



For more than 50 years, Harris Health System has served as the safety net for the people of Harris County, providing exceptionally high-quality healthcare to those most in need. Hurricane Harvey made this last fiscal year even more eventful than most, which is why we are especially proud to present this annual report.

It is our privilege and our passion to be here, as always, sharing our community's triumphs and challenges while working to provide the best care, the latest technology and the most innovative healthcare services.

Our vision

Harris Health will become the premier public academic healthcare system in the nation.

Our mission

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care and education.



Message to our community

No look back at the past year can ignore the devastating storm that dominated our lives and headlines. As Harvey's drama unfolded, we saw Houstonians come together in amazing ways. But Harvey also confirmed something we've known for more than 50 years. As the health system for those most in need in our community, we have a critical responsibility to always be ready to provide the highest level of treatment and service.

We are pleased to be making substantial investments and improvements throughout our system. Vital renovations at Ben Taub Hospital are moving forward. We've added home-based dialysis and Houston Hospice care programs. At Lyndon B. Johnson Hospital, we're building the first of what we hope to be many community gardens to foster better nutrition.

Our *Bridge to 2020*, a long-view strategic plan that guides us to improve outcomes for our patients and strengthen our family and our home through innovative new programs that help people get and stay healthy instead of only treating them when they're sick.

Finally, we'd like to extend our sincerest gratitude to all of you who so generously support the work we do for anyone in need of safe, high-quality, high-value healthcare.

We hope you can see why we're so excited to present this information to you in the pages that follow.

anne Clutterbook

Sincerely,

George V. MasiPresident and CEO

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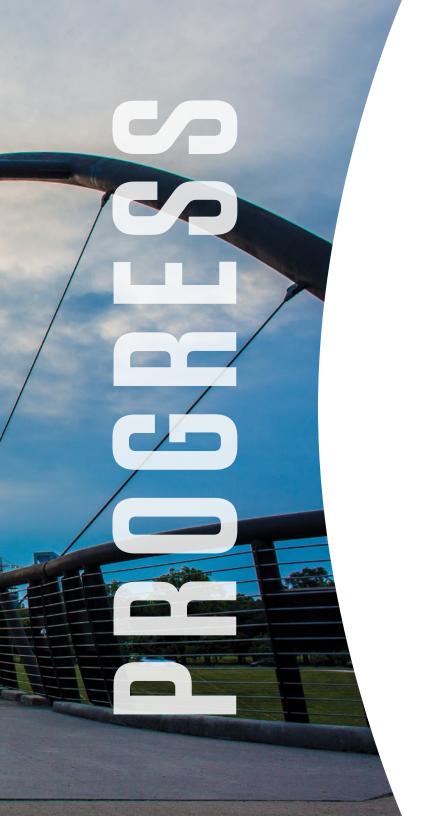
Anne Clutterbuck
Chair, Board of Trustees



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ON TE





Thanks to the collaborative efforts of everyone from our board of trustees, executive leadership and generous donors to our prestigious medical school partners and all of our skilled professionals on the front lines every day, we've made great progress addressing the goals of our recently established strategic plan, *Bridge to 2020*.

- + To maintain a strong financial foundation
- + To consistently improve the patient experience by having patient safety as our top priority, and through measurable improvements in quality and patient satisfaction
- + To be the preferred health system of employment for our Harris Health staff and the preferred venue for teaching, research and patient care for our physician partners
- + To continue to develop Harris Health as a state-of-the-art health system through consistent investment in facilities infrastructure modernization, medical equipment and information technology
- To design and implement a transformative model of care that is grounded in population health and sustained by wellness, prevention, disease management and acute care intervention

The *Bridge to 2020* provides direction and operational guidance for Harris Health System. It also serves as an inspirational reminder of the exciting possibilities and priorities that lie ahead for us all.



