

One for all

HARRISHEALTH SYSTEM

One world-class health system.
Driven to make a difference.
For all of Harris County.



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One for all.

The number one can change everything.
One doctor, one idea, one caring touch can transform the course of a disease,
the course of your personal health, or the health of our community.

We believe in the power of one, which is why we work together as one system,
where patients are partners, where sharing best practices is common practice,
and where thousands of the best minds in medicine serve millions of residents
in one of the nation's largest urban counties.

As far as we're concerned, there shouldn't be any barriers to health.
And thanks to coordinated care teams, new clinic facilities throughout Harris County
and an entire system connected through the latest technology,
we're doing our part to deliver world-class care to residents of Harris County.

Letter to Our Community

In Fiscal Year 2015, Harris Health reached new milestones in our journey of transformation.

We continued our focus on providing world-class clinical excellence as southeast Texas' leading safety net provider, in the final stages of completing our last new medical facilities in a capital expansion begun seven years earlier. We now serve more patients than ever before. Our survey metrics indicate continued gains in quality and patient satisfaction. Process improvements have driven improved efficiency and access to clinical appointments for patients. And we extended our recent record of prudent expense management—a priority essential to our future.

All of these gains were secured while maintaining an unwavering focus on Harris Health's core mission—to provide high-quality medical care to the underserved residents of Harris County. As we count the contributors to our year of progress, foremost among them were generous donors, Harris County Commissioners Court, the leadership of Harris Health System, volunteers, a broad range of community stakeholders and more than 8,000 committed employees and 2,000 of our credentialed medical staff partners.

In the last few years, Harris Health has undergone a dramatic transformation—one quickened by the opportunities provided under the 1115 Medicaid Waiver, and enactment of the Affordable Care Act.

MISSION FOCUSED

We are committed to providing access to medical care that many other Houston-area institutions cannot provide. Of course that still means caring for the underserved. But it also means delivering the care that many other institutions in the region are not equipped or staffed to offer, such as our designated trauma, STEMI (heart attack) and stroke centers. In the end, we remain one system for all residents of Harris County, insured and uninsured alike.

Medical education and training is critical to ensuring the next generation of healthcare providers. To this end, Harris Health is committed to becoming the nation's finest academic, public health system. We do this to train the physicians, nurses and other providers who can extend our reach beyond Harris Health's walls, to give people throughout the community access to well-trained medical personnel and high quality care.

AN IMPROVED PATIENT EXPERIENCE

A multiyear initiative to renovate all inpatient rooms is now nearly complete, converting four-bed rooms—common during the 20th century—to semi-private rooms, which studies show reduces the incidence of hospital-acquired infections, improves patient recovery and overall satisfaction. This investment is helping to provide a better experience for every patient.

CENTERS OF EXCELLENCE

Harris Health also takes pride in its designated centers of excellence which offer comprehensive care and are staffed by a team of skilled physicians, nurses and other practitioners who have undergone specialty training in their medical and/or surgical area of expertise. Our centers of excellence include:

- Cancer Care
- Cardiology
- Community Medicine
- Geriatric Medicine
- HIV/AIDS Care
- Physical Medicine & Rehabilitation
- Sleep Disorders
- Stroke Care
- Trauma Care
- Women & Infants Service

ACHIEVING FINANCIAL SUSTAINABILITY

The importance of Harris Health's role in our community is beyond measure, and more essential today than it was when the institution was founded nearly 50 years ago. We will continue to work diligently to ensure Harris Health remains financially strong and able to fulfill its mission.

You have our word on that.

Elvin Franklin Jr.

Elvin Franklin Jr.
Chair, Board of Managers

Masi

George V. Masi, FACHE
President and CEO





12,248
Total Trauma Cases
(in 2014)



The one to turn to for world-class trauma care.

Bodily injury is the leading cause of death and disability in young adults and is the fifth leading cause of death in all age groups. Two of the busiest emergency centers in Houston serve as the focal point for the lifesaving interventions we routinely provide the Harris County community.

Level 1

Ben Taub Hospital is renowned as the region's foremost Level 1 trauma center, providing access to the most skilled surgical experts and medical specialists — 24 hours a day, 365 days a year.

Level 3

LBJ Hospital is among the nation's busiest Level 3 trauma centers and performs at the highest level, frequently caring for severe trauma cases and providing stabilizing care for patients requiring more specialized treatment.

