Our commitment to our community never faltered.

Harris Health System is responsible for the health and wellness of Harris County’s most vulnerable residents. Nothing could have tested our commitment as healthcare champions more than the ongoing COVID-19 pandemic.

Despite the personal risks, the exhausting challenges, the devastating reality of losing some patients we desperately gave our all to save, Harris Health teams demonstrated their grit, resourcefulness and determination to do right by our patients and our community, above all.
Through it all, we remained focused, as One Harris Health System, on maintaining our high standards and the pursuit of excellence. Our nurses initiated and completed an intense month-long retraining program to make sure we could safely care for COVID patients as well as those relying on us for regular services, including our high-level critical and trauma care. Also under most unusual circumstances, Harris Health Lyndon B. Johnson and Ben Taub hospitals earned Magnet status from the American Nurses Credentialing Center, realizing a goal years in the making and one very few hospitals ever achieve. Across our system, we witnessed the inspiring tenacity of teams at every level, stepping up to find new ways to serve those who needed us most. Logistics drivers giving stranded patients a ride home in an ice storm. EMS providing at-home COVID vaccines to hundreds of patients in need. Retired nurses coming back because we needed them to. And scores of other unsung heroes, from environmental services staff to security personnel and everyone in between, continuing to show up for us all.

Thanks to these courageous souls, our respected leaders and dedicated supporters, we’re optimistic about the future and the milestones we’ll reach as we roll out our comprehensive new five-year strategic plan together.

“The resilience of our employees and medical staff across our system has won the day. They deserve our eternal gratitude.”

Arthur W. Bracey, MD
Chair
Harris Health System Board of Trustees

Esmaeil Porsa, MD
President and Chief Executive Officer
Harris Health System

TO OUR COMMUNITY

It’s hard to believe COVID-19 is still dominating world headlines, especially when you consider everything our Harris Health family has accomplished while battling it. The pandemic drove some of these accomplishments; others came despite its relentless demands.
OUR MISSION
To improve the health of those most in need in Harris County through quality care delivery, coordination of care and education

OUR VISION
To become the premier public academic healthcare system in the nation

VALUES
Q - quality and patient safety
U - united as One Harris Health System
A - accountable and just culture
L - leadership and integrity
I - innovation, research and education
T - trust, respect and recognition
Y - you: patients, employees and medical staff
During the first COVID-19 surge in April and May 2020, the need for trained hospital nurses became critical—not only at Harris Health but everywhere. Because of this nationwide nursing shortage, we would have to recruit from within our own ranks to meet the challenge, which meant training nurses, many of whom had no recent hospital experience, to go above and beyond their current day-to-day duties. Registered and licensed nurses from all areas, including administrators, case managers and non-clinical departments such as information technology volunteered to level up. Our nursing professional development and education teams joined forces. In one week of very long hours, they created the training plan. In three more weeks, they had trained more than 400 clinic nurses and nurses in non-patient care roles, repurposing the ambulatory surgery center at Lyndon B. Johnson Hospital, which had been temporarily closed during the surge. The training began with a series of online modules covering core nursing skills, followed by comprehensive in-person training sessions taught by nursing volunteers who had also been trained as experts. Before final deployment, all nurses completed Epic emergency center and inpatient care courses. As a result, the nurses who participated quickly became highly qualified RN assistants, confident and well versed in the latest medical and safety protocols, including a new Code Blue process for COVID-19 patients.

As the pandemic has continued to tax our system, our trained nurses continue to step in to provide the extra hands needed to serve our community.

In these months, they had trained more than 400 clinic nurses and nurses in non-patient care roles, repurposing the ambulatory surgery center at Lyndon B. Johnson Hospital, which had been temporarily closed during the surge. The training began with a series of online modules covering core nursing skills, followed by comprehensive in-person training sessions taught by nursing volunteers who had also been trained as experts. Before final deployment, all nurses completed Epic emergency center and inpatient care courses. As a result, the nurses who participated quickly became highly qualified RN assistants, confident and well versed in the latest medical and safety protocols, including a new Code Blue process for COVID-19 patients.

