

BOARD OF TRUSTEES

Joint Conference Committee

Thursday, April 23, 2026
12:00 PM

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

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

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|--|---|----------------|
| 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 |
| • Joint Conference Committee Meeting – February 26, 2026 | | |
| III. Physician Leadership Reports | Dr. Andrea Caracostis | 25 min |
| A. Medical Executive Board (MEB) Chair/Vice Chair | Dr. Kunal Sharma and
Dr. Asim Shah | <i>(5 min)</i> |
| B. Chiefs of Staff | | |
| • LBJ Hospital | Dr. Tien Ko | <i>(5 min)</i> |
| • Ben Taub Hospital | Dr. Sandeep Markan | <i>(5 min)</i> |
| C. Assistant Chiefs of Staff | | |
| • UT | Dr. Mohammad Zare | <i>(5 min)</i> |
| • BCM | Dr. Fareed Khan | <i>(5 min)</i> |
| IV. Adjournment | Dr. Andrea Caracostis | 1 min |

HARRIS HEALTH
BOARD OF TRUSTEES
JOINT CONFERENCE COMMITTEE MEETING MINUTES

Thursday, November 13, 2025

12:00 PM or immediately following the Compliance & Audit Committee meeting

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
I.	Call to Order and Record of Attendance	Dr. Andrea Caracostis, Committee Chair, called the meeting to order at 12:02 P.M. It was noted there was a quorum present, and the attendance was recorded. The meeting may be viewed online through the Harris Health website: http://harrishealthtx.swagit.com/live .	
II.	Approval of the Minutes of Previous Meeting <ul style="list-style-type: none"> • Joint Conference Committee Meeting – September 11, 2025 		Moved by Dr. Sandeep Markan, seconded by Dr. Kunal Sharma, and unanimously approved the minutes of the September 11, 2025, meeting. Motion carried.
III.	Physician Leadership Reports		
	A. Medical Executive Board Chair/Vice Chair	Dr. Kunal Sharma, Chair of the Medical Executive Board, and Dr. Asim Shah, Vice Chair, provided their updates. Dr. Sharma highlighted key accomplishments within the medical staff, including significant advancements demonstrated in the annual research stage, which showcases clinical projects, innovations, and research efforts that position Harris Health competitively on a national level despite the demographic and socioeconomic challenges often underrepresented in broader research studies. Dr. Sharma emphasized the system’s continued commitment to cutting-edge standards of care and recognized the ongoing progress related to the Lyndon B. Johnson (LBJ) Hospital campus expansion, noting daily construction advancements and sustained engagement from the medical staff. He also acknowledged the Ambulatory Care Services (ACS) expansion efforts and its importance in providing high-quality care at vital entry points for patients. Dr. Sharma further discussed ongoing work around patient safety indicators, patient satisfaction efforts, and the responsibility to ensure excellence in a safety-net environment without allowing resource limitations to compromise patient experience. He concluded with comments regarding interpretation services, documentation improvements, and the need for continued collaboration with health system leadership. Dr. Shah provided additional remarks supporting these initiatives.	As Reported.

