

# 2014 REPORT TO OUR COMMUNITY



**HARRISHEALTH**  
SYSTEM

# A LETTER TO OUR COMMUNITY

Healthcare is undergoing significant transformation throughout the region, state and nation. Harris Health System is uniquely positioned to be a leader in this transformational effort to the benefit of our patients and our local community.

Harris Health System's FY2014 Report to Our Community shares our accomplishments as well as our vision for the future in creating a healthier Harris County through the delivery of high-quality healthcare to our community's most vulnerable population.

FY2014 was a very dynamic year for Harris Health. We solidified our position of leadership in regional healthcare collaboration. We strengthened our medical staff partnership with Baylor College of Medicine and The University of Texas Health Science Center at Houston (UTHealth). We launched new care delivery models for minor illnesses and geriatric care. And we strengthened our commitment to primary care, prevention and wellness which was recognized locally and nationally for its success.

There is still much to be done. We will continue to transform our healthcare delivery system to achieve sustained excellence and become an industry leader in quality and efficiency.

This is no small challenge, however, it is one we can achieve through the combined commitment of Harris County Commissioners Court, Harris Health System Board of Managers, Harris County Hospital District Foundation Board of Trustees, Baylor College of Medicine and UTHealth, and the thousands of Harris Health employees, volunteers and patient council members who are dedicated to our mission.

We are confident in our ability to meet the challenges that lie ahead, and embrace the opportunities that will transform Harris Health System into the nation's best public healthcare system.

Sincerely,



A handwritten signature in black ink that reads "Elvin Franklin Jr." in a cursive style.

Elvin Franklin Jr.  
*Chair  
Board of Managers*



A handwritten signature in black ink that reads "George V. Masi" in a cursive style.

George V. Masi  
*President and CEO  
Harris Health System*

# WE PROMISE

To provide high-quality healthcare by knowledgeable and highly trained staff;

To provide prompt, friendly, and courteous service;

To be sensitive and responsive to your needs and concerns as well as those of your family; and

To provide a clean, comfortable and safe environment, in all of our settings.



# A MISSION THAT MATTERS

For nearly 50 years, Harris Health System has provided quality medical care to Harris County residents, contributing to the overall health and well-being of our community.

Today, nearly 65 percent of the patients we serve are uninsured. They are among the more than 1 million residents of Harris County without healthcare insurance. Only 35 percent of the more than 311,000 patients who regularly used our services in FY2014 were covered by Medicare, Medicaid or private insurance.

As the public healthcare system for the nation's third most populous county, we are proud of the work we do through our integrated network of more than 40 primary care and specialty clinics and renowned hospitals: Ben Taub, Lyndon B. Johnson and Quentin Mease.

## **Expanded Access**

In 2014, partnerships with Harris County's Federally Qualified Health Centers and Clínicas Mi Doctor increased access to primary care, greatly shortened waits and expanded our presence into the community. These partnerships resulted in nearly 22,000 additional patient visits.

## **Walk-in Clinics**

To further expand access to care in our community, we opened six Same Day Clinics for patients with minor illnesses or injuries. No appointments are necessary. These clinics add capacity for 90,000 walk-in visits to Harris Health System.

## **Multi-specialty and Outpatient Surgery**

The new Outpatient Center at Harris Health Lyndon B. Johnson Hospital provides advanced technology and specialized medical treatment by doctors from UTHealth and MD Anderson Cancer Center, and includes five outpatient surgery suites, 31 specialty clinics and 100 exam rooms.

## **Unique Core Leadership Missions**

- **Emergency Response** – As the go-to healthcare team for managing a large or complex medical response for community disasters and emergencies, Harris Health is a vital resource for all who live in southeast Texas.
- **HIV and Infectious Disease** – In response to the AIDS epidemic of the late twentieth century, Harris Health established the nation's first free-standing HIV/AIDS treatment facility, Thomas Street Health Center. Today, as the cornerstone of all HIV/AIDS services to Harris County residents, Thomas Street cares for 25 percent of the HIV-positive population in Harris County.
- **Trauma Service** – The thousands of people who receive lifesaving care each year at Ben Taub Hospital's Level 1 Trauma Center or at Lyndon B. Johnson Hospital's Level 3 Trauma Center (the busiest in the state) are living proof of the medical expertise of our dedicated staff. With an international reputation for excellence, these centers provide the highest level of comprehensive care for patients with serious injuries.

