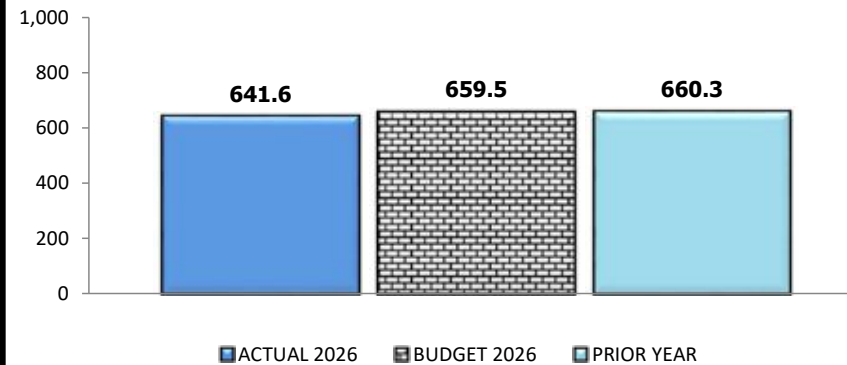
### Average Daily Census - Current Month



### Adjusted Patient Days - YTD



### Average Daily Census - YTD



# Harris Health

## Statistical Highlights

November FY 2026

### Inpatient ALOS - CM

6.44

### Inpatient ALOS - YTD

6.47

### Case Mix Index (CMI) - CM

Overall

Excl. Obstetrics

1.652

1.895

### Case Mix Index (CMI) - YTD

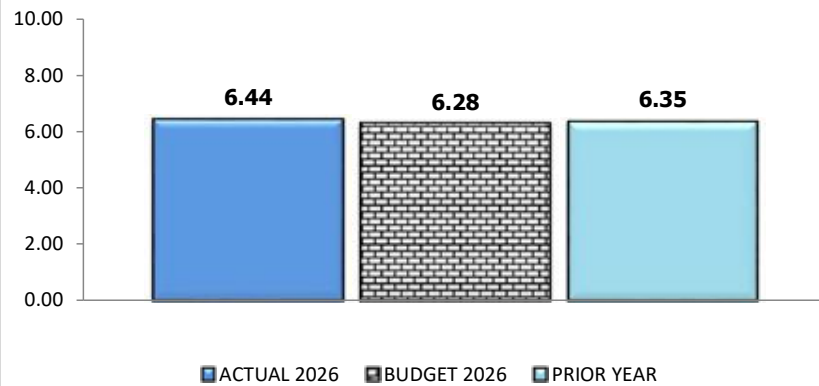
Overall

Excl. Obstetrics

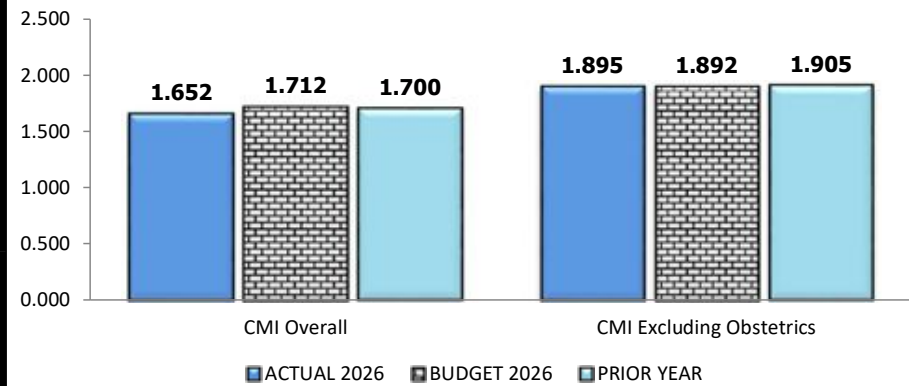
1.661

1.847

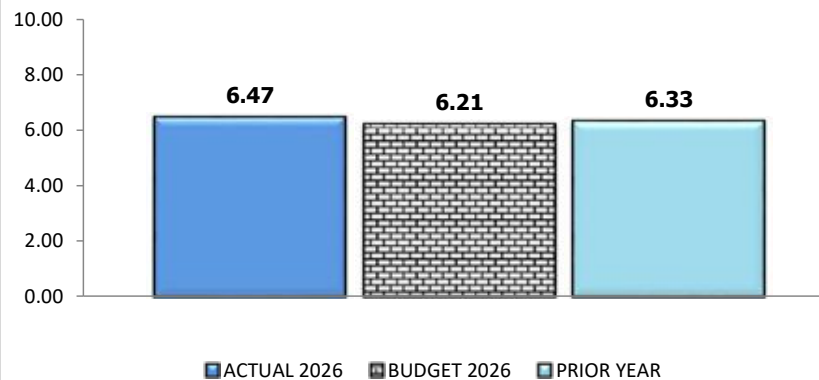
### Inpatient ALOS - Current Month



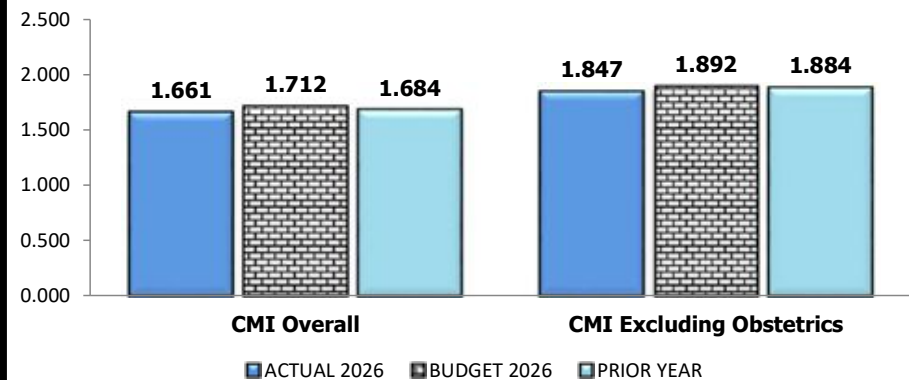