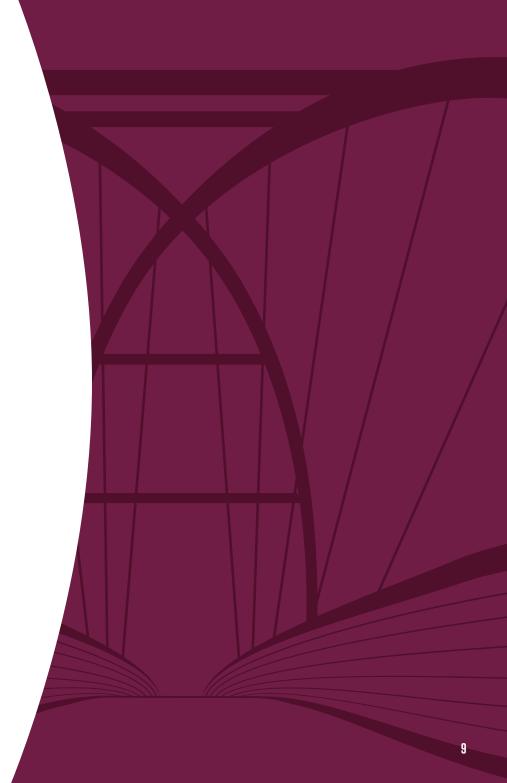
A valued partnership

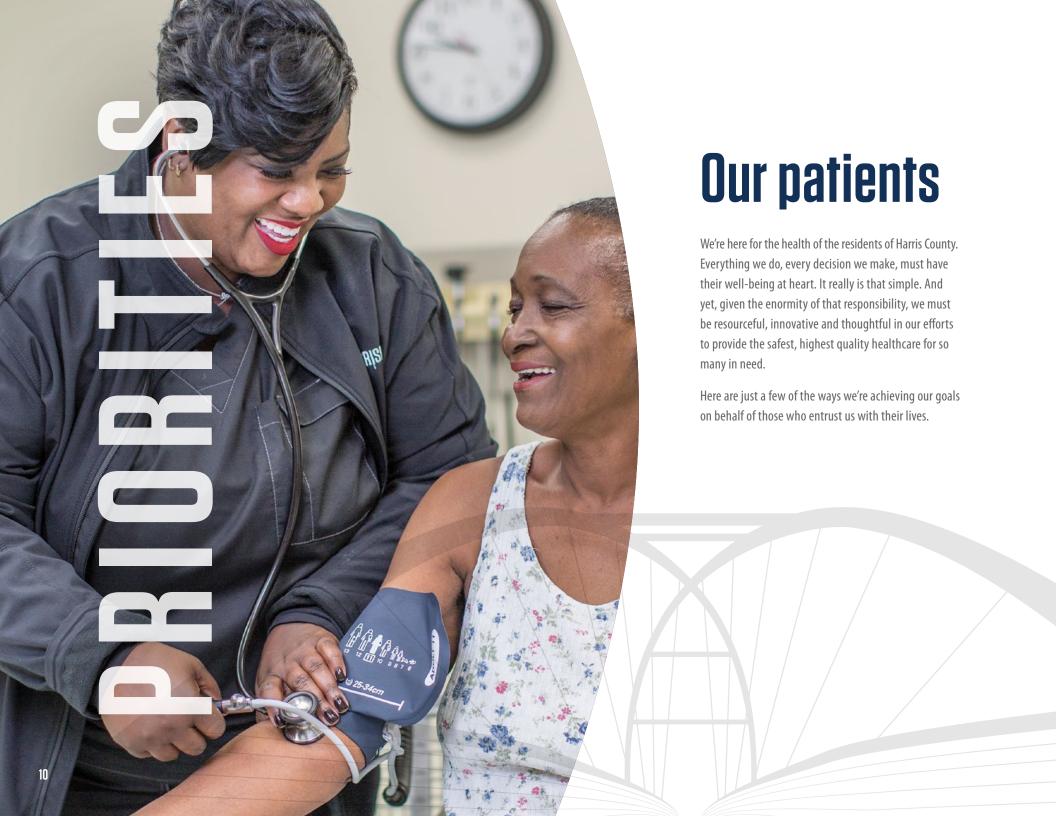
Harris Health System is extremely fortunate to have built a strong partnership with Houston's renowned Baylor College of Medicine and McGovern Medical School at UTHealth. Along with their highly skilled physicians and researchers, Harris Health stays abreast of the latest technology and medical advances as we proudly train the next generation of healthcare providers.

