



# WE LIVE THIS

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



## OUR MISSION

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care and education.

## OUR VISION

Harris Health will become the premier public academic healthcare system in the nation.

## OUR VALUES

- Q — quality and patient safety
- U — united as One Harris Health System
- A — accountable and just culture
- L — leadership and integrity
- I — innovation, research and education
- T — trust, respect and recognition
- Y — you: patients, employees and medical staff

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson  
Hospital

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY



# TOMORROW IS CALLING.

Those three words say it all. They remind us of our awesome responsibility to always be ready and properly equipped to care for our community. With the passage of our \$2.5 billion bond, the first in our history, Harris Health is well positioned to expand our services to meet the future with confidence.

We are extremely grateful to Harris County voters for supporting the bond, which will allow us to replace and renovate Lyndon B. Johnson Hospital, extend the life of Ben Taub Hospital and provide essential ambulatory care services in areas that need us most. These are imperative steps on our journey as a high-reliability organization in making quality care more accessible to all.

Harris Health's *Health Care for the Homeless* mobile units provide medical, dental and mental healthcare and support services to people experiencing homelessness.



Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership

In appreciation, as we do our best to tackle and eliminate healthcare disparities, we are also making a concerted effort to keep our community well informed about our plans and the progress we’re making.

In fact, 2023 was a progressive year in many ways, as we reaffirmed our pledge as One Harris Health to building a culture of mutual respect for all those with whom we interact, from our workforce to patients, from community partners to our growing pool of vendors.

A newly launched Harris Health Contractor Diversity Program has diligently worked to increase partnerships with Minority and Women-owned Business Enterprises, awarding more than \$58 million to M/WBE contractors last year.

Harris Health Human Resources has implemented many new outreach and training opportunities to power up our internal employee pipeline, a rich source of talent, and to showcase the value of embracing diversity and inclusion. We’ve also introduced apprenticeship programs to provide training and economic opportunities for the younger generation and those looking to expand their career path.

We are always pleased to share the highlights of each fiscal year. This year’s report to our community is especially exciting.



Andrea Caracostis, MD, MPH  
Chair  
Harris Health Board of Trustees



Esmaeil Porsa, MD  
President and Chief Executive Officer  
Harris Health

2023 was a progressive year in many ways, as we reaffirmed our pledge as One Harris Health to building a culture of mutual respect for all those with whom we interact.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership





# COMMUNITY IMPACT

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

History in the making: \$2.5 billion bond passage

As the public health safety net for the fourth-largest metropolitan area in the country, Harris Health is committed to improving the health of those in need. This is an enormous responsibility considering that our service area, which is growing by leaps and bounds, is home to alarming numbers of uninsured and underinsured residents who count on us as a lifeline.

We are relentlessly focused on meeting today's obligations as providers of safe, compassionate, high-quality care, but with eyes wide open to the impossibility of meeting those obligations long term without major improvements to our facilities and resources.

On November 7, 2023, a gratifying 72% of Harris County voters approved the \$2.5 billion bond request for the benefit of our community's health.



For the first time in the system's more than 50-year history, Harris Health asked voters to approve a bond proposal to support major, vital expansion of our facilities:

- Construction of a new Adult Level I trauma-capable hospital on the existing LBJ Hospital campus, doubling the existing hospital's current capacity.
- Renovation and expansion of key services at the legacy LBJ Hospital.
- Three new health centers in underserved areas and renovations to older Harris Health primary care clinics.
- Additional capacity and procedural areas on the Ben Taub Hospital campus.

HARRIS COUNTY  
BY THE NUMBERS

According to the most recent U.S. Census

23.8%

adult residents under age 65 uninsured

16.4%

residents living in poverty

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership

Strengthening our pledge to healthcare equity

In our ongoing efforts to ensure access to healthcare and health-related services for our most vulnerable neighbors, Harris Health is continuing to expand our partnerships with community and faith-based organizations in Harris County to strengthen the system’s commitment to the people we serve in three key areas.

Closing the gap on health disparities

Harris Health is establishing the Center for Accelerating Health Equity to expedite our efforts to promote health equity and justice by imagining and then building a community where everyone has the opportunity to be healthy, to reach their full potential and to flourish. The center is part of our population health initiative, which works to ensure equitable care, build trust with the people we serve, empower individuals, address and disrupt drivers of inequity and advocate for positive change in the community.



A new Contractor Diversity Program offers minority and women-owned businesses greater opportunities to grow and prosper with Harris Health.

