



2025 ANNUAL REPORT TO THE COMMUNITY

PEOPLE FIRST COMMUNITY ALWAYS

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WHAT GUIDES US

Mission

Harris Health is a public, integrated health system dedicated to improving the health of our communities by delivering high-quality, person-centered care in collaboration with community and academic partners.

Values

Collaboration.
Accountability.
Respect.
Excellence.
Integrity.
Compassion.

Vision

As One Harris Health, our vision is to enable healthier communities through innovative care delivery, collaboration and partnerships.



TO OUR COMMUNITY

Everything we do at Harris Health begins and ends with people—our patients, our employees and the communities we are privileged to serve. This year's report reflects a system moving forward with purpose, guided by that commitment in every decision we make.

In the pages that follow, you'll see how our concerted efforts are taking shape. Across our hospitals, specialty clinics and community health centers, teams are finding new ways to strengthen care, improve coordination and remove barriers that stand between patients and the services they need. Just as important, there is a growing emphasis on how we support one another as colleagues because the experience of our workforce is inseparable from the experience of our patients.

You'll also see how we are preparing for what comes next. Strategic investments in facilities, technology and community-based programs are helping us meet rising demand while extending our reach beyond traditional care settings. At the same time, we continue to listen—to our patients, partners and the broader community—so our work remains responsive, relevant and grounded in real needs.

None of this happens in isolation. It is made possible by the dedication of our employees, the trust of our patients, the support of Harris County voters and leaders, the guidance of our Board of Trustees and the strength of our community partnerships—including the growing impact of the Harris Health Strategic Fund, which is already helping accelerate key priorities across our system. Together, we are building a more connected health system—one that not only delivers high-quality care but helps people live healthier lives.

Thank you for being part of this shared commitment to better health.

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

Esmaeil Porsa, MD, MBA, MPH, CCHP-A
President and Chief Executive Officer
Harris Health

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LEADING WITH LOVE

A deliberate shift in how leaders engage with staff is strengthening both the workforce and patient care at Harris Health.

Launched in 2024, the Leading with Love initiative emphasizes empathy, accountability and respect in daily interactions—shaping how teams connect, communicate and support one another. As those behaviors take hold, the impact is becoming clear: a more stable workforce, with declining turnover and rising retention, and a culture where staff feel comfortable speaking up. Safety event reporting has increased as a result, while patient safety performance continues to advance.

Taken together, these changes reflect a more open, supportive workplace, setting the stage for the stories that follow.

BY THE NUMBERS

Leading with Love

.45%

improved retention from 2024 to 2025

~24%

improvement in safety events reporting per 10,000 patient days (2023-2025)

95.8%

overall program satisfaction rating

95%

say the training improves leadership effectiveness

“Leading with Love has been transformational for our organization. It’s also been one of the most inspiring journeys I’ve ever been a part of.”

Omar C. Reid, MBA, IMPA-CP, executive vice president and chief people officer, Harris Health

How Patient and Family Engagement Improve Patient Safety

Harris Health’s commitment to partnering with patients and families continues to strengthen the safety and quality of care across the system—reinforcing its aim to achieve optimum health outcomes and provide safe, effective, patient-centered care.

In June 2023, Harris Health created the Patient’s Committee for Safe and Quality Care to provide patients and families with a direct role in identifying risks, shaping improvements and bringing their lived experience into safety-related decision-making. Their insight helps teams and leaders better understand how patients experience care, where gaps emerge and how processes can be strengthened for greater clarity, consistency and compassion.

This partnership between leadership, patients and families has made a meaningful difference in several key initiatives including:

- Chaperones for sensitive exams.
- Diagnostic excellence.
- Elopement prevention.
- Falls prevention.
- Specimen management.
- Trauma-informed care.

“Our teams are reporting many more near-misses and potential safety concerns. More importantly, serious safety events have declined.”

Tiffani Dusang, vice president, Patient Safety & Risk Management, Harris Health

Recognizing Excellence in Patient Safety: The Good Catch HeRO Award

Proactive reporting and speaking up when something doesn’t seem right are central to delivering safe, high-quality care and reflect the behaviors of a high reliability organization. The Harris Health Good Catch HeRO award recognizes team members who identify and report potential risks before they reach the patient. These actions, whether correcting a medical order, preventing a fall or addressing an equipment or environmental concern, help strengthen the organization’s safety culture and advance its commitment to reliable person-centered care.

