Governance, Compliance and Ethics

Agenda

Committee Members
Chair: Reina Gonzalez, JD
Byron Cryer, MD
Ramon Miguez, PE
Jeff Tillotson, JD
Marjorie Petty, JD

Agenda for the ***Governance, Compliance and Ethics Committee Meeting of the Board of Managers*** meeting of the Dallas County Hospital District is scheduled for ***Wednesday, November 4, 2026, at 10:45 AM***, at 5200 Harry Hines Blvd (WISH Building) Dallas, TX 75235, Executive Conference Room 02-175. (If assistance is needed in locating the room, please see the Administration receptionist on the 4th floor, 04-131.) A quorum will be physically present at the location of the meeting. Videoconferencing access is also possible via WebEx. That application is available at https://www.webex.com/downloads.html. Teleconferencing access is possible by calling +1-415-655-0001. Both virtual access forms require inputting (meeting number: 2311 918 2152; meeting password: 1234) to join the meeting. The ***Governance, Compliance and Ethics Committee*** reserves the right to exercise discretion and may convene in Executive Session as permitted by Texas Government Code §§551.071 (consultation with attorney), 551.072 (deliberations regarding real estate), 551.074 (personnel matters), 551.076 (deliberations regarding security devices or security audits), 551.078 and/or 551.0785 (deliberations by medical committee or by governmental body that administers a public insurance, health or retirement plan regarding individuals' medical or psychiatric records), 551.087 (deliberation regarding economic development negotiations), 551.088 (deliberation regarding test item); Texas Government Code §418.183 (deliberation of information under §§418.175 – 418.182 for purposes of disaster management or disaster planning); Texas Health & Safety Code §161.032 (medical committee or medical peer review committee records, information or reports; and/or medical committee or medical peer review committee proceedings under Tex. Health & Safety Code Chapter 161 and/or Tex. Occ. Code Chapters 151 and 160); and/or as otherwise authorized by law on any item listed below. The ***Governance, Compliance and Ethics Committee*** may consider any of the agenda items in open or executive session and may continue the meeting as necessary to accomplish the business at the time and place designated by the Chair to reconvene.

	PAGE	TIME (MIN)	PRESENTER(S)
I. Declare a Quorum Present/Call to Order/Mission Statement ***Advance Wellness | Relieve Suffering | Develop and Educate*** **I CARE** **I**ntegrity **C**ompassion and Collaboration **A**ccountability **R**espect **E**quity			Chair
II. Public Comments Regarding Agenda Items *See public comment registration information and rules at https://www.parklandhospital.com/board-of-managers*			

	PAGE	TIME (MIN)	PRESENTER(S)
III. Reports Requiring Deliberation(s) or Possible Action			
A. Presentation of the 2026 Compliance and Ethics Program Functions Assessment Phase 2 Executive Summary by Ankura	*6-13*	10	Ana Simon – Ankura Melanie Roberts
B. Introduction of the Compliance and Ethics Department staff in recognition of National Corporate Compliance and Ethics Week	*14-15*	5	Melanie Roberts
IV. Executive Session Tex. Health & Safety Code §§161.032 & 161.0315 and Tex. Occup. Code §160.007; Tex. Gov't Code §§551.071			
A. Review and Potential Discussion on the Following Compliance and Ethics Reports (Tex. Health & Safety Code §§161.032 & 161.0315 and Tex. Occup. Code §160.007) i. FY26 Chief Compliance and Ethics Officer Annual Program Assessment ii. FY26 Work Plan Year-End Report iii. FY27 Compliance Work Plan Focus Areas	*18-40*	15	Melanie Roberts Roshan Thayil Mandy Coyle Marjorie Wilkins Roxanne James Michael Johnson
C. Attorney-Client Privileged & Confidential Review and Discussion of Quarterly Report of Open Compliance Reviews and Audit Reports (Tex. Gov't Code §551.071)	*42*	5	Brad Nitschke, JD Melanie Roberts
V. Executive Session – Possible Deliberation Regarding Documents Received by the Committee Tex. Health & Safety Code §§161.032 & 161.0315 and Tex. Occup. Code §160.007; Tex. Gov't Code §§551.071			
A. Fiscal Year-End (FY26) Compliance and Ethics Department Reports: i. Exclusion Screening Results ii. Conflicts of Interest Program Activities and Dashboard iii. Education and Training Results iv. Compliance Audit Dashboard v. Investigations Dashboard with Description of Industry Benchmark Categories	44-74		Chair

	PAGE	TIME (MIN)	PRESENTER(S)
vi. Work Plan, Departmental Goals and/or Objectives Dashboard			
vii. Key Performance Indicators with Methodology, Metrics and Measurements			
viii. Enterprise Risk Assessment -Compliance Survey Results			
ix. Press Ganey Pulse Engagement Survey Results			
x. Ankura: Parkland Compliance Program Effectiveness Assessment – Phase 2 Complete Report			
VI. Action Item			
A. The Board may take action on any agenda item(s) above			Chair
VII. Closing Remarks			
VIII. Adjourn			

III. Reports Requiring Deliberation(s) or Possible Action

III. Reports Requiring Deliberation(s) or Approval

III (A). Presentation of the 2026 Compliance and Ethics Program Functions Assessment Phase 2 Executive Summary by Ankura

Parkland Compliance Program Effectiveness Assessment – Phase 2

November 2026

ankura

Parkland

Project Description & Table of Contents

Ankura was engaged by Parkland Health to conduct Phase 2 of its Compliance Program Effectiveness Assessment. Phase 2 evaluated whether Parkland implemented the Phase 1 (2025) recommendations and identified additional opportunities for improvement.

