

# a HEALTHIER Harris County



*by design*



- 
- BEN TAUB
- QUENTIN WEASE
- LYNDON B. JOHNSON
- COMMUNITY HEALTH PROGRAM



serve grow care

ANNUAL REPORT

2008

CREATING A BALANCED PLATFORM TO BETTER SERVE THE COMMUNITY



A public health care system that is balanced to serve, grow and compassionately care for our community.

The Harris County Hospital District is poised to enter a new dimension of service to the community. During fiscal year 2008, we launched a major, multi-phase capital program, our largest investment in nearly two decades. Over the next four years, we will invest more than \$350 million to expand and balance our health care delivery platform. Our investments will improve access to health care services, reduce wait times and increase the number of patients we can serve.

*Stephen H. DonCarlos, left; David S. Lopez, right*

### Balancing our Platform

The ground-breaking ceremonies in November 2007 for two new community health centers marked an exciting new phase in a journey that began five years ago with a hard look at our operations and the community needs we serve. We determined that our current hospital-centric model, developed in the 1960s, is unbalanced relative to the broad range of services we now provide. We concluded that new facilities would be needed to create a patient-centered platform that provides a full spectrum of health care services to our community.

As a basis for our capital investments, we developed a strategic plan designed to ensure that patients are seen at the right time, by the right people, in the right location. Our plan emphasizes community-based preventive and primary care, augments the traditional doctor/nurse model with a wide variety of medical practitioners, and provides for outpatient and diagnostic services outside of the hospital setting.

To turn our vision into reality, we needed to lay a solid financial foundation for our expansion. Through diligent financial stewardship, we have reached or exceeded our performance targets, generating funds to support reinvestment in the community. With a healthy margin and a track record of financial stability, we are able to go to the capital markets for funding from a position of strength.



Stephen H. DonCarlos  
*Chairman of the Board of Managers*

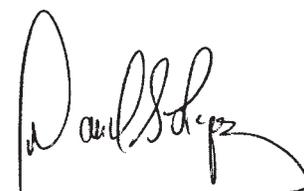
### Building for Quality

The care that we provide touches every life – even those who do not directly utilize our services – by improving the overall health of our community. As we grow, we will continue to deliver uncompromising quality, outstanding patient satisfaction and positive outcomes for all of our stakeholders.

With finite resources and seemingly infinite demands, it is imperative that we allocate limited funds, first and foremost, to services that continue our legacy of quality patient care. We pass every initiative – from staffing additions and equipment purchases to the major renovations and expansions we have undertaken – through our “quality filter,” which ensures priority funding of projects that most directly impact quality patient care.

### A Healthier Harris County by Design

Our past success and our aspirations for tomorrow are grounded in the dedication of our staff and the support of our community. We pledge to continue to merit your trust. We are energized by the life-changing work we do, excited to be on the threshold of a new era in serving our community and proud of the progress we have made to turn our vision into reality. With a wealth of talent, a winning spirit and a sound plan for the future, we will create a healthier Harris County by design.



David S. Lopez  
*President and Chief Executive Officer*





HARRIS COUNTY HOSPITAL  
DISTRICT DELIVERS HIGH-  
QUALITY HEALTH CARE  
SERVICES TO A COMMUNITY  
THAT HAS THE NATION'S  
LARGEST CONCENTRATION  
OF UNINSURED AND  
UNDERINSURED RESIDENTS.  
EVERY DAY.

24/7

# Our unique ability to provide a full spectrum of patient-centered health care services is strained by limited resources.