As a regional trauma care provider, Harris Health strives to save the lives of the seriously injured and ultimately return them back to productivity. To do so, Harris Health works closely with Emergency Medical Services, other first responders and surrounding medical care facilities in the first hours after injury to ensure that severely injured patients have rapid access to the highest level of medical care required. The emergency room evaluation, operative care, critical care, acute care and rehabilitative care have all been integrated to optimize survival and provide the best outcomes possible.

Code blue.

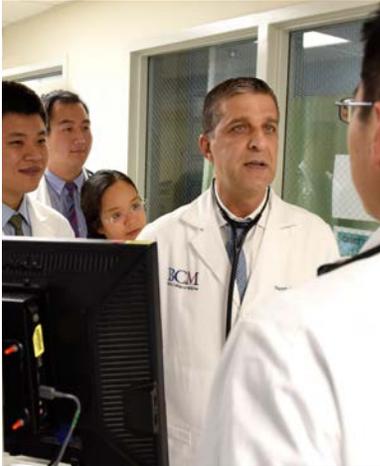
HPD Officer Lloyd Morrison, trauma survivor

When Officer Lloyd Morrison, a Houston Police Department accident investigator, was called to the drunk-driving scene, he was hit by two more drunk drivers during the course of his investigation. His legs were run over twice and broken in so many places that no one counted the breaks. He was dragged 50 feet and pinned between a car and a fire truck. His arm was nearly severed and he was almost impaled by an exhaust pipe.

“I credit the Houston Fire Department with saving my life. And I credit Dr. Brad Scott and his Ben Taub trauma team for saving my limbs. They are tenacious. They never stop. I honestly believe that if I had gone to any other hospital, my legs and arm would have been amputated.”

Dr. Brad Scott, professor, Surgery, Baylor College of Medicine remains Officer Morrison’s trauma champion.





<50 Minutes
Median
Door-to-Balloon Time



The fastest one in Houston.

STEMI: ST-segment Elevation Myocardial Infarction (STEMI)

Almost 250,000 Americans experience STEMI, the deadliest form of heart attack, each year.

Harris Health System's Ben Taub Hospital has received the 2015 Mission: Lifeline Gold Plus Receiving Center award from the American Heart Association for its treatment of severe heart attack patients. The award recognizes Ben Taub hospital as among the best in the country for excellence in STEMI care by assuring prompt, evidence-based care for heart attack patients—all the way from the 9-1-1 call...to the ER...to the definitive treatment for restoring blood flow through the heart.

Bringing together EMS providers, the emergency department and cardiac catheterization staff, the Code STEMI Response Team strives to have the fastest door-to-treatment time in the industry. And, Harris Health's STEMI protocol extends from Ben Taub to LBJ Hospital, where emergency room physicians coordinate care for patients diagnosed with STEMI, who require immediate intervention.



Two stents. One happy heart.

*Graciela Del Angel,
heart attack patient*

When she experienced chest pain and problems breathing, Graciela's family rushed her to Ben Taub Hospital.

Graciela was having a heart attack, and the Emergency Center staff knew just what to do. Ben Taub is recognized by the American Heart Association for caring for ST-elevation myocardial infarction (STEMI) patients in less than 90 minutes. Ben Taub's average is half that.

"I was surrounded by people. I was scared until a nurse explained they were doing everything so fast to help me. Then I went to sleep." She received two stents to repair blockages in her heart. "The next thing I remember was waking up with doctors all around. I felt safe. I could breathe again. I got the best care I could ever receive. *Everybody* from doctors to nurses to the cleaning lady were all so good to me. I was in the best hands."





2,253

Total

New Cancers Treated



One system for any stage of cancer.

Harris Health System, in partnership with Baylor College of Medicine, University of Texas MD Anderson Cancer Center and UTHealth, offers a wide range of diagnostic, treatment and support services for cancer and blood disorders.