Expanded business contract opportunities

Harris Health has initiated a program to encourage and promote participation by all sectors of the business community, with special emphasis on minority and women-owned business enterprises (M/WBE). This program includes focused outreach to M/WBE owners and periodic reports to the community on its performance in meeting participation goals.

Powering the health professions pipeline

We are expanding our outreach, internships and externships to provide more employment opportunities for all levels of healthcare professionals at Harris Health and other healthcare organizations.

Houston Community College partnership

Harris Health announced a new partnership with Houston Community College to develop and further train future healthcare workers, specifically patient care assistants. The partnership funds the Recruiting Employees and the Community in Healthcare (REACH) apprenticeship program - a one-year paid and benefits-eligible work-training program open to Harris Health employees and members of the community. Plans include targeted efforts to recruit from the LBJ neighborhood zip codes, furthering Harris Health’s commitment to driving economic growth in this part of the county.

“Every individual, no matter their race, ethnicity, gender or origin, should have the opportunity to be healthy and flourish. The Center represents our unwavering commitment to this vision.”

Chethan Bachireddy, MD, Chief Health Officer  
Harris Health

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



Renewed commitment to contractor diversity

In support of the system’s sixth strategic pillar, Diversity, Equity, Inclusion (DEI), in September 2022, the Harris Health Board of Trustees unanimously approved Harris Health's M/WBE Policy and Contractor Diversity Program. The program’s primary objective is to demonstrate success in expanding contracting opportunities for M/WBEs with Harris Health by addressing market barriers through education, collaboration and innovation.

The Contractor Diversity Program played a pivotal role in facilitating contract awards to certified M/WBE firms totaling more than \$58 million. During its inaugural year, the program awarded 100 individual contracts to M/WBEs, representing an increase of 139% over previous years.



“The expansion at LBJ Hospital, named for the President behind the 1964 Civil Rights Act, presents a meaningful opportunity to support local M/WBEs.”

Derek Holmes, Vice President of Contract Administration and Contractor Diversity, Harris Health

BY THE NUMBERS

October 2022 to  
September 2023

\$58 million  
awards to certified firms

100  
individual M/WBE contracts

139%  
increase in M/WBE awards

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson  
Hospital

Awards and accolades

Community involvement

Financial highlights

Leadership

WE LIVE THIS  
2023 ANNUAL REPORT  
TO OUR COMMUNITY





# ACROSS OUR SYSTEM

Our mission, vision, values

Tomorrow is calling

Community impact

*Across our system*

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

Journey to high reliability

The complexity of any healthcare environment, especially a public healthcare environment such as ours, requires ongoing due diligence to protect the health and safety of patients and staff and to ensure positive outcomes. As part of our 2021–2025 Strategic Plan, Harris Health embarked on a journey to become a high-reliability organization (HRO), with quality and safety as core values and zero harm as the expectation. Since then, the system has continuously improved processes and practices to better equip our teams to manage unexpected events, identify solutions to complex problems and improve quality and patient safety.