ROUTINE AND PREVENTIVE CARE

DIAGNOSTIC AND SPECIALTY SERVICES

EMERGENCY, TRAUMA AND INPATIENT CARE

REHABILITATION SERVICES

DISASTER RECOVERY

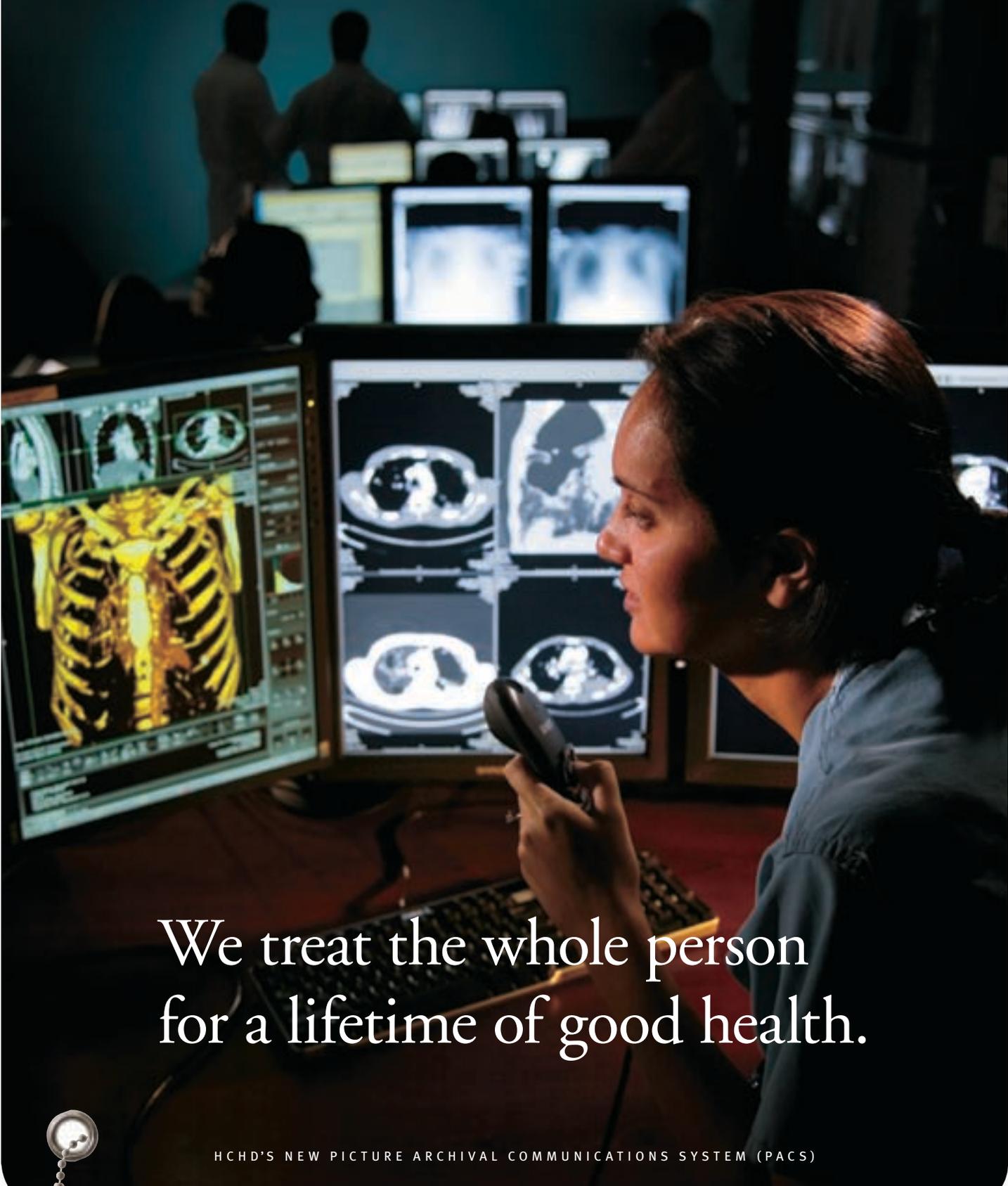
Best known for its hospitals and trauma care, Harris County Hospital District's vast range of capabilities and services is one of the Houston area's best-kept secrets.

As the public health care system for the nation's third most populous county, we deliver fully integrated health care services to a broad cross-section of area residents. Some of our patients are funded by Medicare, Medicaid or private insurance, but many are among the 1.2 million Harris County residents who are uninsured or underinsured.

