

JEFFERSON
DAVIS
HOSPITAL

Then & Now
Providing Access to Quality Healthcare for 50 Years
1966-2016

MISSION

We improve our community's health by delivering high-quality healthcare to Harris County residents and by training the next generation of health professionals.

VISION

We will create a healthier community and be recognized as one of America's best community-owned healthcare systems.

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.



Aerial photo of Harris Health System's original hospital, Jefferson Davis on Allen Parkway.



Letter to Our Community

Fifty years ago, we answered the call to care for the people of Harris County, replacing an outdated city-county governance system that had languished for decades. Since then we have grown into a leading public health system that includes three hospitals, 45 outpatient care locations and more than 10,000 employees, physicians and volunteers.

In this year's annual report, "Then & Now: Providing Access to Quality Healthcare for 50 Years," you will read about our system's inception and some of our most recent accomplishments. You will also read day-in-the-life narratives that introduce you more personally to just a few of the people who impact — or have been impacted by — the system's care.

Harris Health System's story is one of quality, driven by a focus on the patient as the center of the care experience, and by commitment to the very best of clinical outcomes. It is a story of caregiver excellence, involving physicians, nurses, therapists, technicians and many others who educate the next generation of caregivers and excel at the delivery of care to our community. It is a story of innovation, as we introduce the latest and best advances in facilities, technologies and processes, in support of superlative care. It is a story of community health, of going the extra mile to prevent illness even before it happens — and, in the process, building community well-being.

As always, it is also a story about you. Harris Health not only helps ensure that you and your family have access to the best of care in our community; it is possible because of support from Harris County residents and dedicated friends like you. Thank you for being a part of our story, both then and now.



Elvin Franklin Jr.
Chair
Board of Managers



George Masi
President and CEO
Harris Health System

A History of Excellence



Drs. Michael E. DeBakey and Kenneth L. Mattox in a Ben Taub Hospital operating room in 2000.

At Harris Health System, we believe we occupy a very special place in our community. Pursuing and achieving excellence in the work we do each day is the hallmark of our mission.

As the U.S. healthcare system is undergoing a historic transformation, we remain passionate about transforming the healthcare experience for our patients and their families. In doing so, we are constantly improving and refining our services so the Harris County community can receive the best care possible. Our many accreditations, certifications and recognitions attest to that quality, as provided to the more than 300,000 people we cared for last year.

Designated Regional Trauma Centers - Harris



**AMERICAN COLLEGE OF SURGEONS
Verified Trauma Center**

Health System's Ben Taub and Lyndon B. Johnson hospitals are designated as Level I and Level III Trauma Centers, respectively, by the Texas Department of State Health Services for meeting or exceeding American College of Surgeons' essential criteria for Level I and Level III trauma care. These regional trauma centers play a central role in responding to communitywide emergencies, saving lives and returning those who are seriously injured back to their communities and families.

Texas 10 Step Program - Harris Health's Lyndon B. Johnson and Ben Taub hospitals took the giant step toward improving the health



**TEXAS 10 STEP
PROGRAM**

of newborns and infants by earning the Texas 10 Step Program facility designation from the Texas Department of State Health Services. The Texas 10 Step Program encourages breastfeeding as the preferred method of feeding for newborns and infants. Harris Health remains a leader among Texas birth facilities supporting new mothers and their decision to breastfeed.

Baby-Friendly - Harris Health's Ben Taub Hospital has earned the coveted international recognition of Baby-Friendly Hospital, joining a select number of such facilities in Houston and Texas.



The designation means the hospital meets or exceeds rigorous guidelines that promote high levels of newborn breastfeeding and mother-baby bonding.

Cardiovascular Care - Ben Taub Hospital was recently designated as a Chest Pain Center with Primary PCI (the minimal surgical procedure that uses a balloon catheter to unclog blocked vessels in STEMI patients) by the Society of Cardiovascular Patient Care.



Additionally, the hospital has earned the Platinum Performance Achievement Award ACTION Registry®—GWTG™ from the National

Cardiovascular Data Registry—a distinction only awarded to 319 hospitals in the country.

**American Heart Association
Mission: Lifeline® Gold Plus
Receiving Center Award** - For

the second year in a row, Harris Health's Ben Taub Hospital has received the Mission: Lifeline® Gold Plus Receiving Center award from the American Heart Association for its care of severe heart attack patients. The award recognizes the hospital among the best in the country for its success and prompt care of ST-elevation myocardial infarction (STEMI) cases—heart attacks caused by a blood flow blockage to the heart muscle.



The CEO Cancer Gold

Standard™ by the CEO Roundtable on Cancer is given to organizations for their work in promoting healthy lifestyle choices, encouraging early detection through cancer screenings and ensuring access to quality treatment for its employees. Harris Health is one of only three other hospital systems in Texas to receive the accreditation.



CNOR Strong - Harris Health's Ben Taub and Lyndon B. Johnson hospitals have been named CNOR Strong by the Competency and Credentialing Institute because of its high number of certified nurses in the operating rooms (CNOR). To achieve the recognition, hospitals must



Houston Fire Department Emergency Medical Services paramedics quickly transport a patient into the Ginni and Richard Mithoff Trauma Center at Ben Taub Hospital.

have more than 50 percent of operating room nurses certified, a rigorous process that involves nurses mastering high standards of perioperative practices.

**American Heart Association/
American Stroke Association
Stroke Gold Plus-Target:
Stroke Honor Roll Elite Plus
Award** - Awarded to Harris

Health's Ben Taub Hospital, the newly created elite award means the hospital achieved high marks for response and care provided for acute ischemic strokes, the most common stroke—87 percent of all cases—in America. The recognition places Harris Health System's Ben Taub Hospital among an exclusive group in southeast Texas capable of offering specialized care for the most complex stroke patients.