Our cancer specialists work to help make each patient’s journey as comfortable and convenient as possible at every stage of treatment. We provide the following cancer treatment services:

- Medical Oncology
- Hematology
- Gynecologic Oncology
- Radiation Oncology
- Chemotherapy
- Diagnostic Imaging
- Breast Health
- Research & Clinical Trials
- Cancer Prevention & Screening
- Surgical Specialists

Breast Health

Harris Health’s comprehensive Breast Health Services expedite each patient’s care from screening to diagnosis and intervention when necessary. Harris Health Smith Breast Clinic provides same-day ultrasound and biopsy, greatly accelerating care and treatment for anxious patients. Technology featuring breast-specific MRI, breast ultrasound and digital mammography technology featuring 3-D tomosynthesis means that Harris Health Breast Center patients have access to the finest diagnostic care in Houston.



Support Services

Harris Health’s Cancer Centers also focus on preserving quality of life after treatment, and have developed support services for patients through specially funded grants such as the AVON Breast Patient Grant, AVON Nurse Navigator Grant, and the Tender DROPS of Love grant sponsored by Susan G. Komen For The Cure®.

Cancer free.

Raymond Brooks III, cancer survivor

When a routine physical revealed he had Stage IV colon cancer, Raymond got busy, along with a team at Lyndon B. Johnson Hospital.

“I’m blessed. It never dawned on me how serious Stage IV cancer is. The staff opened my mind to the treatment. I learned I had to be strong and that everyone in the hospital was here to help me. When I walk in LBJ, I know we’re all one — doctors, nurses, patients. The care is excellent. Everyone goes out of their way to share a kind word or a smile. Now I encourage other patients because I want to give back what the staff gave to me.”

Raymond’s physician champion is Dr. Nishin Bhadakamkar, assistant professor, General Oncology, The University of Texas MD Anderson Cancer Center at LBJ Hospital.





Nearly **1/2 Million**
HIV Tests
Since August 2008



One team focused on prevention.

Established in 1989, Thomas Street Health Center is among the leading HIV/AIDS treatment programs in the U.S. In partnership with both UTHealth and Baylor College of Medicine, our clinical staff works closely with patients to provide complete primary and specialized medical care, case management, behavioral health support, nutritional services, physical therapy and a full-service pharmacy.

Routine Universal Screening for HIV (RUSH)

The RUSH program has been groundbreaking with its opt-out approach to HIV screening. This approach has resulted in the screening of nearly one-half million people since the start of the program. More than a thousand new positive cases have been identified through the program.

PrEP Clinic

PrEP is a new prevention method that involves HIV-negative people taking daily medications to help prevent HIV infection. For couples in a committed relationship where one partner has the HIV virus, Harris Health Thomas Street offers a program that provides Pre-Exposure Prophylaxis (PrEP) to the HIV-negative partner to reduce their risk of acquiring HIV.

Women's Clinic

According to the National Institutes of Health, HIV transmission from mother to infant during pregnancy, labor, and delivery, or by breastfeeding accounts for nearly all AIDS cases reported among US children. To combat new transmission, women at Thomas Street receive specialized HIV medicines before and during childbirth to prevent mother-to-child transmission of HIV. Studies show this reduces the chance of transmission to a baby to less than 2 percent. Our patients had zero transmissions to their babies this past year.

Staying negative in a positive relationship.

*Mary Holley,
PrEP Clinic patient*

Stunned when she learned her boyfriend was HIV positive, Mary turned to Thomas Street and Dr. Charlene Flash and learned she didn't need to worry.

"I was surprised there is a place like Thomas Street," she says. "Everyone should know about it. I've never been any place where everyone is so kind and makes their patients feel so comfortable. HIV isn't the death sentence we once thought it was. My boyfriend has managed his condition for more than 20 years, thanks to doctors and staff here. Don't be afraid of HIV. Learn about it. Understand it. Don't run from relationships because of it. These people can help."

Mary's health champion is Dr. Charlene Flash, assistant professor Medicine-Infectious Disease, Baylor College of Medicine.





More Than
1 Million
Patient Encounters



Houston's leading medical home goes one to one.

Harris Health System was the first healthcare system in Houston to achieve Physician Practice Connections-Patient-Centered Medical Home designation by the National Committee for Quality Assurance (NCQA). The prestigious recognition of the system's primary care centers and clinics signifies a shift in the way we care for our patients by using evidence-based guidelines to standardize how we manage chronic disease.



In a medical home, patients have an ongoing relationship with a personal physician who provides coordinated and high-quality care — one to one. Harris Health's medical home clinics provided personalized care for more than 1 million patient encounters in 2015.