2023 highlights



19 employees received Good Catch awards

Formation

of a Patient Committee on Quality & Safety of Care

Reductions

in standardized infection rates

Implementation

of a Workplace Safety Initiative

HIGH-RELIABILITY ORGANIZATION INITIATIVE

100%

of senior leaders completed HRO training

GOOD CATCH AWARDS

19

employees earned recognition for making lifesaving catches

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson Hospital

Awards and accolades

Community involvement

Financial highlights

Leadership

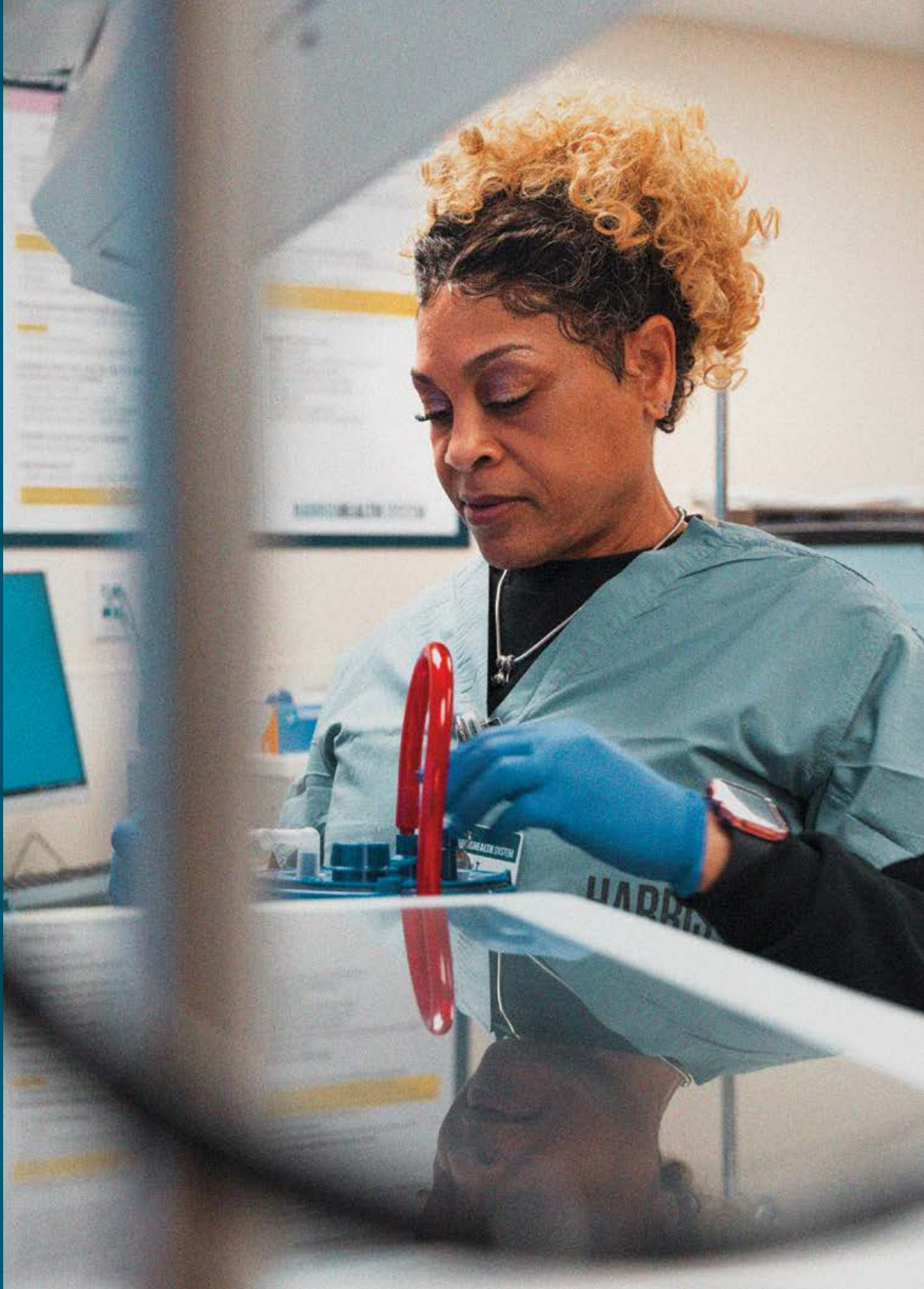
WE LIVE THIS  
2023 ANNUAL REPORT  
TO OUR COMMUNITY



# AMBULATORY CARE SERVICES

The Healthcare Effectiveness Data and Information Set (HEDIS) is the most widely used performance improvement tool in healthcare, measuring both quality of care and related health outcomes. Organizations and patients alike can use HEDIS to compare outcomes among seven million-plus healthcare institutions. The tool includes 13 standardized performance measures, ranging from management of chronic diseases and medication to preventive care and health conditions monitoring.

Harris Health Ambulatory Care Services ranks in the 75th percentile or better in nine of the 13 measures with a goal of achieving at least the 75th percentile in all 13 measures.



Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
<i>Ambulatory Care Services</i>
<i>Ben Taub Hospital</i>
<i>Correctional Health</i>
<i>Lyndon B. Johnson Hospital</i>
Awards and accolades
Community involvement
Financial highlights
Leadership

2023 HEDIS performance highlights

- Partnerships and successful quality-improvement initiatives with pharmacy, population health, nursing and other teams across the organization.
- Implementation of a Quality and Utilization Review Committee, which uses a peer review process to identify and share clinical best practices to drive improvement.

RESULTS

Our HEDIS-related accomplishments are significant, given Harris Health’s role as a safety net organization managing complicated cases involving patients who often present with multiple medical and social service issues, including food insecurity, an unsafe home environment, lack of transportation and limited financial resources.

In less than 12 months, our innovative hypertension task force achieved an unprecedented 6% improvement in patient monitoring.



Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership





Quentin Mease Health Center Opening

In May 2023, after two years of renovations, a transformed Quentin Mease Health Center opened, offering the latest equipment and technology and much greater capacity for a wide range of specialties.

The spacious five-story outpatient center serves as the new home of:

- **Thomas Street Health Center** – Now boasting 42 exam rooms, pharmacy, lab and rehabilitation, the new center can provide more than 17,000 HIV/AIDS patient visits a year.