Global Health Exchange (GHX) "Best 50" in U.S. and Canada - Harris Health System was named among the



"Best 50" healthcare providers in the U.S. and Canada for its industry-leading efforts in supply chain management by the Global Healthcare Exchange (GHX), a worldwide healthcare technology company. In healthcare, supply chain management involves all activities tied to supplies and equipment needed to take care of patients. It focuses on planning and forecasting, purchasing, product assembly, moving, storage and distribution. Harris Health System partners with GHX to achieve efficiencies and deliver the best possible care to patients.

Most Wired - For the fifth year in a row, Harris Health System earned the "Most Wired" recognition in the 17th annual survey and benchmarking study conducted by the American Hospital Association's Health Forum and the College of Healthcare Information Management Executives. This year, Harris Health joins two other healthcare systems in greater Houston and 15 in Texas to be recognized as Most Wired.



National Committee for Quality Assurance Medical Home - Harris Health System is the first healthcare system in Houston to achieve Physician Practice Connections-Patient-Centered Medical Home designation by the National Committee for Quality Assurance.



American Nurses Credentialing Center's Pathway to Excellence® - Harris Health System's three hospitals — Ben Taub, Lyndon B. Johnson and Quentin Mease — all redesignated as Pathway to Excellence® facilities awarded by the American Nurses Credentialing Center.



Pathway to Excellence® is a prestigious designation that identifies hospitals that offer robust work environments for nurses and confirms the professional satisfaction of nurses at Harris Health System as one of the best places to work.

Commission on Accreditation of Rehabilitation Facilities (CARF) - Harris Health System's Physical Medicine and Rehabilitation (PM&R) Program at Quentin Mease Hospital was awarded a three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF), the organization's highest quality



rating for PM&R programs. This is the third consecutive three-year accreditation Harris Health has been awarded by CARF.

DNV GL-Healthcare Accreditation - Harris Health received national accreditation from DNV GL-Healthcare, the only hospital accreditation program approved by the U.S. Centers for Medicare and Medicaid Services (CMS) that integrates the ISO 9001 Quality Management System with the Medicare Conditions of Participation.



Texas Hospital Association's "Excellence in Community Service" Award - In recognition of Harris Health System's work to identify and treat HIV- positive patients through its Routine Universal Screening for HIV (RUSH) program.



Houston Chronicle "Top Workplaces" for large employers with more than 500 employees. The health system shares this honor with 29 other large Houston employers across a variety of industries.



Commission on Cancer Accreditation - The Commission on Cancer (CoC) of the American College of Surgeons (ACoS) has granted Three-Year Accreditation to the cancer program at Harris Health System. To earn voluntary CoC accreditation, a cancer program must meet 34 CoC quality care standards, be evaluated every three years through a survey process, and maintain levels of excellence in the delivery of comprehensive patient-centered care.



American Association of Critical-Care Nurses' Beacon Award for Excellence™ - The Beacon Award for Excellence™ lauds North American hospital units that employ evidence-based practices to improve patient and family outcomes. Harris Health's Ben Taub Hospital is the recipient of three Beacon Awards for Excellence, more than any other hospital in Texas: Neonatal Intensive Care Unit (Gold Award), Neurosurgical Intensive Care Unit (Silver Award) and Surgical Intermediate Care Unit – 4B (Silver Award). Recipients of a Gold Beacon Award demonstrate staff-drive excellence in sustained unit performance and improved patient outcomes that exceed national benchmarks. Silver-level recipients demonstrate continuous learning and effective systems to achieve optimal patient care.



Championed by the early leaders of Houston and Harris County, who worried about the lack of quality healthcare for the community's poor, a voter referendum was passed to establish The Harris County Hospital District, now doing business as Harris Health System.

Its first day of operation came Jan. 1, 1966, when it assumed ownership of long-standing Jefferson Davis and the newly opened Ben Taub hospitals.

A voter transported from 1966 to today might be surprised to see how that long ago pledge to provide quality healthcare has been realized.

Almost immediately upon the system's creation, visionary leaders like Dr. Carlos Vallbona and long-time board member Quentin Mease believed that offering primary and preventive healthcare services in neighborhoods was not only more cost-effective, but the best way to keep our neighbors healthy. So began the outgrowth of Harris Health's comprehensive network of health centers, clinics, specialty facilities and mobile health units that now includes 45 locations across Harris County.

From humble beginnings, Harris Health has grown considerably. Fifty years later, it stands as one of the

largest public integrated healthcare delivery systems in the United States, and is supported by the medical staffs of two of the nation's top medical schools: Baylor College of Medicine and the McGovern Medical School at The University of Texas Health Science Center at Houston (UTHealth).

Through our partnerships with Baylor 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.

While many things have changed over the years, one thing remains the same: the heart and soul of Harris Health System is its people — exceptional professionals who care deeply about their patients and take pride in the life-changing work they do every day.

Transforming The Health Of Harris County Residents For 50 Years.



The LBJ Hospital Emergency Center is a vital community resource for Northeast Harris County, providing care for more than 76,000 emergency cases each year.

Excellence in Women and Infants Services



The soft lighting and quiet space of the LBJ Hospital Neonatal Intensive Care Unit provide the perfect healing environment for high-risk and premature newborns.

As one of the busiest birthing hospitals in the nation, Jefferson Davis Hospital was truly “a baby factory,” delivering more than 17,000 babies a year during its heyday.

Whether born with few or no medical complications, the hospital was an endless melody of crying babies and staff rushing to their needs.

Jeff Davis would eventually outlive its usefulness and in 1989 be replaced by Lyndon B. Johnson Hospital, which initially opened as a maternity facility.