### Case Mix Index - Current Month



### Inpatient ALOS - YTD



### Case Mix Index - YTD



# Harris Health

## Statistical Highlights - Cases Occupying Beds

November FY 2026

### BT Cases Occupying Beds - CM

Actual	Budget	Prior Year
1,922	2,105	2,024

### BT Cases Occupying Beds - YTD

Actual	Budget	Prior Year
4,055	4,335	4,176

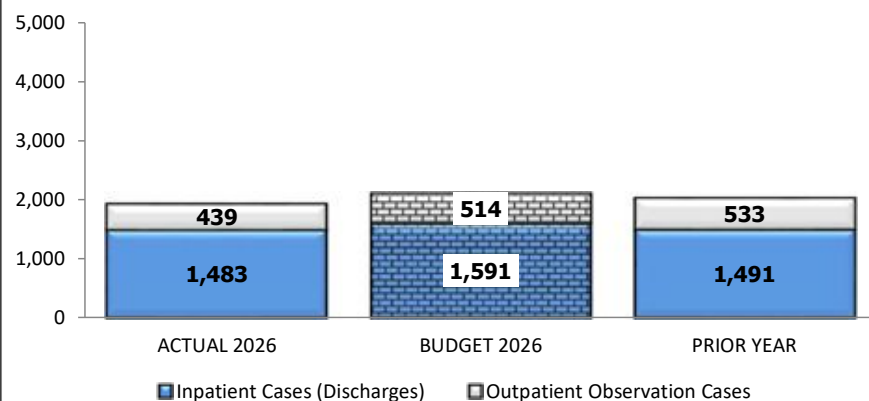
### LBJ Cases Occupying Beds - CM

Actual	Budget	Prior Year
1,427	1,395	1,500

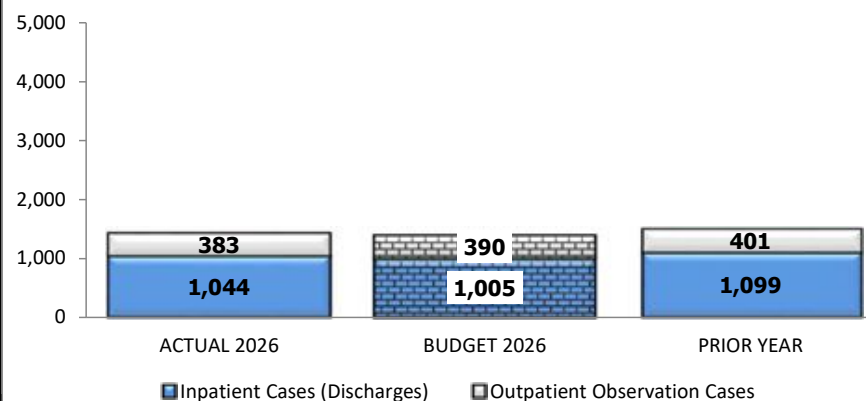
### LBJ Cases Occupying Beds - YTD

Actual	Budget	Prior Year
2,873	2,876	3,014

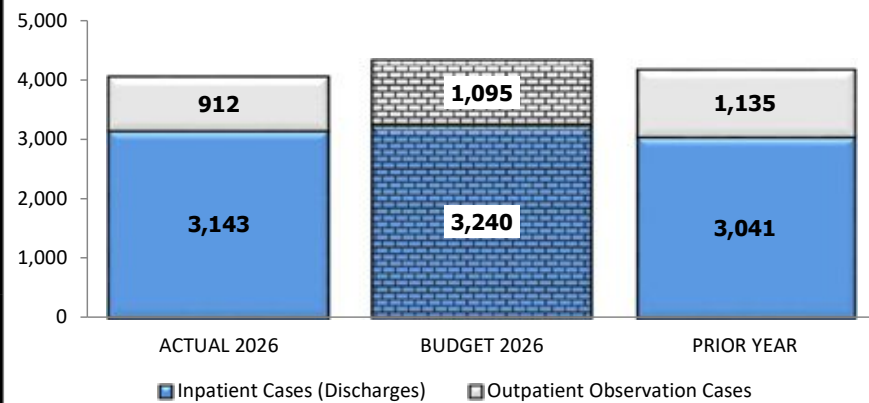
### Ben Taub Cases - Current Month



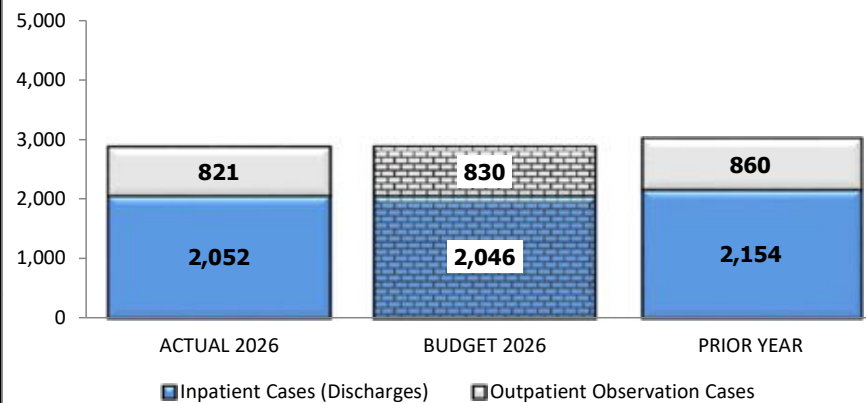
### Lyndon B. Johnson Cases - Current Month