- **Harris Health Dialysis Center at Quentin Mease** – With 29 stations, the team runs two shifts a day, six days a week—a gamechanger for patients who require regular hemodialysis—and offers special training for patients who perform peritoneal dialysis at home.
- **Harris Health Endoscopy Center** – Featuring state-of-the-art scopes, adjustable-height ergonomic sinks, advanced imaging and beautiful pre-procedure and recovery areas, this new center significantly increases Harris Health's capacity to provide endoscopic services.

Innovative Dental Services

A partnership between Harris Health and the UTHealth Houston School of Dentistry sparked a new and exciting approach to dental services, one that focuses on comprehensive care – preventive, diagnostic, periodontal and restorative treatments with the goal of preventing infections, severe dental disease requiring extractions and visits to emergency centers. With a team of 15 dentists, six dental hygienists and rotating senior dental students and general dentistry residents, patients connect with a dental home through the Harris Health Dental Center or one of the dental clinics integrated within five of our community health centers located strategically across the county.

The new approach has produced impressive results since the partnership commenced in October 2020:

- Patients are completing their scheduled appointment in greater numbers – approaching 100,000 total patient visits.
- Care teams have fostered greater patient trust and provide ongoing preventive care.
- New relationships with specialty clinics, in particular Thomas Street at Quentin Mease, obstetrics and oncology, enable referred patients to receive expedited dental care, thereby positively impacting medical outcomes.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



Harris Health  
Dental Center’s new  
approach improves  
patient outcomes  
and preventive care  
relationships.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
<i>Ambulatory Care Services</i>
<i>Ben Taub Hospital</i>
<i>Correctional Health</i>
<i>Lyndon B. Johnson Hospital</i>
Awards and accolades
Community involvement
Financial highlights
Leadership



# BEN TAUB HOSPITAL

A vital Level I trauma center for a booming metropolis, Ben Taub made many improvements in fiscal year 2023, reaffirming our commitment to providing the highest level of trauma care and educating our community on injury prevention and safety.



Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

*Ben Taub Hospital*

Correctional Health

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

Emergency center renovations

Ben Taub routinely operates at or above capacity. To relieve the pressure and improve our patient experience, the hospital initiated innovative new triage and admissions procedures with a goal of ensuring delivery of the right care at the right time with the right resources.

**Vertical care** – This new initiative provides a dedicated space where care teams monitor, care for and ultimately discharge patients whose medical condition does not warrant a hospital bed for treatment. Grouping these patients together is a smarter use of resources and makes care more efficient. Approximately 50% of the patients visiting the emergency center meet the treatment criteria of a vertical care patient.

**Rapid admissions unit (RAU)** – A new RAU serves as a more efficient holding, observing and prepping area for patients waiting for a hospital bed to become available. The team completes all preadmission tasks here, freeing up space in the emergency center for incoming patients and streamlining the admission process for all.

Trauma outreach

**Gun lock distribution** – In recognition of suicide prevention month, the Ben Taub Hospital Trauma Department collaborated with Baylor College of Medicine medical students and Project Child Safe to host a community-wide event, distributing 2,000 cable-style gun locks to both patients and non-patients. On an ongoing basis, gun locks are available to victims of gunshot wounds and parents delivering their babies at Ben Taub Hospital.

**Stop the Bleed** – Ben Taub’s trauma outreach efforts include offering *Stop the Bleed* training to schools and community organizations throughout Harris County. The hands-on training outlines three lifesaving techniques that can help prevent someone from bleeding out.

**Shattered Dreams** – After being on hiatus due to COVID, the *Shattered Dreams* program is back, offering high school students a powerful, real-life dramatization to help prevent alcohol-related deaths and crashes. The free, two-day experience includes a reenactment of a fatal drunk driving accident.



Hands-on *Stop the Bleed* training outlines three lifesaving techniques that can help prevent someone from bleeding out.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



NATIONAL  
RECOGNITION

#1

safety net hospital  
in patient satisfaction

91<sup>ST</sup>

overall hospital  
performance in patient  
experience

ONE

of America's Best  
Maternity Hospitals  
by *Newsweek*

Performance rankings

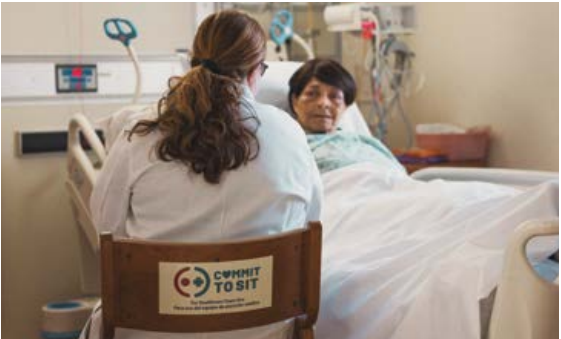
Ben Taub ranked in the top 10% and as the #1 safety net hospital across the nation in patient satisfaction. To maintain these high standings, the hospital's Patient Experience Engagement Resources and Strategies (PEERS) group holds monthly patient experience meetings to review these scores and share best practices among all Ben Taub teams:

Commit to Sit

A simple gesture can make a tremendous difference to our patients. In this case, we created a campaign to encourage clinical staff to sit at the bedside while engaging with patients to show, through their body language, that they are listening and they care.