Healthcare is a team effort, and the most important person on the team is the patient. A key aspect of the medical home is to strive for effective treatment by educating and engaging the patient as a partner in the management of chronic conditions like diabetes and hypertension.

The goal is to optimize life-long health and well-being of each patient.

Conquering diabetes.

*Katherine Boyett,
medical home patient*

For more than two years, Katherine has dealt with life-threatening issues. As her body healed, her diabetes became more prominent.

To better understand the disease, Katherine's physicians referred her to diabetes educators at Harris Health's El Franco Lee Health Center. "They are the people who help you live with diabetes," she says. "For a while, it was affecting every part of my life. They helped me understand it doesn't have to. I learned about labs, medication, diet, exercise, skin care. With their help, I learned to control diabetes, rather than allowing it to control me."





38 Minutes
Median Door-to-tPA*
Infusion Time



*AHA/ASA Goal: <60 Minutes

One comprehensive response to stroke.

On average, someone suffers a stroke every 40 seconds or dies of a stroke every 3.1 minutes. A stroke occurs when blood flow to the brain is interrupted because a blood vessel is blocked or bursts. Each year, about 800,000 people experience a new or recurrent stroke, the nation's third leading cause of death.

Ben Taub Stroke Center

In 2015, Harris Health's Ben Taub Hospital earned the American Heart Association/American Stroke Association's Get With The Guidelines® – Stroke Gold Plus and Target: StrokeSM Honor Roll Elite Plus Awards. It is one of two hospitals in Houston to receive the prestigious Elite Plus designation, and one of seven in Texas.



Harris Health's neurologists, stroke specialists, emergency medicine doctors and nurses know the importance of rapid response and are able to help ischemic strokes, the most common type of stroke resulting from a blockage or narrowing of blood flow to the brain, to even the most complex stroke cases.

Physical Medicine and Rehabilitation

Physicians, nurses and therapists at Quentin Mease Hospital's Rehabilitation Center provide comprehensive care to patients recovering from neurological injury, stroke, heart attack, as well as other major surgical or medical procedures.

The center specializes in the treatment of neurological conditions and diagnoses, including:

- Stroke
- Spinal Cord Injury
- Multiple Sclerosis
- Brain injury
- Parkinson's Disease
- Other neurological injuries

Bouncing back.

*Colonel St. James,
stroke survivor*

Texas Radio Hall of Famer Colonel St. James' care at Harris Health System started with a stroke, but soon grew to include physical therapy, open heart surgery, cancer treatment and diabetes care.

Since his stroke, therapists at Quentin Mease Hospital have worked with the Colonel, "toes to ear," to help put the music back in his life. He has a goal of walking unassisted wherever he wants, and turns to the people he trusts most.

"When I had the stroke, I was working part time and had no insurance. If I won the lottery today, I'd still use Harris Health. I thought it was the place to go for trauma. I've learned it's the place to go to get fixed. The care is above and beyond. All my doctors, all my caregivers, treat me like I'm the only person in the building."





45%

of Physicians Licensed in
Harris County Trained at
Harris Health Facilities



One system training tomorrow's doctors and nurses.

The patients of Harris Health System are cared for by doctors renowned in their fields. Harris Health is staffed by faculty physicians and medical residents from Baylor College of Medicine, UTHealth and UT MD Anderson Cancer Center. These doctors are defining new breakthroughs in care across multiple specialties.

In academic medical centers, like Harris Health System, physicians and scientists, who teach medicine and conduct groundbreaking research, work together to bring the latest treatments, technologies and life-saving care to patients.

Harris Health plays an important role in the graduate medical education and training programs at these two prestigious medical schools. With about 43,000 physicians engaged in patient care for a population of about 23 million, Texas desperately needs more physicians. To be on par with other large states, Texas needs another 10,000 doctors just to serve its current population.

More to the point: Fully 45% of physicians licensed in Harris County trained through either UTHealth or Baylor College of Medicine at Harris Health facilities.

Medical Residents in Training (2014-2015)

UTHealth: 248

Baylor College of Medicine: 390

One calling.

*Dr. Sergio Torres,
internal medicine resident*

He visited Ben Taub Hospital as a medical student and found his calling — caring for the underserved.