We are proud of the work we do through our integrated network of more than 40 primary care and specialty clinics and renowned hospitals.



# A COMMUNITY-WIDE COMMITMENT TO CARING

The heart and soul of Harris Health System is our people — exceptional professionals who care deeply about their patients and take pride in the life-changing work they do every day.

Through our partnerships with Baylor College of Medicine and UTHealth faculty, fellows and residents, and our numerous affiliations with nursing and allied health schools, we develop the world's finest medical talent, participate in breakthrough research and deliver exceptional care to our patients and community.



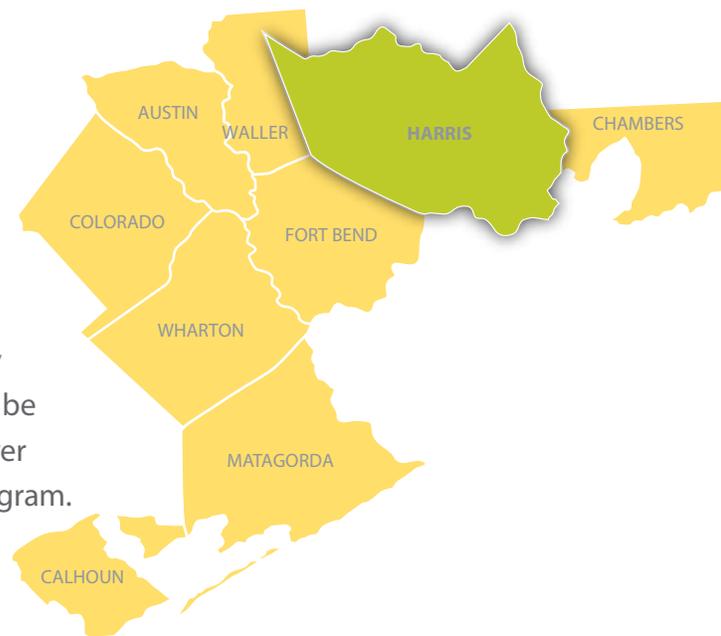
## Coordinating the Region's Healthcare Transformation

The Medicaid 1115 Waiver also has brought an opportunity to expand much needed access to healthcare services throughout southeast Texas. Harris Health was chosen to anchor the Texas Healthcare Transformation and Quality Improvement 1115 Waiver for Region 3, a nine-county area.

In that role, we support 27 providers collaborating on 182 projects designed to:

- improve health outcomes,
- enhance the patient experience, and
- contain costs.

Through the coordinated efforts of Region 3 providers, 182 transformational projects delivering approximately \$2.6 billion in healthcare service to the community will be completed during the course of the five-year 1115 Waiver Delivery System Reform Incentive Payment (DSRIP) Program. Harris Health's Region 3 anchor commitment makes this possible, by coordinating the efforts of mental, physical and holistic health providers from throughout southeast Texas.

