

## MINUTES OF THE HARRIS HEALTH SYSTEM BOARD OF TRUSTEES Board Meeting Thursday, March 24, 2022 8:00 am

	AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
Ι.	Call to Order & Record of Attendance	The meeting was called to order at 8:01 a.m. by Arthur Bracey, MD, Chair. It was noted that a quorum was present and the attendance was recorded. Dr. Bracey stated while some of Board members are in the room with us today, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. The meeting may be viewed online: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a> .	
11.	Approval of the Minutes of Previous Meeting	<ul> <li>Board Meeting – February 24, 2022</li> <li>Dr. Bracey noted that there were minor revisions to the minutes related to the order of Executive Session items and corresponding times.</li> </ul>	Motion No. 22.03-36 Moved by Dr. Andrea Caracostis seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve the minutes of the previous meeting. Motion carried.
111.	Announcements/ Special Presentations	<ul> <li>A. CEO Report Including Updates on COVID-19 and Special Announcements</li> <li>Dr. Esmaeil Porsa, President and Chief Executive Officer (CEO), recognized the following senior leadership: <ul> <li>Ms. Victoria Nikitin, named Executive Vice President and Chief Financial Officer, Effective March 1, 2022</li> <li>Mr. Omar Reid, named as Executive Vice President and Chief People Officer, Effective March 13, 2022</li> <li>Dr. Ann Barnes, Senior Vice President and Chief Health Officer, selected as one of five Houstonian Honorees by the U.S. Department of Health and Human Services for their Inaugural International Women's Day</li> </ul> </li> <li>Dr. Porsa recognized the three (3) recipients of the HHS 2022 Fourth Quarter Patient</li> </ul>	As reported.
		<ul> <li>Satisfaction Award. He stated that each provider achieved 100% patient satisfaction score, placing him or her in the 100<sup>th</sup> percentile.</li> <li>Julia Reyser, MD, Vallbona Health Center</li> <li>Yvonne Chu, MD, Ben Taub Ophthalmology</li> <li>John Saunders, MD, Gulfgate Health Center</li> </ul>	

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• On Monday, March 21<sup>st</sup>, the MOSAIC ERG hosted a celebration in honor of No Rúz, the Persian New Year.

Dr. Porsa delivered an update regarding COVID-19, stating that the positivity rate across the region has fallen below 2.5% and that the number of daily COVID-19 cases has fallen significantly. He reported an average of 100 hospitalizations per day, which indicates that Harris Health has hit a plateau and that the numbers are not declining as quickly as before. Dr. Porsa reported that over the past week, Lyndon B. Johnson Hospital (LBJ) has not had one single COVID patient in the ICU. He encouraged people to follow him on Twitter at @EporsaHarrisHe1 and Like Harris Health on Facebook to learn more information about the System. A copy of the presentation is available in the permanent record.

		B. Board Member Announcements Regarding Board Member Advocacy and Community Engagements.	There were no Board member announcements.
IV.	Public Comment	Ms. Cynthia Cole, Executive Director, Local #1550 – AFSCME, American Federation of State, County, and Municipal Employees, addressed the Board regarding matters related to employee resignations. She provided the top reasons why employees quit Harris Health System, some of which includes wage disparity, interrogation practices amongst Human Resources and Corporate Compliance departments, retaliation, favoritism and discrimination practices in the workplace. She urged the Board to research employee concerns and be intentional in supporting staff by making changes.	
V.	Executive Session	At 8:16 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session as permitted by law under Tex. Gov't Code Ann. §551.074, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §151.002 and Tex. Occ. Code Ann. §160.007.	
		A. Report Regarding Quality of Medical and Healthcare, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002 to Receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Healthcare Services, Including the Harris Health System Quality, Safety Performance Measures and Zero Harm, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of Credentialing Changes for Members of the Harris Health System Medical Staff	No Action Taken. Dr. Arthur Bracey recused from discussions related to Baylor College of Medicine.
		B. Report Regarding Correctional Health Quality of Medical and Healthcare, Pursuant to Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §160.007, and Tex. Occ. Code Ann. §151.002 to Receive Peer Review and/or Medical Committee Report in Connection with the Evaluation of the Quality of Medical and Healthcare Services, and Possible Action Regarding this Matter Upon Return to Open Session, Including Consideration of Approval of Credentialing Changes for Members of the Harris Health System Correctional Health Medical Staff	No Action Taken.
		<b>C.</b> Discussion Regarding the Evaluation of Chief Executive Officer, Pursuant to Tex. Gov't Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session	No Action Taken.
VI.	Reconvene to Open Meeting	At 9:08 a.m., Dr. Arthur Bracey reconvened the meeting in open session; he noted that a quorum was present and that no action was taken in Executive Session.	

