

# BOARD OF TRUSTEES

## Governance Committee

Tuesday, February 24, 2026  
10:45 AM

BOARD ROOM  
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <http://harrishealthtx.swagit.com/live>.

*Notice: Some Board Members may participate by videoconference.*

### Mission

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

## AGENDA

I. Call to Order and Record of Attendance	Ms. Sima Ladjevardian	2 min
II. <a href="#">Approval of the Minutes of Previous Meeting</a>	Ms. Sima Ladjevardian	2 min
• Governance Committee – November 18, 2025		
III. <a href="#">Presentation Regarding the 2025 Board Self-Assessment</a>		30 min
– Ms. Ashley Schultz, The Governance Institute		
IV. Discussion Regarding Matters of the Standard Operating Procedures		15 min
– Ms. Maria Cowles		
V. Discussion Regarding Board Member Attendance		5 min
– Ms. Maria Cowles and Ms. Sima Ladjevardian		
VI. Discussion Regarding Texas Healthcare Trustees (THT) 2026 Healthcare Governance Conference		5 min
– Ms. Maria Cowles and Ms. Sima Ladjevardian		
VII. Adjournment	Ms. Sima Ladjevardian	1 min

**HARRIS HEALTH**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**GOVERNANCE COMMITTEE MEETING**  
**Thursday, November 18, 2025**  
**10:00 A.M.**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	Ms. Sima Ladjevardian, Committee Chair, called the meeting to order at 10:00 A.M. It was noted there was a quorum present, and the attendance was recorded. The meeting may be viewed online through the Harris Health website: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	
<b>II. Approval of the Minutes of the Previous Meeting</b>	<ul style="list-style-type: none"> <li>Governance Committee Meeting – August 28, 2025</li> </ul>	<b>Moved by Ms. Libby Viera-Bland, seconded by Ms. Sima Ladjevardian, and unanimously approved the minutes of the August 28, 2025, meeting. Motion carried.</b>
<b>III. Discussion Regarding Election of Board Officers</b>	Ms. Ladjevardian opened the discussion regarding the upcoming election of Board officers. She noted that the election will take place at the December 11, 2025, Board meeting. The meeting materials include job descriptions for the positions of Board Chair, Vice Chair, and Secretary. The Board Office sent an email on behalf of the Governance Committee Chair soliciting nominations for Board Officer positions for the 2026 calendar year, and interested candidates were instructed to notify the Governance Committee Chair directly. Nominations from the floor will also be accepted at the December meeting. No further questions were raised. Copies of the nomination process and Board communication are available in the permanent record.	
<b>IV. Discussion Regarding Board Member Attendance</b>	Ms. Ladjevardian led discussion regarding Board member attendance. Members were previously sent their attendance records for review and self-evaluation. She reiterated the statutory requirements that Board meetings must have an in-person quorum of five members and that Board committee meetings require at least two Board members, including the Committee Chair, present in person for the meeting to proceed. The Committee held an extended discussion about challenges in achieving in-person quorums, the legal frameworks governing committee quorums, and the potential for establishing quorum as a percentage rather than a fixed number. Ms. Sara Thomas, Chief Legal Officer for the Harris County Attorney’s Office, clarified that while state law does not prescribe the size of a committee quorum, any quorum established must be physically present. The Committee revisited the historical rationale for reducing quorum requirements to two members several years prior to improve consistency in committee operations.	