### Ben Taub Cases - YTD



### Lyndon B. Johnson Cases - YTD



# Harris Health

## Statistical Highlights - Surgery Cases

November FY 2026

### BT Surgery Cases - CM

Actual	Budget	Prior Year
936	968	987

### BT Surgery Cases - YTD

Actual	Budget	Prior Year
2,054	2,006	2,049

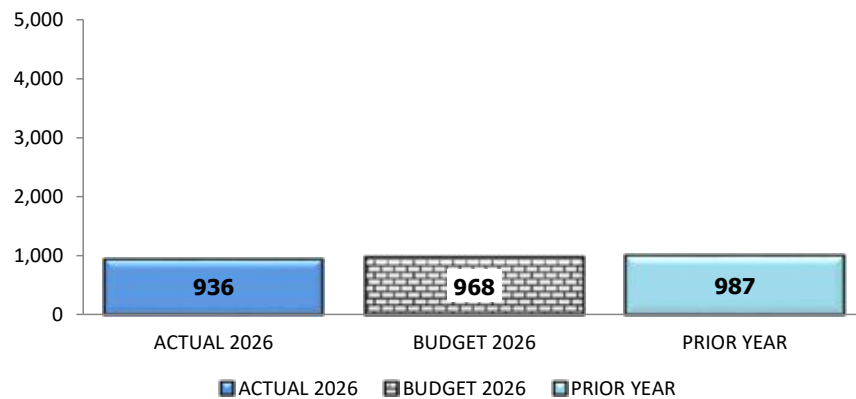
### LBJ Surgery Cases - CM

Actual	Budget	Prior Year
779	857	784

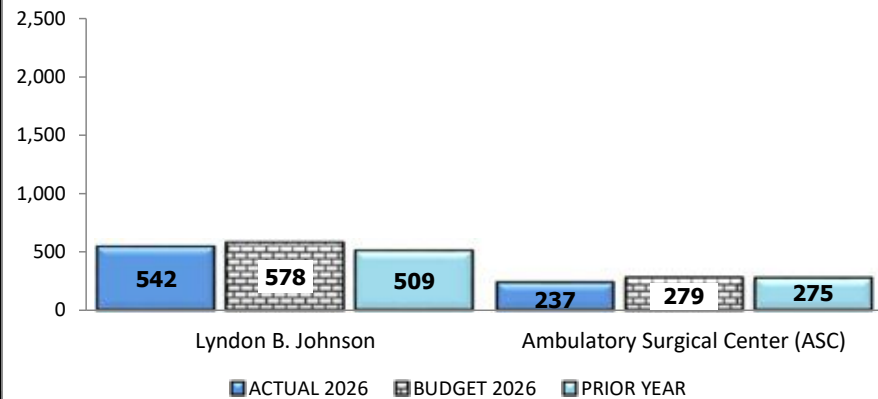
### LBJ Surgery Cases - YTD

Actual	Budget	Prior Year
1,632	1,809	1,735

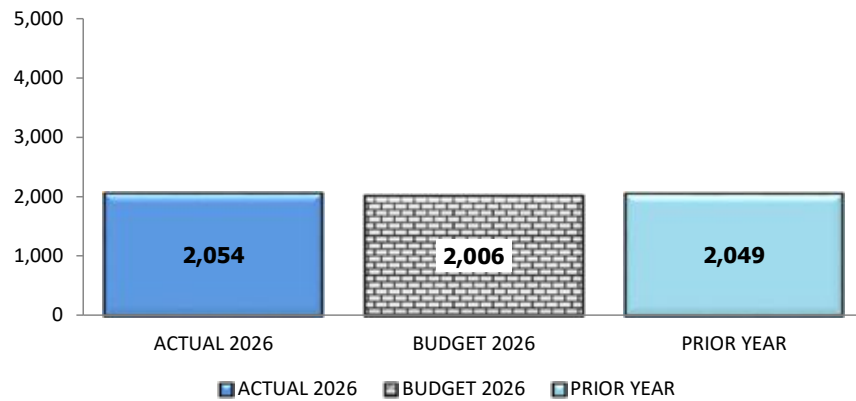
### Ben Taub OR Cases - Current Month



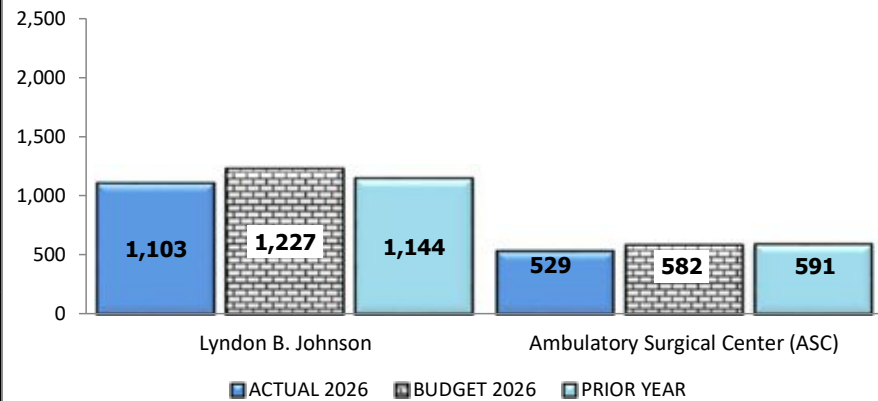
### Lyndon B. Johnson OR Cases - Current Month



### Ben Taub OR Cases - YTD



### Lyndon B. Johnson OR Cases - YTD



# Harris Health

## Statistical Highlights - Emergency Room Visits

November FY 2026

### BT Emergency Visits - CM

Actual	Budget	Prior Year
6,125	6,644	6,544

### BT Emergency Visits - YTD

Actual	Budget	Prior Year
13,019	13,972	13,763

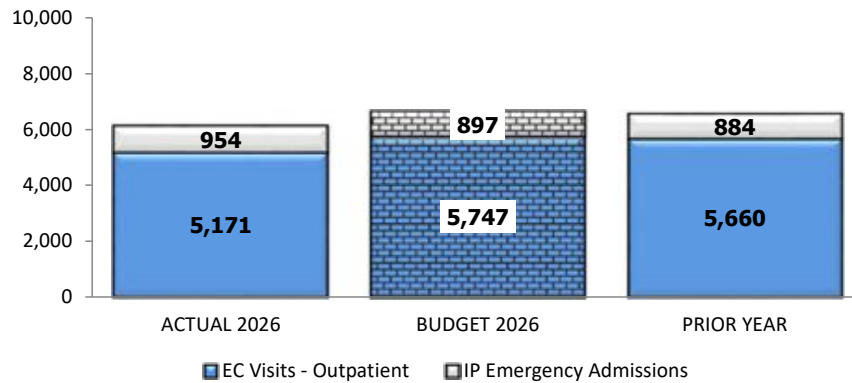
### LBJ Emergency Visits - CM

Actual	Budget	Prior Year
5,346	5,559	5,561

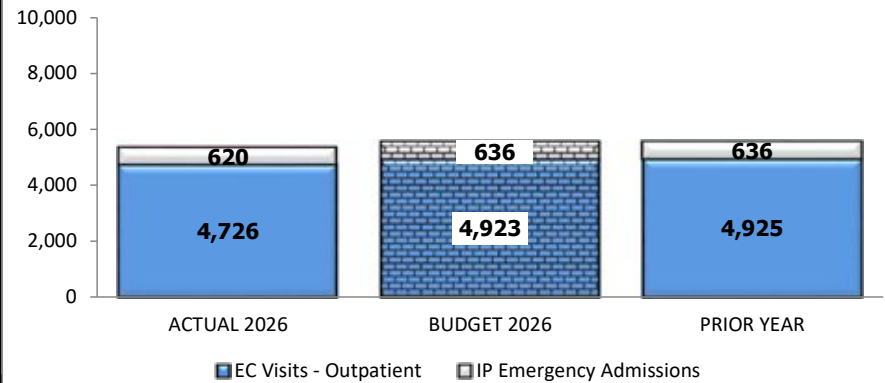
### LBJ Emergency Visits - YTD

Actual	Budget	Prior Year
12,127	12,978	12,985

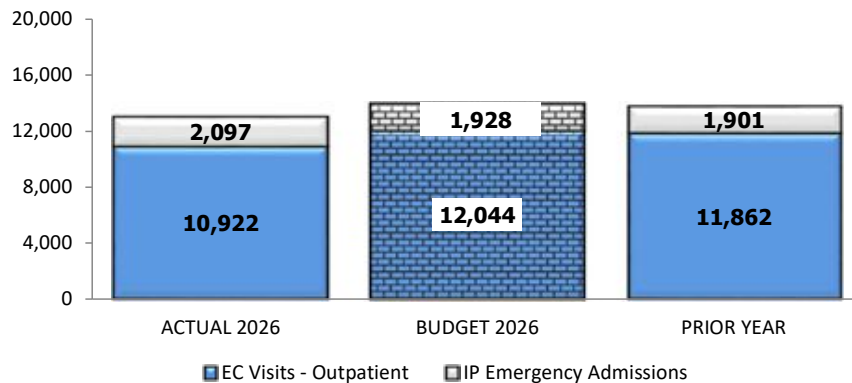
### Ben Taub EC Visits - Current Month



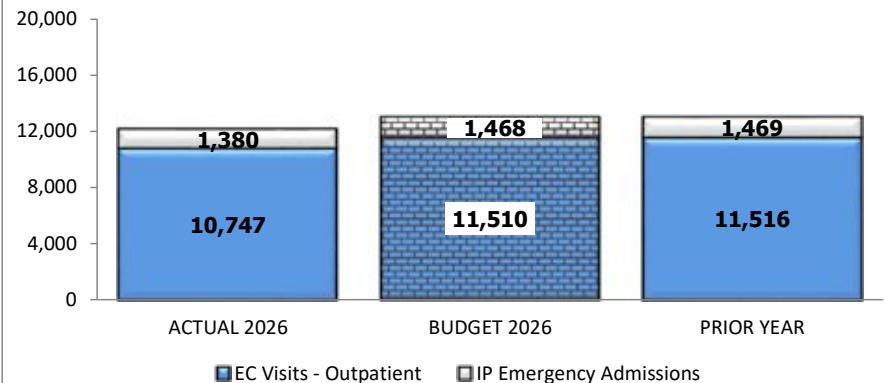
### Lyndon B. Johnson EC Visits - Current Month