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VII. General Action Item(s)	<ul> <li>A. General Action Item(s) Related to Quality: Medical Staff</li> <li>1. Acceptance of the Medical Executive Board Report to Include Notice of Appointments and Selection of New Service Chiefs.</li> <li>Dr. John Foringer, Chair, Medical Executive Board presented the Medical Executive Board Report. He stated that Dr. Martha Mims, Vice-Chair, Medical Executive Board, reported to the Cancer committee that the Cancer Program received full accreditation from the American College of Surgeons Commission on Cancer. Dr. Foringer mentioned that Harris Health submitted a letter of intent to the American Cancer Society to fund a patient navigator. He also noted that BT, LBJ and Ambulatory Care Services (ACS) worked collaboratively to submit the proposal for a navigator for thoracic oncology, in which twelve institutions will be awarded this grant. Additionally, Dr. Foringer highlighted that there are new credentials for IMPELLA, which is the placement of a catheter-based miniaturized ventricular assist device. A copy of the MEB report is available in the permanent record.</li> </ul>	Motion No. 22.03-37 Moved by Ms. Alicia Reyes, seconded by Mr. Lawrence Finder, and unanimously passed that the Board approve agenda item VII.A.1. Motion carried.
	<ol> <li>Approval of Credentialing Changes for Members of the Harris Health System Medical Staff.</li> <li>Dr. Foringer presented the credentialing changes for members of the Harris Health System Medical Staff. He reported that there were seven (7) temporary privileges, twelve (12) initial appointments, thirty-three (33) reappointments, two (2) change/add privileges and zero (0) resignations. A copy of the report is available in the permanent record.</li> </ol>	Motion No. 22.03-38 Moved by Ms. Alicia Reyes, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item VII.A.2. Motion carried. Dr. Arthur Bracey recused on this matter related to Baylor College of Medicine.
	<ul> <li>B. General Action Item(s) Related to Quality: Correctional Health Medical Staff</li> <li>1. Approval of Credentialing Changes for Members of the Harris Health System Correctional Health Medical Staff</li> <li>Dr. Otis Egins, Chief Medical Officer, Harris Health Correctional Health, presented the credentialing changes for members of the Harris Health System Correctional Health Medical Staff. He reported that there were eight (8) initial appointments. A copy of the report is available in the permanent record.</li> </ul>	Motion No. 22.03-39 Moved by Dr. Andrea Caracostis, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item VII.B.1. Motion carried.

VIII.	Strategic	A. Harris Health System Strategic Plan Initiatives	As Presented.
	Discussion	1. Presentation Regarding Harris Health's Employee Engagement Results	
		Mr. Omar Reid, Executive Vice President and Chief People Officer, delivered a presentation regarding Harris Health's Employee Engagement Results. There were two dimensions to the survey which included workplace experience and patient – care. Mr. Reid shared that Harris Health's overall rating as a place to work fell in 69th percentile and ranked in the 58th percentile for the likelihood to recommend Harris Health as a place to work. He touched upon the top ten key drivers as it correlates to overall rating as a place to work. One key driver with a significantly increased score was "Communication among the people I work with is never a problem." Mr. Reid stated that the overall rating as a place for care fell in the 55 <sup>th</sup> Percentile. He mentioned that the top ten key drivers in every patient centered care survey item is considered significantly above the NRC Health average. Additionally, Mr. Reid presented the 2021 Site Comparison Report. Discussion ensued regarding employee engagement and participations rates. A copy of the presentation is available in the permanent record.	
		2. Presentation Regarding Harris Health's Medical Staff Engagement Results Dr. Steven Brass, Executive Vice President & Chief Medical Executive, delivered a presentation regarding Harris Health's Medical Staff Engagement Results. There were two main areas of focus which included Provider Workplace Experience and Provider Patient-Centered Care. Dr. Brass reported that Harris Health sampled 1,286 physicians and received a response rate of 39%. However, the typically NRC Health benchmark for responses is 44%. As it relates to Overall Rating as a Place to Practice, Harris Health ranked in the 17th percentile and in the 10th percentile for Likelihood to Recommend Harris Health as a Place to Practice. Dr. Brass presented the site comparison report and specialty comparison trends regarding Overall Rating as Place to Practice. Overall Harris Health ranked in the 14th percentile for overall place for care and in the 12th percentile for likelihood to recommend as a place for care. Additionally, Dr. Brass addressed the key takeaways and NRC recommendations for improvement. A copy of the presentation is available in the permanent record.	As Presented.