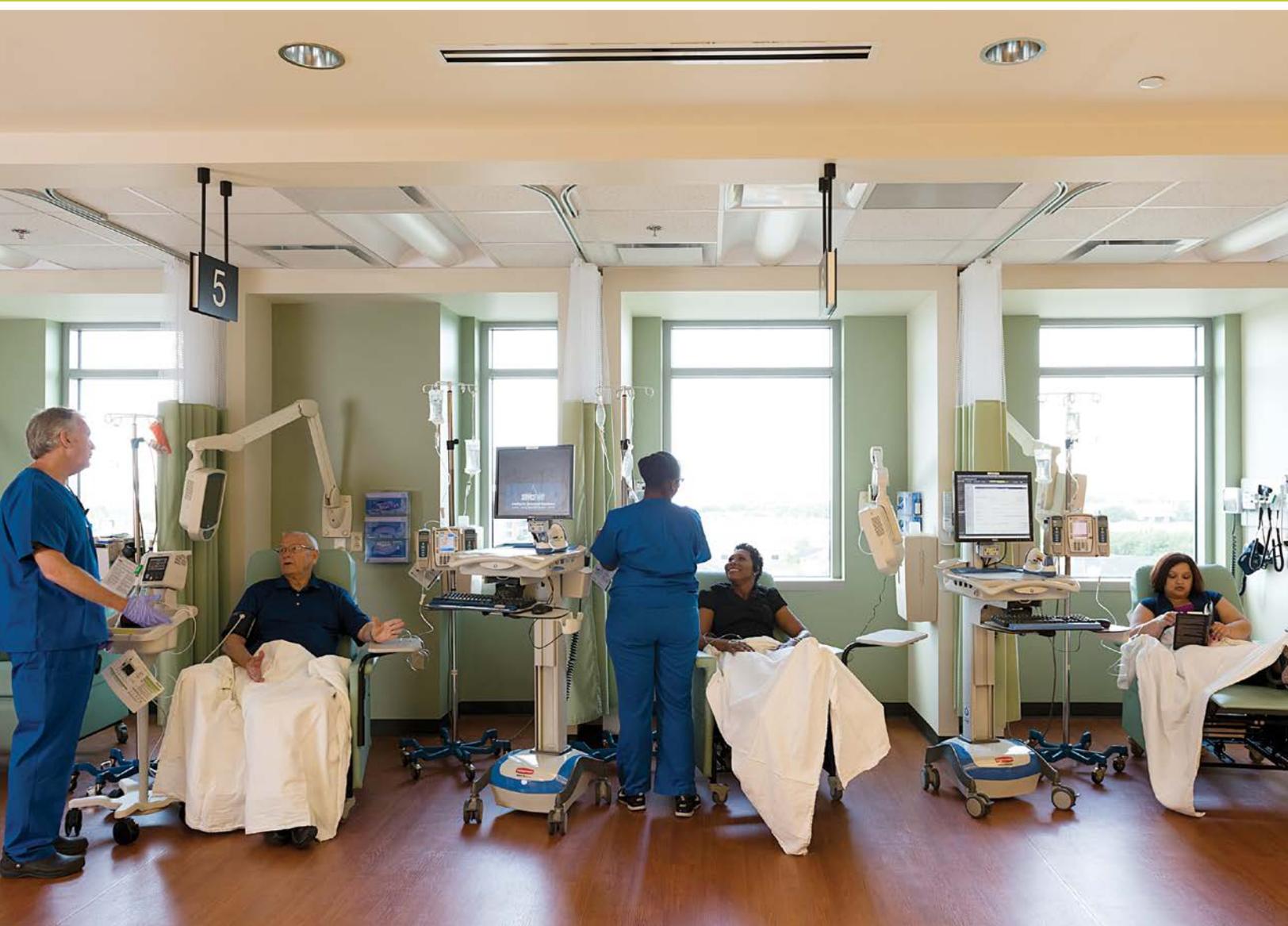


## Ready when Harris County Needs Us Most

Harris Health is vital during a disaster response, bringing together the critical mass of medical staff, mobile technology and supply chain resources to deploy operations into the community, where they are most needed.

In a true community emergency — as we have done before — the physicians, nurses and staff from throughout Harris Health System can set up a comprehensive medical treatment facility, stocked with medications, supplies and technology to treat an array of medical needs. Whether in response to a natural disaster like a hurricane, a mass casualty accident at an airport or chemical plant, or a communicable infectious disease outbreak, Harris Health System stands ready to meet the needs of our community in a way no other healthcare organization can.

The heart and soul of Harris Health System is our people.



# A PERSONAL TOUCH FOR THE PATIENTS WE SERVE

We care deeply about the health and well-being of every patient. In our primary care clinics which have been certified as medical homes, we are the nexus of primary care and health education for our patients. In the community, we seek out the most vulnerable residents with health challenges to connect them to the best possible care and provide a level of assistance that no other provider can match.

## **Comprehensive Geriatric Assessment**

With a comprehensive clinical assessment of mood, mobility, medication and memory, the team at Harris Health's Bayland Geriatric Health Center provides vital information to primary care physicians to better manage the health of their aging patients. The goal is to help frail patients avoid hospitalization and maintain their independence and quality of life for as long as possible.

## **Pharmacy Automation Enhances Patient Care**

Thanks to a new automated central fill pharmacy system, Harris Health pharmacists are now fully integrated members of the healthcare team focusing on direct patient care. With the system's robotics to dispense prescriptions faster, pharmacists are freed up to answer questions, counsel patients and optimize medication therapy compliance. Harris Health's Central Fill Pharmacy is a project supported through the 1115 Waiver.