“Caring for the underserved is a special responsibility and privilege. How we treat the most vulnerable among us defines society. It reflects who we are. If we don’t care for people before they get sick, it’s more painful for the patients and more expensive for society. At Ben Taub, as caregivers we’re closer to our patients. That’s what gets me up every morning. I get to be involved in healing with people who care. Each night, I know I did something good. Every day is a blessing.”





163

Graduate Nurse Interns
(in 2014)



One opportunity to develop.

The Harris Health System Nursing Internship Program is designed to serve as a bridge, taking new nursing graduates and beginning practitioners on a journey from education to high-quality clinical practice.

For each nurse intern, one highly trained preceptor is assigned to help the novice nurse grow and expand knowledge and skills. The program's structured learning activities and extended clinical experiences focus on transitioning new graduates into safe clinical practice.

Harris Health's nursing internship is divided into three phases:

Phase I - Cognitive Development/Critical Thinking/Clinical Immersion
(Extended-orientation 16 weeks)

Phase II - Critical Thinking/Clinical Decision Making (months 5-8)

Phase III - Initiation of Professional Formation (months 9-12)



A year of growth.

*Myisha Anderson,
nurse intern, LBJ Emergency Center*

At Harris Health System, nursing interns make the journey from student to practitioner with confidence.

For Nurse Clinician Myisha Anderson, RN, LBJ Emergency Center, the Harris Health Graduate Nursing Internship Program is a welcome transition into practice. The structured one-year program focuses on the nurse's chosen clinical specialty and provides a group of peers to meet with weekly to discuss experiences.

"It has had such a positive impact on my career. Patient safety is the biggest advantage. I feel increasingly more confident. This year is about growth, and I grow every day. I learn so much from our patients. You might think I'm helping them, but honestly, they're helping me. They go through a lot, and yet, they give me a more positive outlook. I'm blessed."





600
Active Research Projects
\$800,000
Added Revenue



Together as one.

The only thing better than having the best medical minds in the world is having them all connected. When experts from every field come together as one, to share knowledge, experience and research across dozens of locations, you see better outcomes.

With its affiliation to Baylor College of Medicine, UTHealth and the University of Texas MD Anderson Cancer Center, Harris Health is home to a number of significant research projects in all areas of medicine and healthcare.

These studies provide Harris Health prestige, a source of revenue and support our effort to discover new knowledge and its application to improve patient care. We now host nearly 600 active research projects.

Researchers seek out Harris Health because of our large and diverse patient population and the system's robust and secure information technology network that can be tapped to mine patient data.

A few of the studies include finding the underlying cause of long-term brain damage of trauma patients, evaluating the safety and benefits of treating high blood pressure during pregnancy, advancing innovative treatment of patients co-infected with HIV and hepatitis C virus, and assessing the effects of e-cigarette use during pregnancy.

This year, those projects and others are expected to generate about \$800,000 in revenue.