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>Ms. Karma Bass of Via Healthcare Consulting and Dr. Esmail Porsa, President and Chief Executive Officer (CEO), expressed concern about the operational implications of recurring cancellations and rescheduled Board meetings. It was noted that four Board meetings in 2025 had required rescheduling due to lack of in-person attendance, which directly affects credentialing and privileging processes for providers, poses risk under Centers for Medicare &amp; Medicaid Services (CMS) Conditions of Participation, and may negatively impact public perception of governance effectiveness. Committee members emphasized the importance of direct communication among Board members to reinforce attendance expectations and personal accountability. Staff reported ongoing efforts to enhance calendar transparency, troubleshoot technical barriers to schedule-sharing platforms, and contact members individually when attendance concerns arise. The Committee affirmed that improved communication and proactive planning are essential to meeting statutory quorum requirements and maintaining effective oversight. A copy of the board member attendance is available in the permanent record.</p>	
<p><b>V. Discussion Regarding Board Member Re-Appointment Process</b></p>	<p>Ms. Olga Rodriguez, Senior Vice President of Community Engagement, Corporate Communications, and Board Services, led a discussion on the Board member re-appointment process. She reminded members that each Board appointment is for a two-year term and that the Board Office informs members six months and three months prior to term expiration. It is the responsibility of individual Trustees to communicate directly with their appointing Commissioner or designated staff regarding re-appointment. Ms. Rodriguez noted that the Board Office provides annual reports summarizing achievements and strategic progress which Trustees may use in discussions with Commissioners. Members emphasized the importance of clarity regarding individual responsibility for maintaining communication with appointing authorities, particularly for newer Trustees. The Committee discussed strategies to support continuous service and avoid governance gaps, including providing Commissioners with performance information and reinforcing expectations for engagement. A copy of the Commissioners Court appointments are available in the permanent record.</p>	

<b>VI. Discussion Regarding Standard Operating Procedures</b>	<p>Ms. Thomas led discussion regarding the review and prioritization of the Board’s Standard Operating Procedures (SOPs). Ms. Thomas indicated that she would work through the holiday period to identify recommended revisions for 2026 and would collaborate with the Committee Chair prior to presenting proposed updates in January. The Committee noted that the SOPs were recently adopted following extensive Board review and discussion in 2023 and 2024, and therefore revisions are expected to be refinements rather than a wholesale rewrite. However, members expressed openness to adding new sections or restructuring portions of the SOPs if needed for improved clarity or functionality. It was also noted that all Board members should have ready access to the SOPs in Diligent and that SOP review should remain a standing orientation component for newly appointed Trustees.</p>	
<b>VII. Discussion Regarding New Board Member Orientation: Texas Healthcare Trustees (THT) Certified Healthcare Trustee Program</b>	<p>Ms. Ladjevardian led discussion regarding new board member orientation and the Texas Healthcare Trustees (THT) Certified Healthcare Trustee (CHT) and Certified Healthcare Leader (CHL) programs. She announced that the 2026 THT Conference is scheduled for June 4–6 in San Antonio and encouraged all Trustees to attend in person. Recordings and materials from the 2025 conference will be posted in Diligent when available. Ms. Ladjevardian noted that she is evaluating the time commitment required for CHT and CHL certification and emphasized that if all Trustees become certified, Harris Health would qualify as a THT Three-Star Organization, signaling excellence in governance. Dr. Porsa and Ms. Bass provided additional context regarding the value of in-person conference participation, the networking benefits, and the rarity of state-based trustee certification programs nationwide. The Committee expressed interest in encouraging all Trustees to pursue certification and discussed the potential for incorporating certification expectations into SOPs or Board norms. The Committee also acknowledged the importance of early communication with new appointees regarding the value and expectation of conference participation.</p>	
<b>VIII. Discussion Regarding the 2025 Board Self – Assessment</b>	<p>Ms. Rodriguez reviewed the status of the 2025 Board Self-Assessment, which was distributed to Trustees on November 10, with responses due by December 5. Once responses are compiled, staff will prepare a summary report for presentation to the full Board. Ms. Bass advised that best practice dictates that Boards use self-assessment results as a foundation for substantive discussion among Trustees, including identifying priorities for improving governance performance in the upcoming year. She emphasized the importance of Board-owned action plans rather than staff-generated responses and suggested integrating the assessment findings into Board retreat planning or dedicating structured time for discussion at an upcoming meeting. Committee members discussed options for deeper engagement with the assessment results, including incorporating them into the Board’s annual governance calendar.</p>	