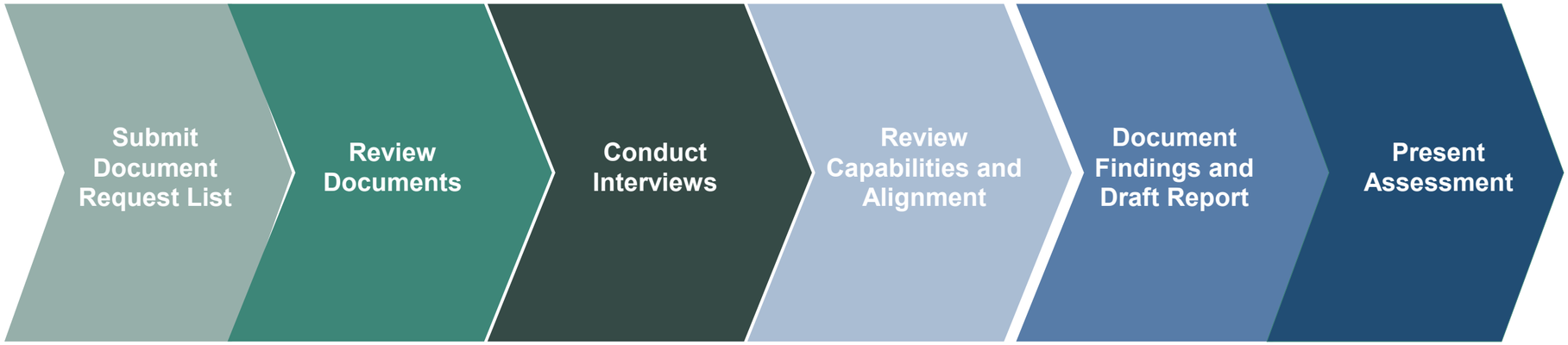
I. Assessment Approach 3

II. Phase 2 Assessment Results 6

Assessment Approach

Compliance Program Effectiveness Assessment Process

Ankura used the following process to evaluate progress since Phase 1 and the current design, structure, and elements of the Parkland Compliance Program:



- Requested and reviewed compliance program documents
- Conducted six interviews with Compliance and Ethics Department leaders
- Evaluated progress in implementing Phase 1 recommendations
- Evaluated alignment with government guidance and industry best practices
- Identified additional recommendations to support continued improvement

Seven Elements of an Effective Compliance Program

Ankura assessed Parkland's Compliance Program against government guidance, industry best practices, and federal standards.



Sources: HHS OIG General Compliance Program Guidance (November 2023); OIG, Measuring Compliance Program Effectiveness: A Resource Guide; OIG, Practical Guidance for Health Care Governing Boards on Compliance Oversight; U.S. Sentencing Commission Guidelines Manual (2025); U.S. Department of Justice, Evaluation of Corporate Compliance Programs (2024); HHS Office for Civil Rights standards.

Phase 2 Assessment Results

What Did Phase 2 Find?

Effective

Ankura's overall conclusion on Parkland's Compliance Program, consistent with Phase 1

13 of 21

Phase 1 recommendations with planned actions in the FY26 Compliance Work Plan

At a glance

- Phase 2 measured progress on the Phase 1 recommendations and overall program effectiveness.
- Parkland has made measurable progress on the Phase 1 recommendations, showing the program's capacity to improve.
- Ankura's recommendations and best practices are organized by the Seven Elements of an Effective Compliance Program.

Continued Improvement

Ankura's Phase 2 report provides actionable recommendations and best practices to support continued improvement, organized by the Seven Elements.

1

Complete Phase 1 implementation

Sustain efforts on the remaining Phase 1 recommendations.

2

Advance Phase 2 recommendations

Implement the enhancements Ankura identified across the Seven Elements.

3

Continue Board oversight

The Governance, Compliance and Ethics Committee remains the primary oversight body for the Compliance Program.

Ankura concluded that continued growth and effectiveness are attainable with appropriate prioritization, resource allocation, and strategic planning.

III. Reports Requiring Deliberation(s) or Approval

III (B). Introduction of the Compliance and Ethics Department staff in recognition of National Corporate Compliance and Ethics Week



Corporate Compliance & Ethics Week_HCCA/SCCE

Compliance & Ethics Department Leadership



Melanie Roberts
Chief Compliance
and Ethics Officer



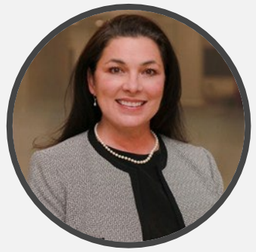
Roshan Thayil
Sr. Director Strategic Operations
and Information Privacy



Mandy Coyle
Director Compliance
and Privacy Officer



Marjorie Wilkins
Director Compliance Audit



RoxAnne James
Director Regulatory Compliance



Michael Johnson
Interim Director
Compliance Investigations

IV. Executive Session

Tex. Health & Safety Code §§161.032 & 161.0315 and Tex. Occup. Code §160.007; Tex. Gov't Code §551.071

VI. Action Item

VI (A). The Board may take action on any agenda item(s) above.

VII. Closing Remarks

VIII. Adjourn