The impact of this culture is already visible. Across Harris Health, reports of near-misses and Good Catches have increased while serious safety events have declined, demonstrating that proactive reporting and intervention are helping prevent harm and strengthen care across the system.

Safety in Action: Good Catch HeRO Awards

Harris Health Ben Taub Hospital

Meikole Parnell, nurse clinician II, and Linda Smith, nurse clinician II

When a minor arrived with an adult claiming to be her uncle, nurses Meikole Parnell and Linda Smith sensed something wasn’t right. Though the patient had been cleared for discharge, they stopped the process, consulted care management and built trust with the teen—who revealed she was a missing 15-year-old being sexually exploited. Their vigilance led to her safe return home, exemplifying the power of speaking up to protect patients.

Harris Health LBJ Hospital

Kunal Sharma, MD, Emergency Center Physician

While caring for a patient requiring emergency insulin therapy, Dr. Sharma identified that an alert within the electronic health record (EHR) was unintentionally blocking a necessary medication order. He spoke up, ensuring the patient received the correct treatment while also escalating the issue so the EHR system could be corrected for future patients. His decisive actions helped resolve the immediate concern and improve the process for other patients who rely on insulin therapy.

Harris Health Strawberry Health Center

Daniella Rodriguez, dental assistant

During a routine dental visit, Daniella Rodriguez noticed a discrepancy between the procedure scheduled and the site being prepared for treatment.

Recognizing the potential for a wrong-site procedure, she immediately stopped the process and alerted the care team. Her quick action allowed the team to verify the correct treatment plan before proceeding—preventing a potential patient safety event and reinforcing the importance of vigilance at every step and speaking up when something seems wrong.





Magnet with Distinction®

Ben Taub Hospital earned Magnet *with Distinction*® status, the highest level of Magnet Recognition®, from the American Nurses Credentialing Center, placing it among the top-performing hospitals nationwide.

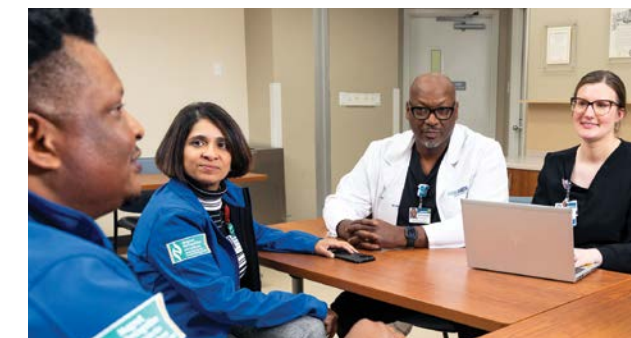
The achievement reflects disciplined preparation, strong collaboration and consistent performance across nursing and the broader organization. Preparation began well before the site visit, with a team of Magnet writers meeting regularly to identify exemplars, refine themes and select the strongest evidence to represent professional practice. The final submission included extensive documentation demonstrating outcomes, innovation and sustained excellence across more than three dozen units.

Ben Taub implemented Magnet standards across the hospital—not within nursing alone. Leaders, quality teams and interprofessional partners contributed data and results that demonstrated alignment and shared accountability. During the Magnet site visit, frontline nurses described their practice and shared governance, while leaders and clinical partners highlighted measurable outcomes and collaboration in patient care.

Ben Taub earned this second Magnet designation based on two key factors: exceptional RN engagement and zero deficiencies. Engagement scores exceeded national benchmarks, supported by a strong shared governance framework and unit-based communities of practice that empower nurses to influence workflows, advance evidence-based care and shape policy.

Surveyors recognized 11 nursing exemplars and cited zero deficiencies during document review and the site visit, reflecting consistent, mature nursing practice across the organization.

As the first hospital in the Texas Medical Center to achieve Magnet *with Distinction*, Ben Taub continues to advance nursing excellence, strengthen workforce engagement and deliver high-quality care to its patients.



“It took two years of hard work to earn Magnet *with Distinction*. When we got the call, it was an incredible moment.”

Sibil George, director of Nursing Strategic Initiatives, Harris Health

BY THE NUMBERS

Magnet Recognition

Top 1%

of hospitals nationwide recognized with Magnet *with Distinction*

0

deficiencies cited during document review and the site visit

11

nursing exemplars recognized

Above 75th percentile

RN engagement performance

2nd

Magnet designation for Ben Taub

LBJ Hospital Reintroduces Cohorted Care

In 2025, Harris Health Lyndon B. Johnson Hospital brought back a familiar approach to care—cohorted care—with a renewed focus on what matters most: a better experience for patients and care teams.

