



2026-2030 STRATEGIC PLAN

One Harris Health: Leading with Care. Partnering for Health.

HARRISHEALTH





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Letter from the Chair of the Board of Trustees, Andrea Caracostis, MD

The effort to develop the Harris Health 2026–2030 Strategic Plan began in November 2024.

Almost one year later, as we finalize and begin the implementation of this Strategic Plan, Harris Health sits at a pivotal moment in our journey as a public safety net health system. The work of many stakeholders over the last year translated into a Strategic Plan that outlines the vision for Harris Health, one that focuses on enhancing patient care, continuing our journey to becoming a High Reliability Organization (HRO), expanding access, fostering innovation in healthcare delivery and working collaboratively to improve the health of Harris County residents. Despite all our challenges, the future of Harris Health is extremely bright. Together, building on our strong foundation, we will fulfill our mission to improve the health of our communities.

For the Harris Health Board, the planning process served as a point of reflection, looking back at what we have achieved and the groundwork we are laying to guide our future. During the implementation of the 2021–2025 Strategic Plan, the COVID pandemic reminded everyone why public safety net health systems are so vital. As the financing of our healthcare system nationally continues to be debated, it is once again a reminder of the essential need public safety net health systems serve. I am reminded of the quote from President John F. Kennedy, who said, “If not us, then who? If not now, then when?” Despite the challenges we may face, the 2026–2030 Strategic Plan sets out a series of strategic pillars, performance goals and core commitments intended to deliver on our responsibility as the safety net health system serving Harris County. The Plan affirms Harris Health’s responsibility to serve the most vulnerable communities in Harris County. To achieve this goal, the Plan strengthens the commitment to One Harris Health as both an internal culture and a public promise.

We have learned that change in healthcare has become “the expected” and despite the uncertainty it presents, I am filled with immense pride in what we have accomplished and a spirit of optimism we share as we implement the 2026–2030 Strategic Plan, ***One Harris Health: Leading with Care. Partnering for Health.*** The creation of the Plan was developed with the input of our dedicated staff, community partners and many stakeholders. Ultimately, our 2026–2030 Strategic Plan is not just a roadmap; it is a promise to remain a beacon of hope for those in need in Harris County.

With gratitude,

A handwritten signature in blue ink, appearing to read 'Caracostis', written in a cursive style.

Andrea Caracostis, MD
Chair, Board of Trustees



Letter to the Harris Health Workforce from our CEO, Esmaeil Porsa, MD

Five years! It has been just over five years since I was blessed and honored to lead this great organization of ours, Harris Health. Over the past five years, you have accomplished a lifetime's worth of achievements.

You overcame a once-in-a-lifetime global pandemic with grace and fortitude. You withstood floods, freezes and windstorms. You managed to care for our patients during power outages and infrastructure failures. And yet, you elevated Harris Health's status as a premier public safety net health system by achieving Magnet status for Nursing in both of our hospitals, increasing our Leapfrog score from "C" to "B" in both hospitals and achieving the Pathway to Excellence for our Ambulatory Care Services, among numerous other prestigious recognitions. Most importantly, you continue to show love and compassion for all we serve, no matter what.

With our new five-year Strategic Plan, ***One Harris Health: Leading with Care. Partnering for Health,*** we now have the opportunity to build on all your achievements over the past five years and accelerate towards Harris Health's vision of becoming a High Reliability Organization. This would have appeared to be an impossible challenge just a few short years ago, but now it is well within our grasp with your continued dedication and commitment.

I have said this many times before, and I will continue to hold true that what separates Harris Health from any other healthcare organization is you, our family members, including our medical staff. Without you and your commitment to collaboration and innovation, none of this would be possible. So, I am excited to continue our journey of excellence, but we will not be able to do this alone. We must engage with our community and our partners even more than we have over the past five years. At the end of the day, what matters most is what matters to our community.

Full speed ahead with God's blessing and all my love.

A handwritten signature in blue ink, appearing to read 'E. Porsa MD'.

Esmaeil Porsa, MD
President and CEO

EXECUTIVE SUMMARY

In November of 2024, Harris Health began an intensive effort to update its five-year Strategic Plan for the years 2026–2030. Rooted in community and key stakeholder input and guided by internal reflection and discussion, the outcome from these efforts represents a bold new strategic plan for Harris Health intended to solidify its role as a leading public safety net health system. The Harris Health 2026–2030 Strategic Plan is appropriately named, *One Harris Health: Leading with Care. Partnering for Health*, reflecting Harris Health’s passion for achieving its mission.



Vital to the success of the 2026–2030 Strategic Plan is the need to reaffirm and strengthen Harris Health’s core commitment to One Harris Health. Established in the 2021–2025 Strategic Plan as a key initiative during the COVID Pandemic, One Harris Health serves as a cultural foundation driving a belief in “systemness,” collaboration and shared values across Harris Health. With strong input from the Board of Trustees, Harris Health’s leadership and key internal and external stakeholders, the 2026–2030 Strategic Plan calls for a refinement of Harris Health’s mission and core values. The Strategic Plan also outlines an updated vision to guide Harris Health’s continued transformation over the next five years. This transformation recognizes the importance of looking forward to extend Harris Health’s reach outside of its hospitals and ambulatory care centers, while ensuring that Harris Health remains grounded in its history as a public safety net system providing medical care to Harris County residents.

The 2026–2030 Plan outlines a two-fold commitment that will guide Harris Health’s focus for the next five years. First, the Plan seeks to strengthen Harris Health’s core purpose: to provide community-focused, outcomes-driven and person-centered care. Second, the Plan dedicates Harris Health to being a stronger partner with the communities who call upon Harris Health to prevent disease and improve health.

Harris Health’s 2026–2030 Strategic Plan, *One Harris Health: Leading with Care. Partnering for Health*, sets a focused path forward that honors the System’s legacy, recognizes current and potential future challenges and prepares Harris Health to lead at a time of unprecedented change.

Harris Health’s 2026–2030 Strategic Plan is guided by six strategic pillars:

1	QUALITY & PATIENT SAFETY	As a high-reliability organization (HRO), Harris Health will achieve optimal health outcomes and provide safe, effective, person-centered care.
2	PEOPLE	Harris Health will empower and engage our patients, workforce and communities by providing opportunities to learn, grow and thrive.
3	RESILIENCY	Harris Health will anticipate, adapt to and learn from internal and external risks without compromising our commitment to our mission, vision and values.
4	HEALTH PROMOTION & DISEASE PREVENTION	Harris Health is committed to collaborating with others to improve health, reduce disparities and increase the quality of life for the communities we serve.
5	SYSTEM OPTIMIZATION	Harris Health will leverage people, technology and other resources to improve our value to the community.
6	ACCESS	Harris Health will provide care, education and opportunities for collaboration when, where and how our communities need it.