3. Update and Discussion Regarding Nursing Recruitment and Retention	As Presented.
Dr. Jackie Brock, Executive Vice President & Chief Nursing Executive, delivered a presentation regarding Nursing Recruitment and Retention. She stated that the average facility turnover rate according to the Texas Center for Nursing Workforce Studies for 2019 is 18.2% and the National RN Turnover Rate for CY2020 is 15.7%. Currently, Harris Health's RN Turnover rate is 18.69%. Dr. Brock provided a brief overview of new and ongoing nursing pay incentives. Pay incentives include specialty pay for ICU, EC, and OR nurses, crisis pay for licensed/unlicensed direct care staff for January COVID surge, and attendance bonuses for licensed/unlicensed critical roles. Dr. Brock addressed current partnerships with nursing schools, Houston Community College and Capital IDEA. She stated that Harris Health seeks to identify partners that can help meet workforce diversity goals and elevate communities through creating jobs and education. Dr. Brock highlighted additional nurse retention strategies including SelfCare for HealthCare, CNE monthly town halls, continued contracts with internal staffing agencies (Avant and Passport USA) as well as a contract with Healthstream to offer free continuing education activities and contact hours. A copy of the presentation is available in the permanent record.	
4. Presentation Regarding Harris Health's Training Programs Overview Dr. Cleveland Black, Associate Administrator, Human Resources Health Services, delivered a presentation regarding Harris Health's Training Programs. He provided a brief overview of the history of Harris Health educational programs dating back to 1935. Harris Health School of Diagnostic Medical Imaging offers four (4) unique hospital-based programs such as Radiology, Sonography/Ultrasound, Computed Tomography and Magnetic Resonance Imaging. In addition, Harris Health also offers Patient Care Assistant, Clinical Pastoral Educational, Pharmacy Residency, and Physical Therapy Residency Programs. Dr. Black stated that 99% of Harris Health's clinical affiliation agreements are with schools within the state of Texas. Additionally, Dr. Black highlighted the implementation of the Executive MBA program as Harris Health's flagship leadership development program. A copy of the presentation is available in the permanent record.	As Presented.
<ol> <li>Presentation and Introduction of HKS, Inc., Regarding Harris Health's Recommendation for Architecture and Engineering Design Services for the LBJ Replacement Hospital Project</li> <li>Mr. David Attard, Senior Vice President, Facilities, Constructions and Systems Engineering, delivered a presentation regarding Harris Health's Recommendation for Architecture and Engineering Design Services for the LBJ Replacement Hospital Project.</li> </ol>	As Presented.