The cohorting model brings physicians, nurses, case managers and support staff together on the same units, so patients see the same faces and teams can work more closely together. It's a model of what LBJ Hospital has done well before, now strengthened by clearer processes and shared goals.

After several years of infrastructure challenges, recent repairs created the opportunity to reintroduce the model in a more intentional way. A phased rollout began in May, helping teams adapt while minimizing disruption for patients.

Today, patients are admitted directly to units that match their needs, and discharge processes are more coordinated—helping people return home sooner. A shared goal to complete discharge orders earlier in the day is already improving patient flow and access to care.

Just as important, communication has improved. Care teams are more connected, and patients benefit from a more consistent, familiar experience.

Next, LBJ plans to add an intermediate care unit, further ensuring patients receive the right level of care at the right time.

Key Performance Indicators

- Bed turnover from dirty to clean
- Length of stay by unit
- Patient throughput and boarding hours
- Patient transport efficiency
- Time from discharge order to actual discharge

“By cohorting care teams, we’re not only increasing efficiency; we’re improving accountability and building stronger relationships with our patients.”

Charyl Bell-Gordon, administrative director,
Clinical Operations, LBJ Hospital



The cohort model brings physicians, nurses, case managers and support staff together on the same units.



Expanding Access to Food is Medicine

When Harris Health began screening patients for food insecurity in 2017, the results were striking: one in four patients reported not having reliable access to healthy food. At the same time, many of those patients were living with chronic conditions such as diabetes—conditions closely tied to nutrition.

Those findings led to the launch of the Harris Health Food is Medicine program, an innovative initiative designed to support patients who experience both food insecurity and elevated A1C levels. Through the program’s Food Rx model, physicians prescribe healthy food—primarily fresh fruits and vegetables—alongside traditional medical care.

The first Food Farmacy opened in 2019 at Harris Health Strawberry Health Center in Pasadena. Developed in partnership with the Houston Food Bank and UTHealth Houston School of Public Health, the program was among the first of its kind in Texas. Patients who screen positive for food insecurity and have diabetes receive 30 pounds of fresh produce every two weeks, along with nutrition guidance and support from community health workers.



“We consistently see a 1% drop in A1C. But we also hear from patients how much better they feel—how they have more energy to play with their kids and grandkids. Those personal outcomes are just as meaningful.”

Maria De La Cruz, director, Care Integration and Population Health, Harris Health

Patients who begin with an A1C of 7 or higher experience an average 1% reduction, while those starting with an A1C of 9 or higher often see a 2% reduction—clinically significant improvements that can mean fewer medications and better long-term health outcomes.

As the program proved successful, Harris Health expanded the model, first adding additional Food Farmacy locations and then introducing community redemption sites, where patients can pick up their Food Rx produce at trusted community partners rather than inside a clinic. This approach allows Harris Health to reach more patients while focusing clinical teams on care coordination and health outcomes.

Today, Harris Health operates seven Food Farmacy locations and partners with three community redemption sites across Harris County.

The newest innovation is the introduction of food lockers at Harris Health Quentin Mease and Casa de Amigos health centers, funded in 2025 by a \$500,000 gift from Cigna and developed in collaboration with the Houston Food Bank, which delivers fresh produce directly to the refrigerated lockers. Patients place an order through a mobile platform and pick up their 30-pound supply of fruits and vegetables at their convenience, with education and guidance from Harris Health community health workers and team members.

Together, these innovations demonstrate a powerful truth: patient health and well-being improves when healthcare systems address nutrition alongside medical care.

BY THE NUMBERS

Food is Medicine

1 in 4

Harris Health patients screens positive for food insecurity

7

Food Farmacy locations across Harris County

3

community redemption sites

757,680

pounds of food distributed

1.16%

average reduction in A1C for patients starting with an A1C of 7 or higher

BY THE NUMBERS
Leapfrog Recognition

A
grade earned by
LBJ Hospital

B
grade achieved by
Ben Taub Hospital

41
hospitals in Houston
evaluated



**Leapfrog Recognition
for Hospital Safety**

Across Harris Health, a sustained focus on patient safety is delivering measurable results.