Each of the six pillars is driven by a set of measurable, five-year performance goals (which are discussed in detail later in the document). The five-year performance goals recognize the multi-year investments of time and resources and that year-to-year results may not occur linearly between 2026 and 2030. The intent is to achieve or exceed all performance goals by the close of fiscal year 2030.

When successfully implemented, key outcomes of the 2026–2030 Strategic Plan will include:

- A continued focus on system-wide quality and the acceleration of Harris Health’s journey to become a high-reliability organization (HRO);
- Greater workforce engagement, leadership readiness and retention by fostering a people-based culture that embodies Harris Health’s core values;
- Expanded access points for residents of Harris County as part of the continued effort to reduce disparities in care and advance health equity across Harris County;
- An expanded focus on health promotion and disease prevention;
- Strong financial performance to reinvest back into Harris Health;
- System optimization to leverage technology, people and processes;
- Enhanced community engagement, collaboration and transparency; and
- An agile implementation approach to enable ongoing learning, timely adjustments and continuous improvement throughout the process..

Harris Health’s 2026–2030 Strategic Plan is not intended to simply serve as a formal document; it stands as a living commitment to the patients, families and communities that rely on Harris Health each day. Ultimately, the success of the 2026–2030 Strategic Plan will be evaluated by the degree to which the overall health of those who rely on Harris Health is measurably improved.



AN OVERVIEW OF HARRIS HEALTH TODAY

Regarded as one of the best public safety net health systems in the U.S., Harris Health is the largest medical provider serving Harris County's residents who are uninsured and those insured through Medicaid. Harris Health is recognized for its quality and patient safety, as well as the access it provides to a wide range of treatment modalities, regardless of patients' insurance status. (Recognition and awards will be outlined later in this document.)

With a committed employee base of over 10,000 individuals, Harris Health includes two nationally recognized hospitals and 40 ambulatory and mobile sites providing primary care, specialty care, urgent care, ambulatory surgery and ancillary services to Harris County residents. Ben Taub Hospital ("Ben Taub") and Lyndon B. Johnson Hospital ("LBJ") are Harris Health's acute care sites. Ben Taub is a nationally recognized adult Level I Trauma Center and LBJ is an active community and teaching hospital with an adult Level III trauma center. Together, they are two of the busiest emergency centers in Harris County, providing 165,526 emergency visits in fiscal year 2024. Since its founding in 1966, Harris Health has provided the highest level of trauma care available to those in need regardless of their insurance status. Both hospitals are consistently at or near capacity, with little ability to flex to meet the needs of a growing population in Harris County or the expected increases to the uninsured population resulting from reductions in the number of people covered under the Affordable Care Act and reductions in Medicaid funding resulting from the One Big Beautiful Bill Act.

Harris Health delivers over 1.5 million patient encounters annually in its ambulatory care sites. Located throughout Harris County, Harris Health's ambulatory care sites provide access to primary care, specialty care, urgent care, ambulatory surgery, ancillary services and a Food Pharmacy/Food Rx program that promotes health by improving access to healthy foods for food-insecure patients.

Harris Health has undertaken a \$3.2 billion Strategic Capital Plan that includes the construction of a replacement hospital on the LBJ campus, renovations and expansion of inpatient capacity at Ben Taub and the expansion and consolidation of Harris Health's ambulatory care sites. The Strategic Capital Plan also invests in technology to automate processes to care for patients throughout Harris Health and to become more efficient in key administrative services.

Much of the medical care delivered throughout Harris Health is conducted in partnership with Baylor College of Medicine and McGovern Medical School at UTHealth-Houston. Care provided by the faculty, fellows and residents of both medical schools spans the acute and ambulatory care settings, making high-quality health delivery possible for Harris County residents. Harris Health is also a teaching site for nursing students and other allied health professionals. Additionally, Harris Health has created its own education and training programs for medical imaging and pharmacy technicians, among others.

Harris Health hospitals, ambulatory care services and system clinical programs have received national recognition in the following areas (this list is intended to provide some, but not all the awards received):

HARRIS HEALTH BEN TAUB HOSPITAL	<ul style="list-style-type: none"> • Magnet <i>with Distinction</i>® designated by the American Nurses Credentialing Center. • Named Best Maternity Hospital by Newsweek in 2023, 2024 and 2025. Ben Taub is among an elite list of 168 hospitals nationwide receiving a five-ribbon rating within the survey. • Recipient of 2025 national honors in Heart and Stroke care: <ul style="list-style-type: none"> • Get With The Guidelines – Coronary Artery Disease NSTEMI – Gold. • Get With The Guidelines Stroke – Gold Plus. • Get With The Guidelines – Coronary Artery Disease STEMI Receiving Center – Gold Plus. • Get With The Guidelines Heart Failure – Gold Plus. • Target: Type 2 Diabetes Honor Roll. • Target: Stroke Honor Roll Elite. • Mission Lifeline Regional Award – Southeast Texas Regional Report. • Platinum Performance Achievement Award – Chest Pain – MI Registry.
HARRIS HEALTH LYNDON B. JOHNSON HOSPITAL	<ul style="list-style-type: none"> • Magnet® designated by the American Nurses Credentialing Center. • Recipient of 2025 national honors in heart and stroke care by The American Heart Association: <ul style="list-style-type: none"> • Get With The Guidelines – Heart Failure Gold Plus. • Get With The Guidelines – Resuscitation Gold. • Get With The Guidelines – Stroke Gold Plus. • Get With The Guidelines – Coronary Artery Disease STEMI Referring Silver Plus. • Target: Heart Failure Optimal. • Target: Type 2 Diabetes Honor Roll. • Target: Stroke Honor Elite.
HARRIS HEALTH AMBULATORY CARE SERVICES	<ul style="list-style-type: none"> • Harris Health is the first healthcare system in Houston to achieve Patient-Centered Medical Home (PCMH) recognition by the National Committee for Quality Assurance (NCQA), NCQA's highest honor. • Harris Health is recognized by the Institute for Healthcare Improvement (IHI) as an age-friendly health system committed to care and excellence. • The Harris Health Health Care for the Homeless program received three quality badges from Health Resources and Services Administration (HRSA): <ul style="list-style-type: none"> • National Quality Leader – Diabetes. • Advancing HIT for Quality. • Health Center Quality Leader – Gold.

**HARRIS HEALTH
AMBULATORY
CARE SERVICES**

- Achieved a Pathway to Excellence® designation from the American Nurses Credentialing Center (ANCC). Harris Health Ambulatory Care Services was the second ambulatory service in the U.S. to be awarded this designation.
- Recognized nationally by the American Heart Association (AHA) and American Medical Association for Prioritizing Blood Pressure Control, earning the silver and gold recognition as part of the Target BP™ initiative.
- AHA Gold Plus recognition: Baytown Health Center, Casa de Amigos Health Center, Danny Jackson Health Center, El Franco Lee Health Center, Gulfgate Health Center, Northwest Health Center, Strawberry Health Center, Squatty Lyons Health Center, Vallbona Health Center.
- AHA Silver recognition: Acres Home Health Center, Aldine Health Center, Cypress Health Center, Martin Luther King Jr. Health Center, Settegast Health Center and Smith Clinic.
- Designated by the American College of Radiology as a Comprehensive Breast Imaging Center.