As the pandemic has continued to tax our system, our trained nurses continue to step in to provide the extra hands needed to serve our community. As the pandemic has continued to tax our system, our trained nurses continue to step in to provide the extra hands needed to serve our community. As the pandemic has continued to tax our system, our trained nurses continue to step in to provide the extra hands needed to serve our community.
As the safety net for our community’s most vulnerable, Harris Health works to anticipate needs rather than wait to respond. Knowing the extreme barriers our patients often experience in normal times, we’re determined to find and assist those whose special issues could easily slip through the cracks, especially during events like the pandemic and major storms.

COVID-19 vaccinations via House Call

Some of the patients we serve simply couldn’t get to our vaccination sites. When the Harris Health House Call program director called our EMS team to help transport homebound patients to and from a vaccine clinic to receive their COVID vaccine, the EMS team took things one step further. Instead of stressing medically fragile patients with a trip to and from a clinic for their vaccine, they offered to take the vaccine to the patients.

As a result of this unique and compassionate partnership, more than 300 homebound patients and their primary caregivers received vaccinations without having to travel at all. Even better, by protecting them from getting the virus and potentially needing hospital care later, this initiative ensured that more vital resources would be available for others.

Our logistics team goes above and beyond

During winter storm Uri in February 2021, one of our major goals was to manage hospital caseloads wisely to care for all patients safely and efficiently. As roads iced over and public transportation shut down, many discharged patients at Lyndon B. Johnson and Ben Taub hospitals were unable to get home.

Harris Health Logistics answered the call. Over the course of four days, team members not stranded themselves bravely volunteered to drive those patients home through the severe weather, making new use of the department’s large shuttles. Before each trip, the team made sure the patient had heat, power and a caregiver to go home to.

Ordinarily, Logistics team members work 10-hour shifts transporting lab specimens and other perishable items in special coolers, along with vital equipment and supplies wherever they are needed across Harris Health System.

Henry Pawlowski
Automotive Technician Supervisor, Logistics, Lyndon B. Johnson Hospital

“\textit{I reported to the command center from Wednesday to Friday and had an awesome time helping out.}”
Across our system, Harris Health teams strive to provide better patient experiences through programs and initiatives for continuous improvement.

**Prestigious Magnet status**

The nurses at Lyndon B. Johnson and Ben Taub hospitals earned Magnet status from the American Nurses Credentialing Center in September and October of 2020. This was no small feat. Fewer than one in 10 registered hospitals earn this designation, which recognizes a long-term commitment to high standards, continuing education and career development.

What makes this achievement even more remarkable is that it happened during a global pandemic. As they provided unprecedented levels of care for patients, our nurses dealt with postponements and virtual evaluations that threatened years of work toward this goal.

At both hospitals, Magnet surveyors commented on the professionalism, innovations and collaborative teamwork of our nursing teams and Harris Health staff.

**CNOR Strong recognition**

The Ambulatory Surgery Center at Lyndon B. Johnson Hospital received CNOR Strong designation by the Competency and Credentialing Institute in recognition of 50 percent or more of our perioperative nurses having earned CNOR certification.

**Medical school partnerships**

Harris Health is proud of our longstanding partnerships with the renowned McGovern Medical School at UTHealth and Baylor College of Medicine. These academic affiliations give our patients access to some of the most advanced medical care and technology, while providing exceptional real-world training for the next generation of medical professionals.

**A testament to team perseverance**

Harris Health teams continued to excel through innovative programs and initiatives across our system.

Healthiest Employers® Healthiest 100

Workplaces in America named us #1 in Texas for proactively shaping employee health through investments in health and well-being initiatives.

Harris Health earned “Most Wired” recognition for our accelerated virtual care and telemedicine efforts.

Our population health team received the 2021 America’s Essential Hospital Gage Award – Honorable Mention for our program to provide food and nutrition counseling to people with food insecurity and diabetes.