Harris County has unique employment characteristics that have contributed to the strain on our resources. While the area economy is healthy and unemployment relatively low, small businesses that cannot afford to provide adequate health insurance represent an unusually large component of our economic base. As a result, we have the nation's largest concentration of uninsured or underinsured residents, creating a need for health care services that is far greater than we are able to provide with our current facilities.

While Harris County Hospital District is tax-supported, nearly 60 percent of our funding comes from other sources. During fiscal year 2008, we leveraged \$478.1 million in tax-base support into \$845.5 million of charity care, delivering a level of quality that rivals top-notch private institutions. In fact, Harris County Hospital District boasts numerous centers of clinical excellence that are among the best of their kind in the nation.





f o r m + f u n c t i o n

We treat the whole person  
for a lifetime of good health.



HCHD'S NEW PICTURE ARCHIVAL COMMUNICATIONS SYSTEM (PACS)

*f o r m + f u n c t i o n*



MOMS AND PREMATURE INFANTS BENEFIT FROM  
HCHD'S SKIN-TO-SKIN THERAPY PROGRAM



**Our system includes centers of excellence that are among the best in the nation.**

**One of only two Level 1 Trauma Centers in the area –**

Even in a city known for excellence in medicine, Ben Taub General Hospital stands out. The scene of many medical firsts, Ben Taub provides a full range of care, including more than 40 specialties. But it is best known as the place to go to survive a life-threatening illness or injury. As one of only two Level 1 Trauma Centers in the Houston area and a track record of success in treating trauma patients, Ben Taub is the area’s busiest Emergency Center. Every year, more than 85,000 emergency patients receive exceptional care, including psychiatric emergency care, at Ben Taub. The Emergency Center is scheduled for redesign and renovation in Phase II of our capital plan.

**Regional center for neonatal intensive care –** With more than a half-million births since its inception, the Harris County Hospital District knows babies. Today, our hospitals deliver more than 10,000 babies each year, about half to mothers experiencing high-risk pregnancies. We have gained unmatched expertise in difficult deliveries, and our state-of-the-art facilities at Ben Taub and Lyndon B. Johnson (LBJ) General Hospitals are recognized as regional centers for neonatal intensive care. There, we expertly manage high-risk deliveries and give infants with serious medical conditions a healthy start in life.

**One of the nation’s top rehabilitation facilities –**

The Physical Medicine and Rehabilitation (PM&R) program at Quentin Mease Community Hospital helps patients begin their journey to recovery from a severe injury, stroke or chronic disability. Accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), the program has earned the highest

quality rating in its field, a place among the nation’s most elite rehabilitation institutions and a reputation for success. Nearly 82 percent of inpatients in the program are able to return home, compared to a national average of 78 percent. Quentin Mease also offers outpatient services, handling 20,000 patient visits per year. Our capital plan will expand our outpatient rehabilitation facilities to 15,000 square feet.

**World-renowned HIV/AIDS treatment and research –**

Opened in 1989 as the nation’s first free-standing HIV/AIDS treatment facility, Thomas Street Health Center is world renowned for both treatment and research. Patients who have been diagnosed with HIV/AIDS receive one-stop health care that includes nutrition counseling, psychological and rehabilitation services in addition to a wide variety of medical treatments. Committed to AIDS awareness and education, The Thomas Street Health Center also offers HIV education and testing to the general public.

**Award-winning mental health program –**

Created to address an overwhelming need for psychiatric services, our Community Behavioral Health Program (CBHP) received the 2007 Gold Award for community-based programs from the American Psychiatric Association. The prestigious award, given to just one mental health program nationwide each year, recognizes innovation in addressing psychiatric needs. CBHP, the largest community-based psychiatric program in the nation, integrates mental health services and primary health care, enhancing service and convenience for patients while reducing overall health care costs.



**Our capital program will balance our platform with new facilities for many of the outpatient services that currently are provided in our hospitals, and add two new community health centers for preventive and primary care.**

Harris County Hospital District is constantly challenged to treat more patients in a more timely and efficient manner. That means matching patients to the right services, in the right locations delivered by the right practitioners.