Harris Health leaders soon decided the hospital could better serve the community as a general hospital. In 1991, the hospital shifted its focus and began a new medical school affiliation with The University of Texas Health Science Center at Houston (UTHealth). At the time, Harris Health had only an affiliation with Baylor College of Medicine to provide its entire physician staffing. The connection to two medical schools makes Harris Health unique among other healthcare systems in the country.

Despite the significant decrease in births from its peak at Jeff Davis, Harris Health continues its commitment to maternity services. Today, Harris Health’s two hospitals, LBJ and Ben Taub, deliver more than 6,500 babies each year.

Ben Taub Hospital is a recognized Baby-Friendly facility and LBJ Hospital is an acknowledged model facility for the Texas 10 Step Program, a statewide breast-feeding initiative. Each hospital is renowned for high quality neonatal intensive care for high-risk deliveries and low-birthweight infants. Harris Health is also a leader in mother-child bonding efforts as one of the few area hospitals to completely eliminate open newborn nurseries. Harris Health staff now promotes evidence-based, maternity care with the goal of achieving optimal infant feeding outcomes and mother/baby bonding by having newborns room-in with mothers. The result is a better birthing experience and greater patient satisfaction.

Quick Facts | 2016

6,596 – Births

84 OB/GYN + Perinatal Beds

17.9% Admissions from Obstetrics

88 Neonatal Beds

16,423 Neonatal Patient Days

Tiny Miracle Turned College Graduate



Andrew Torrence was Steffini Bethea's first baby. The 27-year-old mom-to-be was expecting an easy birth. When her water broke three months before her due date, her doctor quickly referred her to Lyndon B. Johnson Hospital and its Women and Infants Service, regarded as one of the region's finest hospitals for high-risk deliveries and low-birthweight infants.

For 10 days, staff made every effort to keep Steffini from going into labor. Their hope was that Andrew

would grow stronger with a little more time. On March 5, 1993, staff delivered him by cesarean section.

Born at 2 pounds, 11 ounces and nearly 10 weeks premature, Andrew faced a bleak prognosis. The neonatal intensive care unit became his home for the next three months.

"He was so small. I couldn't even touch him," recalls Steffini. "I remember the doctors listing the possibilities of everything that could go wrong. I didn't know if

Andrew would live or die. And if he did live, what type of life would he have?"

When I met the nurses, I finally had peace of mind. They not only looked after Andrew, they looked after me and kept me going."

Thanks to the caring experts at LBJ Hospital, Andrew survived and has flourished since. In 2015, the now 23-year-old graduated with a double major in Political Science and French from Rutgers University in Philadelphia. His immediate goal is to attend graduate school to pursue an education policy career.



Excellence in Emergency and Trauma Care



A tradition of excellence like no other.

At Jefferson Davis Hospital in the 1950s, renowned surgeon Dr. Michael E. DeBakey worked to refine the trauma care practices he developed during World War II and his work for the U.S. Surgeon General's Office. When Ben Taub Hospital opened in 1963 under the guidance of Baylor College of Medicine's leading medical pioneer, a new home for trauma emerged and quickly flourished.

Since its inception, the system's two hospitals have been national leaders in emergency care innovation and treatment. As one of two Level I trauma centers in greater Harris County, The Ginni and Richard Mithoff Trauma Center at Ben Taub Hospital remains a vital part of the emergency response system for area residents, as does Lyndon B. Johnson Hospital, which is the state's first and busiest Level III designated trauma center. On any given day, the system's trauma teams scramble to address the needs of more than 30 traumatically injured patients, often requiring immediate surgical care.

In 2011, LBJ Hospital unveiled its expanded and renovated state-of-the-art emergency center to the community, increasing its footprint from 25,000

square feet to 43,000 square feet with 40 exam rooms and dramatically enhancing patient flow so quality of care can be provided more quickly and privately. A similar effort is under development to upgrade the operative capacity at Ben Taub Hospital and its emergency center environment to keep pace with the latest advances in trauma and emergency care.

Quick Facts | 2016

172,345 – Total Emergency Visits

95,908 – Ben Taub ER Visits

76,437 – LBJ ER Visits

6,237 – Total Trauma Registry Cases

3,967 – Ben Taub Trauma Cases

2,270 – LBJ Trauma Cases

Beyond its stellar reputation in trauma and emergency medicine, in more recent years the system has received numerous state and national recognitions for excellence in cardiology, stroke and women and infants care, placing it among the elite facilities in the Texas Medical Center and the nation.

A Timeless Lesson: Wear Your Seat Belt



Terrell Wayne Rogers wasn't wearing his seat belt when he fell asleep at the wheel and collided into a light pole. The force of the impact crushed the bumper into the front seat causing his head to violently slam against the windshield. He was taken to Ben Taub Hospital suffering from severe brain injury and hairline fractures to his neck vertebra. Doctors initially expected he would spend the rest of his life in a vegetative state and suggested he go to a long-term care facility. Three months after the

accident, on Easter Sunday, Terrell Wayne greeted his 15-year-old with, "Hey, son." The family's relief was indescribable.

