

**TARRANT COUNTY HOSPITAL DISTRICT (TCHD)
d/b/a JPS HEALTH NETWORK
1500. S. MAIN STREET
FORT WORTH, TX 76104
OUTPATIENT BUILDING, 3RD FLOOR AUDITORIUMS**

**Joint Board of Managers and Human Resources Committee Meeting
11:30 A.M., Thursday, September 27, 2018**

The Tarrant County Hospital District ("District") Board of Managers Human Resources Committee met Thursday, September 27, 2018 at JPS Health Network, 1500 S. Main Street, 3rd Floor Outpatient Conference Rooms with the following Board members present:

Dorothy DeBose, committee chair
Charles Powell, board chair
Charles Webber, M.D.
Roger Fisher
DT Nguyen
Alan Podawiltz, D.O.

Not In Attendance: Rev. Ralph Emerson

Others Attending: Robert Earley, President/CEO
Bill Whitman, Sr. Executive Vice President, Chief Operating Officer
Scott Rule, Vice President, Chief of Staff
Pia Walker, Sr. Vice President, Human Resources
Sharon Clark, Sr. Executive Vice President, Chief Financial Officer
Michael Hochberg, M.D., President, Chief Medical Officer, Acclaim Physician Group
Lara Burnside, Sr. Vice President, Strategy, Chief Patient Experience Officer
J.R. Labbe, Vice President, Communications and Community Affairs
Tricia Elliott, M.D., Vice President, Chief Academic Affairs Officer
Melinda Costin, Sr. Vice President, Chief Information Officer
Trisha Swift, Vice President, Chief Quality Officer
Michelle Green-Ford, Interim Vice President, Diversity & Inclusion
Annica Fischer, Executive Director, Patient Experience/Strategy
Maisam lleiwi, Project Manager, Diversity and Inclusion
Clarie Cressey, Executive Assistant, Diversity and Inclusion
Neal Adams, General Counsel
Elva E. Medina, Recording Secretary

I. Call To Order

With a quorum present, committee Chair Dorothy DeBose called the meeting to order at 11:34 a.m.

II. Hearing of Citizens - There were no citizens requesting to speak.

III. Consider Matters Requiring Committee Action

1. **Approval of Minutes:** Motion by Alan Podawiltz, D.O., and seconded by Roger Fischer, the draft minutes of the May 24, 2018 committee meeting were approved unanimously as presented.
2. **Approval of FY19 Annual Incentive Plan (AIP) Metrics** – Bill Whitman presented the proposed FY19 Annual Incentive Plan (AIP) metrics. He reminded the committee that the plan provides a potential payout based on an operating margin trigger of breakeven. Mr. Whitman said, to eliminate, or to at least mitigate some redundancy in some of the goals and metrics, the following adjustments are being proposed:

Quality: Replace current Quality metrics with PSI 90, which is a nationally-recognized standard measure that includes 10 patient safety indicators used in CMS programs. PSIs reflect quality of care by measuring potential avoidable in-hospital complications and adverse events that are based on the volume of occurrences and acuity. He explained the PSI specifications, composite and volume weights.

Service: For HCAHPS (inpatient), the focus will expand beyond an overall hospital rating to all dimensions of care for patients. Targets are set based on an annual CMS HCAHPS average rate of improvement provided by our vendor, NRC Health. Each dimension will have its own average rate of improvement needed for achievement.

- **Outpatient:** Expand focus beyond primary care to specialty care services as well as women's health. The proposed goal also includes a shift away from the CGCAHPS survey to more timely survey with similar questions provided by our vendor, NRC Health. JPS receives almost 10 times the volume of returns and are able to get data within 24 hours as opposed to 4-6 weeks following the patient's visit. Other healthcare systems are also making the shift, where applicable, away from CGCAHPS to the more timely survey as it provides not only access to more data but the call itself is reduced from more than 10 minutes to less than two and the survey is also offered via email.

People: Continue to focus on employee engagement, physician engagement and voluntary turnover. The stretch performance level for employee engagement is to maintain the Top Decile performance; the turnover target will reflect the National Benchmark for hospitals like JPS on size and scope.

Stewardship: Continue to focus on reducing overall cost per adjusted patient admission.

Population Health: Continue to improve access to specialty care using the FY18 year-end actual as FY19 Threshold.

Motion: Mrs. Debose called for a motion for the approval of the FY19 AIP metrics. Motion by Roger Fisher; and seconded by DT Nguyen, the proposed FY19 AIP metrics were approved unanimously.

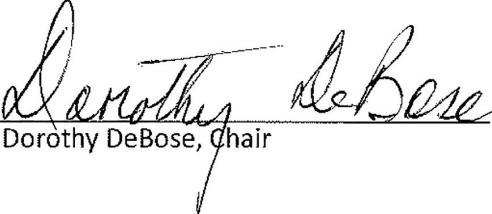
IV. Consider Human Resources Reports/Updates – Not Requiring Committee Actions

1. **Update of FY18 Annual Incentive Plan (AIP)** - Mr. Whitman presented an overview on the progress of FY18 AIP metrics. He said staff will continue to use a metric-driven approach to identify areas of improvement and to measure the impact of improvement efforts.

2. **Human Resources (HR) Key Performance Indicators Scorecard** – Pia Walker provided an update of FY17-18 Q3 Turnover trends. The committee reviewed a report providing information on key indicators relating to turnover trends listed by job family. Data represented measurement period October 1, 2017 through August 31, 2018.
3. **Diversity Update** - Michelle Green-Ford presented an update on Diversity that included Cultural Competency Education, Coordination of Care, Employee Engagement, Business/ Supplier Diversity and FY17-18 accomplishments. Mrs. Green-Ford provided an update on department goals and stated that staff will continue to focus on improving patient outcomes through educational programs. The department of Diversity will continue to actively partner with local chambers, community associations and JPS departments.

The above reports were presented for informational purposes only with no action required from the Committee.

- V. **Recess and Reconvene in Executive Session Pursuant to Chapter 551, Texas Government Code.**
The committee recessed in to Executive Session at 12:52 P.M.
- VI. **Reconvene in Open Session for Deliberation(s) and/or Action(s) deemed necessary regarding any matter listed on the Closed Session Agenda, Paragraphs IV. A and B.** The committee recessed into Open Session at 1:26P P.M. The Chair Dorothy Debose announced there were no further actions to discuss during Open Session.
- VII. **Adjourn:** There being no further business, and upon motion duly made and seconded, the meeting adjourned at 1:27 P.M.



Dorothy DeBose, Chair

11-15-18

Date