In addition to three community hospitals with a total of 975 licensed beds, we are in the community and close to home for patients needing primary and preventive health care services. With 12 community health centers, 13 satellite clinics in homeless shelters, one dental center, eight school-based clinics and five mobile health units that go wherever they are most needed, we operate the largest public primary health care network in the state.

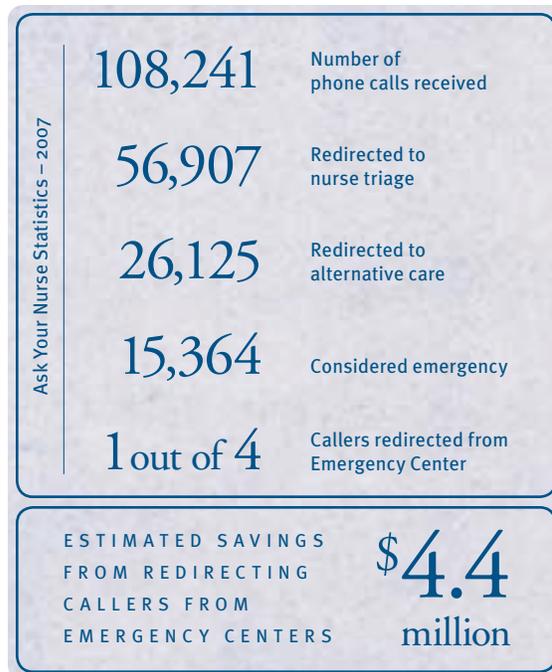
We are expanding this robust community network with two new community health centers that will accommodate 137,000 additional patient visits each year. In addition to helping meet growing demand, the new facilities are needed to provide timely and easier patient access to our system and improve patient flow through the full delivery of care continuum.

Operational changes that help patients choose the most appropriate facilities for their medical needs reduce costs and improve efficiency, but also create an urgent need for new facilities.

Many admissions are patients whose first contact to our health system is in the hospital Emergency Center. The sheer volume of patients creates unnecessary waits for those who could be treated faster and more cost-effectively at other facilities.

Operational changes designed to reserve precious Emergency Center capacity for true emergencies and improve access to health care for all of our patients have driven the need for more and different types of non-hospital facilities. First, we encourage Harris County residents to establish a “medical home” – a primary care provider who knows their medical history and can provide basic health care services of the type we offer through our community health centers.

We also provide services that help patients choose the best facility to serve their medical needs. One valuable patient resource is Ask Your Nurse. Available 24 hours a day, seven days a week, this free telephone service helps patients avoid long waits and unnecessary expense at Emergency Centers where trauma and critically ill patients must receive priority care. Ask Your Nurse provides expert advice by registered nurses about whether an Emergency Center visit is required plus information on better options for the treatment of routine medical conditions.





*u o i c u n f + u r o f*



HCHD EMERGENCY NURSES PROVIDE PRELIMINARY ASSESSMENTS  
FOR NEARLY 150,000 PATIENTS EACH YEAR



We are building a new  
and better platform to  
serve the community.

# grow

Our new facilities will advance our transformation from a hospital-centric system to a well-balanced, patient-centered health care delivery platform.

Harris County Hospital District has embarked on a major, multi-phase capital construction plan. We will invest more than \$350 million in new facilities, expansion and renovation projects, and land acquisition over the next four years.

During Phase I, we will greatly improve the points of entry to our system, largely by moving specialty clinics, diagnostic services and primary care out of the hospital setting. Projects include:

- Two new community health centers and two new eligibility centers.
- A dedicated ambulatory care tower that will include a Radiation Therapy Center, Diagnostic Imaging Center, Ambulatory Care Center with an adjacent parking tower.
- The renovation and expansion of our LBJ Hospital Emergency Center where current demand is more than double the facility's planned capacity.

During Phase II, planned renovation projects at Ben Taub will increase Emergency Center capacity and add a same-day surgery center dedicated to patients needing non-emergency procedures.