As a result, Harris Health patients receive a level of care that is second to none.









Home-based peritoneal dialysis program

By providing training and supplies for patients to use in their own homes, Harris Health offers life-saving dialysis treatment to many more people than our facilities can accommodate. Even better, those enrolled are seeing excellent results.

Hospice care through our Community Health Choice HMO network

Now we can offer care in a more comfortable, appropriate environment for those in their final stage of life while freeing up needed hospital beds for other patients needing acute care.

Hospital room modernizations

With the conversion of all four-bed patient wards completed by year's end, Ben Taub and Lyndon B. Johnson will offer semi-private and private hospital rooms, exclusively.

Medical home care coordination

As one of the nation's first to embrace the concept of integrated care, Harris Health System continues to lead the way in offering a lifetime of coordinated care through our network of community-based preventive, specialty and acute care facilities.

House Call Service

Harris Health's House Call Service has made outstanding progress in fiscal year 2018. We now have 25 doctors and nurse practitioners caring for 1,000+ patients, providing primary, geriatric and palliative care to homebound patients, preventing unnecessary illness and ER visits.

Zero harm to patients

Enlisting the ideas and collaboration of our leaders and staff, Harris Health is committed to consistently improving the quality of our patient care, with the ultimate goal of reducing patient harm to zero.



I owe Dr. Perez and Harris Health my life.

Before this program, I was so sick and tormented, I didn't want to live.

Javier Muñoz

Recent peritoneal dialysis program participant whose life has been transformed within months of in-home treatment

HEMODIALYSIS VS. PERITONEAL DIALYSIS

4 HOURS A DAY 3 DAYS A WEEK WAITING TIME TRAVEL TIME 30 MINUTES A DAY 3 TIMES A DAY NO WAITING TIMES NO TRAVEL TIME



Giving a WWII veteran his life back, and his family, peace of mind

Old-fashioned house calls make a life-saving comeback

By the time Leon Bernsen Sr. learned of Harris Health's House Call Service, he'd been in and out of hospitals in Corpus Christi with an infection he couldn't shake.

"They kept releasing him before he was well," says his daughter, Dianna Bernsen who, living in Houston, became terribly frustrated by the treatment he was receiving. "Then, he'd go to a rehabilitation center and he'd get re-infected," she explained.

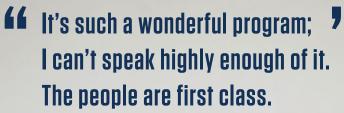
The ordeal was exhausting for Leon. The third time around, Dianna's husband arranged for his father-in-law to be transported to Houston by ambulance. After successful treatment at a local hospital, Leon transferred to Braeswood Personal Care, an assisted living home where he enjoys a safe environment near his family.

Leon's luck continues

From there, Susan Di Filippo, the home's owner, referred them to Harris Health's House Call Service. She helped set him up with Anita Major, MD, who visits Leon personally once a month and coordinates a full course of care for him and other homebound patients without them having to travel.

To Dianna, the House Call Service is not only easier, safer and healthier for her father, she believes it saved his life. Since Dr. Major regulated his wildly fluctuating blood pressure, Leon has regained his strength and is happy again. He celebrated his birthday in June, and while he struggles at times with his short-term memory, as his daughter says, playfully,

"At 92 years old, he's entitled."







305,739 unique patients

60% uninsured

\$651M charity care

All our best for those who need us most

- hospitals, including a Level I and a Level III trauma center
- **18** community health centers
 - **5** same-day clinics
 - **5** school-based clinics
 - large multi-specialty clinics
 - freestanding dental center
 - 1 dialysis center
 - 1 geriatric assessment center
- 10 homeless shelter clinics

430,000 Community Health Choice network members

Mobile immunization and medical outreach programs

Our family

Harris Health provides outstanding medical services, from world-class trauma care to innovative treatments like robotic surgery and peritoneal dialysis, and none of this would be possible without our extraordinary teams of professionals.

They include physicians and researchers, of course, but also thousands of exceptional nurses, technicians, caregivers and support staff, often unsung heroes who keep the wheels of progress spinning and patient satisfaction high. It's important that we provide a positive work environment, competitive benefits, continuing education and advancement opportunities.