<b>IX. Discussion Regarding the Proposed 2026 Board Calendar</b>	Ms. Rodriguez presented the proposed 2026 Board calendar, noting a key recommendation to move monthly Board meetings to the second Wednesday of each month, subject to approval at the December 11 Board meeting. The proposed adjustment aims to avoid conflicts with Harris County Commissioners Court meetings, reduce disruptions caused by rescheduling, and allow sufficient time to re-set meetings within the same month if quorum is not met. Committee members expressed support for the change and noted the value of establishing predictable, early-month meeting dates.	
<b>X. Discussion Regarding Time Commitment for New Members</b>	Ms. Rodriguez led a discussion regarding time commitments for incoming Board members. She reported that a presentation outlining expectations, average monthly workload, and statutory responsibilities was recently provided to Commissioners' aides and support staff. The Committee discussed the importance of communicating the true scope of the commitment, including the requirement for in-person quorum, the operational impact of Board cancellations, and the need for ongoing engagement outside of monthly meetings. Dr. Porsa emphasized the value of direct communication between the Board Office and potential appointees prior to appointment, noting that information relayed solely through intermediary staff may lose accuracy. Members agreed that prospective Trustees should receive clear and candid briefing on expectations, including scheduled meeting dates and governance responsibilities. Several Trustees noted that peer conversations with prospective members can be beneficial in setting realistic expectations. A presentation of the Board member expectations and requirements is available in the permanent record.	
<b>XI. Adjournment</b>	There being no further business and without objection from the Members of the Committee, the meeting adjourned at 10:48 A.M.	

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

Respectfully submitted,

Sima Ladjevardian, JD, Committee Chair

Recorded by Cherry A. Joseph, MBA

Tuesday, November 18, 2025  
Harris Health Board of Trustees Governance Committee Attendance

GOVERNANCE COMMITTEE MEMBERS PRESENT	GOVERNANCE COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Sima Ladjevardian <i>(Committee Chair)</i>		
Libby Viera-Bland		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Alexander Barrie	John Matcek
Carolynn Jones	Karma Bass <i>(Via Healthcare Consulting)</i>
Cherry Joseph	Lindsey “Katie” Rutherford <i>(Harris County Attorney’s Office)</i>
Daniel Smith	Louis Smith
Derek Curtis	Maria Cowles
Ebon Swofford <i>(Harris County Attorney’s Office)</i>	Maureen Padilla
Dr. Esmaeil Porsa <i>(President &amp; CEO, Harris Health)</i>	Micah Rodriguez
Dr. Glorimar Medina	Olga Rodriguez
Dr. Jackie Brock	Sara Thomas <i>(Harris County Attorney’s Office)</i>
Dr. Jennifer Small	Shawn DeCosta
Jennifer Zarate	Victoria Nikitin

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.*

Tuesday, February 24, 2026

Presentation Regarding the 2025 Board Self-Assessment

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# Harris Health

Board Self-Assessment  
Date: February 24, 2026

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Ashley Schultz, Member Success Manager



# The Governance Institute Today

The Governance Institute provides trusted, independent information, resources, tools, and solutions to board members, healthcare executives, and physician leaders in support of their efforts to most effectively lead and govern their organizations.



**900+**

Non-profit Healthcare Partners Nationally



Healthcare Executives, Board Members, Physician Leaders, Governance Support, General Counsels, etc.

# The board's duties and responsibilities



## THREE FIDUCIARY DUTIES

01

Care



02

Loyalty



03

Obedience



## CORE RESPONSIBILITIES

Quality Oversight

Financial Oversight

Strategic Direction

Board Development

Management Oversight

Community Benefit & Advocacy

Board Culture



## Response Rate: Board Engagement

5 of 6 responses

83.3% participation

n of 1=%

## Question Structure: Aligned to Roles and Responsibilities

28 Items – Very Effective to Very Ineffective

3 Items – 0 to 10

5 Items – Open Ended

## Overall Rating: Overall Effectiveness of Board

Overall Metrics	2025	2026	National Average
Overall Board Effectiveness	8.2 (50%)	8 (40%)	8.5 (57.7%)
Positive, Meaningful, Engaging Experience	9.2 (66.7%)	9.6 (80%)	9.1 (75.9%)
Opportunity to Influence Strategy, Culture, Performance	9 (66.7%)	9 (60%)	8.5 (59.2%)