**Lyndon B. Johnson Hospital earned national recognition by the American College of Gastroenterology for colorectal cancer awareness outreach and prevention.**

**Ben Taub received 8 national recognitions for outstanding heart and stroke care from the American Heart Association and the American Stroke Association.**

**Harris Health ranked first in the nation for clinic leadership and community benefit in the 2020 Lown Institute Hospital Index.**

**Through our new Meds-to-Beds program, patients receive take-home medications and counseling before discharge and a follow-up call from a pharmacist 72 hours later.**
As our region continues to grow by leaps and bounds, so do the responsibilities of Harris Health System as we strive to fulfill our mission and statutory obligations to our community. The work has already begun.

The 2021–2025 Strategic Plan
At the end of our fiscal year 2021, the Harris Health System Board of Trustees approved an ambitious strategic plan designed to build on our strengths and truly unite our organization as One Harris Health System over the next five years. The plan establishes the imperative need for Harris Health to address several undeniable issues including, among others, our failing hospital infrastructure and the continuing challenges to primary and specialty care access for our underserved population.

Across the organization, we are committed and well on our way to achieving the plans goal and objectives.

The move to Fournace Place
In a quite literal manifestation of our united One Harris Health System philosophy, Harris Health undertook one of our largest relocation efforts in years, consolidating non-clinical office personnel from our Holy Hall and Kirby locations to 4800 Fournace Place in Bellaire, Texas. The move brings together nearly 1,000 Harris Health administrative, human resources, information technology and security teams and makes Fournace Place the new home of our School of Diagnostic Imaging and Radiography and outpatient rehabilitation services.

Our 2021–2025 Plan in action: Five Strategic Pillars
As we embark on a transformative journey, these pillars serve as the foundation for our future.

Pillar 1: Quality and Patient Safety
Aim: Harris Health will become a high-reliability organization (HRO) with quality and patient safety as a core value where zero patient harm is not only a possibility but an expectation.

Pillar 2: People
Aim: Harris Health will enhance the patient, staff and provider experience by actively listening to feedback and developing strategies to address high-impact areas of opportunity. Moreover, Harris Health will develop a culture of respect, recognition and trust with its patients, staff and providers.

Pillar 3: One Harris Health System
Aim: Harris Health will act as one system in its approach to management and delivery of healthcare.

Pillar 4: Population Health Management
Aim: Harris Health will measurably improve patient health outcomes by optimizing a cross-continuum approach to health that is anchored in high-impact preventive, virtual and community-based services, deployed in coordination with clinical and social services partners, and underwritten by actionable population health analytics and technology.

Pillar 5: Infrastructure Optimization
Aim: Harris Health will invest in and optimize infrastructure related to facilities, information technology (IT) and telehealth, information security and health informatics to increase value, ensure safety and privacy, and meet the current and future needs of the patients we serve.
FOCUS ON THE NUMBERS

Fiscal year 2021 demanded operational flexibility like no other in recent history. As we worked to protect our patients by postponing outpatient procedures, we understood the implications of such actions: lower patient volumes were a given.

At the same time, we expanded our Virtual Care telemedicine options to the delight of patients and providers alike. And the rapid transformation of our prescription delivery service to a 90-day mail-order program made life more convenient, accurate and safer for all.

In fact, many of the necessary changes we made have prepared us well for the day we can return to normal operations.

ADDRESSING PRIORITIES IN A SPECIAL YEAR

Fiscal year ended February 28, 2021. All numbers shown in thousands.