Additionally, to show our appreciation in more tangible terms, we have raised salaries of 1,100+ dedicated staff members to a new Harris Health living wage, leading the Texas Medical Center.

The living wage increase has made employees more engaged and happier at work. You can feel it in the air. It makes us proud to be a part of that.

Amy Salinas

Director, Total Rewards, Harris Health System



2,267
physicians and specialists

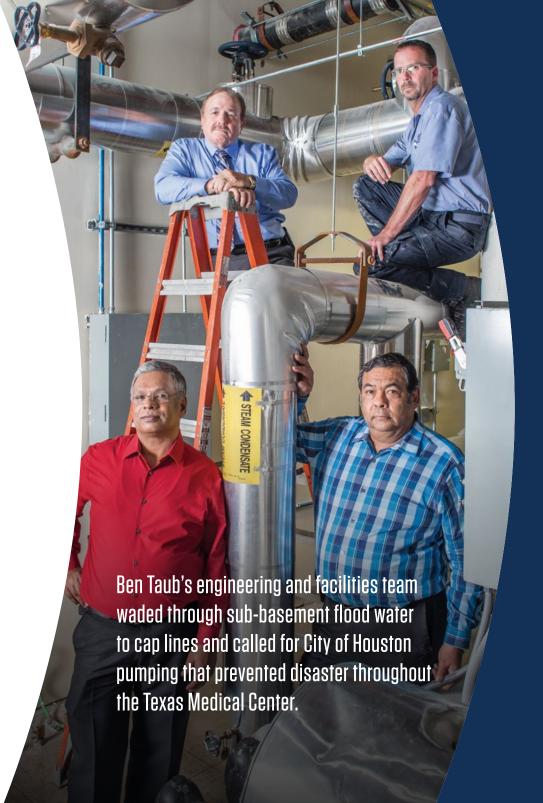
2,136 nursing staff





Hurricane Harvey

An unforgettable storm. **An unforgettable response**.



As Harvey brought on its devastating worst, the men and women of Harris Health brought out their courageous, creative best, despite threats to their own personal safety.

One physician waded through waist-high water, a life-giving package held high above his head, to get blood plasma to a patient in need.

LBJ Hospital "ride-out" staff members took their role to heart, working days on end and providing shelter and supplies to unexpected evacuees.

Scores of employees stayed at work even as their own homes, and communications with loved ones, were lost.

LBJ Hospital's staff created a mobile landing site for a helicopter transport of a craniotomy patient using strobes and GPS settings on a smartphone.

Teams of medical professionals opened an impromptu shelter clinic at NRG Center and provided on-site prescriptions through our robotic central-fill pharmacy.