## **Aquatic Therapy Speeds Neurological Patient Recovery**

Harris Health's Rehabilitation Services are recognized as being among the best in the country. Using innovative modalities like aquatic therapy's properties of buoyancy and resistance, our physical therapists help patients recover faster from a broad range of neurological problems. Patients begin therapeutic aquatics to improve balance and reduce the risk of falls and potential damage to healing structures.

## **Wellness and Prevention Outreach**

Through outreach in our schools, churches and community venues, we advocate for prevention and wellness, raise awareness of our services and collaborate with community partners to promote health.

As champions for wellness, our goal is to reduce the human and financial costs of preventable illnesses and improve health outcomes.

## **Awareness of Prenatal Care's Importance**

The IMPACT Collaborative (Impacting Maternal and Prenatal Care Together) reduces maternal mortality, preterm births and infant mortality. By coordinating community resources and offering evidence-based health education, a Harris Health team takes the lead in raising public awareness, spotlighting quality care and supporting legislative advocacy.

We care deeply about the health and well-being of every patient.



# ACCELERATING TRANSFORMATION IN A NEW ERA OF OPPORTUNITY

The pace of change in healthcare is accelerating.

Harris Health is a leader in helping to develop strategies that strengthen the region's healthcare system. We are transforming the organization from being a system focused on illness to one focused on prevention and wellness.

## **Screening and Early Intervention**

In partnership with our affiliated medical schools, we are developing and adopting pace-setting innovations that improve access to core medical services of superior quality, including:

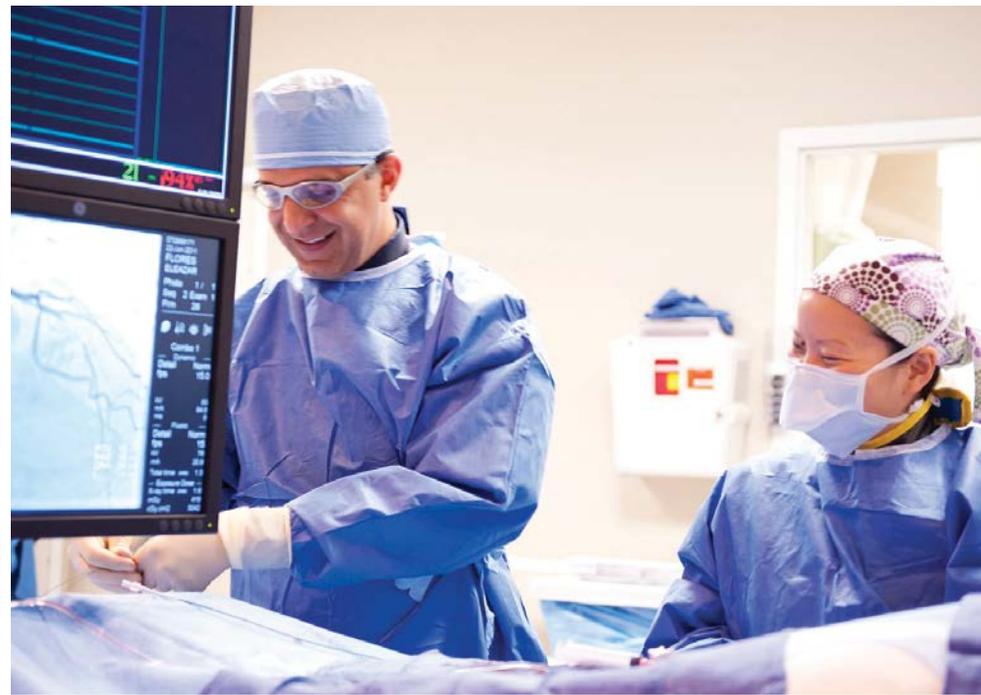
- Cancer and Oncology Services
- Cardiology Care
- Community Medicine
- Comprehensive Stroke Care
- Emergency Medicine
- Geriatric Services
- Healthcare for the Homeless
- HIV/AIDS Care
- Level 1 and Level 3 Trauma Care
- Minimally Invasive Surgical Care
- Pharmacological Services
- Physical Medicine and Rehabilitation
- Women and Infants Services

By focusing our transformative efforts around these core commitments, with a premium placed on prevention and population health management strategies, we ensure our services will be there for our community's most vulnerable patients when needed.