# Open Ended Comments

## Important Obligations (5)

- Loyalty, fiduciary responsibility, and in-person meeting attendance
- Strategic and fiduciary
- Preparation and in-person participation to support timely business
- Safe, ethical, efficient facility development with dignity for patients and workers
- Stay informed, ask questions, and participate

## Board Experience (5)

- Grateful to serve on the HH Board and to make a meaningful community impact
- Desire for more discussion on organizational challenges and mitigation options
- Deep commitment to improving community health across Harris County and appreciation for decision-making responsibility
- Strong agreement; board service has been positive, meaningful, collaborative, and focused on improving patient care and strengthening the healthcare system
- Honor to serve on the board

## Influence Strategic Direction, Culture, Performance (4)

- Hard to have hard but needed conversations in open meetings
- Feel involved in board operations, informed, and active in decision-making
- Bring a practical, frontline perspective; feel respected and able to contribute to strategy, culture, accountability, safety, and stewardship through collaborative governance
- Able to express opinions, with some uncertainty about level of influence

# Open Ended Comments (cont.)

## Board Improvement (5)

- Commitment to be present at all meetings so that meaningful strategic discussion can take place
- Attendance
- Meeting cancellations are impeding ability to carry out necessary operations
- Improve communication, transparency, and accountability around major projects and strategic decisions

## Education Topics (5)

- Board Certification
- Importance of dialogue, transparent communication, duty of care, and in-person meeting attendance
- Some members lack sufficient health system knowledge and understanding of upcoming challenges
- Ongoing board education on capital projects, procurement, compliance, workforce, infrastructure resilience, and governance best practices. Prioritize clear, consistent communication with appointing authorities and the community, explaining decisions, outcomes, progress, and challenges

# Discussion



What are the lessons learned?



What are the action items?



## Ashley Schultz

Member Success Manager  
877-712-8778

[aschultz@governanceinstitute.com](mailto:aschultz@governanceinstitute.com)



# Appendix

# Prescribe best practices and resources

Plus, annual conferences and webinars for board chairs, board members, healthcare executives, and physician and nurse leaders

- Gain valuable insights
- Hear world renowned speakers
- Network with other healthcare organizations
- Learn best practices and success stories

## BOARDROOM PRESS

### BoardRoom Press:

Bimonthly Journal of news, resources, and events. Issues include articles on current events and relevant topics.

## Elements of GOVERNANCE

### Elements of Governance:

Online series that provide fundamentals of healthcare governance including checklists and templates.



### E-Learning Courses & Online Videos

Video programs covering various governance topics of concern. Short, precise content is ideal and appropriate to view during board meetings or education sessions.



### Case Studies:

Success stories of member organizations that provide lessons learned and ideas for consideration.



### Signature Publications & White Papers:

In-depth resources on the most important governance challenges. Content includes research on core topics, discussion questions ideal for the boardroom and potential solutions.

### Managing Finances and Achieving Growth in Extreme Uncertainty

- What are the most effective strategies and tactics to manage high levels of uncertainty?
- How should we think about capital (traditional and new sources), investments in innovation, and partnerships?

### Artificial Intelligence and Cybersecurity

- What are our governance policies, principles, and practices for smart AI transformation?
- How can we accelerate digital literacy on the board and across the organization?
- How do we build awareness of cyber threats to strengthen preparedness?

### Thinking Strategically and Developing Winning Strategies

- How should we scenario plan with such significant unknowns and in a time of unprecedented volatility?
- What are the best practices in effectively assessing and stratifying enterprise risk?
- How do we build governance capacity to anticipate and respond to major trends while ensuring agility and long-term resilience?

### Elevating Quality

- How can we maintain our focus on quality and experience in the midst of a blizzard of priorities?
- What are the best practices in elevating and accelerating quality?
- How can we leverage technology for quality improvement?

### Board Readiness for AI-Driven Healthcare

- Do we have the level of deep expertise required on our board?
- Is the quality of our board discussions up to entirely new problems?