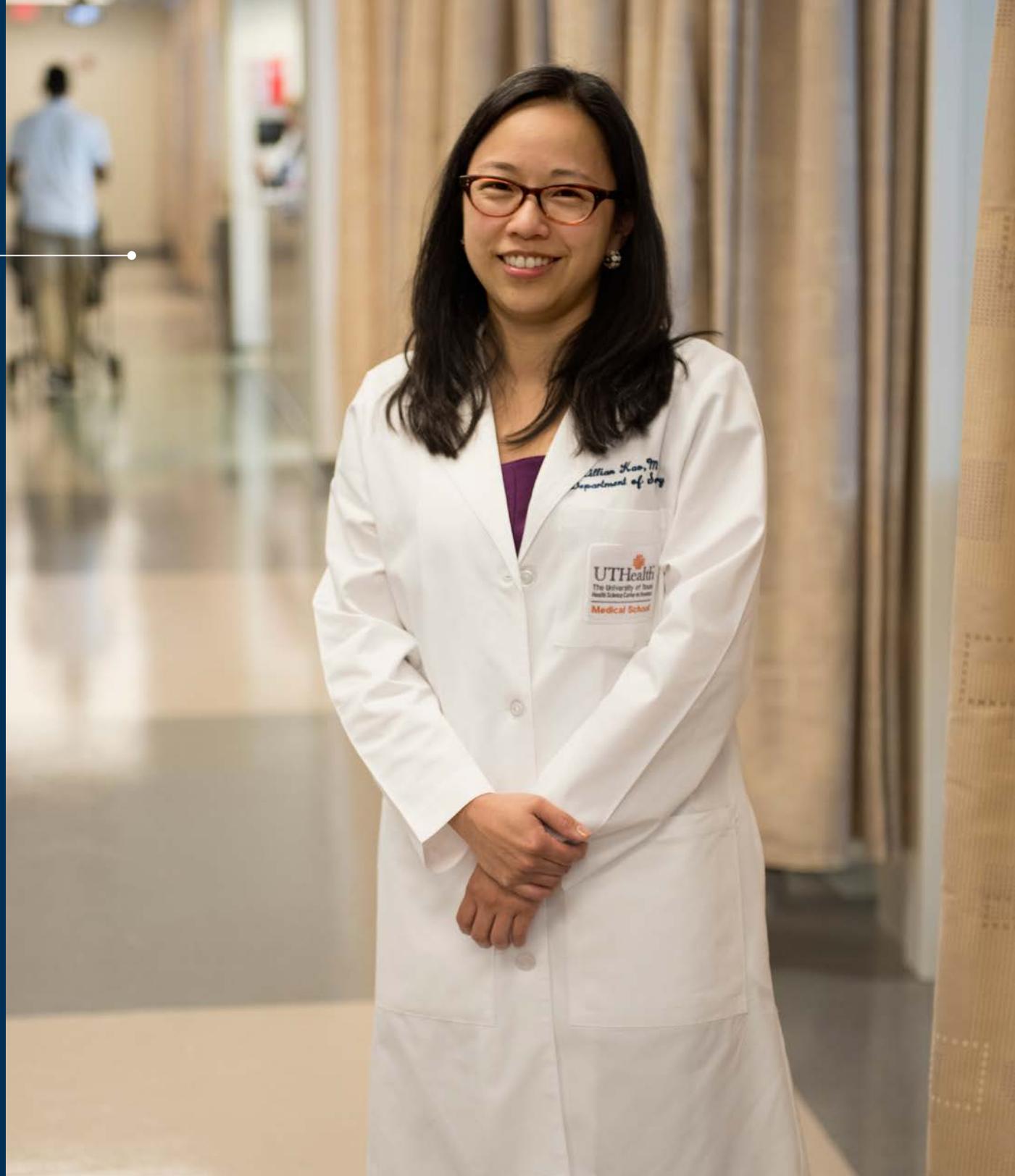
One-of-a-kind opportunity.

*Dr. Lilian Kao,
surgeon/researcher, LBJ Hospital*

Dr. Lilian Kao came to Houston for an advanced fellowship and found opportunities she never expected. She is one of nine recipients of the 2014 UT System Regents' Outstanding Teaching Award and also received an implementation science research award from the Association for Professionals in Infection Control and Epidemiology (APIC) for "Strategies for Preventing Healthcare Associated Infections – Putting Them into Context."

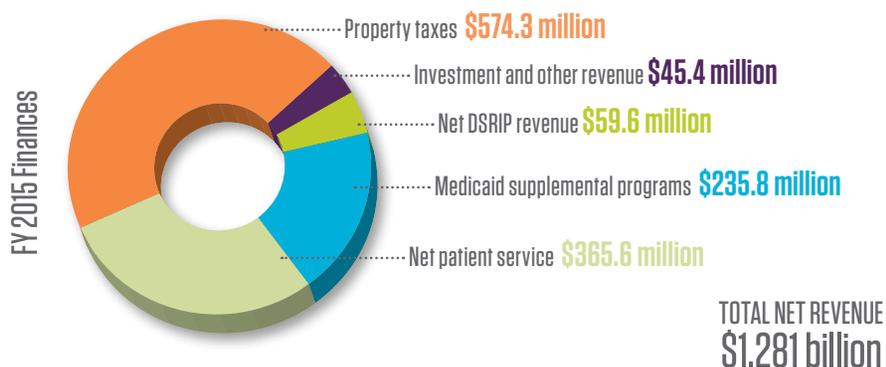
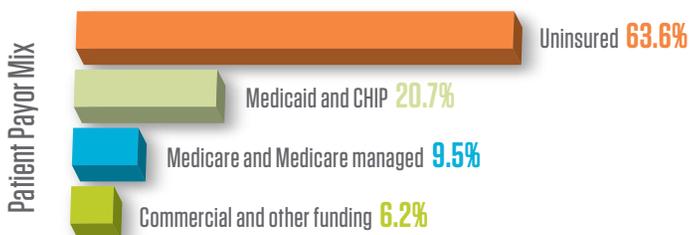
The focus of her research is to use evidence-based practices to improve disparities of care. "I have found that the key is to align your clinical work with your research in order to be the best surgeon you can be."