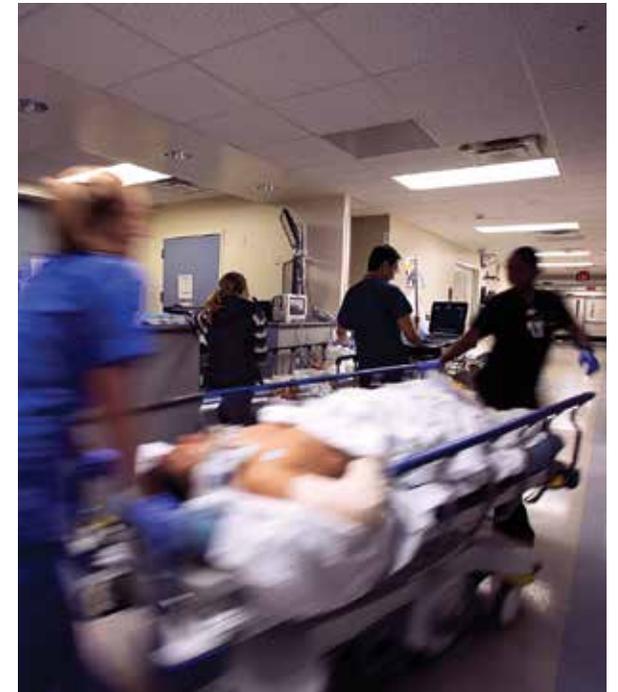
Over the last two years, Terrell Wayne has made steady progress, learning to do everything—dress, walk, brush his teeth and show off his perfect smile.

"God's not through with me." That's the only explanation he has for his miraculous recovery from a traumatic brain injury.

He continues to improve every day, adhering to his schedule of outpatient speech and physical therapy at Quentin Mease Hospital.

Terrell Wayne has no memory of his time as a Ben Taub patient, but he returns often as the founder of The Wayne Foundation to distribute personal care items for neurology patients and family members. More important, they share their story. One family member said to them, "If I got nothing else from the Foundation, you have given me hope."

"I'm grateful to live in Houston where Ben Taub saves lives. The care was excellent," Terrell Wayne's wife, La Shonda Rogers, says. "The nurses are knowledgeable, skilled and comforting. We will always be thankful for what they did to make Terrell Wayne's recovery possible."



Setting the Standard for Stroke Care



During a stroke, time is of the essence. More than two million brain cells die each minute.

There were few, if any, specialized stroke centers in the 1960s when Harris Health System came to be. Today, Harris Health has one of the nation's leading stroke teams and knows the importance of rapid response and is able to treat ischemic strokes, the most common type of stroke resulting from a small blockage or narrowing of blood flow to the brain, to even the most complex of stroke cases.

Patients who come to Harris Health's Comprehensive Stroke Center at Ben Taub Hospital experience some of the fastest stroke treatment times in the U.S.

Ben Taub Hospital has achieved Comprehensive Stroke Center designation by DNV-GL Healthcare, a leading international healthcare quality accreditation agency. The designation means the hospital offers stroke sufferers the full spectrum of stroke care—from diagnosis and cutting-edge treatment to comprehensive rehabilitation—all from an

interdisciplinary team of experts in emergency medicine, neurology, neuro-interventional radiology, neurosurgery and nursing.

Most recently, the stroke center received the American Heart Association/American Stroke Association's Get With The Guidelines®- Stroke Gold Plus-Target: Stroke Honor Roll Elite Plus Award for consistently meeting the highest standards in stroke care.

Quick Facts | 2016

A stroke happens every 40 seconds in U.S.

329 stroke cases treated at Ben Taub

3 of every 4 stroke cases are first-time events

40 minutes: Median door-to-tPA treatment at Ben Taub

A Wake-Up Call



Suzanne Moffett was ironing early morning Sept. 11, 2015, when she suddenly passed out. The family dog couldn't wake her up, so it lay at her side. Suzanne's husband, Anthony, was getting no response from his routine calls to his wife. Worried that something was wrong, he called Suzanne's sister to check on her. An hour later, she was found and rushed by ambulance to Ben Taub Hospital.

Staff suspected she was suffering the most severe type of stroke—a large blockage in a main brain

artery. Anthony was offered a fairly new procedure to help his wife. It was an endovascular mechanical suction thrombectomy, a minimally invasive procedure that removes blockages from affected veins, but it would need to be done immediately. Anthony agreed and stayed with his wife while the medical team mobilized.

The procedure took about an hour and proved successful. Suzanne was soon awake and alert, and was asked a series of questions to help evaluate her

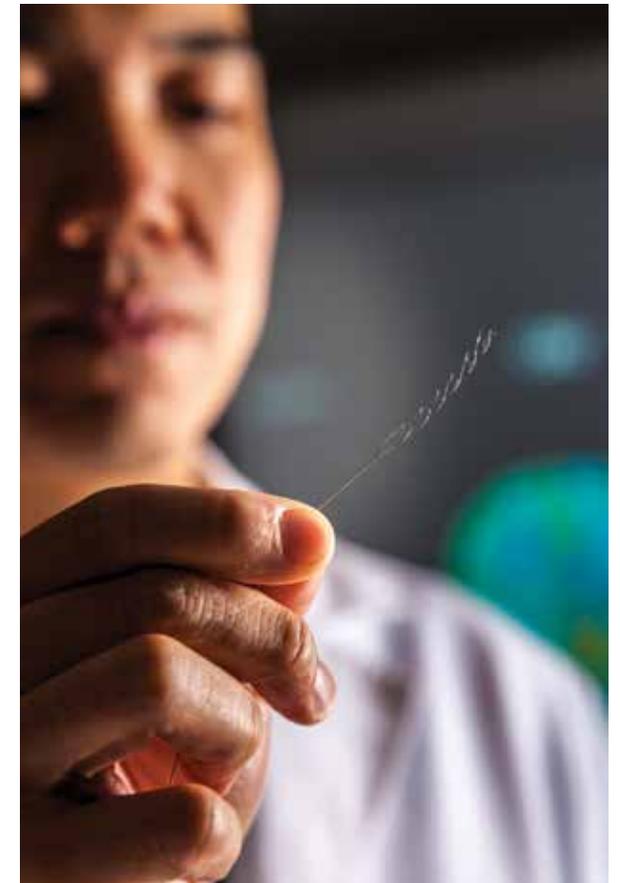
recovery: "What day is today? What's the date? Who's the president?"