### Ben Taub EC Visits - YTD



### Lyndon B. Johnson EC Visits - YTD



# Harris Health

## Statistical Highlights - Births

November FY 2026

### BT Births - CM

Actual	Budget	Prior Year
211	280	268

### BT Births - YTD

Actual	Budget	Prior Year
446	574	550

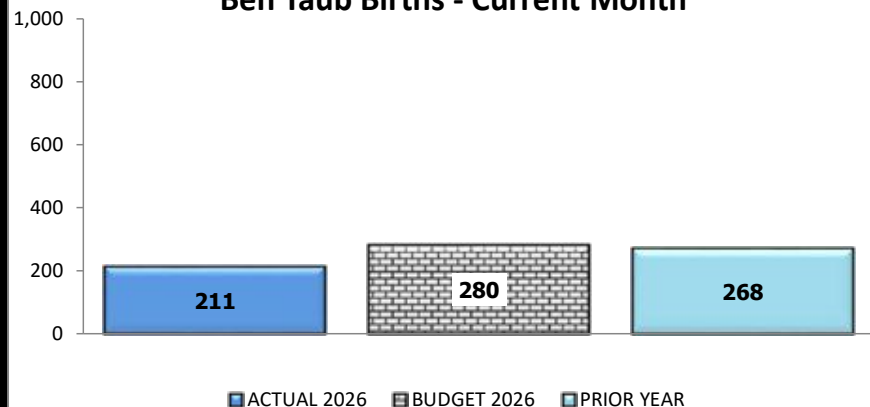
### LBJ Births - CM

Actual	Budget	Prior Year
160	229	231

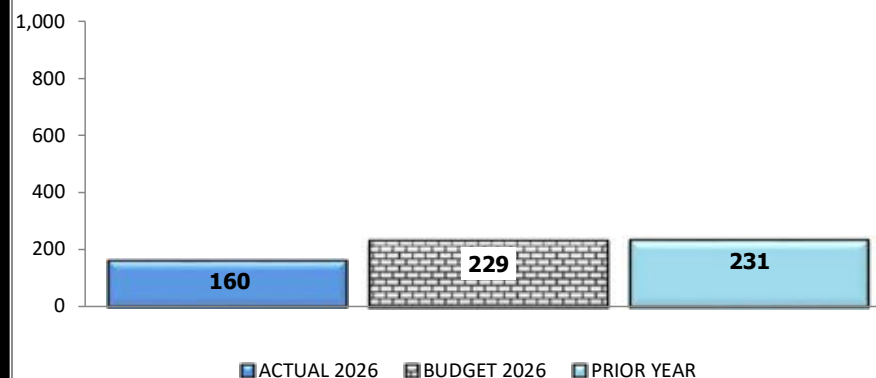
### LBJ Births - YTD

Actual	Budget	Prior Year
325	448	452

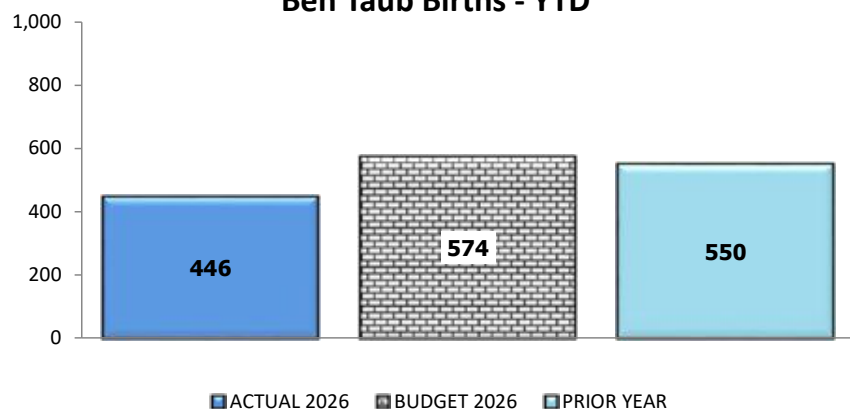
### Ben Taub Births - Current Month



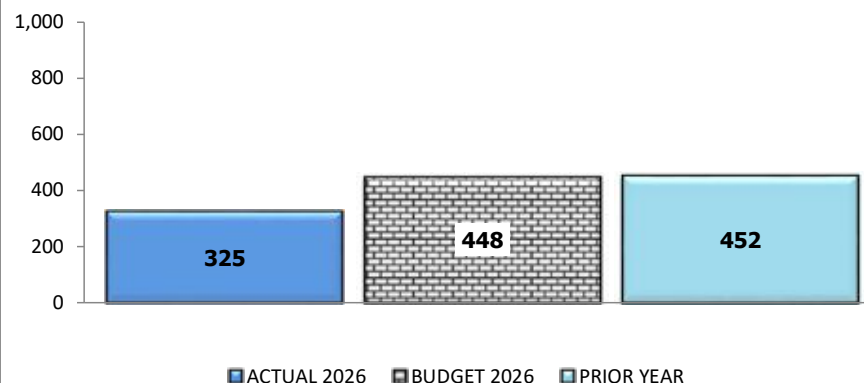
### Lyndon B. Johnson Births - Current Month