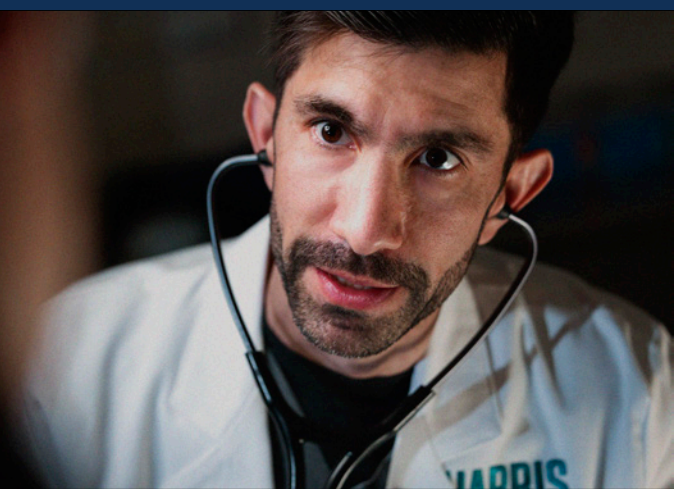
**HARRIS HEALTH
CLINICAL
PROGRAMS**

- The Harris Health Cancer Care Program received a three-year accreditation with commendation from the Commission on Cancer of the American College of Surgeons.

Harris Health continues to serve as a vital system of care to Harris County residents who are uninsured, underinsured and those who are Medicaid recipients. Using the 2021-2025 Strategic Plan as a starting point, the 2026-2030 Strategic Plan outlines an updated mission, vision and set of core values for Harris Health. To accomplish the mission and vision for Harris Health, six overarching pillars have been identified. Tied to each pillar is a set of five-year performance goals by which to measure Harris Health's performance.

Successful implementation of Harris Health's 2026-2030 Strategic Plan, *One Harris Health: Leading with Care. Partnering for Health.* accelerates Harris Health's journey on the visionary path that was established in 2021, one intended to focus not just on the care Harris Health provides within its walls, but one that also focuses on disease prevention and the promotion of better health through collaborations and partnerships.

ACHIEVEMENTS FROM THE 2021-2025 STRATEGIC PLAN SERVE AS A STARTING POINT FOR THE 2026-2030 PLANNING PROCESS



Almost all the strategic initiatives tied to the pillars outlined in the 2021-2025 Strategic Plan have been accomplished. Exceptions include the continued implementation of Harris Health's multi-year Strategic Capital Plan and the continued evolution of Harris Health's journey to high reliability. While many health systems across the US placed their strategic plans on hold during the COVID-19 pandemic, Harris Health utilized the 2021-2025 strategic planning process and subsequent Strategic Plan to guide the System through a public health emergency marked by sustained levels of change. The COVID-19 pandemic highlighted the need for robust emergency preparedness, the need for joint working relationships between providers and public health agencies, the need to have flexible and scalable response strategies and the need to operate as One Harris Health. The pandemic also underscored existing health disparities, with marginalized communities being disproportionately impacted.

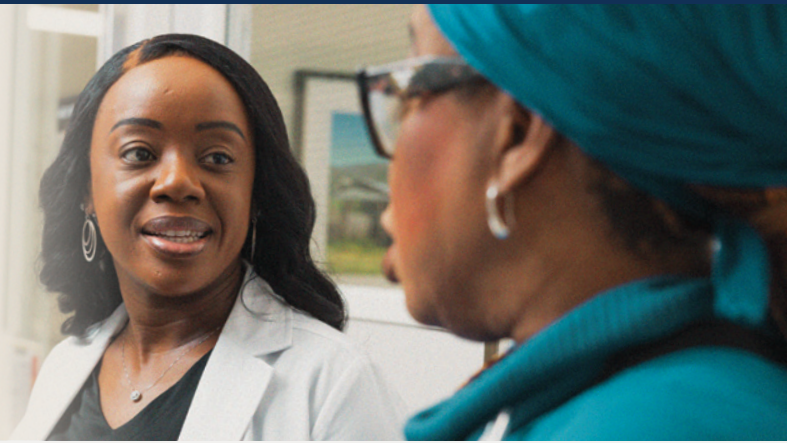
Harris Health's role and early response to COVID-19 demonstrated the vital position that public safety net health systems play in emergency response. In addition to navigating the COVID public health crisis in the 2021-2025 Strategic Plan, Harris Health improved patient health outcomes, expanded access and made a commitment to invest in its workforce. It also committed to making multi-year capital investments to upgrade technology and infrastructure as well as provide critically needed replacement clinical facilities.

Abbreviated Achievements of the 2021-2025 Strategic Plan

2021-2025 STRATEGIC INITIATIVES	KEY ACHIEVEMENTS
Quality and Patient Safety Improvement	<ul style="list-style-type: none"> • Initiation of High Reliability Organization Journey. Harris Health began its journey to high reliability, demonstrating improvement in clinical outcomes and pay for performance programs. • Improvement in Leapfrog Outcomes. Acute care patient outcomes at both hospitals improved from a Leapfrog Rating of "C" in Fall 2021 to a "B" by 2024. As of Fall 2025, Ben Taub remains a "B" and LBJ has achieved an "A" rating.
Facility Modernization and Expansion	<ul style="list-style-type: none"> • Implementation of the Strategic Capital Plan. An impressive 72% of Harris County voters approved a bond referendum that provides \$2.5 billion to implement the Strategic Capital Plan, including: <ul style="list-style-type: none"> • Construction of the new replacement hospital on the LBJ campus. • A multi-phase campus redevelopment of Ben Taub. • New ambulatory clinics in underserved areas of Harris County.