"I thought, 'why are they asking me dumb questions?'" she recalls. "I had no idea I had suffered a stroke."

Suzanne made a remarkable recovery showing no signs of memory loss or lost cognitive ability.

"I thank God and the staff at Ben Taub Hospital for what they did for Suzanne," Anthony says. "She's my everything."

Vascular and interventional radiologist, Dr. Stephen R. Chen, holds the latest catheter technology for the removal of stroke clots.



A Focus on Community Medicine



In 1967, Harris Health launched one of the first public health initiatives in the nation devoted to providing access to neighborhood-based primary care.

The first such clinic, Settegast Health Center, opened Jan. 28, 1967. It was soon followed by another center that same year located in Baytown. Together, the two health centers provided a combined 9,648 patient visits during that first year of operation. Today, the two well established centers provide more than a combined 78,000 visits each year.

In 2010, Harris Health became the first Houston-area health system to have achieved the National Committee for Quality Assurance (NCQA) Patient-Centered Medical Home designation, and provides nearly 1 million primary care related clinic visits each year. NCQA's recognition programs identify medical practices that deliver superior care using standards firmly rooted in evidence-based medicine.

The term “medical home” describes a healthcare delivery site—in this instance, Harris Health’s health centers, school-based clinics and homeless shelter clinics—where patients have an ongoing relationship

with a personal physician who provides patient-centered, coordinated and high-quality care using evidence based guidelines to standardize how staff manages chronic disease. Medical homes offer patients one-stop care for a variety of services including pharmacy, lab, specialty consults and more.

The goal is to optimize life-long health and well-being for each patient cared for in the medical home setting and to manage their healthcare throughout the system’s continuum of services.

Quick Facts | 2016

- 2.17 million prescriptions filled
- 913,420 primary care doctor visits
- 16,266 dental clinic visits
- 14,371 school-based clinic visits
- 12,945 homeless program visits

A Medical Home For Life

After working 17 years in the medical field, Gloria Bass knows good healthcare when she sees it.

Gloria's been a staple at Settegast Health Center for the past 15 years. She started out seeing a primary care physician at the health center and then graduated to the Silver Seniors Clinic where she sees board-certified geriatricians who aim to keep

seniors, like her, healthy, preventing illness and treating disease and disabilities that can happen later in life.

It seems to be working, because this 70-year-old mother of two is always on the go. She still enjoys working (now on her third career), spending time with family and friends and going to church.



Initially, Settegast Health Center was around the corner from Gloria's house, until she retired and moved to Humble.

"Let me tell you—my doctors can't be beat," says Gloria. "They show compassion and genuinely care for me and the other patients I see them with."

"When you have a good doctor, a good nurse and a good team, why would you move? That's why I haven't switched doctors. I could go to a private doctor, but my doctors know me and my condition."

Gloria sees her healthcare team every three months, as protocol for all geriatric patients.

A Singular Focus on Patient Safety Takes Wing

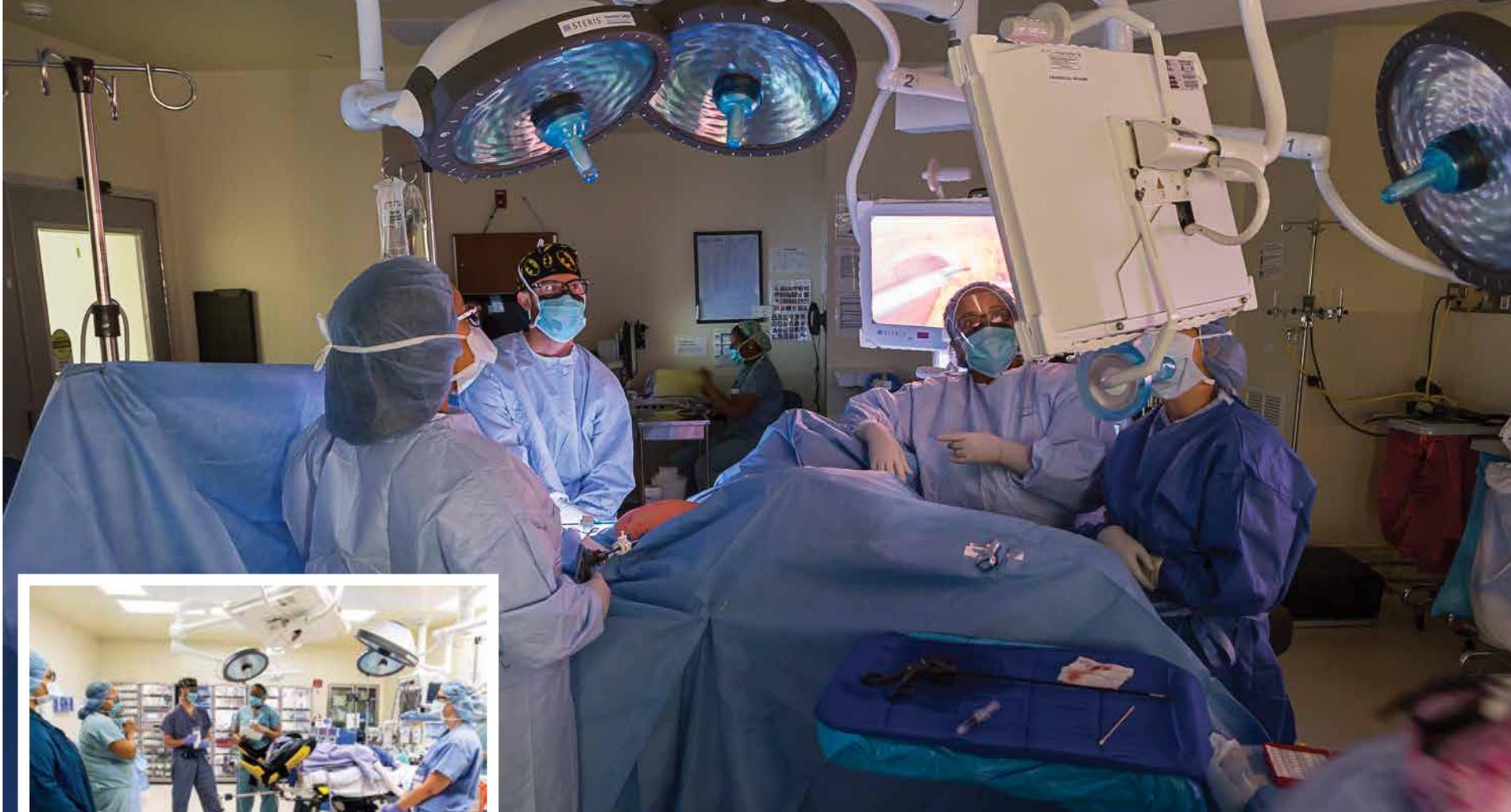
Preventable hospital errors remain the single biggest challenge to the healthcare industry.