### Ben Taub Births - YTD



### Lyndon B. Johnson Births - YTD





# Harris Health

## Statistical Highlights - Adjusted Patient Days

November FY 2026

### BT Adjusted Patient Days - CM

20,472

### BT Adjusted Patient Days - YTD

43,512

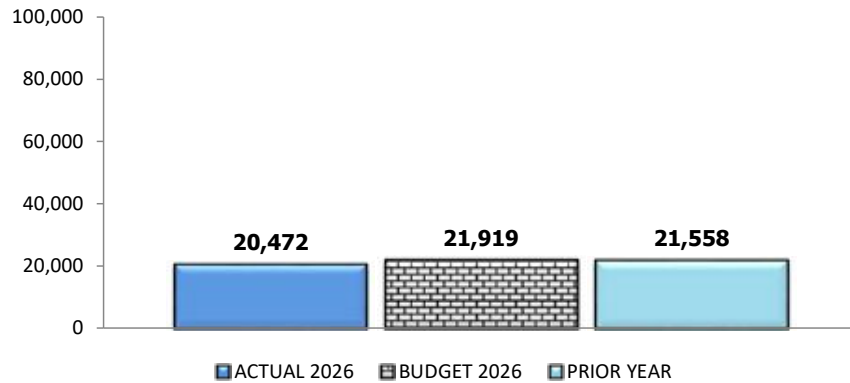
### LBJ Adjusted Patient Days - CM

12,880

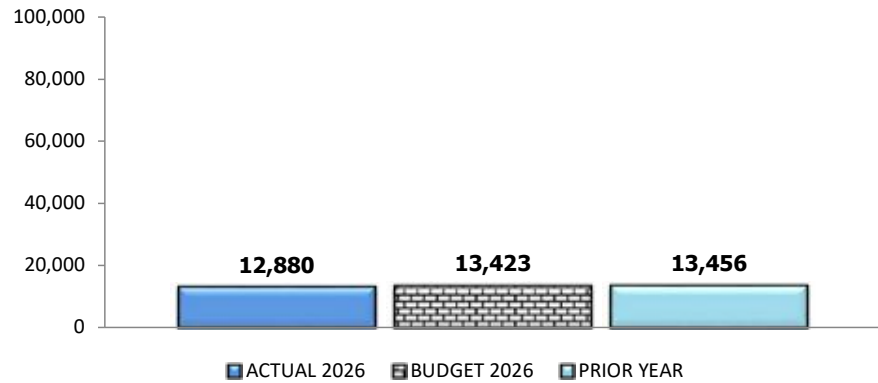
### LBJ Adjusted Patient Days - YTD

26,528

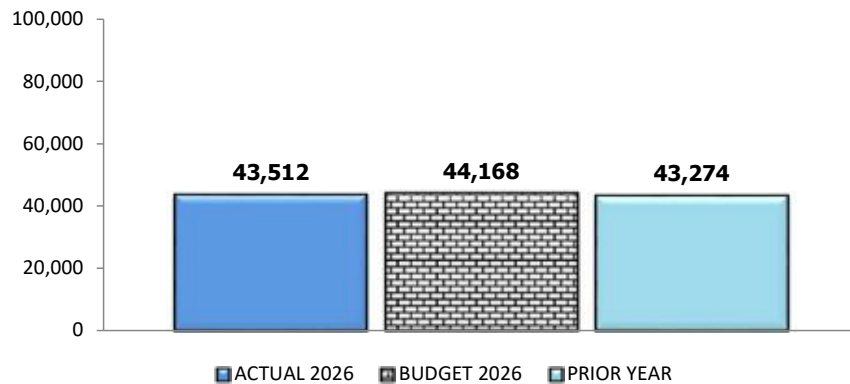
### Ben Taub APD - Current Month



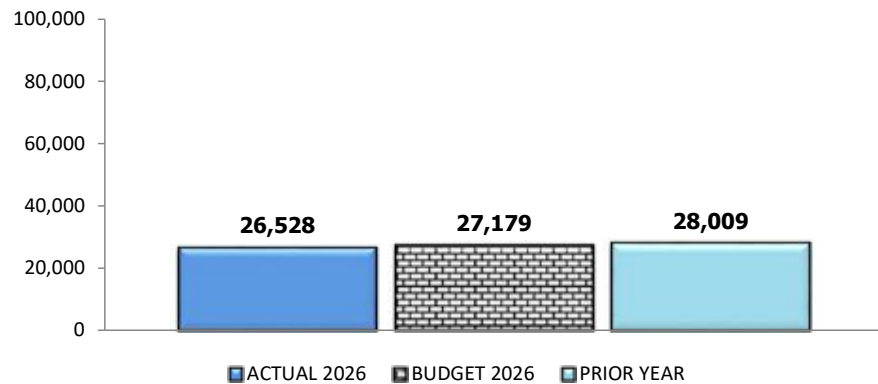
### Lyndon B. Johnson APD - Current Month



### Ben Taub APD - YTD



### Lyndon B. Johnson APD - YTD





# Harris Health

## Statistical Highlights - Average Daily Census (ADC)

November FY 2026

### BT Average Daily Census - CM

405.2

### BT Average Daily Census - YTD

416.8

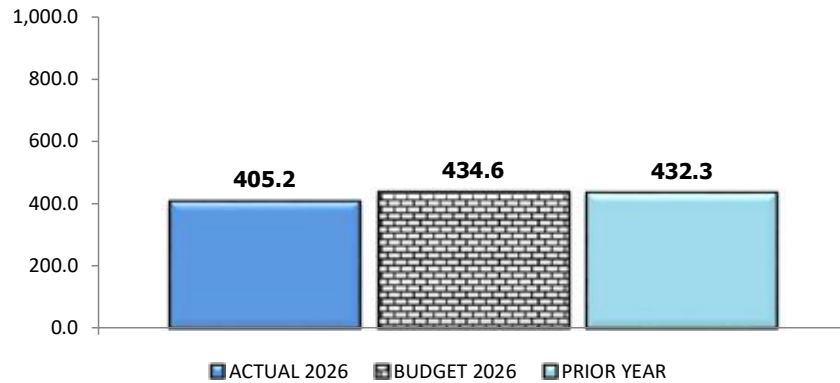
### LBJ Average Daily Census - CM

225.7

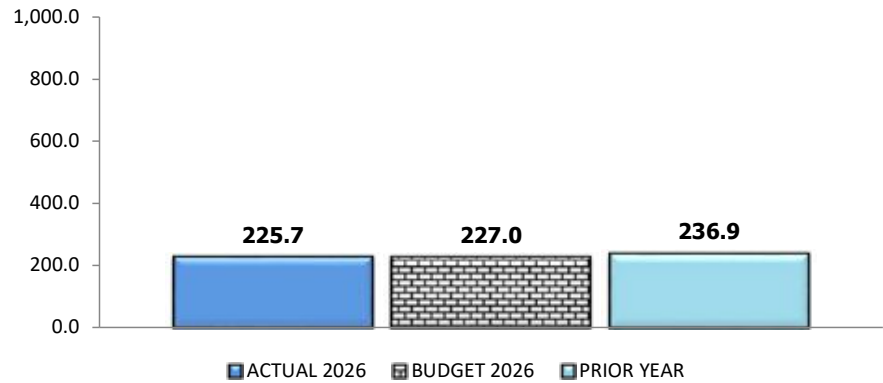
### LBJ Average Daily Census - YTD

224.3

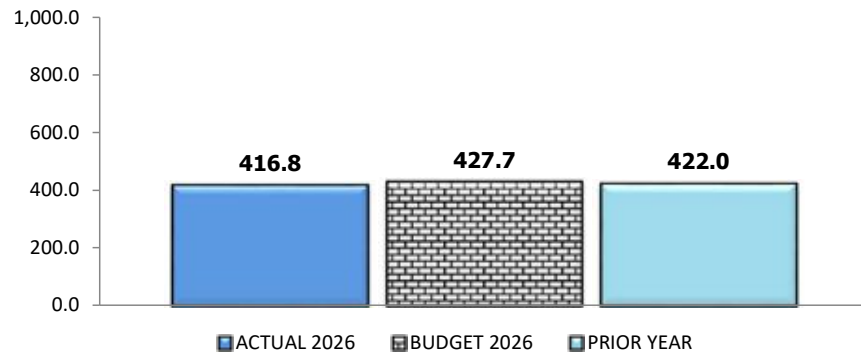
#### Ben Taub ADC - Current Month



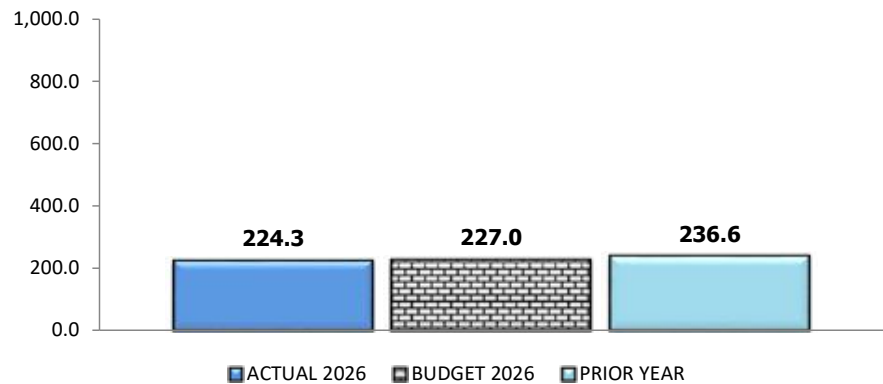
#### Lyndon B. Johnson ADC - Current Month