Cookies for Caring

Spearheaded by Ben Taub's executive administration, this is a recognition exercise where executive teams personally deliver cookies each month to the top-performing hospital units and departments.



The *Commit to Sit* campaign encourages clinical staff to sit at the bedside.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



In 2023, Ben Taub teams completed their 40th transcatheter aortic valve replacement (TAVR), meeting the benchmark goal of 40 in two years.



Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
<i>Ben Taub Hospital</i>
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



# CORRECTIONAL HEALTH

Harris Health continues to expand our Correctional Health partnership with the Harris County Sherriff's Department with the goal of ensuring prompt, quality care to those in custody at the Harris County Jail to reduce the need for physical transfers that tie up hospital resources.



Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

In January 2023, as part of our efforts to recruit and train nurses from within our organization and externally, we launched a new Licensed Vocational Nurse Residency program that specializes in the unique aspects of correctional health nursing.

**ASAP Monitors Improve Safety for Patients**

In the correctional health setting, state regulations require incoming detainees to be adjudicated and evaluated for medical and mental health needs within 48 hours of their arrest. Harris Health clinical staff saw the need to monitor each step of the intake process to ensure that individuals in custody were evaluated timely and efficiently. Late last year, Harris Health installed special TV monitors, named ASAP (“as soon as possible”) Monitors, in the intake areas to allow both law enforcement and clinical teams to view the status of all detainees. The monitors flag individuals at the 32-hour window and as they approach the 48-hour threshold.

On average, Harris County Jail receives 200 individuals every 24 hours. Over 50% of these individuals screen positive for needing medical or mental health assistance or clearance. The ASAP monitors allow the entire team to manage the intake process, reduce risks for deteriorating physical and mental conditions and provide timely and appropriate health intervention. The monitors also allow medical, law enforcement and operational teams to actively participate in the intake process and identify process improvements to ensure the safety and well-being of everyone involved.

Introducing the ASAP monitors was a partnership between Harris Health and the Harris County Sheriff’s Department. The team anticipates implementing monitor boards to manage follow-up visits as well.



Over 50% of individuals in custody need medical or mental health assistance or clearance.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership





## LYNDON B. JOHNSON HOSPITAL

LBJ Hospital made great strides in fiscal year 2023, building strong relationships beyond the hospital walls and solving key operational challenges to ensure a higher quality of care.

Nutrition Service Associate Sonja H. understands the value she brings to the patient experience: "Everybody loves me because I bring food, not needles!"

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

Community alliance

A newly formed alliance made up of LBJ Hospital staff and representatives from a variety of community organizations has committed to improving the quality of life in the northeast Harris County neighborhoods surrounding the hospital.

They meet every other month to learn about the latest LBJ initiatives and discuss the community's challenges related to accessing needed healthcare and combatting environmental issues that limit their ability to live a healthy life. The alliance has supported charitable events benefiting the community and worked to fight negative practices, most recently the permitting of a concrete-crushing plant less than 500 yards from the hospital's front entrance.

Addressing staffing vacancies

Through a variety of tactics and initiatives, LBJ nursing has reduced the nursing vacancy rate, improved staff turnover and decreased the number of contract labor and sitter hours required.

INTENTIONALLY MOTIVATING PROFESSIONALS AND AUTHENTICALLY CULTIVATING TRANSFORMATION (IMPACT)

To address the high turnover of nurse residents at two to three years post-graduation, leadership conducted surveys and focus groups and discovered the nurse residents wanted more hands-on training and guidance to hone their skills. In response, leadership developed several initiatives:

New training and support exercises, which include face time with executive nursing leadership

These new initiatives greatly improved nurse residents' satisfaction ratings, as 92% of participants reported feeling comfortable discussing concerns with their chief nursing officer and other nursing leaders.

Meaningful recognition

Additionally, nursing leadership has launched a program to celebrate nursing wins, large and small, including recognizing individual nurses for earning a specialty certification or higher degree and hospital units for improving patient safety metrics.