## **Optimizing the Patient Experience**

We're making this effort because different times and tighter budgets make transformational change essential. There is no area, process or routine that goes unnoticed in our evaluations. Whether our focus is on clinical activities or administration, the goal continues to be optimizing the patient's experience at Harris Health. By working innovatively system-wide, we have been able to reduce expenses and reinvest the savings into patient care. Ultimately, it's our patients and the community who benefit from these changes.

Ultimately, it's our patients and the community who benefit from these changes.



# STATISTICAL HIGHLIGHTS

Fiscal Year Ended Feb. 28, 2014

Total Outpatient Visits	1,840,883
Major components include:	
Primary Care Visits	817,066
Specialty Clinic Visits	335,878
Outpatient Surgery Cases	22,742
Total Emergency Room Visits	177,087
Total Cases Occupying Patient Beds	51,271
Births	6,288
Total Patient Days	238,830
Average Daily Census *	654.3
*patients in the hospital	

# STATEMENT OF REVENUES AND EXPENSES

Fiscal Year Ended Feb. 28, 2014

(in thousands)

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## Operating Revenues

Net patient service revenue	\$ 348,605
Medicaid supplemental programs revenue	255,894
Other operating revenues	23,130

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Total operating revenues	627,629
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## Operating Expenses

Salaries, wages and benefits	707,335
Purchased services, supplies and other	495,585
Depreciation and amortization	52,173

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Total operating expenses	1,255,093
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Operating (loss) income	(627,464)
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## Non-Operating Revenues

Ad valorem tax revenues – net	515,990
Net tobacco settlement revenues	9,774
Net DSRIP revenue	90,122
Investment income	876
Other	442

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Total non-operating revenues	617,204
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## Non-Operating Expenses

Interest expense	(11,940)
Other	(6)

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Total non-operating expenses	(11,946)
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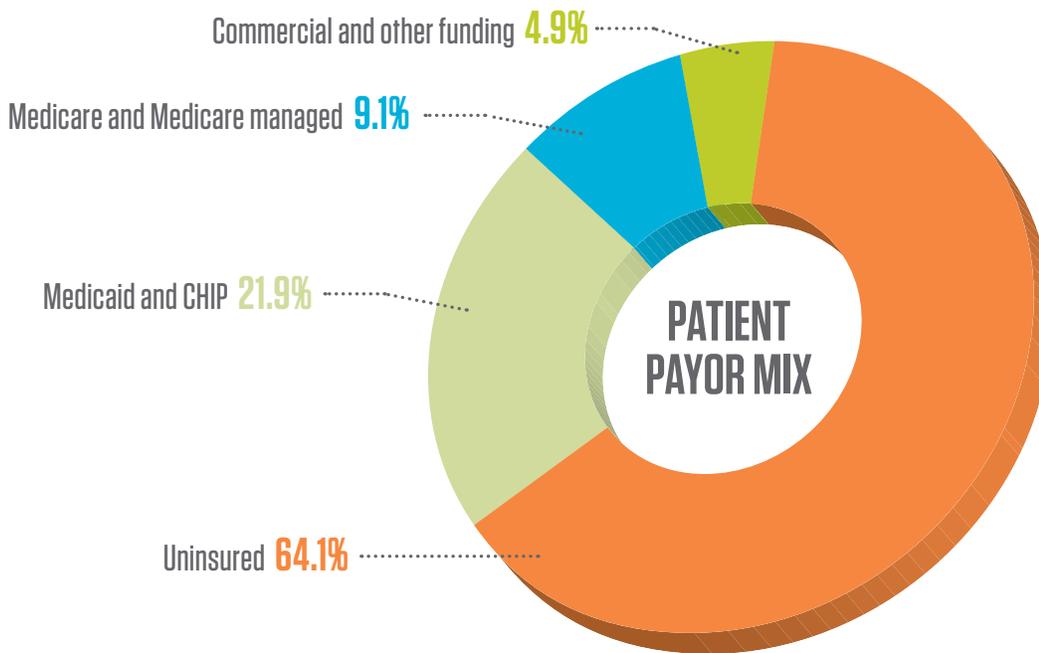
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<b>Change in net position</b>	<b>\$ (22,206)</b>
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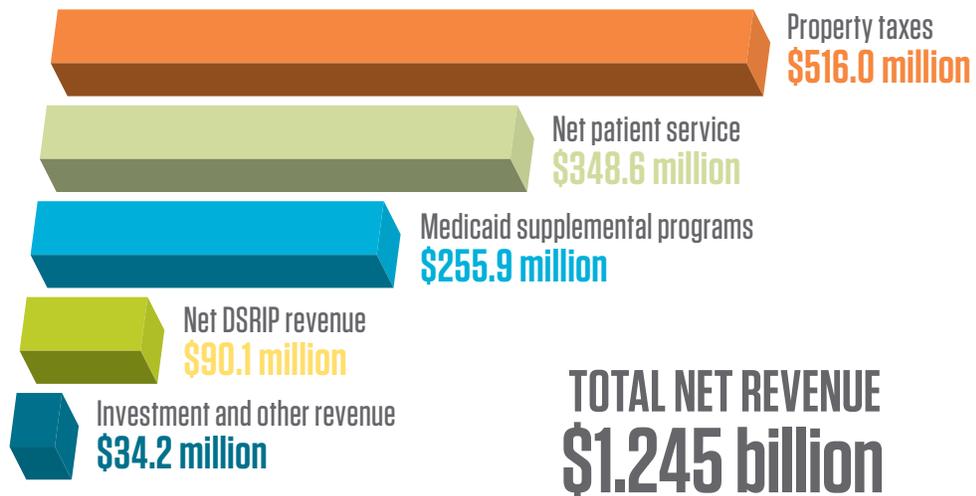
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# OUR FINANCIAL HEALTH