#### Ben Taub ADC - YTD



#### Lyndon B. Johnson ADC - YTD



# Harris Health

## Statistical Highlights - Inpatient Average Length of Stay (ALOS)

November FY 2026

### BT Inpatient ALOS - CM

7.16

### BT Inpatient ALOS - YTD

7.11

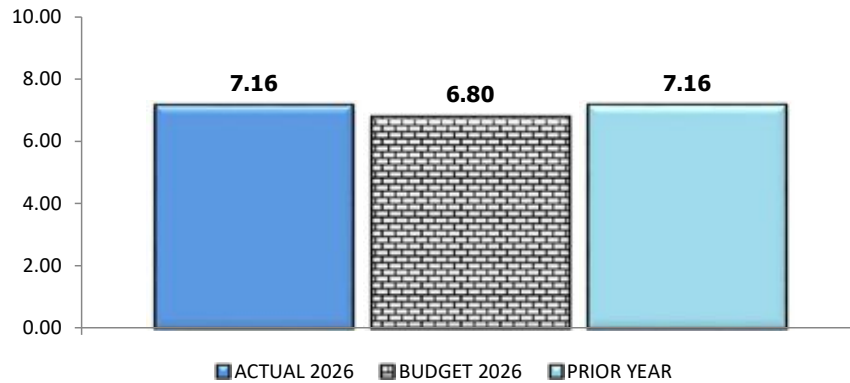
### LBJ Inpatient ALOS - CM

5.44

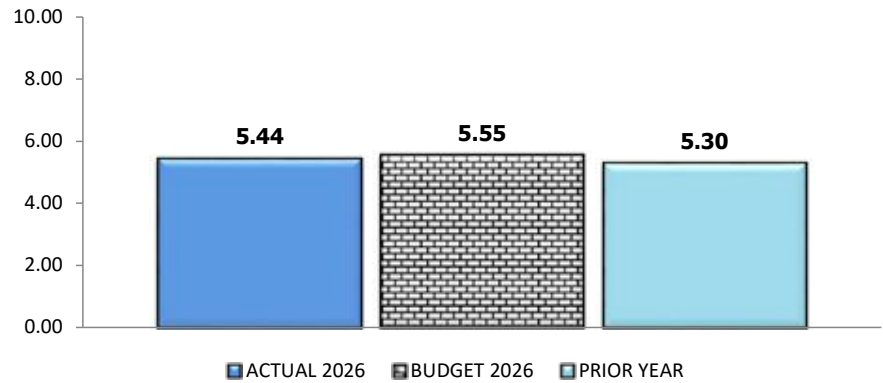
### LBJ Inpatient ALOS - YTD

5.49

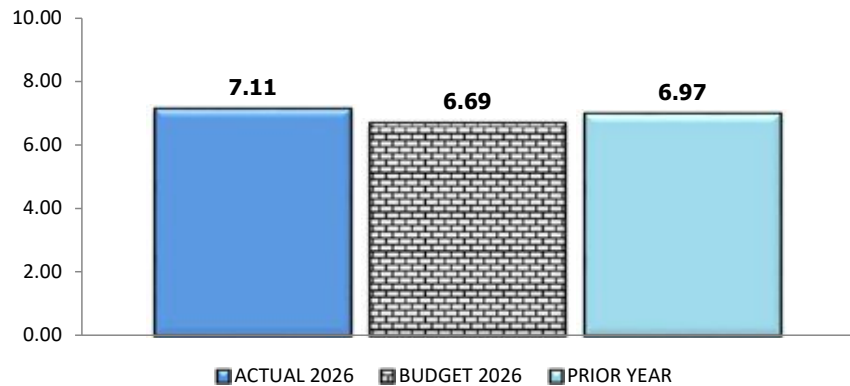
### Ben Taub ALOS - Current Month



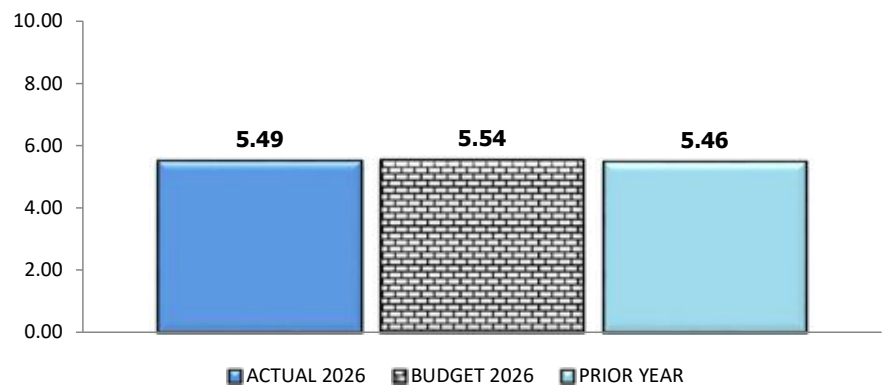
### Lyndon B. Johnson ALOS - Current Month