A recent study published in the Journal of Patient Safety estimates more than 200,000 cases of premature deaths occur each year in the U.S. associated with preventable adverse events (PAEs) or harm to patients. With a goal of becoming the safest and most efficient healthcare provider in the nation, Harris Health is taking a stand against PAEs and, has begun a rigorous training and culture change program to bring PAEs to light so we may properly address the underlying causes.

LifeWings Partners LLC – a group of former fighter pilots, physicians and former astronauts who translate life-saving lessons learned in safety from the aviation industry to the healthcare setting – conducted a leadership development workshop for Harris Health's executive team, and has since trained more than 600 staff in crew resource management principles that foster a focus on safety practices. The aviation industry has virtually eliminated human-factor-caused accidents with mandatory and



The operative environment in the hospitals has established safety measures to improve communication and coordination before and after surgery by holding morning huddles, timeout events and anesthesia care hand-offs after surgery. The result is better outcomes and a safer environment for every patient.



A surgical timeout is called in the LBJ Hospital operating room. This practice is observed throughout Harris Health at the start of each case to review the patient's procedure risks, identify care team members and roles, and to confirm the surgical site.

recurrent training. The principles of this training (improved communication, teamwork and the methodical use of safety tools such as checklists and protocols) are all being successfully applied to improve patient safety.

More than 170 hospitals nationwide have begun this journey with LifeWings instruction. While total

system training will span more than two years, the surgical services teams at both Ben Taub and LBJ hospitals are among the first recipients in the clinical environment. The teams are realizing marked improvements in communications, openness toward input from all levels of staff and a willingness to improve upon current safety processes. The operating room teams are ambitiously implementing

a new safety process every few weeks, and the rewards of these efforts will be reaped by Harris Health patients.

It all begins with establishing a just culture and creating an environment where staff, patients, family members and volunteers feel safe discussing patient safety concerns.

Lean Times



At its inception and during its first two months of operation in 1966, Harris Health functioned without tax revenue.

With \$2.27 million in operating expenses, the system realized an operating loss of \$1.85 million. But the people of Harris County then as they do now, have made good on their promise to fund healthcare for the indigent and medically needy persons residing in the county.

More recently, with a projected budget deficit of approximately \$70 million, Harris Health faced some hard financial decisions during its 2016 fiscal year. Some of those decisions led to a leveling off of patient volume, the elimination of outsourcing certain patient care services and a reduction in

overall staffing by some 250 positions. In so doing, Harris Health reduced its projected budget deficit to \$14 million. Through much additional hard work and the benefit of additional ad valorem tax revenue (\$12 million more than projected), the system emerged from the year with a \$1.1 million margin that is about 0.1 percent of our overall operating budget.

Running Harris Health's three hospitals and 45 outpatient clinic locations requires \$3.7 million every day. So this margin represents roughly seven hours of ongoing service.

In the absence of Medicaid expansion being adopted by the state of Texas, Harris Health will face challenges as we continue to reach out to provide medical services to as many Harris County residents as possible.

We can expect healthcare to retake center stage in the 84th session of the Texas Legislature and with the upcoming national elections as well.



Statement of Revenues and Expenses

Fiscal Year Ended Feb. 29, 2016 (in thousands)

Operating Revenues		FY2016
Net patient service revenue		\$ 361,523
Medicaid supplemental programs revenue		180,639
Other operating revenues		36,745
Total operating revenues		578,907
Operating Expenses		
Salaries, wages and benefits		699,514
Purchased services, supplies and other		529,639
Depreciation and amortization		56,885
Total operating expenses		1,286,038
Operating (loss) income		(707,131)
Non-Operating Revenues (Expenses)		
Ad valorem tax revenues – net		635,363
Net tobacco settlement revenues		10,944
Net DSRIP revenue		73,788
Investment income		2,151
Interest expense		(14,536)
Other		468
Total non-operating revenues		708,178
Change in net position		\$ 1,047

Statistical Highlights

Fiscal Year Ended Feb. 29, 2016

Total Outpatient Visits 1,947,989

Major components include:

Primary Care Visits	913,420
Specialty Clinic Visits	340,860
Outpatient Surgery Cases	24,697