2021-2025 STRATEGIC INITIATIVES	KEY ACHIEVEMENTS
Service Line Development	<ul style="list-style-type: none"> • Strengthened Existing Service Lines. Through the One Harris Health structure and approach, Cardiology, GI and Maternal Health service lines were strengthened and achieved improved outcomes. • Initiated New Service Lines. Utilizing the same One Harris Health structure and approach, Oncology and Behavioral Health were designated as Harris Health's fourth and fifth service lines. • Urgent Care. Harris Health developed urgent care strategies to increase access to ambulatory services. • Hospital at Home. Harris Health initiated the Hospital at Home program, which is the only one of its kind in Harris County (as of Fall 2025).
Workforce Development	<ul style="list-style-type: none"> • ANCC Magnet Status. Ben Taub and LBJ achieved ANCC Magnet Status in 2020 (and have since achieved reaccreditation). Notably, Ben Taub is one of very few hospitals in the US to achieve Magnet Status <i>with Distinction</i>®. • Pathway to Excellence. Ambulatory Care Services achieved the ANCC Pathway to Excellence designation in 2023. • Employee Retention. Harris Health significantly reduced employee turnover from 2022 – 2024, with favorable comparison to regional averages. • Medical Staff Engagement. Harris Health improved from 2022-2024 in Overall Rating as A Place to Practice. • Patient Care Assistant and Medical Assistant Programs. Harris Health developed Patient Care and Medical Assistant Programs in partnership with Houston Community College. • Pharmacy Technicians. Harris Health developed a pharmacy technician program. • Additional Residency and Educational Opportunities. Harris Health achieved growth in nursing residency and fellowships, nurse externs, diagnostic medical imaging, physical therapy, and clinical pastoral education.
Digital Transformation	<ul style="list-style-type: none"> • Technology Strategy. Harris Health continued implementation of its Technology Strategy, providing a foundation to properly position for future investments in digital transformation. • Cybersecurity. Cybersecurity planning and early implementation was initiated with the understanding additional investment will be necessary post-COVID and outlined in the 2026-2030 Strategic Plan.
Cultural Transformation	<ul style="list-style-type: none"> • Commitment to One Harris Health. This commitment to "systemness" sends a strong signal as to how Harris Health approaches its work. • Leading with Love. Harris Health initiated the "Leading with Love" cultural transformation to improve employee engagement and support the HRO journey.

OVERVIEW OF THE PLANNING PROCESS LEADING TO THE CREATION OF HARRIS HEALTH'S 2026-2030 STRATEGIC PLAN



The strategic planning process utilized to create the Harris Health 2026-2030 Strategic Plan began in November of 2024. A conscious decision was made to use the 2021-2025 Strategic Plan as a starting point with which to approach the 2026-2030 planning process. In the early phases of the planning process, an analysis of Harris Health's strengths, weaknesses, opportunities and threats ("SWOT Analysis") was completed, largely from the vantage point of internal and external stakeholders (this was a component of an extensive stakeholder engagement process that spanned much of the planning process).

With the conclusions from the SWOT Analysis, and with the recognition of potential shifting policy landscapes and related economic threats ahead, Harris Health identified the following six strategic pillars that are integral to Harris Health's vision moving forward.

1	QUALITY & PATIENT SAFETY	As a high-reliability organization (HRO), Harris Health will achieve optimal health outcomes and provide safe, effective, person-centered care.
2	PEOPLE	Harris Health will empower and engage our patients, workforce and communities by providing opportunities to learn, grow and thrive.
3	RESILIENCY	Harris Health will anticipate, adapt to and learn from internal and external risks without compromising our commitment to our mission, vision and values.
4	HEALTH PROMOTION & DISEASE PREVENTION	Harris Health is committed to collaborating with others to improve health, reduce disparities and increase the quality of life for the communities we serve.
5	SYSTEM OPTIMIZATION	Harris Health will leverage people, technology and other resources to improve our value to the community.
6	ACCESS	Harris Health will provide care, education and opportunities for collaboration when, where and how our communities need it.

Three of the strategic pillars in the 2026-2030 Strategic Plan carry over from the 2021-2025 Strategic Plan. They are:

- Quality & Patient Safety (including Harris Health's continued journey to become a High Reliability Organization);
- People (including investments made to engage the Harris Health workforce); and
- System (Infrastructure) Optimization (including the projects that comprise the \$3.2 billion Strategic Capital Plan).

The intent behind retaining these three pillars was based on the belief that they are fundamental to delivering value under any plausible future planning scenarios. Harris Health's 2026-2030 Strategic Plan is focused on establishing priorities that remain valuable regardless of the challenges and uncertainty ahead, while also making new commitments based on the belief that to remain a leading safety net provider, Harris Health will need to proactively move outside its walls and into the communities served to prevent disease and improve health.

The 2026-2030 Strategic Plan has added three new pillars:

- Resiliency;
- Access; and
- Health Promotion & Disease Prevention.

These three pillars signify a commitment to recognizing and anticipating market forces, risks and a future vision that calls for Harris Health to work more collaboratively with key partners and the communities it serves to improve health and reduce disparities.

THREATS AND CHALLENGES ARE EXPECTED TO CONTINUE AND COULD ESCALATE

Some of the most significant challenges for Harris Health (and for many health systems), include:

- Population growth and the aging of the population Harris Health serves will continue to strain hospital capacity despite the movement of care outside of hospitals into ambulatory sites and patients' homes.
- The number of uninsured will grow; the question is by how much and how fast this will take place. This will place even more pressure on an already capacity-constrained system.
- Healthcare demand will outpace healthcare professional supply.
- Healthcare inflation is expected to continue for the foreseeable future while governmental reimbursements, including Medicare and Medicaid, continue to face reductions.
- Workforce shortages—from top to bottom—will continue and will be exacerbated by an aging workforce and the increasing demand for healthcare services outside of hospitals and ambulatory care sites.
- Financial sustainability for many health systems will continue to be tested.
- Achieving measurable progress in addressing non-medical determinants of health and ensuring equitable access to care over the long-term will remain a challenge.
- Cybersecurity threats are likely to increase despite aggressive efforts by health systems to address material weaknesses in system security.
- The technological integration of data will continue to prove challenging despite the potential value the digitalization of medicine presents. Investments in artificial intelligence designed to improve the delivery of care show promise but remain a work in progress for many health systems.
- The threat of global challenges such as pandemics, natural disasters, including those that will disrupt health system supply chains, will continue to test emergency preparedness.

Moreover, many of these challenges present an even greater conundrum for public safety net health systems.

DEVELOPING HARRIS HEALTH'S ROADMAP: THE 2026-2030 STRATEGIC PLAN



Harris Health's ongoing success requires clear strategic choices that recognize resource limitations and respond to many of the challenges noted earlier. The 2026-2030 Strategic Plan seeks to strengthen Harris Health's core business. At the same time, this plan also provides a road map for improving the health of the communities served by Harris Health by utilizing objective metrics to determine actual performance. The Plan is based on the importance of forward-leaning vision, responsiveness, resiliency and the desire to achieve measurable community impact while also honoring our illustrious past.

A. ENGAGING WITH KEY INTERNAL AND EXTERNAL STAKEHOLDERS

In its earliest phases, the 2026-2030 planning process devoted considerable time to robust engagement with key internal and external stakeholders. A variety of methods were utilized to gain stakeholder input. The methods included:

- Interviews and discussions with the Harris Health Board of Trustees;
- Interviews and discussions with Harris Health executive leadership and senior management;
- Discussions with a newly formed Strategic Planning Steering Committee;
- Interviews and discussions with Harris Health community partners, including many of the Federally Qualified Health Centers (FQHCs) serving Harris County;
- Interviews with Harris Health's Patient and Family Advisory councils;
- Interviews with government and elected officials;
- Interviews with the medical school leadership from McGovern Medical School at UTHealth Houston and Baylor College of Medicine; and
- Survey responses from the Harris Health workforce.