Construction of a second ambulatory care tower will move diagnostic services, same-day surgery and specialty clinics out of LBJ Hospital. Renovation of Quentin Mease Community Hospital will expand our outpatient rehabilitation facilities to 15,000 square feet. Renovation of the old Ben Taub Tower, which is largely unoccupied, will create space to move non-clinical functions out of the hospital and increase inpatient capacity.

for every  primary care visits

17–20  
specialty clinic referrals  
are made



# a HEALTHIER Harris County

THE NEW HEALTH CENTER AND ELIGIBILITY CENTER IN ALIEF



After implementing operational changes that ensure the best possible use of our existing facilities, Harris County Hospital District embarked on a capital program that will complete our transformation from a hospital-centric system into a patient-centered health care delivery platform offering a full spectrum of services. Our planned construction and expansion projects will allow us to serve more patients faster and with greater efficiency to enhance patient satisfaction and continue our track record of outstanding care.



### New Health Center and Eligibility Center in Alief

- 66,000 square feet
- 73 exam and procedure rooms
- 100,000 patient visits per year
- Opening spring 2009



Serving more patients →

Reducing

MARTIN LUTHER KING HEALTH CENTER AND ELIGIBILITY CENTER



2009

2009



### Martin Luther King Health Center and Eligibility Center

- 64,000 square feet
- Replaces 15,000 square-foot, in-hospital facility
- 37,000 additional patient visits per year
- Opening summer 2009

g wait times →

Using resources efficiently →



THE NEW AMBULATORY CARE CENTER ON HOLLY HALL



2010

Five-story building with a 1,200+ car garage



**Specialty Care Services**

- 80 specialty exam rooms
- Obstetrics
- Pediatrics
- General medicine
- Oncology

**Comprehensive Diagnostic Services**

- Two MRIs
- Four ultrasounds
- One PET scan
- Three CT scans
- Three digital radiography units
- Two digital RAD/fluoroscopy units

**Outpatient Treatments**

- Including 25 infusion therapy stations
- Three linear accelerators for radiation therapy

**Breast Center of Excellence**

- Breast MRI
- Six digital mammography units
- One bone density unit
- Three mammography ultrasound units
- One mammography stereotactic biopsy unit

Enhancing patient satisfaction 



Built several decades ago to provide both inpatient and outpatient services, our hospitals have experienced tremendous growth in demand that has strained Emergency Center capacity. Part of this increase is due to the broad range of services our hospitals provide to meet the needs of the community.

The result is competition between inpatients and outpatients for limited space and resources in our hospitals. Our expansion program will balance our health care delivery platform, adding dedicated facilities for preventive care and outpatient services and expanding

our in-hospital capacity to provide emergency and inpatient services. At LBJ Hospital, for example, a renovation and expansion project is expected to increase Emergency Center capacity from a designed capacity of less than 40,000 visits per year to 90,000 annual visits.



## A Balanced Platform

100,000

Additional patient visits per year



1

37,000

Additional patient visits per year



2

162,000

Square feet dedicated to outpatient services



3

90,000

Emergency Center visits per year



4



## A balanced platform – by the numbers.

Our first projects, already underway, are two new health centers that together will expand our community health care capacity by approximately 137,000 patient visits annually. We will invest \$16 million in each of the centers. Adjacent regional eligibility centers where Harris County residents can register for services will replace facilities currently located in leased space.

### 1 New Health Center and Eligibility Center in Alief

The new Health Center, being constructed on Boone Road near Bissonnet, will begin serving the needs of southwest Houston residents in the spring of 2009. As our thirteenth health center, it will add 66,000 square feet of space, 73 exam and procedure rooms, and the capacity for 100,000 patient visits per year.

Patients at the new Health Center will receive a comprehensive range of services including: primary care for adults and children, dental, optometry, podiatry and psychiatry services as well as laboratory testing, mammography and x-rays. The facility also will include a minor urgent treatment suite.

A new 10,000-square-foot eligibility center is being constructed on the same 12-acre site, which has an additional 46,000 square feet of space available to accommodate future growth.

### 2 Martin Luther King Health Center and Eligibility Center

The Martin Luther King Health Center, being constructed on Swingle Road off Cullen Boulevard, will serve residents of southern Harris County beginning in the summer of 2009. The 64,000-square-foot facility will replace a 15,000-square-foot primary care health center located in Quentin Mease Community Hospital. In addition to freeing up hospital space for future expansion and renovation projects, it will expand our community health care capacity by approximately 37,000 patient visits each year.