INDEPENDENT HOSPITALS



ACADEMIC HEALTH CENTERS



HEALTH SYSTEMS



CHILDREN'S HOSPITALS



SUBSIDIARIES



PUBLIC HOSPITALS



RURAL & CRITICAL ACCESS HOSPITALS

# 2026 CONFERENCES

## 2026 Conference Speakers & Governance Advisors

### 2026 CONFERENCE SPEAKERS

Victoria W. Bayless, FACHE  
Carol H. Burrell  
Andrew Chastain  
David Cheney, M.B.A., FACHE  
Joseph Coughlin, Ph.D  
Joseph Coughlin, Ph.D  
Gurpreet Dhaliwal, M.D.  
Ryan Donohue  
Richard Evnen  
Lisa Goldstein  
Ron Hetrick

Maulik Joshi, Dr.PH  
Stephen W. Kett  
Tom Koulopoulos  
Wright L. Lassiter, III  
Mika Lenz  
Andrew T. Mueller, M.D.  
Geeta Nayyar, M.D., M.B.A.  
Laura S. Orr, M.H.A.  
Rene Ragas, FACHE  
April Rinne

Kimberly A. Russel, LFACHE  
Todd Sagin, M.D., J.D.  
Joel Selankio, M.D.  
Brian J. Silverstein, M.D.  
Anu Singh  
David Tam, M.D., M.B.A.,  
CPHE, FACHE  
Michael O. Ugweke, D.H.A.,  
M.P.H., FACHE  
Robert M. Wachter, M.D.

### GOVERNANCE ADVISORS

**Ryan Donohue**  
Strategic Advisor,  
NRC Health

**Laura S. Orr, M.H.A.**  
Senior Partner, WittKieffer  
**Kimberly A. Russel, LFACHE**  
CEO, Russel Advisors

**Todd Sagin, M.D., J.D.**  
National Medical Director,  
Sagin Healthcare Consulting, LLC

**Brian J. Silverstein, M.D.**  
Chief Population Health Officer,  
Innovacor Inc.

**Betsy Chapin Taylor, FAHP**  
CEO, Accordant



### January Leadership Conference

January 11–14, 2026  
The Ritz-Carlton, Naples  
Naples, Florida



### February Leadership Conference

February 22–25, 2026  
The Breakers  
Palm Beach, Florida



### April Leadership Conference

April 26–29, 2026  
Fairmont Scottsdale Princess  
Scottsdale, Arizona



### September Leadership Conference

September 20–23, 2026  
The Broadmoor  
Colorado Springs, Colorado



### 2026 Governance Support Forum

September 23–24, 2026  
The Broadmoor  
Colorado Springs, Colorado



**BOARD OF TRUSTEES**

**Quality Committee**

Tuesday, February 24, 2026  
12:00 PM

*(or immediately following the Governance Committee meeting)*

BOARD ROOM  
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <http://harrishealthtx.swagit.com/live>.

*Notice: Some Board Members may participate by videoconference.*

MISSION

Harris Health is a 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**

<b>I. Call to Order and Record of Attendance</b>	<b>Dr. Andrea Caracostis</b>	<b>1 min</b>
<b>II. <a href="#">Approval of the Minutes of Previous Meeting</a></b>	<b>Dr. Andrea Caracostis</b>	<b>2 min</b>
<ul style="list-style-type: none"> <li>• Quality Committee Meeting – January 27, 2026</li> </ul>		
<b>III. <a href="#">Harris Health Safety Message: Minute for Medicine Video – Dr. Thomas Cummins</a></b>		<b>5 min</b>
<ul style="list-style-type: none"> <li>• Preventing Patient Falls</li> </ul>		
<b>IV. Executive Session</b>	<b>Dr. Andrea Caracostis</b>	<b>80 min</b>
<b>A. <a href="#">Report Regarding Harris Health Correctional Health 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, and Possible Action Regarding this Matter Upon Return to Open Session – Dr. O. Reggie Ekins</a></b>		<i>(15 min)</i>
<b>B. <a href="#">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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health Quality Review Councils, and Possible Action Regarding this Matter Upon Return to Open Session – Dr. Thomas Cummins</a></b>		<i>(55 min)</i>

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- C. [Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session – Ms. Vivian Ho-Nguyen](#) (10 min)

- V. **Reconvene** Dr. Andrea Caracostis 1 min
- VI. **Adjournment** Dr. Andrea Caracostis 1 min