STAKEHOLDER INPUT WAS GAINED THROUGH:

- Over 1,000 responses to surveys
- 70+ interviews and discussions
- 5 focus groups
- 3 surveys and questionnaires
- 20+ presentations
- Review of 100+ documents

The multi-method stakeholder engagement process aimed to capture diverse perspectives to ensure the voices of those most impacted by Harris Health's services were heard to ensure a well-rounded and representative understanding of the perspectives impacting Harris Health's past, present and future.

All data collected from stakeholders was synthesized, stratified and summarized at a granular level to glean overarching themes. Key findings highlight shared priorities and recurring concerns from both internal and external stakeholders, covering current perceptions of Harris Health, future aspirations, organizational strengths, challenges, opportunities and structural barriers.

Common feedback themes ranged from current sentiments regarding Harris Health to areas of opportunity within and outside the organization, all in support of a healthier Harris County. Overarching themes are highlighted below.

Recurring themes emerged from both internal and external stakeholders, revealing shared aspirations and pressing concerns. The following themes provide direction on what matters most to those who live and support the Harris Health mission every day:

- **Expanding Access to Care.** Emphasis on the ambulatory network, specialty appointment availability, care pathways, preventive care, chronic disease management and mobile/community-based services.
- **Workforce & Operational Resilience.** Concerns surrounding recruitment and retention, healthcare workforce shortages and the need for leadership development and agility.
- **Financial & Strategic Growth.** Opportunities in value-based care, financial headwinds and the need for improved cost efficiency and supply chain strategies.
- **Digital Transformation.** Concerns about technology gaps and data availability, alongside the need for a data-driven organization and more system-wide integration.
- **Community Access & Health Disparities.** Focus on improving access to primary and specialty care, addressing health disparities in underserved communities, expanding community-based services and addressing non-medical determinants of health (food security, housing, transportation). Emphasis on stronger collaboration with local organizations and policymakers.
- **Collaboration & Strategic Partnerships.** Strengthening alliances with community organizations that integrate with hospitals, academia and public agencies, and expanding public-private partnerships.
- **Patient Experience, Engagement & Trust.** Improving communication, building trust through culturally competent care, reducing wait times, enhancing coordination and promoting proactive care.
- **Innovation & Financial Sustainability.** Developing sustainable funding models, advocating for state and federal support, exploring innovative financial and operational strategies, and leveraging technology and data for decision-making.

There were three **overarching takeaways** from the Stakeholder Engagement process:

1. Harris Health's mission-driven culture is widely valued but impacted by ongoing operational pressures.
2. Stakeholders support modernization and collaboration but want more visibility and action.
3. Harris Health must continue to educate the public about the value it provides to all residents of Harris County, not just those who receive care at Harris Health facilities.

Stakeholders across all levels expressed a deep commitment to Harris Health's mission and an overwhelmingly positive vision for its future. At the same time, participants emphasized several critical areas that require focused attention in the upcoming strategic plan, particularly expanding access to care, addressing workforce and retention challenges, accelerating digital transformation and improving operational efficiency.

Importantly, the aspirations shared by Harris Health's workforce, partners and community members reflect a strong desire for innovation, streamlined systems and a more patient-centered experience. These goals are closely aligned with Harris Health's long-term strategic priorities. This alignment presents a unique opportunity to unify planning efforts, bridge the gap between vision and daily operations, and build sustained momentum across the organization.

Harris Health's Present Strengths, Weaknesses, Opportunities & Threats as Perceived by All Stakeholders

Stakeholders were also asked to provide input on what they believed Harris Health's strengths, weaknesses, opportunities and threats were at present. Stakeholders identified clear organizational strengths, ranging from quality of care and mission-driven culture to teaching affiliations and system integration, that form a solid foundation for future strategic efforts. Stakeholders also pointed to internal challenges such as staffing issues, limited capacity and outdated systems, all of which must be addressed to ensure sustainable progress. Further, stakeholders believe Harris Health has significant opportunities to lead—by embracing innovation, elevating its public image and strengthening community partnerships that address health disparities. Finally, despite optimism, stakeholders acknowledged real barriers that must be confronted. These include the expected increases to the uninsured population as a result of reductions in those covered under the ACA and reductions in Medicaid funding resulting from the OBBBA, the impact of these changes on Harris Health's already constrained capacity, aging infrastructure, and persistent health disparities.

STRENGTHS

- Commitment to the vision
- Quality of care provided
- Zero Harm/High Reliability focus
- Academic/teaching focus

WEAKNESSES

- Employee turnover and recruitment issues in some areas
- Technology integration challenges
- Lack of inpatient capacity
- Access to specialty care

OPPORTUNITIES

- Continue to enhance community engagement and presence
- Improve public perception and understanding
- Technology strategy and integration
- Develop alternatives to emergency room care
- Leverage community partnerships
- Educate local companies and small businesses on how to do business with Harris Health

THREATS

- Potential for significant increases in the uninsured population due to a reduction in those covered by the Affordable Care Act (ACA)
- Substantial cuts to Medicaid funding in the One Big Beautiful Bill Act (OBBBA)
- Aging facilities and insufficient hospital beds
- Future of healthcare reform and other political aspects of healthcare
- Inflation/cost containment
- Persistent health disparities in Harris County

Harris Health's Strengths, Weaknesses, Opportunities & Threats as Defined by Stakeholders Looking Out Five Years to 2030

Stakeholders were then asked to think forward five years and provide input on what they believed Harris Health strengths, weaknesses, opportunities and threats would be in 2030.

When envisioning the future, stakeholders offered more positive perceptions compared to current perceptions, although some variation did exist. Stakeholder aspirations focused on transformation, innovation, reducing disparities and recognition—signaling strong alignment around what Harris Health can become.

Common words used included:

- “Innovative”
- “Excellent”
- “Transformative”
- “Thriving”
- “Leader”
- “Premier”

Common aspirations centered around:

- “Leadership & industry recognition”
- “Innovation & technological advancement”
- “Sustainable growth & expansion”
- “Operational excellence & reliability”
- “Health equity”
- “Excellence in patient care & service”
- “Employee & workplace satisfaction”

When asked about future healthcare services that Harris Health should consider for implementation by 2030, stakeholders referenced the following services, specialties and/or programs:

SERVICES, SPECIALTIES AND/OR PROGRAMS CONSIDERED FOR IMPLEMENTATION:

- Mental health & behavioral health expansion
- Expanded specialty care (e.g., oncology, cardiac, etc.)
- Expanded telemedicine & virtual care
- Expanded urgent care
- More preventive care services
- Expanded home health & long-term care

Across all forms of engagement, stakeholders shared honest, hopeful and often urgent reflections about Harris Health's future. These quotes capture not only the passion of those closest to the mission but also the expectations and belief in what is possible. Whether spoken by a frontline employee, a policymaker, a nonprofit leader or a patient, these voices reveal a collective desire for purposeful transformation and meaningful impact. They are broken down by those offered by internal and external stakeholders.

INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
<ul style="list-style-type: none"> • “Let’s lead with urgency and conviction. The moment won’t wait.” • “Bold strategy backed by bold action. That’s what our community deserves.” • “We believe in the mission. Now it’s time to build the systems that match it.” • “The vision is clear. What’s needed now is courage and commitment.” • “Transformation isn’t a future goal. It’s today’s responsibility.” • “Our greatest strength is our people. Now let’s unleash their full potential.” 	<ul style="list-style-type: none"> • “Harris Health isn’t just a system. It’s a lifeline...” • “This is our opportunity to lead the nation in what public health can look like.” • “We want to be partners in change, not just witnesses to it.” • “Equity starts with access—and Harris Health can set the standard.” • “When Harris Health thrives, our communities thrive.” • “The future of public health depends on bold, collaborative action. We can show the way.” • “We see the passion. Now we need to see the plan.” • “People in my district rely on Harris Health. We need this system to be strong, sustainable, and responsive.” • “Every nonprofit in the region benefits when Harris Health steps forward with clarity and confidence.” • “A stronger Harris Health means fewer emergencies and better outcomes across the board.” • “We’ve seen progress. Now is the time to accelerate, not pause.” • “Residents deserve to feel the impact of strategic change—in their neighborhoods, in their clinics, in their daily lives.”

These insights represent a call to action. They affirm the strength of Harris Health’s foundation and challenge it to step forward boldly. What is clear from the stakeholder engagement process can be summarized in the following seven points:

1. Harris County trusts Harris Health. Harris Health is known for high-quality care in the acute care and ambulatory settings. Patients and caregivers trust the quality of medical care they receive and believe that Harris Health will continue its long-term vision to continually enhance health in the community, while improving the patient experience.
2. Continuing to expand access to care is paramount. The \$2.5 billion voter-approved bond program is a testament to Harris Health’s commitment to expand access to ambulatory and acute care in Harris County. Stakeholders highlighted that given the projected population growth, it is expected that there will be a need for additional urgent care and inpatient beds in other areas of Harris County. They also expressed a need for expanded access in the ambulatory setting to support health promotion and disease prevention. Within the Harris Health network of ambulatory sites, stakeholders sought greater patient access to preventive care and disease management through primary and specialty care appointments. Additionally, stakeholders suggested expanding access through virtual care, mobile health delivery units, neighborhood clinics and expansion of the current ambulatory sites, bringing healthcare closer to the community. As the communities continue to age, stakeholders expressed

a need for greater ambulatory access to specialty and aging-related services, specifically Home Health, Cardiology, Oncology, and Orthopedics. Stakeholders also want Harris Health to continue to enhance care coordination and navigation across hospitals, clinics, and partnerships with continued cultural alignment and language services that support the patient experience.

3. Behavioral Health Services are in high demand. Stakeholders noted an increased demand for behavioral health services in both the acute and ambulatory settings. Harris Health's commitment to the Behavioral Health service line began in the previous strategic plan, and stakeholders want to see this service line continue to expand to meet the growing need.
4. Continued investment in Harris Health's workforce and operational resilience is essential. Stakeholders understand the recruitment and retention challenges facing healthcare. To maintain the high quality of care Harris Health delivers, stakeholders expressed the need to address recruitment and retention challenges through a variety of strategies to maintain quality and access for Harris Health communities. Further, they expressed a desire to see continued promotion of workforce development opportunities within the communities Harris Health serves. Additionally, stakeholders appreciate the talent of the Harris Health workforce and see leadership and mentorship opportunities as a strategy to retain and build internal capacity and strengthen retention.
5. Technology advancement and integration are critical to continue to advance health outcomes. As healthcare delivery continues to evolve, technology integration and advancement are additional methods for advancing health outcomes. Stakeholders cited increased access to telehealth services in the community for primary and specialty care to improve health outcomes. Continued integration of technology across Harris Health, and expansion of access to a common electronic medical record to external public health entities through strategic partnerships will improve delivery in the care continuum for patients served by all parties.
6. Sustained investment in Harris Health's infrastructure is needed to ensure high-quality care. While stakeholders are grateful for the upcoming opening of the new hospital on the LBJ campus, they also see an urgent need to replace and expand the inpatient tower at Ben Taub Hospital. Given the age of the facility and projected population growth, stakeholders noted the need for a long-term strategy that addresses the replacement of Ben Taub facilities. Similarly, stakeholders recognized the need for new and renovated ambulatory care facilities.
7. Opportunities exist for collaboration and strategic partnerships. Collaboration and strategic partnerships can advance access and health outcomes. Stakeholders cited continuing efforts to foster stronger collaboration with community-based organizations and policy makers, strengthening alliances with community health providers, developing relationships with local businesses and closer collaboration or partnerships within the communities Harris Health serves. Opportunities for collaboration or strategic partnerships ranged from data sharing to partnering in health delivery for new services and improving access to services that improve non-medical determinants of health.

A report entitled "Strategic Planning Stakeholder Feedback Analysis" provides a comprehensive analysis of the stakeholder engagement process and findings and is available as a supplement to this Strategic Plan.

B. REVISING HARRIS HEALTH'S MISSION, VISION, AND VALUES

The process to create the 2026-2030 Strategic Plan included the development of Harris Health's revised mission and vision statements. These mission and vision statements are intended to solidify Harris Health's duty as a public safety net provider that aspires to lead the way to healthier communities.

Harris Health also invested time in developing an updated set of core values intended to guide how Harris Health achieves its mission and vision.

REVISED MISSION STATEMENT

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

REVISED VISION STATEMENT

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

REVISED STATEMENT OF VALUES

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

VALUES IN ACTION

Collaboration	We commit to building and nurturing relationships with our patients, coworkers and communities to advance our mission and vision.
Accountability	We are accountable to our patients, our communities, and each other for our decisions, actions and outcomes.
Respect	We recognize and value the uniqueness of individuals and treat all those we encounter and care for with dignity and respect.
Excellence	We strive for continuous improvement and excellence in all we do through knowledge sharing, innovation and personal engagement.
Integrity	We earn the trust of our patients, each other, and our communities by behaving morally, ethically and transparently.
Compassion	We listen and act with empathy, kindness and sensitivity.