With 60 exam rooms and numerous family practice and specialty suites, the Martin Luther King Health Center will provide a wide range of services including: primary care for adults and children, obstetrics, psychiatry, optometry, podiatry and dental care as well as mammography, laboratory, nutrition and social services.



A new 10,000-square-foot regional eligibility center will be part of the same structure with a separate entrance for use by residents registering for services.

**3 New Ambulatory Care Center on Holly Hall**

Scheduled to open in late 2010, the new Ambulatory Care Center, being built on the campus of the Harris County Hospital District’s headquarters, will expand and enhance our services to outpatients. The \$122 million project includes a five-story building totaling 162,000 square feet of space that will house the majority of diagnostic services and specialty clinics now located in Ben Taub Hospital.

Designed exclusively for outpatients, the Ambulatory Care Center will deliver prompt service in a patient-centered environment. It also will free up space for renovation projects at Ben Taub that are included in later phases of our capital plan.

With 80 specialty clinic exam rooms, the new Ambulatory Care Center will offer general medicine, obstetrics, pediatrics and oncology services. It also will include a Breast Center of Excellence, diagnostic imaging and facilities for outpatient treatments.

Throughout the new center, a healing environment will complement state-of-the-art equipment. The 25 station infusion suite, for example, where patients may spend an entire day undergoing treatment, will be located on the top floor of the building with plenty of natural light and a view of the roof garden. The site will preserve natural landscaping and include a healing garden.

**4 LBJ Emergency Center Renovation**

Slated for completion in 2010, the renovation and expansion of the Emergency Center at LBJ Hospital will add badly needed capacity and greater efficiency. The goal of the project, which will add 30,000 square feet of space and remodel an additional 25,000 square feet, is to raise capacity to 90,000 visits annually.

The current facility was designed for a maximum of 40,000 visits per year, and demand is nearly double that number.

The project also will enhance both efficiency and the patient experience. Currently designed with 53 exam stations separated only by cubicle curtains, the redesigned facility will feature 64 individual exam rooms surrounding a nursing station. This layout will save space and steps compared to the existing design while providing better nursing observation.

The new Emergency Center also will have integrated radiology and CT scan capabilities, services that currently are shared with the hospital’s inpatients. Following the construction of a second Ambulatory Care Center in Phase II of our capital plan, many diagnostic services and specialty clinics will move to the new facility so the hospital’s imaging facilities will no longer be shared with outpatients.

Projects currently planned for Phase II of our capital plan include:

- Renovation projects at Ben Taub to increase Emergency Center capacity and add a same-day surgery center for the prompt treatment of patients needing non-emergency procedures.
- Construction of a second Ambulatory Care Center similar to the Holly Hall facility to move diagnostic services and specialty clinics out of LBJ Hospital.
- Renovation of Quentin Mease Community Hospital to right-size our outpatient rehabilitation treatment center to 15,000 square feet.

*By design, our new platform will:*

- provide the right services at the right locations,
- be delivered by the right staff equipped with the right tools, and
- produce the right outcomes.

*f o r m + f u n c t i o n*

# care

Delivering quality outcomes to

Harris County Hospital District is a unique and valuable resource that touches every life and delivers quality outcomes to the community as a whole. We improve the overall health and well-being of our community in many ways. Our charity care provides a medical “safety net” for residents in need, including hard-working families whose employers do not provide insurance coverage. Our medical outreach programs promote better health through immunizations and education. We stand ready to mobilize a full range of health care services following natural disasters or other crises that can strike anybody in our community at any time. And, as a major employer, we are an important part of the area economy.

the community.