During LBJ Hospital's annual sandwich-making contest, the staff made 2,000+ sandwiches for local organizations, including Key Middle School, Kashmere Elementary School, Harris Health's Health Care for the Homeless Program and the Bread of Life Program.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership



MANAGING  
OVER-CAPACITY

215

licensed beds in the acute care facility often do not meet the demand

Patient Placement Operations Center

On any given day, LBJ, a 215-licensed-bed acute care facility, has 230+ inpatient beds occupied. A new Patient Placement Center serves as “mission control” to manage the over-capacity inpatient bed demand. The highly trained team carefully coordinates admission and discharge tasks and improve efficiency while maintaining the highest possible level of care.



The Patient Placement Center serves as “mission control” to manage the over-capacity inpatient bed demand.

“I feel proud to work alongside such strong coworkers and to be recognized among my peers.”

Sarah Stephens, Nurse Clinician III, LBJ Hospital Emergency Center

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership





Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY





# AWARDS & ACCOLADES

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership

Systemwide achievements

A reflection of our commitment to become the premier public academic healthcare system in the nation, Harris Health continues to build a reputation for our commitment to clinical quality, diversity and health equity.

National recognition for quality and diversity

HRSA Health Center Quality Leader Silver Badge for the Health Care for the Homeless Program  
Council for Latino Workplace Equity / National Diversity Council “Top Employers for Latino Leaders” Award

Local recognition for organizational diversity

Houston Business Journal Outstanding Diverse Organization Award

Ben Taub Hospital

Mission: Lifeline Receiving Gold Plus Award  
Mission: Lifeline NSTEMI Gold Award  
Get With The Guidelines Heart Failure Gold Plus Award  
Target: Heart Failure Honor Roll  
Target: Type 2 Diabetes Honor Roll  
Get With The Guidelines Stroke Gold Plus Award  
Target: Stroke Advance Therapy Honor Roll  
Target: Stroke Elite Plus Honor Roll  
Target: Type 2 Diabetes Honor Roll  
Get With The Guidelines Resuscitation Gold Award

LBJ Hospital

Get With The Guidelines Resuscitation Silver Award  
Get With The Guidelines Heart Failure Silver Plus Award  
Target: Type 2 Diabetes Honor Roll

Ambulatory Care Services

Target: BP Gold+ Award  
Gulfgate and Vallbona health centers

Target: BP Silver Award

Acres Home, Aldine, Baytown, Casa de Amigos, Cypress, Dann Jackson, El Franco Lee, Martin Luther King Jr., Northwest, Settegast, Squatty Lyons and Strawberry health centers and Smith



Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership





# COMMUNITY INVOLVEMENT

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

**Community involvement**

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

Generous community involvement

Our volunteer teams, working remotely and onsite, made it possible for us to offer special comforts to our patients and employees in fiscal year 2023.

Thank you to all who shared your time and gifts.

To donate, visit [harrishealth.org/give](https://harrishealth.org/give)

We greatly appreciate your support.

HCHD Foundation

Harris Health also gratefully acknowledges the Harris County Hospital District Foundation for its commitment to raising awareness on behalf of our system and the people we serve. Events hosted by the HCHD Foundation and its supporters make innovative programs and services such as those listed below possible:

- Nursing leadership education
- Employee disaster relief
- School of Diagnostic Medical Imaging
- Population health maternal equity
- Children’s health issues
- Cancer care
- Mammography
- Neonatal care
- Food pharmacies
- LBJ Community Farm

DONATIONS AND GIFTS

10,754  
donated items

\$109,821  
total value donations/gifts

\$802,075  
monetary gifts

GIFTS OF TIME

January 2023 to September 2023

269  
volunteers

\$929,160  
value of volunteered time

29,324  
volunteer hours

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson Hospital

Awards and accolades

Community involvement

Financial highlights

Leadership

WE LIVE THIS

2023 ANNUAL REPORT  
TO OUR COMMUNITY



Strategic Health Fund

In 2023, members of Houston's philanthropic community established the Harris Health Strategic Fund to raise major gifts in support of the significant infrastructure investments and expanded healthcare services envisioned by Harris Health. In its short existence, the Fund has obtained \$10 million in pledges toward its \$100 million goal.