<table>
<thead>
<tr>
<th>Harris Health System Fiscal Year 2021 Revenues and Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues</td>
<td></td>
</tr>
<tr>
<td>Net patient service revenue</td>
<td>$695,234</td>
</tr>
<tr>
<td>Medicaid supplemental programs</td>
<td>$563,923</td>
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<tr>
<td>Other operating</td>
<td>$34,168</td>
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<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>$1,293,325</strong></td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and benefits</td>
<td>$894,277</td>
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<tr>
<td>Purchased services, supplies and other</td>
<td>$826,853</td>
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<tr>
<td>Depreciation and amortization</td>
<td>$59,751</td>
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<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$1,780,881</strong></td>
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<tr>
<td>Operating loss</td>
<td>($487,556)</td>
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<tr>
<td>Non-operating revenues</td>
<td></td>
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<tr>
<td>Ad valorem tax—net</td>
<td>$760,713</td>
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<tr>
<td>Net tobacco settlement</td>
<td>$12,324</td>
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<tr>
<td>Investment income</td>
<td>$4,424</td>
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<tr>
<td>Provider Relief Fund revenue*</td>
<td>$22,355</td>
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<tr>
<td><strong>Total non-operating revenues</strong></td>
<td><strong>$820,205</strong></td>
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<tr>
<td>Non-operating expenses</td>
<td></td>
</tr>
<tr>
<td>Interest expense</td>
<td>($10,820)</td>
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<tr>
<td>Other</td>
<td>$1,297</td>
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<tr>
<td><strong>Total non-operating expenses</strong></td>
<td><strong>$9,132</strong></td>
</tr>
<tr>
<td>Change in net position</td>
<td>$323,246</td>
</tr>
</tbody>
</table>

*COVID-19-related federal funding
FISCAL YEAR 2021 BY THE NUMBERS

FINANCIAL HEALTH

- $2.12B total revenue
- $780.7M ad valorum tax
- $695.2M net patient service
- $563.9M Medicaid supplemental programs
- $75.2M investment and other
- $720.3M charity care

PATIENT SERVICES

- 1,403,263 total outpatient visits
- 221,612 primary care clinic visits
- 161,495 specialty clinic visits
- 470,099 inpatient bed visits
- 853,206 total clinic visits
- 132,514 total emergency room visits
- 15,744 total surgeries
- 36,481 total cases occupying patient beds
- 4,217 births
- 492.3 average daily census

PATIENT DEMOGRAPHICS

- Commercial and other funding: 14.7%
- Medicare and Medicare managed care: 11.9%
- Medicaid and CHIP: 22.4%
- Uninsured: 51.2%
- Hispanic/Latino: 54.1%
- African American: 25.9%
- Caucasian: 11.3%
- Asian and other: 8.7%
- English speaking: 52%
- Spanish speaking: 43%
- Other languages: 5%

PATIENT NUMBERS

- 1,403,263 total outpatient visits
- 221,612 primary care clinic visits
- 161,495 specialty clinic visits
- 470,099 inpatient bed visits
- 853,206 total clinic visits
- 132,514 total emergency room visits
- 15,744 total surgeries
- 36,481 total cases occupying patient beds
- 4,217 births
- 492.3 average daily census

- 234,784 total in-patients
- 47,778 self-pay patients
- 79,139 charity patients

FINANCIAL HEALTH / 2021 ANNUAL REPORT TO OUR COMMUNITY

Spanish speaking: 43%
Other languages: 5%

36
21
GENEROUS COMMUNITY INVOLVEMENT

IN-KIND DONATIONS

<table>
<thead>
<tr>
<th>Community partners</th>
<th>361</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donated items</td>
<td>827,669</td>
</tr>
<tr>
<td>Total value</td>
<td>$1,604,950</td>
</tr>
</tbody>
</table>

GIFTS OF TIME

| Volunteers | 283 |
| Hours      | 11,114 |
| Value      | $180,555 |

Harris Health halted traditional volunteer activities to keep patients and volunteers safe during COVID-19. Volunteer services quickly pivoted to a virtual platform, creating opportunities for our patient and family advisory councils, and 100 summer junior volunteers. Continuing efforts allowed college students and adults to join the program.

Thank you to all who shared your time and gifts.

To donate in-kind items, visit harrishealth.org/give/in-kind-donations.

To make a monetary donation, please visit harrishealth.org.

We welcome your support, especially during these extraordinary times.