# Exceptional people delivering

f o r m + f u n c t i o n

The heart and soul of Harris County Hospital District is people – exceptional professionals who care deeply about their patients and take pride in the life-changing work they do. Through our partnerships with Baylor College of Medicine, the University of Texas Medical School at Houston, and numerous allied health schools and colleges, we access some of the world’s finest medical talent, participate in breakthrough research and help develop the next generation of medical professionals.

quality health care.



u o i c u n f + u r o f



# Serving, growing

## ACCREDITATIONS + HONORS

Association for Clinical  
Pastoral Education, Inc.

American Academy of  
Sleep Medicine

American College of Radiology

American College of Surgeons

College of American Pathologists

Commission on Accreditation of  
Rehabilitation Facilities

Commission on Cancer

Intersocietal Commission  
for the Accreditation of  
Vascular Laboratories

The Joint Commission

Joint Review Committee on  
Education in Radiologic Technology

LifeGift

Texas Department of  
State Health Services

Designated Texas-Nurse Friendly  
by Texas Nurses Association

and caring for our community.

DURING FISCAL 2008 WE PROVIDED

More than one million outpatient visits

Nearly 155,000 Emergency Center visits

Nearly 43,000 hospital admissions

More than 10,000 babies delivered

Leveraged \$478.1 million tax base  
into \$845.5 million of charity care



We are proud of the work we do and

For 42 years, Harris County Hospital District has provided quality health care that contributes to the overall health and well-being of our community. We are proud of the work we do and excited about where we are taking the organization. With a well-conceived strategic plan and a solid financial foundation, we are positioned, for the first time in our history, to make sweeping changes that will greatly enhance our ability to serve, grow and compassionately care for our community.

are poised to enter a new dimension of service to the community for a healthier Harris County *by design*.

f o r m + f u n c t i o n



## Combined Statements of Revenues, Expenses and Profit

(in thousands)	Fiscal Years Ended	
	Feb. 29, 2008	Feb. 28, 2007
<b>OPERATING REVENUES</b>		
Net patient service revenue	\$ 258,429	\$ 261,104
DSH/UPL program revenue	165,161	179,902
Premium revenue and other revenue	344,550	201,705
Other operating revenue	23,906	21,266
<b>Total operating revenue</b>	<b>792,046</b>	<b>663,977</b>
<b>NON-OPERATING REVENUES</b>		
Net ad valorem tax revenue	480,545	421,655
Net tobacco settlement revenue	20,138	14,832
Investment income and other revenue	33,281	21,813
<b>Total non-operating revenues</b>	<b>533,964</b>	<b>458,300</b>
<b>Total revenue</b>	<b>1,326,009</b>	<b>1,122,277</b>
<b>OPERATING EXPENSES</b>		
Salaries, wages, and benefits	525,272	463,453
Pharmaceuticals and supplies	136,203	141,990
Physician and other services	491,967	386,746
Depreciation, amortization and interest	45,234	42,501
<b>Total operating expenses</b>	<b>1,198,676</b>	<b>1,034,690</b>
<b>TOTAL PROFIT</b>	<b>\$ 127,334</b>	<b>\$ 87,587</b>

	→	SERVE	GROW	CARE	07-08
	<input type="checkbox"/> BEN TAUB <input type="checkbox"/> GUNTIN HEALE <input type="checkbox"/> LYNDON B. JOHNSON <input type="checkbox"/> COMMUNITY HEALTH PROGRAM			FISCAL YEAR	

# HCHD

## Statistical Highlights

	2008	2007
<b>ADMISSIONS</b>		
Ben Taub	24,000	26,425
Lyndon Baines Johnson	15,867	16,960
Quentin Mease	185	270
<b>TOTAL</b>	<b>40,052</b>	<b>43,655</b>
<b>PATIENT DAYS</b>		
Ben Taub	150,951	158,986
Lyndon Baines Johnson	69,012	72,144
Quentin Mease	11,192	11,324
<b>TOTAL</b>	<b>231,155</b>	<b>242,454</b>
<b>NEWBORNS</b>		
Ben Taub	5,717	6,426
Lyndon Baines Johnson	4,331	4,892
<b>TOTAL</b>	<b>10,048</b>	<b>11,318</b>
<b>EMERGENCY AND URGENT CARE VISITS</b>		
Ben Taub	84,614	89,324
Lyndon Baines Johnson	62,574	64,358
<b>TOTAL</b>	<b>147,188</b>	<b>153,682</b>
<b>OUTPATIENT CLINIC VISITS (with doctor)</b>		
Ben Taub and Quentin Mease	198,020	206,270
Lyndon Baines Johnson	107,098	109,642
Community Health Centers and School-Based Clinics	556,836	584,770
<b>TOTAL</b>	<b>861,954</b>	<b>900,682</b>