		Ms. Whitney Fuessel, Principal, HKS, Inc., introduced the HKS core team and its HUB partners. Mr. Terry Smith, Principal, Smith & Company Architects, stated that his company has completed several notable projects near the LBJ campus and has a significant presence in the local community. He stated that a collaborative approach will help to increase productivity and save time and money. Mr. Darryl King, Sr. Project Executive, PPG Global, stated that his team and its processes are centered on Harris Health's five strategic pillars. He shared that PPG has worked on the Houston Metro and Southwest Terminal projects among other large projects within the city of Houston. Mr. Saul Valentin, Founding Principal, Collaborate, stated that his commitment to the project and to ensuring a strong and collaborative partnership. A copy of the presentation is available in the permanent record.	
IX.	Consent Agenda Items	<ul> <li>A. Consent Purchasing Recommendations</li> <li>1. Approval of Purchasing Recommendations (Items A1 through A51)</li> <li>Dr. Bracey noted that Purchasing's Transmittals (B1 through B20) are not for approval. Mr. Dewight Doplsauf, Purchasing Agent, Harris County Purchasing Office, noted that there is a correction to item A45 which was inadvertently left out of the purchasing packet. A copy of the purchasing recommendations is available in the permanent record.</li> </ul>	Motion No. 22.03-40 Moved by Mr. Lawrence Finder, seconded by Ms. Alicia Reyes, and majority passed that the Board approve purchasing recommendations (Items A1 through A51). Motion carried.
		Dr. Bracey stated that the following consent agenda items were discussed at length during the March Board Committee meetings.	
		<ul> <li>B. Consent Items for Board Approval</li> <li>1. Approval of Council-At-Large Bylaws</li> <li>2. Approval of Harris Health Nursing Services Bylaws</li> <li>3. Approval of the Harris Health System Investment Policy</li> <li>4. Approval of an Amendment to the 2017 Harris Health Board Approved Naming Opportunities for the First Floor Renovation of the Ben Taub Hospital Level I Trauma Center, Pursuant to Harris County Hospital District's Policy 2.01 Naming of Hospital District Building, other Facilities, and Entities Policy Statement, for Philanthropic Donors to the HCHD Foundation's Second Capital Campaign</li> </ul>	
		<ul> <li>C. Consent Reports and Updates to Board</li> <li>1. Updates Regarding Pending State and Federal Legislative and Policy Issues Impacting Harris Health System</li> </ul>	For informational purposes only - No action required.

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	D. Consent Item for Notice	For informational purposes only - No action required.
	1. Harris Health System Council-At-Large Meeting Minutes	
	• February 14, 2022	
	{End of Consent Agenda}	
X. Executive Session	At 10:27 a.m., Dr. Arthur Bracey stated that the Board would enter into Executive Session as permitted by law under Tex. Gov't Code §551.071, Tex. Gov't Code §551.074, Tex. Gov't Code §418.183, Tex. Gov't Code §551.085, Tex. Gov't Code §551.089, Tex. Health & Safety Code Ann. §161.032, Tex. Occ. Code Ann. §151.002 and Tex. Occ. Code Ann. §160.007.	
	<b>B.</b> Discussion Regarding the Evaluation of Chief Executive Officer, Pursuant to Tex. Gov't Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session.	No Action Taken.
	D. Discussion Regarding Harris Health System Executive Compensation, Pursuant to Tex. Gov't Code Ann. §551.074, and Possible Action Regarding this Matter Upon Return to Open Session	No Action Taken.
	<ul> <li>E. Consultation with Attorney Regarding Collaborative Opportunities with The University of Texas M.D. Anderson Cancer Center, Pursuant to Tex. Gov't Code Ann. §551.071 and Tex. Gov't Code Ann. §551.085.</li> </ul>	No Action Taken.
	F. Consultation with Attorney Regarding the Harris County Hospital District Foundation, Pursuant to Tex. Gov't Code Ann. §551.071, and Possible Action Regarding this Matter Upon Return to Open Session.	No Action Taken.
	<ul> <li>G. Report by the Executive Vice President, Chief Compliance and Risk Officer, Regarding Compliance with Medicare, Medicaid, HIPAA and Other Federal and State Healthcare Program Requirements and a Status of Fraud and Abuse Investigations, Pursuant to Tex. Health &amp; Safety Code Ann. §161.032, Tex. Gov't Code §418.183, Tex. Gov't Code §551.089, Tex. Occ. Code Ann. §160.007, Tex. Occ. Code Ann. §151.002, and Tex. Gov't Code Ann. §551.071, Including Possible Action Regarding this Matter Upon Return to Open Session.</li> </ul>	Pulled/Deferred
XI. Reconvene	At 12:16 p.m., Dr. Arthur Bracey reconvened the meeting in open session; he noted that a quorum was present and that no action was taken in Executive Session.	