"As a surgeon, a researcher and as a teacher, Lyndon B. Johnson Hospital offers everything I'm looking for. The breadth of disease spans the spectrum, from straightforward to challenging. The experience makes our residents better surgeons. Researchers make progress, patients get better care, and students get an excellent education."



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, 2014 – February 28, 2015).



Statistical Highlights

Fiscal Year Ended Feb. 28, 2015

Total Outpatient Visits	1,950,472
Major components include:	
Primary Care Visits	893,044
Specialty Clinic Visits	345,900
Outpatient Surgery Cases	23,711
Total Emergency Room Visits	182,099
Total Cases Occupying Patient Beds	54,696
Births	6,683
Total Patient Days	240,172
Average Daily Census *	658.0
*patients in the hospital	

Statement of Revenues and Expenses

Fiscal Year Ended Feb. 28, 2015

(in thousands)

Operating Revenues

Net patient service revenue	\$ 365,636
Medicaid supplemental programs revenue	235,758
Other operating revenues	28,490
Total operating revenues	629,884

Operating Expenses

Salaries, wages and benefits	710,047
Purchased services, supplies and other	516,632
Depreciation and amortization	56,672
Total operating expenses	1,283,351
Operating (loss) income	(653,457)

Non-Operating Revenues (Expenses)

Ad valorem tax revenues – net	574,274
Net tobacco settlement revenues	9,512
Net DSRIP revenue	59,558
Investment income	5,010
Interest expense	(14,372)
Other	2,423
Total non-operating revenues	636,405

Change in net position	\$ (17,062)
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The Harris County Hospital District Foundation



One focus since 1992.

Over the past 23 years, the Harris County Hospital District Foundation has been able to contribute over \$37 million to various programs and initiatives of the Harris Health System. Harris Health and the HCHD Foundation would like to thank each and every volunteer, donor, community partner and supporting organization that generously donated both time and funding to support our mission. However you choose to give, we are grateful for your support. Each dollar and each man-hour helps us to work toward our mission — to positively impact the lives of those served by the Harris Health System.

With your continued support, community health outreach programs, patient education and professional development of healthcare providers, Harris Health System will continue to serve as the foundation's focus for years to come.

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.

Total Programs and Grants Expenditures | \$37,853,580



Hundreds of enthusiastic volunteers and participants turn out each year for the HCHD Foundation's annual Texas Med Fun Run/Walk. In 2015, proceeds from the event benefitted Harris Health's pediatric immunization programs.

Donors

\$100,000 - \$999,999

Community Health Choice
Houston Affiliate of Susan G.
Komen for the Cure
McDonald's Corporation

\$25,000 - \$99,999

DentaQuest Foundation
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Heritage Title Company of
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Lamajak, Inc.
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Taub Foundation
The Brown Foundation, Inc.
The Cullen Trust for Health Care
The Lester and Sue Smith
Foundation
The Simmons Foundation

\$10,000 - \$24,999

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Citizenship
Houston Livestock Show and
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Ms. Alisa E. O'Leary

\$5,000 - \$9,999

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\$2,500 - \$4,999

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Memorial Hermann Health System
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UT Houston Student Chapter
The Attwell Foundation
Vivian L. Smith Foundation
Zucchetto Enterprises LLC

\$1,000 - \$2,499

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Sanita Footwear, LLC
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Mr. Paul David Van Atta
Melvyn and Cyvia Wolff
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\$250 - \$499

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Mrs. Loretta Hanser and
Mr. James Roberson
Ms. Jocelyn K. Harden
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The Estates at Stone Crossing Ltd

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Ms. Pauline Vickers
Mr. and Mrs. Norman Weisbrodt
The Honorable and Mrs. Bill White
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Ms. Stacie L. Yarbrough
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