**HARRIS HEALTH SYSTEM**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**QUALITY COMMITTEE MEETING**  
**Tuesday, January 27, 2026**  
**12:00 PM**

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	Dr. Andrea Caracostis, Committee Chair, called the meeting to order at 12:01 p.m. It was noted that a quorum was present, and the attendance was recorded. The meeting may be viewed online through the Harris Health website: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	
<b>II. Approval of the Minutes of Previous Meeting</b>	<ul style="list-style-type: none"> <li>Quality Committee Meeting – September 9, 2025</li> </ul>	<b>Moved by Dr. Shubhada Hooli, seconded by Dr. Andrea Caracostis, and unanimously approved the minutes of the September 9, 2025 meeting.</b>
<b>III. Harris Health Safety Message: Minute for Medicine Video</b>	Dr. Thomas Cummins, Executive Vice President & Chief Medical Executive, presented a Minute for Medicine video series related to Adopting a High Reliability Mindset. A copy of the video series is available in the permanent record.	<b>As Presented.</b>
<b>IV. Executive Session</b>	At 12:05 p.m., Dr. Caracostis stated that the Quality Committee of the Board of Trustees would go into Executive Session for items IV. 'A and B' as permitted by law under Tex. Health & Safety Code Ann. §161.032 and Tex. Occ. Code Ann. §§151.002 and 160.007.	

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p><b>A.</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 Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health Quality Review Councils</p>		<p><b>No Action Taken.</b></p>
<p><b>B.</b> Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health &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>

<b>V. Reconvene</b>	At 12:52 p.m., Dr. Andrea Caracostis reconvened the meeting in open session; she noted that a quorum was present and that no action was taken in Executive Session.	
<b>VI. Adjournment</b>	There being no further business and without objection from the Members of the Committee, the meeting adjourned at 12:53 p.m.	

I certify that the foregoing are the Minutes of the Meeting of the Quality Committee of the Board of Trustees of the Harris Health System held on January 27, 2026.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Committee Chair

Recorded by Cherry A. Joseph, MBA

**Board of Trustees  
Quality Committee Attendance  
Tuesday, January 27, 2026**

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis ( <i>Committee Chair</i> )	Dr. Marlen Trujillo	
Libby Viera-Bland		
Dr. Shubhada Hooli		
Sima Ladjevardian		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Alexander Barrie	Jessey Thomas
Dr. Asim Shah	Jocelyn Thomas
Berrlyn Nelson	John Matcek
Carolynn Jones	Kiki Teal
Cherry Joseph	Maria Cowles
Cynthia Adams	Dr. Matasha Russell
Daniel Smith	Matthew Schlueter
Derek Curtis	Dr. O. Reggie Egin
Derek Holmes	Olga Rodriguez
DeWight Dopslauf	Dr. Sandeep Markan
Ebon Swofford ( <i>Harris County Attorney's Office</i> )	Sara Thomas ( <i>Harris County Attorney's Office</i> )
Esmail Porsa ( <i>CEO &amp; President, Harris Health</i> )	Shawn DeCosta
Dr. Glorimar Medina	Tekhesia Phillips
Dr. Jackie Brock	Dr. Thomas Cummins
Dr. Jennifer Small	Dr. Tien Ko
Jennifer Zarate	Tiffani Dusang
Jerald Summers	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.*

Tuesday, February 24, 2026

Harris Health Safety Message: Minute for Medicine Video

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High-reliability Organization (HRO) Safety Message Video:

- Preventing Patient Falls



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

# **High Reliability Organization (HRO) Safety Message**

## **Preventing Patient Falls**

**Thomas Cummins, MD, MMM  
EVP & Chief Medical Executive**

**Board of Trustees Quality Committee  
February 24, 2026**

**HARRISHEALTH**

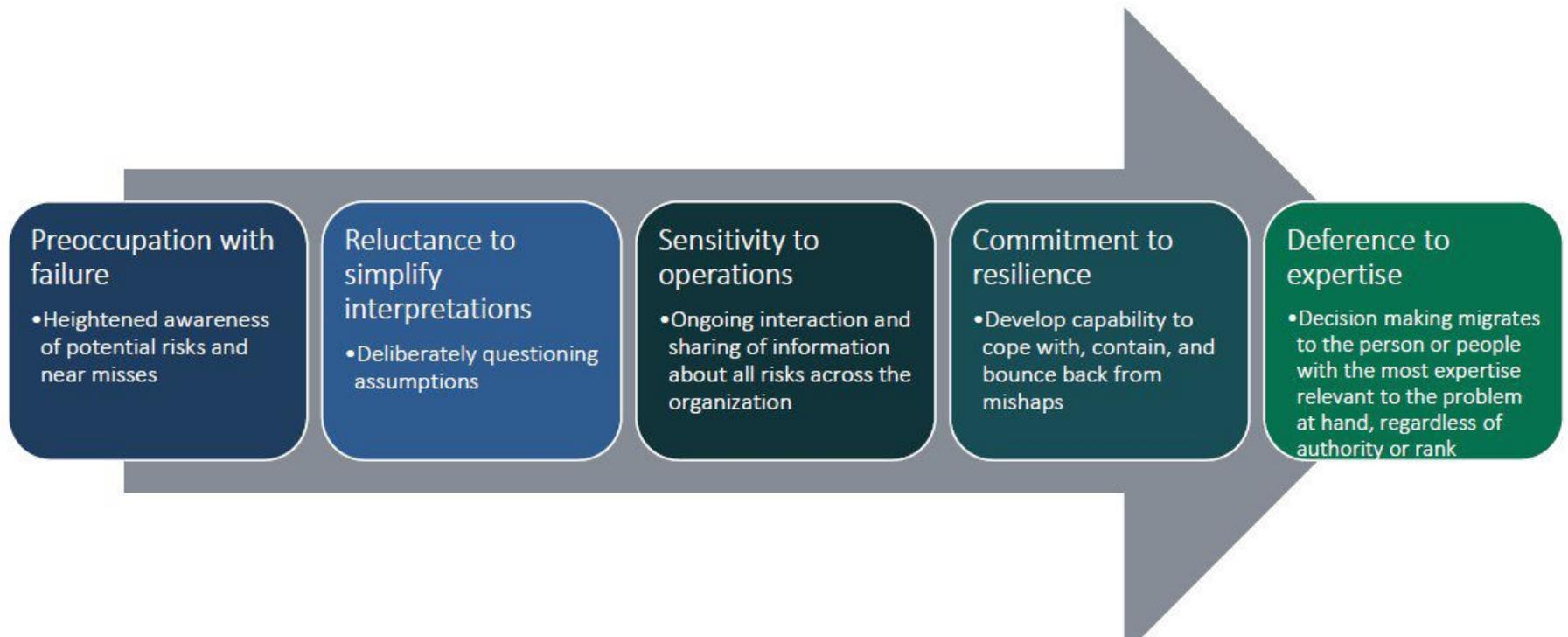
# SAFETY MESSAGE

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

**SAFETY 1ST. ALWAYS.**

**HARRISHEALTH**

# Five Principles of a High Reliability Organization



## HRO Mindset:

Harris Health Minute For Medicine:

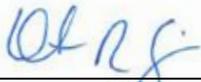
- Minute For Medicine: Preventing Patient Falls
- <https://youtu.be/ulj2tt5AlbA>

Tuesday, February 24, 2026

Executive Session

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Report Regarding Harris Health Correctional Health Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032, to Receive Peer Review and/or Medical Committee Report, and Possible Action Regarding this Matter Upon Return to Open Session.



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

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Tuesday, February 24, 2026

Executive Session

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Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Occ. Code Ann. §§151.002, 160.007 and Tex. Health & Safety Code Ann. §161.032, to Receive Peer Review and/or Medical Committee Reports in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including Report Regarding Harris Health Quality Review Councils, and Possible Action Regarding this Matter Upon Return to Open Session.



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

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Tuesday, February 24, 2026

Executive Session

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Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Health Care Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health & Safety Code Ann. §161.032, and Possible Action Regarding this Matter Upon Return to Open Session.



Carolynn Jones, JD, CHC

Executive Vice President, Chief Compliance and Risk Officer

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