In the last fiscal year, we made significant investments to rapidly expand primary care and walk-in access for patients with minor illnesses. We also continued enhancing our care environment with the addition of Outpatient Center, a new ambulatory surgery and specialty care facility. This expansion is paying real health dividends for our patients today, and will continue for years to come. Harris Health's ongoing investment to meet our community's needs has contributed to an operating loss of less than 2 percent for fiscal year 2014 (March 1, 2013 – February 28, 2014).



## FY 2014 FINANCES



# AWARDS + SPECIAL RECOGNITION

## Physician Practice Connections®

Patient-Centered Medical Home

National Committee for  
Quality Assurance

The first healthcare system in Houston  
to achieve this designation



## Houston's Top Doctors 2014

Houstonia® Magazine

Nearly 1-in-5 of the physicians named to  
Houstonia's Top Doctors list are actively  
credentialed to practice at Harris Health  
System, reflecting the quality of care  
available to all



## Get With The Guidelines® - Stroke Gold Plus Quality Achievement Award American Heart Association

A higher standard of care for stroke  
patients



## Comprehensive Stroke Center Certification

DNV Healthcare, Inc.

Proving Harris Health Ben Taub is among an  
elite group of hospitals in southeast Texas  
capable of offering specialized care to the  
most complex stroke patients



## Pathway to Excellence®

American Nurses Credentialing Center

Positive environment for nurses to excel

## Most Wired Award

American Hospital Association's Hospitals  
& Health Networks

Excellence in healthcare information  
technology

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## THE HARRIS COUNTY HOSPITAL DISTRICT FOUNDATION



Since 1992, the Harris County Hospital District Foundation has continued to make a difference in the lives of our patients and the health of our community. This private, charitable organization enables Harris Health System to reach beyond the boundaries of tax-supported care to fund programs and services that advance our community's health.

By combining gifts from individuals, corporations, organizations and foundations, the Harris County Hospital District Foundation funds patient services, facility improvements and wellness education programs that help bridge the gap between the needs of our community and the limits of our budget.

We greatly appreciate the steadfast support of our many donors and are proud to recognize their gifts. If your name has been omitted or listed incorrectly within this report, we ask that you bring it to our attention so that we may make the appropriate corrections.

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Community Health Choice  
Houston Affiliate of Susan G. Komen for the Cure  
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The Public Partnerships and Tangible Gifting Program welcome your donations year-round. We request items such as lap blankets, wheel chair and walker bags, note pads and journals, newborn blankets and hats, heart-shaped pillows, bereavement boxes, arts and crafts, and magazines to help enhance the patient's hospital stay. Please contact Mission Advancement's Community Involvement Team at 713-873-3305 to explore the possibilities.

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