In fall 2025, Harris Health Lyndon B. Johnson Hospital earned an “A” Hospital Safety Grade from The Leapfrog Group, a national nonprofit that evaluates how well hospitals protect patients from errors, injuries and infections. The top rating reflects significant progress from spring 2023, when LBJ Hospital received a “C.”

Harris Health Ben Taub Hospital also demonstrated strong improvement, advancing to a “B.” As a Level I trauma center caring for the region’s most critically ill and complex patients, earning top Leapfrog grades is especially challenging. Its latest score—just 0.086 points shy of an “A”—underscores the meaningful strides made.

Leapfrog grades reflect the systems hospitals use to prevent harm and the outcomes those systems produce. At Harris Health, improvement has been driven by coordinated, system-wide efforts to strengthen infection prevention, enhance medication safety and improve communication across care teams.

A renewed focus on hand hygiene has played an important role. Teams worked across departments and with training programs, medical schools and volunteers to ensure consistent practices at every level of care.

This work requires ongoing coordination and accountability across the organization. As national hospital safety benchmarks continue to rise, teams remain focused on sustaining progress and strengthening the systems that support safer care for every patient.

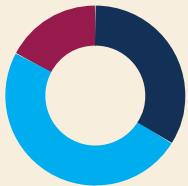
“Hand hygiene plays a huge role in keeping patients safe. To earn a 100 score, all our employees had to demonstrate proper handwashing practices. That included all residents, fellows, medical students and attending physicians.”

Cynthia Adams, program manager, Lean Six Sigma,
Harris Health

BY THE NUMBERS
*Leapfrog Hospital Safety
Recognition*



Score
50% based on safety
practices
50% based on patient
outcomes



**41 Houston hospitals
evaluated**
14 earned an A
20 earned a B
7 earned a C



STRATEGIC FACILITIES PLAN UPDATES

Ambulatory Care Services

Harris Health is putting its \$2.5 billion voter-approved bond to work to expand access to care where it's needed most in 2025 and beyond. That includes new community health centers in North, Southwest and East Harris County—bringing primary and specialty services closer to underserved neighborhoods.

At the same time, existing clinics are being renovated and reimaged to function as more comprehensive, one-stop destinations, improving the patient experience while streamlining care. Together, these investments are designed to reduce barriers, strengthen continuity and ensure more residents can access timely, coordinated care in their own communities.

Ben Taub Hospital Expansion

Harris Health is advancing plans to expand Ben Taub Hospital, with a focus on improving patient flow, strengthening operational efficiency and preparing for future growth. Early planning calls for approximately 100 additional inpatient beds, along with enhancements to better manage trauma and emergency cases in one of the region's busiest care environments.

The expansion is also being designed with flexibility in mind—supporting future growth and the potential for a next-generation facility over time. In 2026, Harris Health is moving forward with detailed planning, design and community engagement to help shape the project and ensure it meets the evolving needs of the patients and communities it serves.

LBJ Hospital Campus Expansion

In 2025, Harris Health made significant progress on the new John M. O'Quinn Hospital on the Lyndon B. Johnson Hospital campus, advancing one of the system's largest capital projects to date. With structural work on the 12-story, 1.3 million-square-foot facility well underway, the project remains on track for its scheduled early 2029 opening.

Once complete, the strategically designed hospital will expand access to high-quality care for Northeast Houston, with 330+ private patient rooms, 15 operating rooms and the capacity to grow to 450 inpatient beds—significantly increasing current capacity.

The facility will also strengthen emergency and trauma services, with plans to become the first Level I trauma center outside the Texas Medical Center.

Construction progress extends beyond the hospital itself. Managed by JLL, the campuswide effort includes a new patient parking garage, central utility plant and critical infrastructure improvements, including flood mitigation and energy-efficient systems. McCarthy Building Companies, Inc. is serving as general contractor for the hospital, while Tellepsen Builders is leading work on the central utility plant and O'Donnell/Snider Construction, LLC is overseeing construction of the new patient parking garage.

Harris Health, in collaboration with The University of Texas MD Anderson, is expanding access to advanced, targeted cancer care at the Lyndon B. Johnson Hospital campus. The partnership will add radiation oncology and infusion therapy services, allowing patients to receive specialized treatment closer to home. Planning and development are already underway, laying the foundation for a comprehensive oncology program on the campus. Once complete, the initiative will deliver high-quality cancer care to northeast Harris County.