HARRIS HEALTH SYSTEM LOCATIONS

18 Community health centers
8 Homeless clinics
5 Same-day clinics
3 Specialty locations
2 Hospitals
1 Dental center
1 Dialysis center

Harris Health also operates several mobile units and school-based clinics.
FOCUS ON LEADERSHIP

Board of Trustees
Board members, appointed to two-year terms by the Harris County Commissioners Court, generously give of their time, talent and leadership as they serve in an unpaid capacity.

Arthur W. Bracey, MD
Chair

Linda Morales
Vice Chair

Elena Marks
Secretary

Andrea Caracostis, MD

Anne Clutterbuck

Lawrence D. Finder

Ewan D. Johnson, MD, PhD

Professor Marcia Johnson

Alicia Reyes

Executive Leadership
Esmail Porsa, MD
President and Chief Executive Officer

Steven Brass, MD
Executive Vice President and Chief Medical Executive

Jacqueline Brock
Executive Vice President and Chief Nursing Executive

Michael Hill
Executive Vice President and Chief Strategy and Integration Officer

Carolyn-Jones, JD
Executive Vice President and Chief Compliance and Risk Officer

Michael Norby
Senior Executive Vice President and Chief Operating Officer

Louis Smith
Senior Executive Vice President and Chief Financial Officer

Harris County Commissioners Court
Harris Health System gratefully acknowledges Judge Hidalgo’s continuing leadership in managing the public health threat of COVID-19.

Lina Hidalgo
County Judge

Rodney Ellis
Precinct 1 Commissioner

Adrian Garcia
Precinct 2 Commissioner

Tom S. Ramsey
Precinct 3 Commissioner

R. Jack Cagle
Precinct 4 Commissioner

2021 ANNUAL REPORT TO OUR COMMUNITY
The Harris County Hospital District Foundation serves to enhance the healthcare mission of Harris Health System by soliciting and raising funds for programs and increasing awareness of our value to the community.

The HCHD Foundation raises funds through direct donor solicitation along with yearly and bi-yearly fundraising events to support specific Harris Health programs and services.

Harris Health System gratefully acknowledges the generous support of all donors, community partners and volunteers, especially as our teams met unusual risks and found innovative ways to address the special challenges of COVID-19.

**2021 Donor Support**
- Personal protective equipment
- Pharmacy initiative to convert the 30-day prescription delivery program to a 90-day mail-order service
- Payment of ICU contract nursing hours
- Ongoing “Incredible Outcomes” Capital Campaign: refurbishing the main and NICU Unit Level I Trauma Center at Ben Taub Hospital
- Laptops and lunches for frontline Harris Health nurses
- Mammography
- Cancer care
- Children’s Health issues

**HCHD Foundation Highlights**

*FOCUS ON OUR SUPPORTERS*
FOCUS ON THE FUTURE

Keeping our promises

Harris Health recently launched a full-scale infrastructure assessment to determine the current conditions and lifespan of our two hospitals and evaluate the placement and community needs of our 35 clinic locations.

The results are clear:

LYNDON B. JOHNSON HOSPITAL
Ongoing plumbing and equipment failures threaten safe hospital operations and bed availability; the hospital must be replaced.
Access to specialty and critical care services such as interventional cardiology, neurosurgery and Level I trauma care in Northeast Harris County is woefully inadequate. Expansion of such services and the overall hospital capacity will allow us to better serve our community.

BEN TAUB HOSPITAL
It is also critical that we invest in remediation to maintain stable operations, including Level I trauma services here.
The hospital’s structure is past the lifespan of a typical hospital.

SYSTEMWIDE
We also desperately need to expand our specialty care facilities and access to medical, social and psychological services to our most vulnerable in their local communities.

It will take an estimated $2.5 billion to build safe and adequate inpatient capacity. We anticipate funding to come through a taxpayer-supported bond referendum, private dollars and fiscally sound practices such as investments and maximizing operational savings.
Harris Health is proudly leading the charge for a strong, healthier community—no matter what comes our way. As One Harris Health System, our teams have diligently met unprecedented public health challenges with grace and compassion, and we will continue to encourage full COVID-19 vaccination as a major priority.