XII.	Item(s) Related to Health Care for the Homeless Program	<ul> <li>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 System to Provide Health Services to Persons Experiencing Homelessness under Section 330(h) of the Public Health Service Act Health Care for the Homeless Program.</li> <li>HCHP March 2022 Operational Update</li> <li>Dr. Jennifer Small, Interim Executive Vice President, Ambulatory Care Services, presented Health Care for the Homeless Program (HCHP) operational update. She stated that there were 190 new adult patients and 12 new pediatric patients associated with the program. She noted that HCHP is expected to see approximately 9,775 patients per year as required by the Health Resources and Services Administration (HRSA). At the close of February, HCHP served 1,726 unduplicated patients and completed a total of 3,569 visits. Dr. Small stated that the amount of unduplicated patients seen overall has trended downward due to unforeseen factors such as weather events, a provider who is no longer with the program, and two site closures. As a</li></ul>	Motion No. 22.03-42 Moved by Ms. Alicia Reyes, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item XII.A. Motion carried.
		result, HCHP has experienced a slight decline in patient visits for the month. Overall, HCHP has expensed 80% of the funds associated with the program during calendar year 2021. Dr. Small noted that any additional funds will be carried over to next year's budget. Dr. Small presented the HCHP Patient Satisfaction Report. She reported that four (4) out of six (6) metrics in January have either met or exceeded the programs targets for 2022. She noted that there are two areas for improvement, which include providers listening and communication between nurses and providers. Dr. Small noted that the 2021 Service Area Competition Application was discussed at a previous	
		Board meeting, however it was not reflected in the minutes that it was approved. HCHP submitted an application to The Health Resources and Services Administration (HRSA) Service Area Competition (SAC) requesting \$3.9M in grant funding which will enable HCHP to continue to provide patient-centered services. A copy of the operational update is available in the permanent record.	
		<b>B.</b> Approval of the HCHP Fourth Quarter Budget Report	Motion No. 22.03-43 Moved by Ms. Alicia Reyes, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item XII.B. Motion carried.

		C. Approval of the HCHP Fourth Quarter Patient Satisfaction Report	Motion No. 22.03-44
			Moved by Ms. Alicia Reyes, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item XII.C. Motion carried.
		D. Approval the 2022 HCHP Sliding Fee Scale	Motion No. 22.03-45
			Moved by Dr. Andrea Caracostis, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item XII.D. Motion carried.
		E. Approval of the 2022 HCHP Quality Management Plan	Motion No. 22.03-46 Moved by Ms. Alicia Reyes, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item XII.E. Motion carried.
		F. Approval of the 2021 Service Area Competition Application	Motion No. 22.03-47 Moved by Ms. Alicia Reyes, seconded by Dr. Andrea Caracostis, and unanimously passed that the Board approve agenda item XII.F. Motion carried.
XIII.	Item(s) Related to Ambulatory Surgical Center at LBJ Governing Body	A. Approval of the Ambulatory Surgical Center at LBJ Governing Body Bylaws	Motion No. 22.03-48 Moved by Dr. Ewan Johnson, seconded by Ms. Alicia Reyes, and unanimously passed that the Board approve agenda item XIII.A. Motion carried.
		<b>B.</b> Approval to Appoint Board of Trustee Member to the Ambulatory Surgical Center at LBJ	
		<ul> <li>Governing Body</li> <li>One (1) Board Member Appointment:</li> <li>1. Ms. Jennifer Tijerina</li> </ul>	Moved by Ms. Alicia Reyes, seconded by Dr. Ewan Johnson, and unanimously passed that the Board approve agenda item XIII.B. Motion carried.

xıv	Adjournment	Moved by Mr. Lawrence Finder, seconded by Dr. Andrea Caracostis, and unanimously approved to	
		adjourn the meeting. There being no further business to come before the Board, the meeting adjourned at 12:24 p.m.	

I certify that the foregoing are the Minutes of the Harris Health System Board of Trustees Meeting held on March 24, 2022.

Respectfully Submitted,

## Arthur Bracey

Arthur Bracey, M.D., Chair

Andrea Caracostis, M.D., Secretary

Minutes transcribed by Cherry Pierson