### Ben Taub ALOS - YTD



### Lyndon B. Johnson ALOS - YTD



# Harris Health

## Statistical Highlights - Case Mix Index (CMI)

November FY 2026

### BT Case Mix Index (CMI) - CM

Overall	Excl. Obstetrics
1.750	1.978

### BT Case Mix Index (CMI) - YTD

Overall	Excl. Obstetrics
1.751	1.928

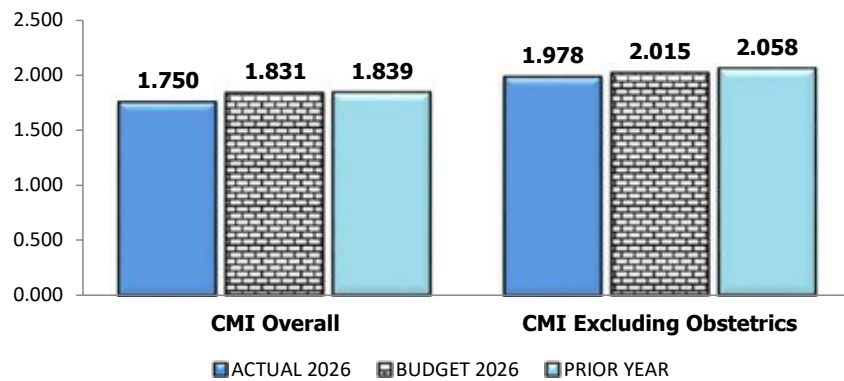
### LBJ Case Mix Index (CMI) - CM

Overall	Excl. Obstetrics
1.522	1.785

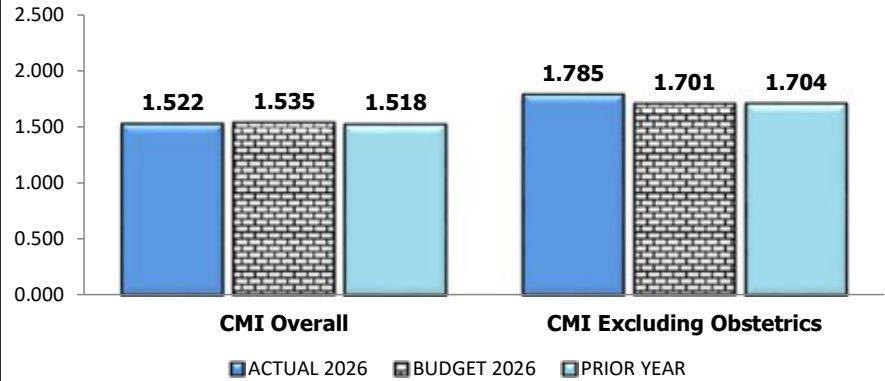
### LBJ Case Mix Index (CMI) - YTD

Overall	Excl. Obstetrics
1.528	1.724

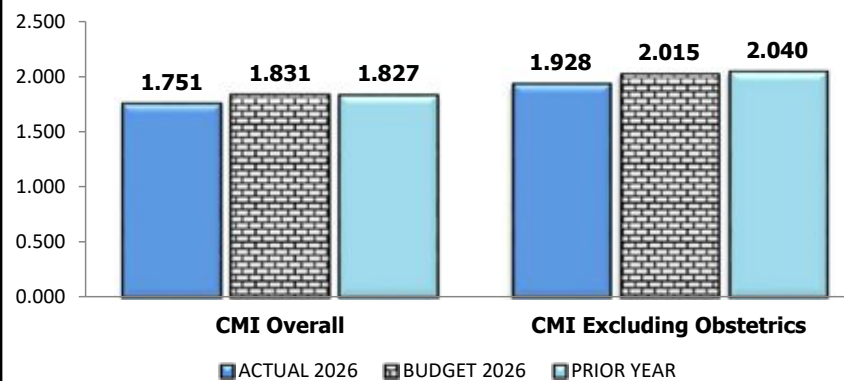
### Ben Taub CMI - Current Month



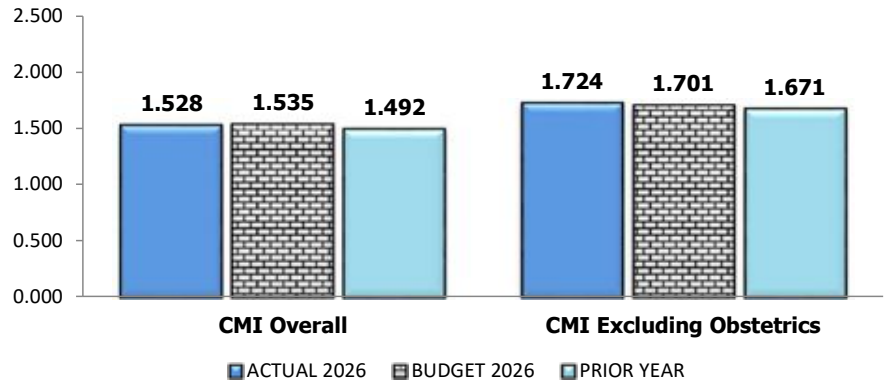
### Lyndon B. Johnson CMI - Current Month



### Ben Taub CMI - YTD



### Lyndon B. Johnson CMI - YTD



## Meeting of the Board of Trustees

Wednesday, January 14, 2026

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 January 2026 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.



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

# Health Care for the Homeless Monthly Update Report – January 2026

**Dr. 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
  - Sliding Fee Discount Program Evaluation
  - Change in Scope - Behavioral Health Services

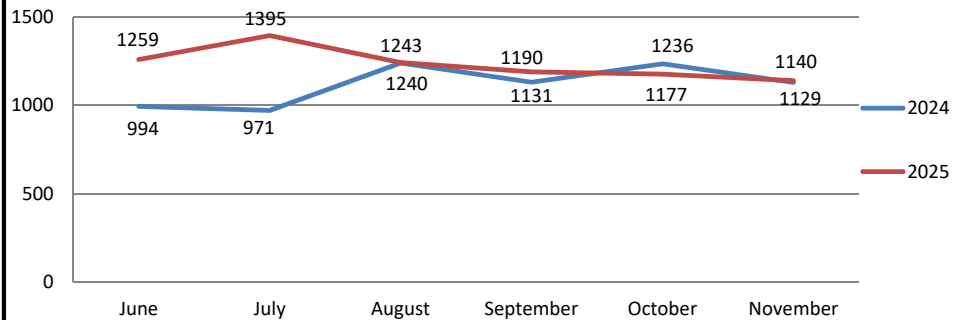
**HARRISHEALTH**

## Patients Served November 2025

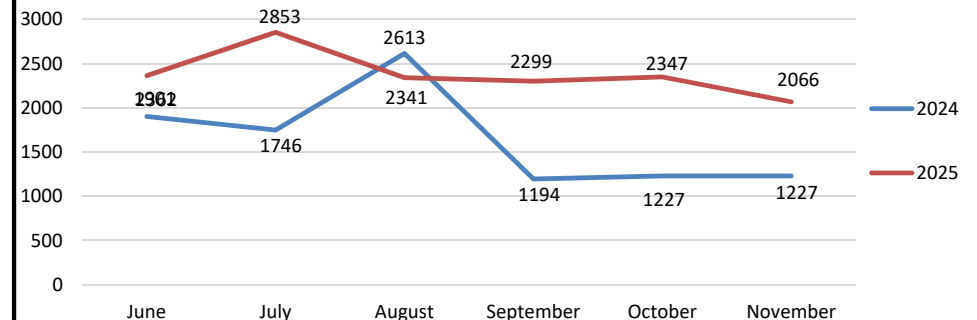
<p>HRSA Unduplicated Patients Target:</p> <p><b>7,250</b></p>	<p>HRSA Completed Visit Patients Target:</p> <p><b>30,496</b></p>
<p>YTD Unduplicated Patients:</p> <p><b>6,544</b></p>	<p>YTD Total Completed Visits:</p> <p><b>27,474</b></p>

# Operational Update

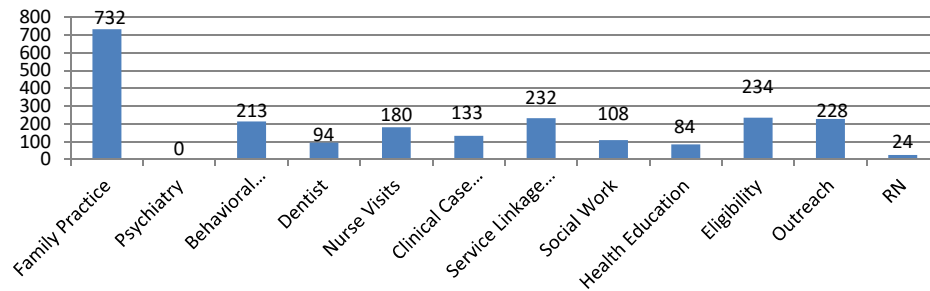
**Monthly Unduplicated Patients (June – November)**



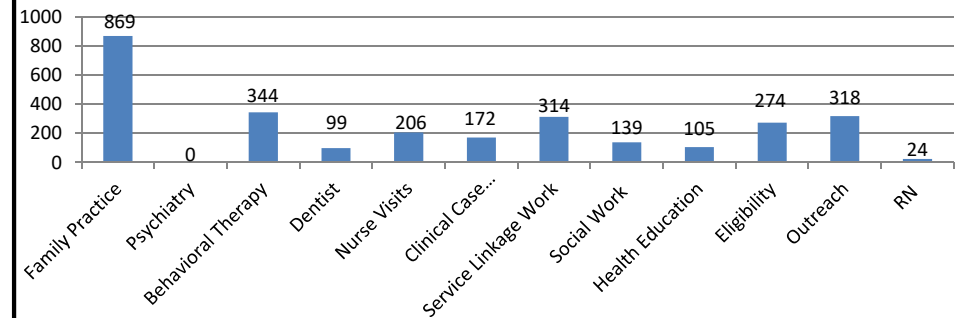
**Completed Visits (June – November)**



**Monthly Unduplicated Patients by Department (November 2025)**



**Completed Visits by Department (November 2025)**







# Operational Update

## Consumer Advisory Council

### Highlight Council Activities from August 2025 – October 2025

The following items were discussed:

- The council received updates regarding the progress of the Open-Door Mission renovation project.
- The council received updates on the negotiations for a new dental-satellite clinic.
- The council reviewed the new Injectable Epinephrine and insulin policy, written to comply with a federal Executive Order and HRSA requirement to reduce cost.
- The council was informed of the Health Resources and Services Administration quality badges awarded to the program.