C. ESTABLISHING HARRIS HEALTH'S CORE COMMITMENTS

To achieve the revised mission and vision, and the strategic initiatives tied to each of the six strategic pillars, the leadership of Harris Health has made the following core commitments throughout the implementation of the 2026-2030 Strategic Plan. These core commitments shall serve as a framework for decision-making and action. The core commitments also provide consistency across Harris Health, clarity on the approach to priorities, a reliable compass for decision-making and adaptability to remain responsive to changing conditions. Harris Health's core commitments include:

- 1. We Commit to One Harris Health.** As One Harris Health, we will ensure a unified system of health delivery across the care continuum, and in our daily work. One Harris Health is a culture that bridges roles, departments and partnerships, and embraces collaboration in support of community care.
- 2. We Commit to Enterprise Risk Management.** As One Harris Health, we will continually survey our internal and external environments for strategic-level risks that will impact our organization and will respond to those risks based on our risk tolerance and appetite.
- 3. We Commit to Leveraging Technology.** As One Harris Health, we will implement our strategic technology plan to improve health outcomes, patient safety, efficiency, access and workforce resiliency. We will support our workforce through the changes to processes and roles that new technologies offer through proper training and re-training.
- 4. We Commit to Innovation.** As One Harris Health, we will innovate through our people, processes and technologies to improve the health of our communities.
- 5. We Commit to Collaboration Inside and Out.** As One Harris Health, we will seek collaboration internally (especially with our workforce) and externally to improve access and the overall health of our communities. We will also seek to expand opportunities for local businesses to learn how to work with Harris Health.

D. HARRIS HEALTH'S STRATEGIC PILLARS AND FIVE-YEAR PERFORMANCE GOALS

Strategic pillars define where Harris Health will focus its energy and resources to fulfill its commitment to the communities served. Aligned performance goals serve as the means to define and measure the organization's success over the next five years to ensure Harris Health can continue to deliver the results necessary to be a leading safety net system. Harris Health is committed to the transparency of performance outcomes related to its strategic goals.



Pillar 1: Quality and Patient Safety

As a high-reliability organization, Harris Health will achieve optimal health outcomes and provide safe, effective, person-centered care.

1

Five-Year Performance Goals

- 1. Reduce Serious Safety Events (SSE).** Achieve a measurable reduction in SSE. This includes Level 1 and 2 SSE, Healthcare Associated Infections (HAI) and Patient Safety Indicators (PSI).
- 2. Quality Balanced Scorecard at Top Quartile.** Achieve top quartile performance nationally in the Quality Balanced Scorecard.
- 3. High-Reliability Organization Designation.** Achieve Level 3 Maturity in HRO.
- 4. Leapfrog "A" rating.** Achieve and maintain Leapfrog "A" rating.



Pillar 2: People

Harris Health will empower and engage its patients, workforce and communities by providing opportunities to learn, grow and thrive.

2

Five-Year Performance Goals

- 1. Retention Rate.** Maintain employee turnover rates at or below regional benchmarks.
- 2. Improve Workplace Safety.** Reduce the rate of workplace violence incidents involving physical harm while maintaining or increasing reporting compliance.
- 3. Increase Community Partnerships.** Grow and sustain a scalable, community-based talent pipeline through expansion of our community-based partnerships.



Pillar 3: Resiliency

Harris Health will anticipate, adapt to and learn from internal and external risks without compromising our commitment to our mission, vision and values.

Five-Year Performance Goals

- 1. 2% Annual Operating Margin.** Achieve a 2% operating margin annually.
- 2. Days Cash on Hand.** Maintain sufficient Days Cash on Hand to support capital investments, ongoing operational liquidity and bond rating.
- 3. Revenue Cycle Optimization.** Optimize revenue cycle performance as evidenced by enhanced collections, reduced denials, expanded revenue-generating services and implementation of strategic processes for pricing of services and payer contracting.
- 4. Capacity Optimization.** Increase utilization of existing facilities and service lines to their full operational potential.



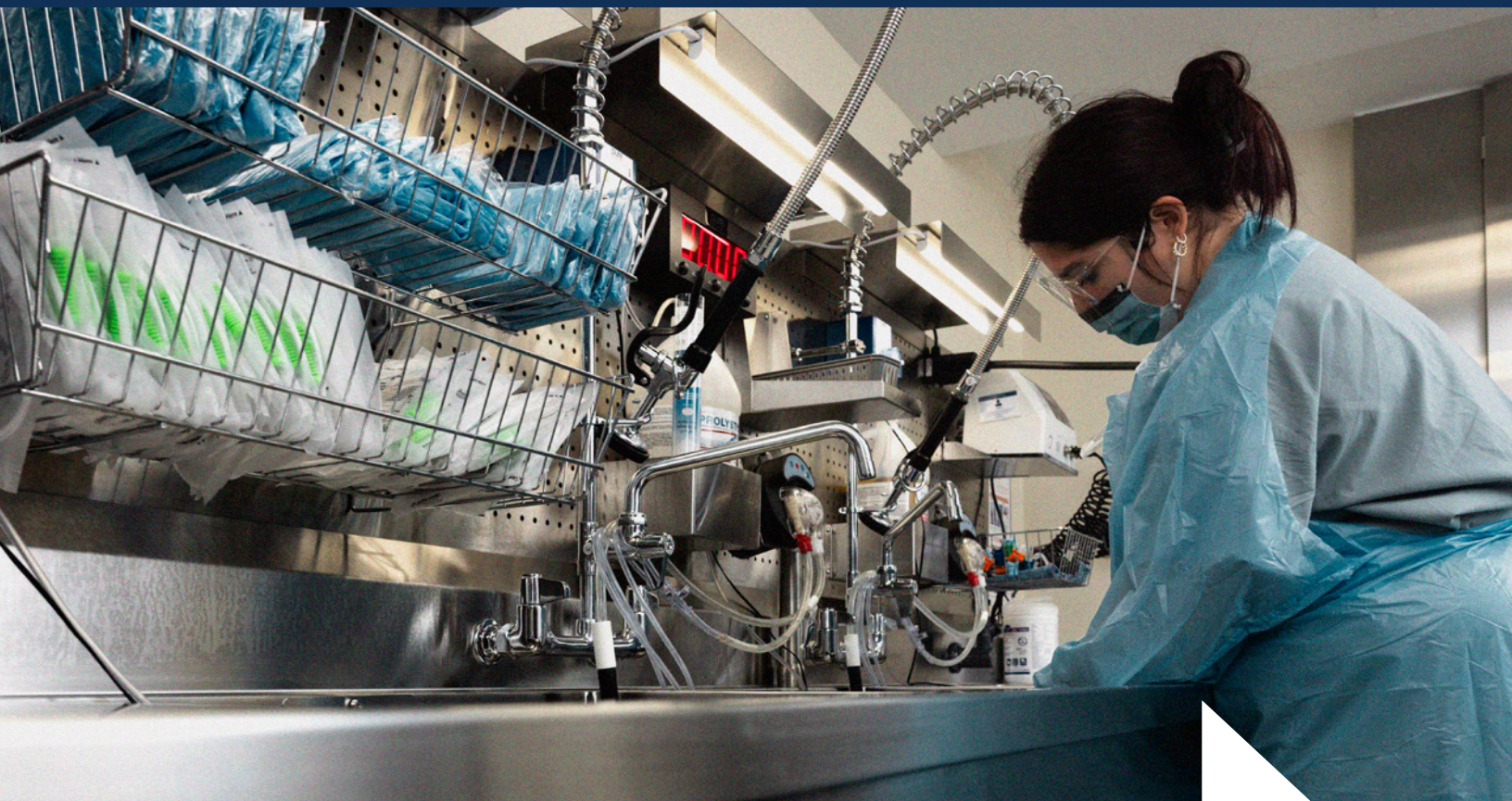
Pillar 4: Health Promotion and Disease Prevention

Harris Health is committed to collaborating with others to improve health, reduce disparities and increase the quality of life for the communities we serve.