		<input type="checkbox"/> BEN TAUB		<b>FISCAL YEAR</b>	<b>07-08</b>
		<input type="checkbox"/> QUENTIN MEASE <input type="checkbox"/> LYNDON B. JOHNSON <input type="checkbox"/> COMMUNITY HEALTH PROGRAM			

# The Harris County Hospital District Foundation

With strong support from a caring community, the Harris County Hospital District Foundation raises funds for programs and services that go above and beyond the scope of tax-supported care to advance the vision of a healthier Harris County.

Established in 1992 as a private, charitable organization, the Harris County Hospital District Foundation has underwritten numerous health services and programs that directly benefit patients and contribute to the overall health of our community – enhancements that would have been out of reach without foundation funding.

Gifts from individuals, corporations, organizations and foundations have enabled the Harris County Hospital District Foundation to fund patient services, facility

enhancements, community education programs and more. This broad-based support is a testament to the generous spirit of area residents and their conviction that the Harris County Hospital District plays a vital role in our community.

The needs are urgent, and they continue to grow. We encourage you to join our current donors in providing programs and services that expand the community’s medical “safety net” and improve the overall health of our community. For more information on how your gift can make a difference, please contact the HCHD Foundation at 713-566-6409 or visit [www.hchdfoundation.org](http://www.hchdfoundation.org).

We sincerely appreciate the support of our generous donors and are proud to recognize their role in helping Harris County Hospital District to serve, grow and compassionately care for our community.



*Susan Rafté,  
Michele Ostrander,  
Jack Blanton,  
Ginger Blanton,  
Eric Cleckler and  
Karen Kreighbaum  
celebrate the ribbon-  
cutting of the mobile  
mammography unit.*

## HCHD FOUNDATION BOARD OF TRUSTEES

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# Donors

## \$300,000 and Above

Susan G. Komen Breast Cancer Foundation, Houston

## \$299,000 – 150,000

Baylor / Methodist Community Health Fund

## \$149,000 – 100,000

McDonald's @ Ben Taub General Hospital  
Pink Ribbons Project, Inc.  
Scurlock Foundation

## \$99,000 – 50,000

American Cancer Society  
Lori's Hospital Gift Shops  
William S. and Lora Jean Kilroy Foundation

## \$49,000 – 25,000

American Diabetes Association  
Amgen  
Harris County Hospital District Employees  
Dr. Katie Irani

## \$24,000 – 15,000

Cardinal Health  
Baylor College of Medicine  
Ben & Margaret Love Foundation  
Houston Golf Association / Shell Houston Open

## \$14,000 – 10,000

Aetna  
Community Health Choice  
Rose and Harry Cullen  
Fayez Sarofim & Co.  
Star of Hope  
Wilhelmina and Ed Smith Taub Foundation  
The Attwell Foundation  
William A. & Elizabeth Moncrief Foundation

## \$9,000 – 5,000

Kathryn & Hank Coleman  
Halco Life Safety Systems  
Hellmuth, Obata + Kassabaum  
Lyons-Magnus  
Masquerade Fundraising  
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Southeast Texas Trauma Regional Advisory Council  
The Alkek and Williams Foundation  
The Denton A. Cooley Foundation  
The Edward E. & Marie L. Matthews Foundation  
Variety Club  
Vinson & Elkins

## \$4,000 – 2,500

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The Harris County Hospital District's Public Partnerships and Tangible Gifting Department collaborates with community members who share our vision of creating a healthier community. We are committed to supporting public partnerships and projects that meet a broad range of health needs and provide rewarding community service opportunities. We greatly appreciate the generous support of the following donors and partners during fiscal year 2008.

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