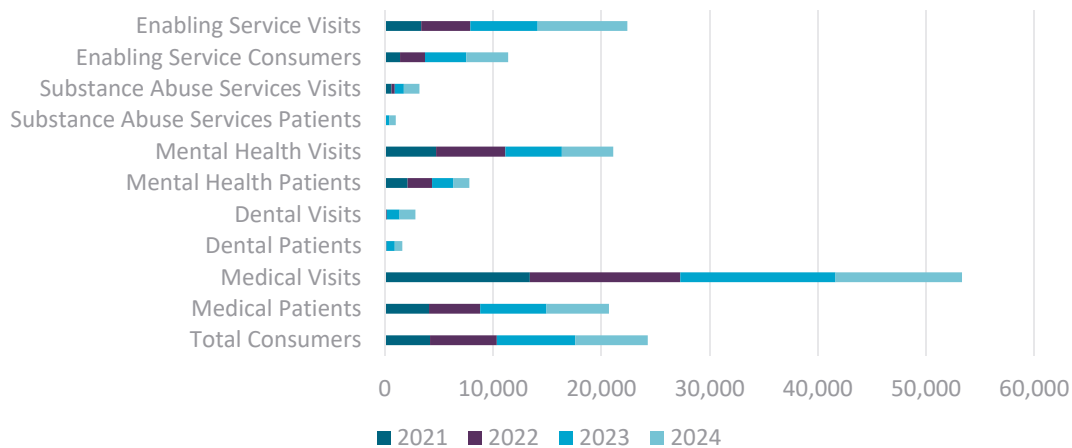
**HARRISHEALTH**

# Sliding Fee Discount Program Evaluation

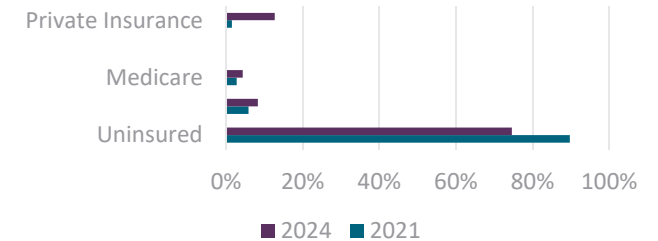
## Board Summary

- Population Served: Majority ≤100% FPL; patients experiencing homelessness
- Access to Care: Sliding Fee Discount not a barrier; fee waivers available
- 2024 Decline: Staffing shortages and mobile unit downtime
- Conclusion: Program functioning as intended; equitable access maintained

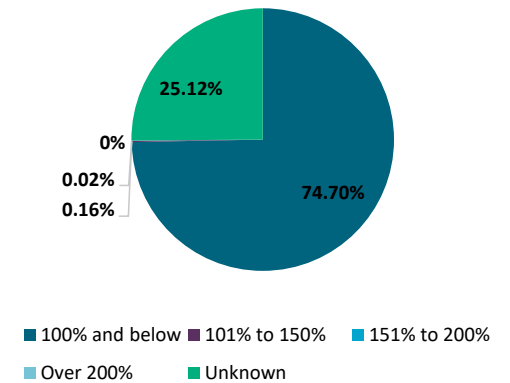
## Productivity Measures



## Medical Insurance



## Income As Percent of Poverty Guideline





# Change in Scope - Behavioral Health Services



## What Is Changing

Remove Behavioral / Mental Health Services  
From Form 5A, Column II (Formal Written Contract /  
Agreement – Health Center Pays)



## Reason for Change

The Health Center no longer maintains a psychiatry contract  
Services are not currently provided under a paid formal  
agreement  
Form 5A must reflect actual service delivery arrangements



## Impact Assessment

No interruption to patient care  
Referrals to internal psychiatric services  
Change is administrative and compliance-related only



## Board Action Requested

Approve the Change in Scope to remove Behavioral/Mental  
Health Services from Form 5A, Column II, effective  
immediately.



This action ensures alignment with HRSA Health Center Program requirements  
and supports readiness for the upcoming Operational Site Visit.

**HARRISHEALTH**

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

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.



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

**Highlights of Council Activities from August 2025 – October 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 start of the Open Door Mission renovation project.
- The council received updates on the negotiations for a new dental-satellite clinic.
- The council was informed of efforts to collaborate across teams to optimize workflows and ensure visibility of services.
- The council was updated on a new policy to comply with a federal Executive Order and HRSA requirement to reduce cost of injectable epinephrine and insulin.
- The council was informed of the Health Resources and Services Administration quality badges awarded to the program.

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Consideration of Approval of the HCHP Sliding Fee Discount Program Evaluation Report

---

Attached for review and approval:

- **HCHP Sliding Fee Discount Program Evaluation 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.



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

## Health Care for the Homeless Program

### Data for Sliding Fee Discount Program Evaluation

<b>Productivity Measures</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Total Consumers	4,174	6,170	7,250	6,684
Medical Patients	4,086	4,732	6,111	5,765
Medical Visits	13,393	13,892	14,347	11,674
Dental Patients	82	67	766	701
Dental Visits	138	67	1,146	1,471
Mental Health Patients	2,103	2,268	1,975	1,462
Mental Health Visits	4,724	6,403	5,214	4,766
Substance Abuse Services Patients	15	15	399	569
Substance Abuse Services Visits	622	303	824	1,456
Enabling Service Consumers	1,407	2,313	3,809	3,864
Enabling Service Visits	3,358	4,539	6,224	8,280
<b>Total Visits</b>	<b>22,235</b>	<b>25,204</b>	<b>27,768</b>	<b>27,647</b>

<b>Income As Percent of Poverty Guideline</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
100% and below	2,926 (70.1%)	4,898 (79.4%)	5,520 (76.1%)	4,993 (74.7%)
101% to 150%	18 (0.43%)	33 (0.5%)	40 (0.6%)	11 (0.16%)
151% to 200%	1 (0.02%)	3 (0.05%)	10 (0.1%)	1 (0.02%)
Over 200%	6 (0.14%)	9 (0.15%)	11 (0.2%)	0 (0%)
Unknown	1,223 (29.3%)	1,227 (19.9%)	1,669 (23%)	1,679 (25.12%)
<b>Total Consumers</b>	<b>4,174</b>	<b>6,170</b>	<b>7,250</b>	<b>6,684</b>

<b>Medical Insurance</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Uninsured	3,747 (89.77%)	4,980 (80.7%)	5,613 (77.4%)	4,990 (74.6%)
Medicaid	246 (5.89%)	717 (11.6%)	843 (11.6%)	553 (8.3%)
Medicare	117 (2.80%)	316 (5.1%)	353 (4.9%)	294 (4.4%)
Other	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Private Insurance	64 (1.53%)	157 (2.6%)	441 (6.1%)	847 (12.7%)
<b>Total Consumers</b>	<b>4,174</b>	<b>6,170</b>	<b>7,250</b>	<b>6,684</b>

During the last four years, most program patients were at 100% or below the federal poverty level (FPL) guidelines. A majority were uninsured as they were patients experiencing homelessness and as Texas has not expanded Medicaid eligibility. The decrease in patients and visits in 2024 was related to shortage of staffing and breakdown of mobile units. The sliding fee scale does not seem to have been a barrier to care. A waiver of fees is made available. With most clients at or below 100% of the FPL and with a waiver process, the program does not foresee the fees as creating a barrier to care.

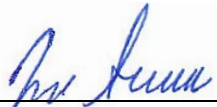
## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Executive Session

---

Review of the Health Care for the Homeless Program Director's Performance Evaluation, Pursuant to Tex. Gov't Code Ann. §551.085, Including Consideration of Approval of the Performance Evaluation Upon Return to Open Session.



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



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# BOARD OF TRUSTEES

HARRISHEALTH

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Executive Session

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Review of the Community Health Choice, Inc. and Community Health Choice Texas, Inc. Financial Performance for the Eleven Months Ending November 30, 2025, Pursuant to Tex. Gov't Code Ann. §551.085.



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



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Victoria Nikitin  
EVP & Chief Financial Officer  
Harris Health

- Pages 119 – 125 Were Intentionally Left Blank -

## Meeting of the Board of Trustees

Wednesday, January 14, 2026

Executive Session

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Consultation with Attorney Regarding Settlement of Claims, Pursuant to Tex. Gov. Code §551.071 and Possible Action Upon Return to Open Session.



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

- Pages 127 – 128 Were Intentionally Left Blank -