Total Emergency Visits 172,345

Total Cases Occupying Patient Beds 51,649

Births 6,596

Total Patient Days 228,140

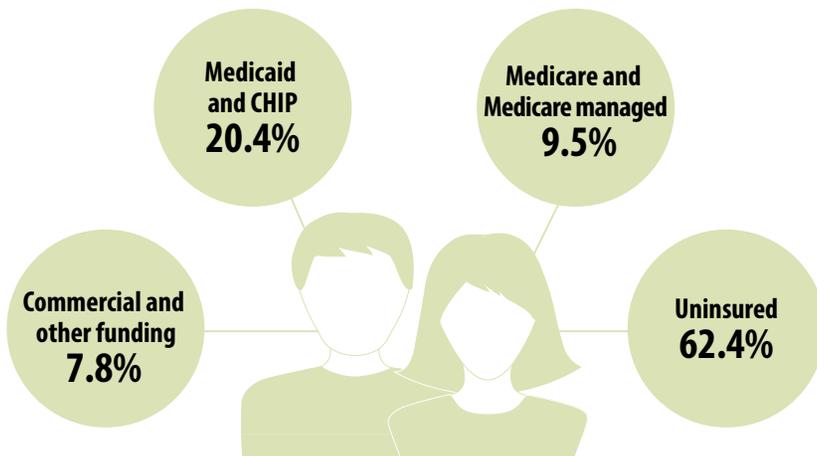
Average Daily Census* 623.3

*Patients in the hospital



Teams throughout the organization are actively focused on finding efficiencies and delivering quality results for the benefit of Harris Health's patients.

Patient Payor Mix



Revenues

Property taxes	\$ 635.4 million
Investment and other revenue	\$ 50.3 million
Net DSRIP revenue	\$ 73.8 million
Medicaid supplemental programs	\$ 180.6 million
Net patient service	\$ 361.5 million
Total Revenue	\$ 1.302 billion

Transformation Awards

Harris Health's Think Innovation Transformation Awards are given to physicians who embody the culture of innovation and work collaboratively to achieve best-in-class outcomes. They apply innovation to their everyday practices, resulting in improved quality, a positive financial impact and better patient experiences.

Three 2016 transformation awards were presented to physician teams (*clockwise from bottom left*).

Dr. Peter Doyle, associate professor and assistant dean, Harris County Programs at UTHealth and Lyndon B. Johnson Hospital, identified an opportunity to challenge UTHealth faculty and residents to improve the quality of care provided within Harris Health, and launched the first All Clinician Quality Challenge to showcase best practice outcomes among LBJ clinicians. Doyle is pictured with Dr. Parikshet Babber (right), chief medical officer, Harris Health.



Ben Taub Hospital earned the prestigious Baby Friendly designation. Only three Houston-area hospitals and 14 in Texas have achieved the designation. Dr. Maya Suresh, chair, Department Anesthesiology; Dr. Stephanie Deal, Pediatrics; Dr. Christina Davidson, Obstetrics; Dr. Patricia Latimer, Family Medicine; and Dr. Joseph Garcia-Prats, medical director, Neonatology lead the practice changes necessary to provide the best possible care for mothers and infants.

Dr. Nasser Lakkis, chief, Cardiology, Ben Taub Hospital, and chair and professor, General and Interventional Cardiology, Baylor College of Medicine, created the process by which Ben Taub was able to lead the nation in door-to-balloon times for STEMI patients among hospitals surveyed by Centers for Medicare and Medicaid Services. Lakkis also launched a new educational forum Super Heart-to-Heart Talk for heart attack prevention with the City of Houston. Dr. Stephen Greenberg (pictured), chief, Medicine Service, Ben Taub Hospital, accepted the award on his behalf.



Our Board of Managers Leading the Way

At its inception, Harris Health was overseen by a seven-member Board of Managers, appointed by Harris County Commissioners' Court.



The 1966 original Board of Managers for the Harris County Hospital District; seated, l to r: Aaron J. Farfel, Winifred Wallace, Daniel C. Arnold, and Quentin R. Mease. Standing, l to r: Robert L. Gillette, Don A. Horn, Gerald D. Hines.

In 1987, the membership was expanded to nine appointed members to better reflect the growing and diverse community.

Harris Health's Board members generously give of their time, talent and leadership to help guide the system, as they serve in an unpaid capacity.

The Board is entrusted with the interpretation of the health system's mission and stewardship of its resources. It is responsible for the selection of the health system's chief executive and the overall governance of the system as provided by Chapter 281 of the Texas Health and Safety Code, and as delegated by Harris County Commissioners' Court.



Current Board of Managers (Left to right, top to bottom): Elvin Franklin Jr., chair; Daisy Stiner, vice chair; Anne Clutterbuck, secretary; Dr. Donald R. Butts; Brandon Capetillo; Lawrence D. FINDER; Carol Graebner; Dr. Kimberly Monday; Carolyn Truesdell

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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Early Houston Humanitarian Ben Taub



For nearly three decades (1935-1964), Ben Taub, a local real estate developer and businessman passionate about improving the lives of Houston's indigent ill, elderly and children, served as chairman of the board of Jefferson Davis Hospital, the community's first public hospital. Taub immersed himself in service to the hospital and its patients and became a near constant presence, visiting staff and patients day and night, and advocating for those in need of care. In the early 1940s, Taub's behind-the-scenes efforts were instrumental in encouraging Baylor College of Medicine to join the newly formed Texas Medical Center and helped bring the City of Houston and Harris County its first medical school. It was a partnership that would have a profound influence on Houston's future for more than 70 years.

In 1963, a new hospital in the heart of the fledgling medical center was built and dedicated to honor the native Houstonian who had given so much of himself and his fortune to improving the health of his less fortunate neighbors. He stepped down from the hospital board in 1964, but for the remainder of his life he continued to support the mission of the health system he helped establish.

Today, Ben Taub's legacy of service lives on through the hospital bearing his name.



A constant presence in the hospitals, former city-county hospital chairman Ben Taub (far right), visits with a colleague and auxiliary volunteer.