Board of Directors

Wilhemenia 'Beth' Robertson  
Chair

- Edwin 'Ed' Allday
- Andrea Caracostis, MD
- Asif Dakri
- Winell Herron
- Sonceria 'Sonny' Jiles
- Stan Marek
- Ginni Mithoff
- Carol Paret
- Esmaeil Porsa, MD
- Sebastian Solar
- Massey Villarreal
- Fred Zeidman

FINANCIAL  
HIGHLIGHTS

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership

FINANCIAL HEALTH

**\$2.52 billion**  
total revenue

**\$822.8 million**  
ad valorem tax

**\$753.6 million**  
net patient service revenue

**\$719.3 million**  
Medicaid supplemental programs

**\$226.2 million**  
investment and other

**\$688.8 million**  
charity care

PATIENT SERVICES

**1,488,884**  
total outpatient visits

**529,096**  
primary care clinic visits

**244,898**  
specialty clinic visits

**127,126**  
telehealth clinic visits

**20,704**  
total surgery cases

**249,336**  
total unique patients

**63,340**  
charity patients

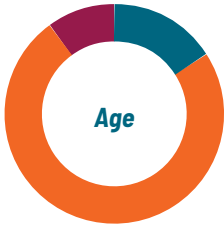
**629.6**  
average number of patients occupying beds in the hospital(s) each day



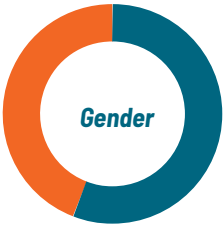
Commercial and other funding **21.69%**  
Medicare and Medicare managed **11.41%**  
Medicaid and CHIP **22.65%**  
Uninsured **44.26%**



Hispanic/Latino **52.31%**  
African American **22.47%**  
Caucasian **17.89%**  
Asian and other **7.33%**



0-19 **15.85%**  
20-64 **74.35%**  
65+ **9.8%**



Female **56.12%**  
Male **43.88%**

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson Hospital

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY



# EXECUTIVE LEADERSHIP

## Board of Trustees



**Andrea Caracostis, MD, MPH**  
Chair

**Cody M. Pyke, MD, JD, LLM, FCLM**  
Vice Chair



**Carol Paret, BS**  
Secretary

**Afsheen Davis, JD, MPH**  
**Marcia Johnson, JD**  
**Sima Ladjevardian, JD**  
**Ingrid Robinson, MBA**  
**Jim Robinson, MA, CFE**  
**Jennifer Tijerina, MS**

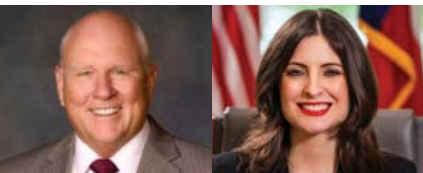


## Harris County Commissioners Court



**Lina Hidalgo**  
County Judge

**Rodney Ellis**  
Commissioner, Precinct 1



**Adrian Garcia**  
Commissioner, Precinct 2

**Tom S. Ramsey**  
Commissioner, Precinct 3

**Lesley Briones**  
Commissioner, Precinct 4

Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson  
Hospital

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY

Executive Leadership



**Esmaeil Porsa, MD**  
President and Chief  
Executive Officer

**Steven Brass, MD**  
Executive Vice President  
and Chief Medical Executive

**Jacqueline Brock, DNP**  
Executive Vice President  
and Chief Nursing Executive

**Maria Cowles**  
Executive Vice President  
and Chief Strategy Officer

**Patricia Darnauer**  
Executive Vice President  
and Administrator Lyndon B.  
Johnson Hospital

**Carolynn Jones, JD**  
Executive Vice President  
and Chief Compliance and  
Risk Officer

**Glorimar Medina, MD**  
Executive Vice President  
and Administrator Ben Taub  
Hospital

**Victoria Nikitin**  
Executive Vice President  
and Chief Financial Officer

**Omar C. Reid**  
Executive Vice President  
and Chief People Officer

**Jennifer Small, AuD**  
Executive Vice President  
and Administrator  
Ambulatory Care Services

**Louis Smith Jr.**  
Senior Executive Vice  
President and Chief  
Operating Officer

**Sara Thomas**  
Chief Legal Officer

PARTNERSHIPS

Medical school partnerships

Harris Health is proud to partner with the faculty, staff and students of these highly respected medical schools. These partnerships make it possible for us to provide the latest technology and advanced medical treatments as we train the next generation of healthcare professionals.



Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

Ambulatory Care Services

Ben Taub Hospital

Correctional Health

Lyndon B. Johnson  
Hospital

Awards and accolades

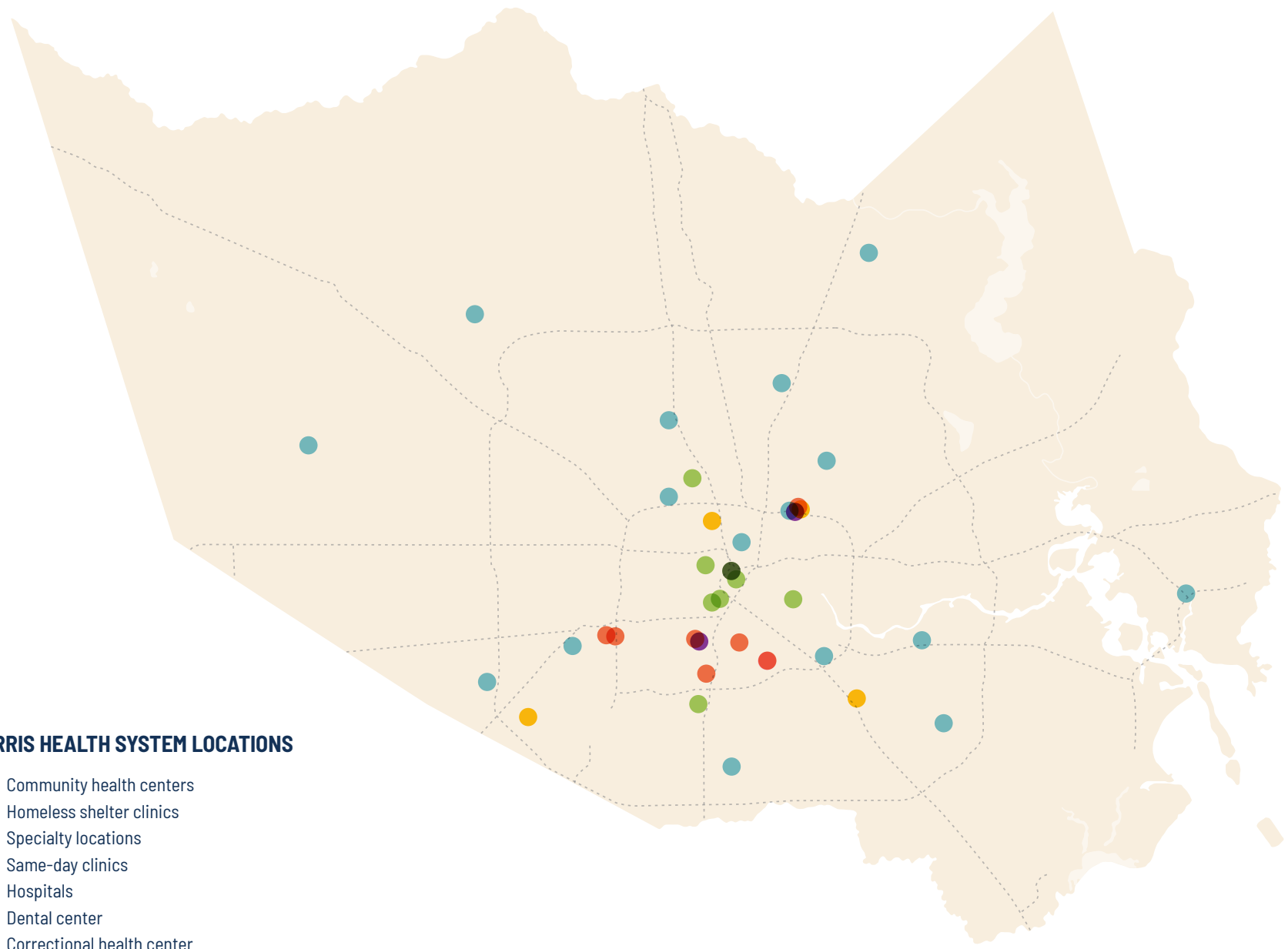
Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY





**HARRIS HEALTH SYSTEM LOCATIONS**

- 16** Community health centers
- 7** Homeless shelter clinics
- 6** Specialty locations
- 4** Same-day clinics
- 2** Hospitals
- 1** Dental center
- 1** Correctional health center

Harris Health also operates several mobile units.

Our mission, vision, values
Tomorrow is calling
Community impact
Across our system
Ambulatory Care Services
Ben Taub Hospital
Correctional Health
Lyndon B. Johnson Hospital
Awards and accolades
Community involvement
Financial highlights
Leadership





Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership

**WE LIVE THIS**  
2023 ANNUAL REPORT  
TO OUR COMMUNITY





Our mission, vision, values

Tomorrow is calling

Community impact

Across our system

*Ambulatory Care Services*

*Ben Taub Hospital*

*Correctional Health*

*Lyndon B. Johnson  
Hospital*

Awards and accolades

Community involvement

Financial highlights

Leadership