BY THE NUMBERS

Ambulatory Care Services

3
new health centers

6
clinic renovations

Ben Taub Expansion

100
new beds

LBJ Hospital Campus Expansion

12-story
John M. O'Quinn Hospital

1.3 million
square feet

330+
private patient rooms

15
operating rooms



SYSTEM HIGHLIGHTS

Strategic Plan 2026-2030

The 2026-2030 Strategic Plan sets a clear, forward-looking objective: to strengthen Harris Health's role as a high-reliability, community-focused system that delivers accessible, outcomes-driven, person-centered care, both inside and beyond its walls. Anchored in the principle of One Harris Health, the plan introduces refreshed mission, vision and values statements that move beyond foundational alignment to emphasizing collaboration, prevention and deeper community partnership.

Harris Health Art Program

Planning for the Harris Health Art Program began in 2024 alongside construction of the John M. O'Quinn Hospital, with art positioned as a foundational part of the future care experience. The program integrates community-centered artwork across clinical, educational, research and administrative spaces to create a more welcoming environment for patients, families and staff.

Drawing on the diversity of Harris County, the collection fosters a strong sense of place and connection. In 2025, an Art Committee composed of local community advocates, interior designers, architects and Harris Health executive leadership finalized the selection of more than 100 local artists through a collaborative review process, ensuring the program reflects the community while building a lasting cultural legacy rooted in dignity, resilience and trust. Several artists have already received awards for key placements, including the exterior parking garage façade.

Celebrate You

Reimagined for 2025, *Celebrate You* expanded into a 14-day, system-wide experience—bringing recognition directly to teams across Harris Health and reaching more than 7,100 attendees. This new, decentralized format made it easier for employees and physician partners to connect, celebrate and feel valued. Behind the scenes, an impressive cross-functional team navigated the complexity of this ambitious approach, delivering a seamless and meaningful celebration across dozens of locations.

BY THE NUMBERS

Celebrate You

31

events

28

locations

7,182

attendees

Remarkable Progress:
Harris Health Strategic Fund

Expanding the public health system for the fourth-largest city in the country is an enormous undertaking. In 2023, Harris County voters overwhelming approved a \$2.5 billion bond, the first in Harris Health history, to help support the new construction and renovations outlined in the system’s 10-year Strategic Facilities Plan.

The Harris Health Strategic Fund, created by a civic-minded group of generous Houstonians, committed to raise \$100 million to supplement the estimated \$3.2 billion required to address the system’s immediate needs and prepare for future population growth. As of December 2025, the Fund has secured \$99 million to support four major Harris Health projects that will greatly expand community access to primary care, improve capacity and access to emergency and other hospital care and add much-needed Level I trauma capabilities in Northeast Houston.

BY THE NUMBERS
Harris Health Strategic Fund

\$100 million
goal

\$40 million
naming gift from The John M. O’Quinn Foundation for the new Harris Health John M. O’Quinn Hospital

\$99 million
in pledges

PLEDGES

- The Brown Foundation
- The Ting Tsung and Wei Fong Chao Foundation
- The Cullen Foundation
- The Cullen Trust for Health Care
- The Dakri Family
- The Elkins Foundation
- The Fondren Foundation
- Harris County Hospital District Foundation
- Houston Endowment
- Kinder Foundation
- Marek Family Foundation
- MD Anderson Foundation
- The John M. O’Quinn Foundation
- Dr. and Mrs. Esmaeil Porsa
- Beth Robertson
- Sarofim Foundation
- Susan Vaughan Foundation
- Zorich Family Foundation



Awards and Recognitions

System



Ambulatory Care
Services



Ben Taub Hospital



Level I Trauma
Recertification
By the American
College of
Medicine and
Texas Department
of State Health
Services

LBJ Hospital



Regional
Center for
Neonatal
Intensive
Care



COMMUNITY INVOLVEMENT

GIFTS OF TIME

31,450
hours

638
individual volunteers, including
143 junior volunteers

\$1,136,603
value (based on Independent Sector's
2025 value of volunteer hours)

HCHD FOUNDATION

104
2024 Swing Fore the Greens players
(held in 2025 due to weather)

1,188
2025 TexasMedRun participants

\$149,660
granted to Harris Health Heart Health
Initiative

Health Fairs

Harris Health hosted health fairs at its Martin Luther King Jr., El Franco Lee, Settegast, and Gulfgate health centers in 2025, offering free health and dental screenings, mammograms and pediatric immunizations, along with opportunities to schedule specialized screenings for HIV, HPV and cervical cancer. In partnership with local organizations and vendors, these events also connected attendees to vital community resources such as health insurance information, nutrition education and financial assistance guidance.