4

Five-Year Performance Goals

- 1. Improve Heart Health Outcomes.** Achieve 75th percentile in key modifiable cardiovascular risk factors compared to national benchmarks with a measurable improvement in the number of heart attacks and strokes prevented.
- 2. Improve Diabetic Outcomes.** Achieve 75th percentile in Diabetes Control compared to national benchmarks.
- 3. Improve Behavioral Health Screening.** Improve the percentage of patients screened for behavioral health conditions.
- 4. Improve Cancer Screening Rates.** Achieve 75th percentile in applicable cancer screenings compared to national benchmarks.
- 5. Improve Maternal Morbidity & Mortality.** Achieve measurable improvement in maternal morbidity and mortality among high-risk patients.



Pillar 5: System Optimization

Harris Health will leverage people, technology and other resources to improve its value to the community.

5

Five-Year Performance Goals

- 1. National Institute of Standards & Technology Cybersecurity Framework (NIST CSF).** Achieve and maintain a Certified level from the NIST CSF.
- 2. EPIC Implementation Star Rating.** Achieve an implementation star rating within the top 25% of EPIC users.
- 3. EPIC Utilization Star Rating.** Achieve and maintain a utilization star rating within the top 25% of EPIC users.
- 4. Improve Technology Utilization.** Achieve at least 85% workforce adoption of designated enterprise technology platforms (e.g., ServiceNow, Microsoft 365).
- 5. Strategic Capital Plan.** Ensure on time execution of the Strategic Capital Plan within the approved budget.



Pillar 6: Access

Harris Health will provide care, education and opportunities for collaboration when, where and how our communities need it.

6

Five-Year Performance Goals

- 1. Increase Ambulatory Patient Panels.** Increase new (unduplicated) patients within ACS by 3%.
- 2. Increase Urgent Care and Same Day Clinic Access.** Increase urgent care and same day clinic access for patients with non-complex conditions by 3%.
- 3. Reduction of Unplanned Admissions.** Reduce unplanned cardiac and diabetes related admission by 7%.
- 4. Increased Utilization of Hospital at Home Program.** Increase average daily census for Hospital at Home days of care by 200%.
- 5. Coordination of Specialty Care.** Ensure specialty patients become established with a primary care provider within 30 days.
- 6. Behavioral Health Access Points.** Increase access points for behavioral health through collaboration and partnerships.

CONCLUDING REMARKS ON THE 2026-2030 STRATEGIC PLAN

Harris Health's 2026-2030 Strategic Plan is built on its current success as a safety net provider and positions the organization as a leader in disease prevention and health promotion by strengthening the health of communities it serves. Successful implementation of the Strategic Plan will be measured by the achievement of sustained results outlined in the five-year performance goals.



Harris Health's 2026-2030 Strategic Plan is intended to be a living, breathing commitment to action to realize the mission and vision of Harris Health and hold the System accountable for the promises made to the community. Two cultural commitments will drive the work. First, Harris Health will continue to Lead with Love as the basis to care for its patients and workforce. Second, Harris Health must make an even stronger commitment to operate as One Harris Health.

Successful implementation of the Strategic Plan requires the following attributes.

A. STRATEGIC AGILITY AND CONTINUOUS LEARNING

Strategic agility paired with continuous learning are fundamental components of Harris Health's 2026-2030 Strategic Plan. Rigorous monitoring of performance goals and changes in the external environment can necessitate the need for adaptation, agility, and continued accountability. Success of this Plan resides on continuous monitoring and course correction as needed. Periodic reviews will assess implementation, gaps and necessary shifts at the leadership and department level. Departments will be engaged and empowered to evaluate outcomes and propose adjustments as required. This cycle of learning and improvement supports Harris Health's goal to lead as a dynamic, inclusive and high-performing organization as One Harris Health.

B. COMMUNICATION AND CHANGE MANAGEMENT

Harris Health's leadership recognizes the need for transparent and consistent communication of the 2026-2030 Strategic Plan. The Strategic Plan will be aligned and integrated throughout Harris Health and with external partners. This will increase buy-in, establish a shared understanding and create momentum from all levels to achieve the five-year performance goals. Different methods of internal communication will be required to ensure that the Harris Health workforce understands its role in moving the 2026-2030 Strategic Plan forward. External communication to the community will reinforce Harris Health's progress in the Plan's achievement and public accountability. The leadership of Harris Health recognizes the need to embed change management support for its workforce throughout the implementation of the 2026-2030 Strategic Plan to ease transitions and foster workforce development.

C. INNOVATION

The leadership of Harris Health recognizes the call to innovate is more urgent than ever given the evolving landscape: one that is defined by rapid technological advancement, shifting demographics and increasingly complex challenges (e.g., global pandemics and rising rates of chronic disease). New technology must be combined with innovation to fully realize potential impact. Innovation is a continuous process that fuels progress, enhances patient outcomes and ensures the sustainability of Harris Health. To fully realize these benefits, Harris Health recognizes the need to encourage collaboration, foster a culture that embraces change and invest in scalable, equitable innovations. Harris Health's success in the future depends on the relentless pursuit of better ways to care, connect, prevent and cure.



ACKNOWLEDGMENTS

Harris Health would like to express its deepest appreciation to all who contributed to the 2026-2030 strategic planning process. More than 1,000 Harris Health staff and providers, along with community leaders and stakeholders, provided input to inform the strategic planning process. Special thanks are given to representatives from the many Community Based Organizations with whom Harris Health partners, the Federally Qualified Health Centers (FQHCs), Harris Health's Patient and Family Advisory Councils and the medical directors from Baylor College of Medicine and McGovern Medical School at UT Health for their contributions to Harris Health's strategic planning efforts.

This strategic plan reflects Harris Health's ongoing commitment to fulfilling its mission in Harris County, and the contributions of these stakeholders are essential to plan the next steps for responding to the people who count on Harris Health. This is an independent strategic plan developed by Harris Health with consultation from the Berkeley Research Group (BRG).

About BRG: Founded in 2010, BRG is known for groundbreaking thought leadership in the fields of corporate finance; economics, disputes, and investigations; enterprise strategy, and performance improvement. With over forty offices across six continents, BRG's network of professionals includes industry experts, renowned academics, and respected data scientists, bringing a breadth of proven real-world experience to address the complex challenges facing organizations today.

BRG considers the stakeholder engagement participation in the development of Harris Health's 2026-2030 Strategic Plan to be exemplary when comparing the stakeholder engagement process to BRG's enterprise strategic planning engagements with other health systems and hospitals.

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