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p>B. Chief of Staffs</p> <ul style="list-style-type: none"> • Ben Taub Hospital • LBJ Hospital 	<p>Dr. Sandeep Markan, Chief of Staff at Ben Taub Hospital, provided an update on clinical operations and staff initiatives at Ben Taub Hospital, emphasizing ongoing improvements in patient access, care coordination, and operational efficiency. He highlighted efforts to optimize urgent care and clinic workflows to reduce patient wait times and enhance service delivery. Dr. Markan also discussed initiatives to strengthen communication between primary care and specialty providers, ensuring patients receive the right care at the right time, and recognized the dedication of the medical staff in maintaining high standards of patient safety and quality.</p> <p>Dr. Tien Ko, Chief of Staff at LBJ Hospital, shared progress at LBJ Hospital, including expansion efforts and strategic operational enhancements to improve patient access and satisfaction. He noted improvements in patient flow, registration processes, and coordination across departments to optimize clinical outcomes. Dr. Ko emphasized ongoing quality improvement initiatives, staff engagement programs, and the integration of specialty services with primary care to ensure comprehensive, efficient, and equitable care delivery across the hospital system.</p>	<p>As Reported.</p>
<p>C. Assistant Chiefs of Staff</p> <ul style="list-style-type: none"> • BCM • UT 	<p>Dr. Fareed Khan, Assistant Chief of Staff at Baylor College of Medicine, highlighted collaborative efforts between medical staff and administration to advance patient safety, satisfaction, and chronic disease management. He outlined initiatives leveraging technology and data to monitor individualized patient outcomes, support care quality, and reduce gaps in treatment. Dr. Khan also emphasized enhancements in interpretation services, documentation, and compliance to meet Centers for Medicare & Medicaid Services (CMS) requirements, as well as ongoing community outreach to educate patients and improve access to care. He noted a strong focus on physician engagement and interdisciplinary collaboration to sustain and build on the improvements achieved across the health system.</p> <p>Dr. Mohammad Zare, Assistant Chief of Staff at UTHealth Houston, provided updates on systemwide coordination and quality initiatives, emphasizing the importance of cross-departmental collaboration to break down silos and improve patient experience. He highlighted work to enhance physician-patient engagement, increase patient satisfaction, and optimize clinical operations across multiple sites.</p> <p>Dr. Zare also discussed strategic planning for access to specialty care, pediatric services, and residency programs, noting efforts to align resources, improve community outreach, and strengthen overall health system performance in line with Harris Health’s mission and upcoming strategic initiatives.</p>	<p>As Reported.</p>

AGENDA ITEM		DISCUSSION	ACTION/RECOMMENDATIONS
IV.	New Items for Discussion		
		<p>A. Update Regarding Revised Medical Staff Bylaws</p> <p>Dr. Shah presented revisions to the Medical Staff Bylaws, summarizing updates to definitions, CRNA requirements, reinstatement notices, temporary privileges, automatic suspension language, and committee terminology. The Committee received clarification that no action was required at this meeting, as final approval of the bylaws will be considered by the Board of Trustees at its December meeting. A copy of the Medical Staff Bylaws are available in the permanent record.</p>	As Presented.
V.	Adjournment	There being no further business and without objection from the Members of the Committee, the meeting adjourned at 12:41 P.M.	

I certify that the foregoing are the Minutes of the Meeting of the Joint Conference Committee of the Board of Trustees of the Harris Health System held on November 13, 2025.

Respectfully submitted,

Andrea Caracostis, MD, MPH, Committee Chair,

Recorded by Cherry A. Joseph, MBA

**Board of Trustees
Joint Conference Committee Attendance
Thursday, February 26, 2026**

COMMITTEE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	OTHER BOARD MEMBERS PRESENT
Dr. Andrea Caracostis, Committee Chair		
Sima Ladjevardian, Board Committee Member		
Dr. Sandeep Markan, Chief of Staff (<i>BT Hospital</i>)		
Dr. Tien Ko, Chief of Staff (<i>LBJ Hospital</i>)		
Dr. Fareed Khan, Assistant Chief of Staff (<i>BCM</i>)		
Dr. Mohammad Zare, Assistant Chief of Staff (<i>UT</i>)		
Dr. Kunal Sharma, Medical Executive Board Chair		
Dr. Asim Shah, Medical Executive Board Vice Chair		
Dr. Esmail Porsa, Chief Executive Officer		
Louis Smith, Chief Operating Officer		
Dr. Thomas Cummins, EVP & Chief Medical Executive Officer		
Dr. Matasha Russell, Chief Medical Executive (<i>ACS</i>)		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Alexander Barrie	Jennifer Zarate
Carolynn Jones	Jerry Summers
Cherry Joseph	John Matcek
Daniel Smith	Maria Cowles
Dr. Glorimar Medina	Randy Manarang
Dr. Jackie Brock	Sara Thomas (<i>Harris County Attorney's Office</i>)
Dr. Jennifer Small	Shawn DeCosta

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