At each event, the Houston Food Bank delivered pallets of essential food items, which volunteers from Harris Health Human Resources and the School of Diagnostic Imaging packed into large bags for attendees to take home at no cost.

Extraordinary Gifts

Our volunteers once again showed up in remarkable ways—sharing their time and talents to bring meaningful moments to patients and support our employees. We're deeply grateful for your continued generosity.

To donate, visit harrishealth.org/give

HCHD Foundation

Harris Health also extends its sincere appreciation to the Harris County Hospital District Foundation for advancing our mission through philanthropic support and community engagement.

In 2025, the Foundation raised significant gifts through its signature events, the Swing Fore the Greens Golf Tournament and the annual TexasMedRun. Both events benefited the Harris Health Heart Health Initiative.

Backed by generous donors, partners and volunteers, the Foundation continues to elevate programs and services across our system, while supporting key initiatives, events and educational opportunities such as:

Programs and services

Children's health issues
Employee disaster relief
HealthyConnect
Jocelyn's New Beginnings
Mammography, cancer care and navigation
Nursing leadership education
Nursing Simulation Lab
Population Health maternal equity
School of Diagnostic Medical Imaging
Shattered Dreams
Texas Health Steps Clinic

Events

AIDS Walk
ATLS Conference
Circle of Survival Trauma Conference
INSPIRE Nursing Symposium
Nursing Gala & Awards Ceremony
Nursing Renaissance: The New Era
Pink Out
Trauma Survivors Dinner





MEASURING IMPACT

Financial Health

\$2.76 billion

total revenue

\$729.9 million

Medicaid supplemental programs

\$1.02 billion

ad valorem tax

\$243.5 million

investment and other

\$762.4 million

net patient service revenue

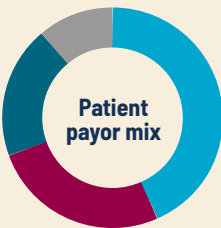
\$805 million

charity care

Charity care



Patient Data



Uninsured **43%**
Commercial and other funding **26%**
Medicaid and CHIP **20%**
Medicare and Medicare managed **11%**



Hispanic/Latino **52%**
African American **22%**
Caucasian **19%**
Asian and other **7%**

Patient Numbers

243,424

total unique patients

48,267

self-pay patients

72,230

charity patients

658.5

average number
of patients occupying
hospital beds each day

Patient Services

1.6 million

total outpatient visits

547,535

primary care clinic visits

252,397

specialty clinic visits

124,551

telehealth clinic visits

924,483

total clinic visits

23,110

total surgery cases

5,148

births

162,648

emergency visits

42,508

total cases occupying
patient beds

LEADERSHIP

Board of Trustees



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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

Executive Leadership



Esmaeil Porsa, MD, MBA, MPH, CCHP-A
President and CEO

Jacqueline Brock, DNP
Executive Vice President and Chief Nursing Executive

Maria Cowles
Executive Vice President and Chief Strategy Officer



Thomas Cummins, MD
Executive Vice President and Chief Medical Executive

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

Victoria Nikitin
Executive Vice President and Chief Financial Officer



Omar C. Reid
Executive Vice President and Chief People Officer

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

Sara Thomas, JD
Chief Legal Officer

Partnerships

Medical school partnerships

Harris Health is proud to partner with the faculty, trainees, staff and students from these well-respected medical schools. These partnerships make it possible to provide the latest technology and advanced medical treatments and train the next generation of healthcare professionals.



Community partners

Harris Health partners with local organizations to expand access to coordinated care across Harris County. These partnerships strengthen medical and behavioral health support by connecting people to trusted community-based resources—helping reduce barriers to quality care.



Harris Health Locations

- 16** community health centers
- 7** homeless shelter clinics
- 5** large specialty clinics
- 2** hospitals
- 2** same day clinics
- 2** urgent care centers
- 1** correctional health facility
- 1** dental center
- Mobile immunization and medical outreach units