Lester And Sue Smith Receive The 2015 Ben Taub Humanitarian Award

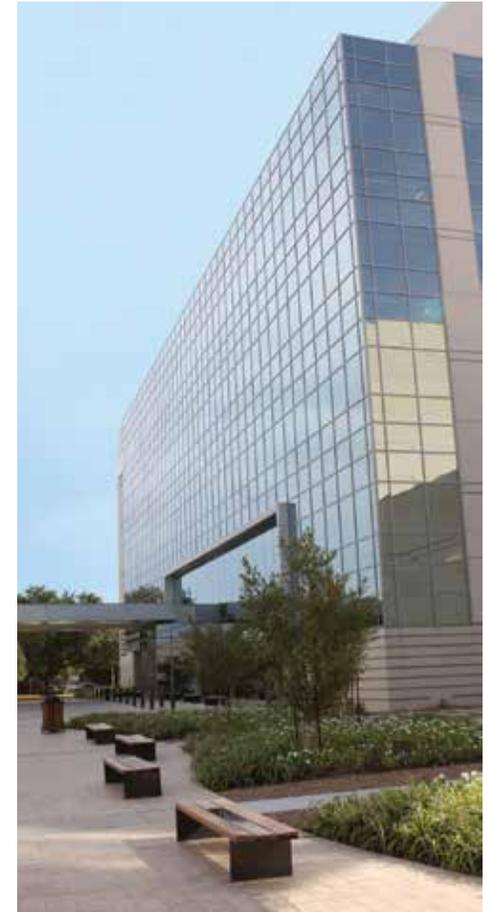


In a city known for pioneers in energy, medicine, business, finance and philanthropy, one couple stands out – Sue and Lester Smith who have dedicated their private wealth for the public good. Their extraordinary generosity and compassionate care for others is motivated by their personal motto that “to whom much is given, much is expected.”

Drawing from a place of gratitude for the life-saving care Lester received during his two-time battle with cancer, the couple have dedicated more than \$100 million to support adult and pediatric cancer research and treatment at numerous Texas Medical Center institutions, including Harris Health System.

Sue and Lester Smith have been integral to enhancing the excellent cancer care that Harris Health provides its patients. In 2011, the Smiths provided a \$15 million grant – the largest gift in Harris Health and the Harris County Hospital District Foundation’s history – to help establish the Smith Clinic.

Opened in 2012, the five-story Smith Clinic includes the Smith Breast Center, Smith Infusion Therapy Clinic, Smith Diagnostic Imaging Department, Smith Oncology Clinic, the J. Evans and Mary P. Attwell Radiation Therapy Center and more than 20 other specialty clinics.



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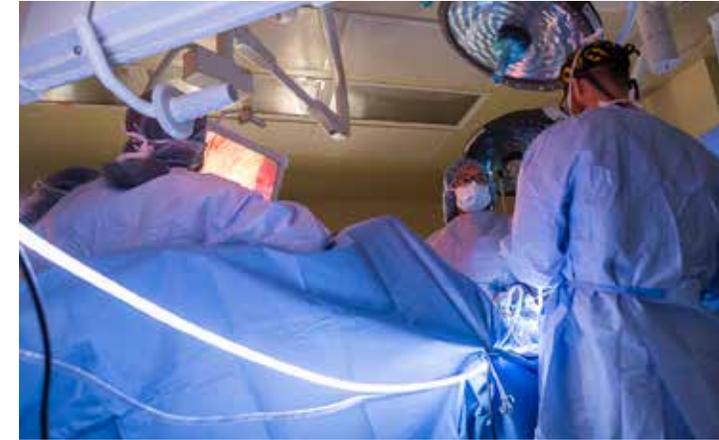
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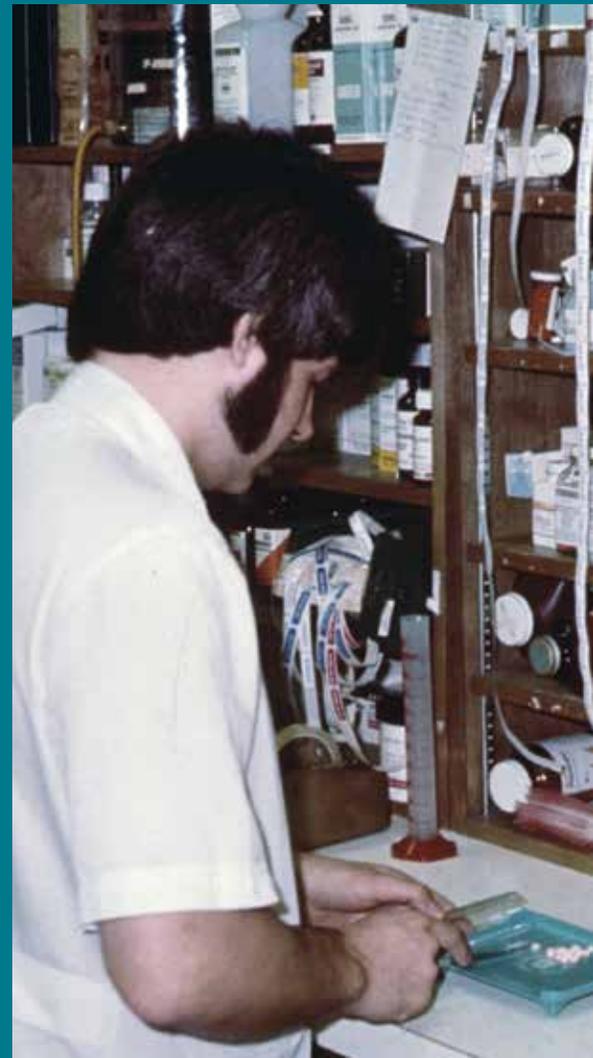
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