Employee Disaster Relief Campaign

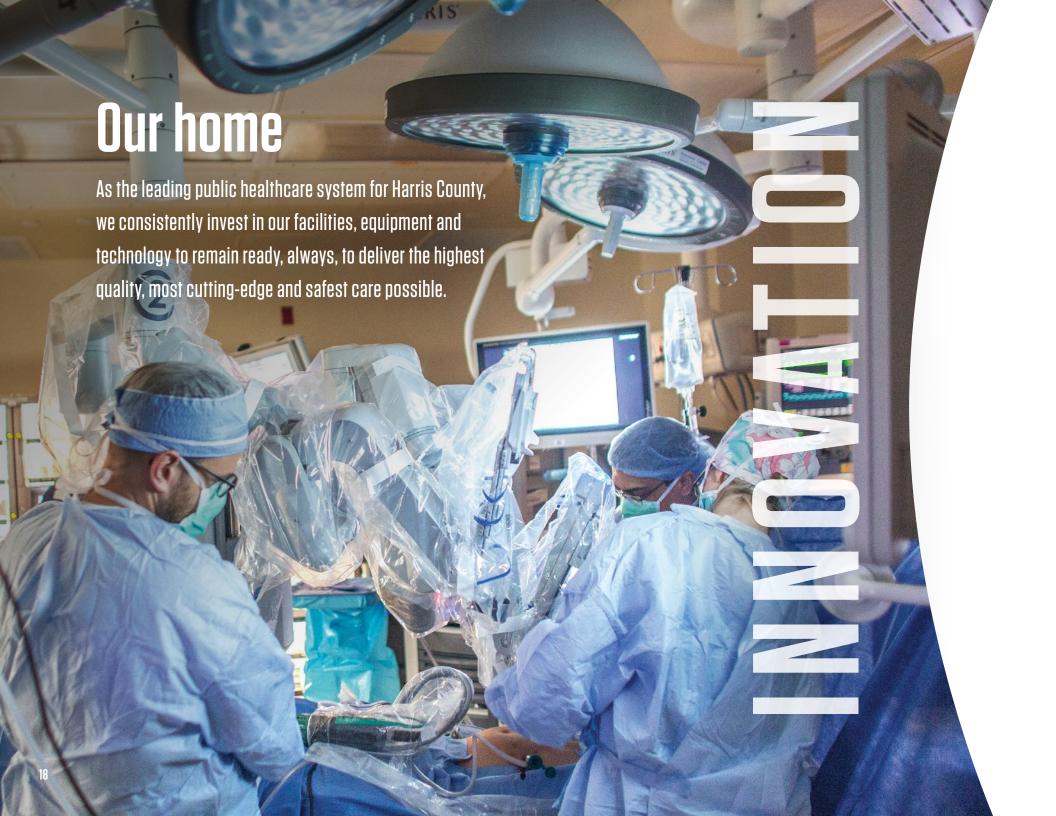
Many Harris Health employees suffered major losses from the storm, prompting the Harris County Hospital District Foundation to expand its Employee Disaster Relief Fund. Support came quickly from many people, including our own family, area residents and business partners, hospitals, medical centers and foundations from around the country. As a result, the HCHD Foundation was able to grant over \$400,000 to help our colleagues get back on their feet.

Additionally, the Texas Hospital Association shared nearly \$190,000 with hundreds of less severely impacted employees. Other groups generously provided four semi-trucks' worth of relief supplies. And Harris Health hosted several distribution events and offered employees the job flexibility and support they so greatly deserved during this stressful event.

Harris Health is always there for us. When Harvey hit, they helped me through employee donations and the disaster relief fund. From the bottom of my heart, I appreciate my coworkers for helping me through a difficult time.

Sandra Walker

Office Manager, Mammography Program, Harris Health System



During fiscal year 2018, we completed important renovations and additions, with many more on the horizon. Here are some of the highlights.

Lyndon B. Johnson Hospital

Home of the state's first and busiest Level III trauma center, LBJ Hospital now has a new, state-of-the-art, eight-bed intensive care unit. We've also expanded the pre- and post-op holding areas for interventional radiology.

Ben Taub Hospital

Our exciting, and vital, \$70 million modernization continues, including:

- + Relocation of 20 specialty clinics on three floors of Ben Taub Tower
- + New and expanded sterile supply, blood bank and oral surgery units
- + New safety fencing for the garage
- + Complete overhaul of air conditioning and heating, power distribution and plumbing
- + Relocation of the pharmacy to the second floor near the operating rooms
- Design for construction of seven new operating rooms, including two hybrids equipped with advanced medical imaging for minimally invasive surgery, plus 18 pre-op and post-anesthesia care beds and a complete emergency center renovation



New energy systems for safer, more dependable patient care

Major renovations at Ben Taub have inspired Harris Health to move our chilled water and steam service to Thermal Energy Corporation. This important change dramatically reduces our energy consumption, which means we're less affected by power outages and can confidently dedicate our backup generators to patient care.

Danny Jackson Health Center

Harris Health purchased this building in 2018 and has begun design to provide convenient access to expanded specialty services, including endocrinology, rheumatology, urology and gastroenterology to patients in an area of Katy, Texas, that has no public transit.

Casa de Amigos and Settegast Health Centers

Construction is nearly complete on projects to improve patient flow and safety at these community health centers.



\$20 million in infrastructure renovations. When you need to maintain a Level I trauma center in the third-most populous county in the nation, it's a big step forward.

David Attard, PMP, PgMP Associate Administrator, Healthcare System Engineering Administration Beyond keeping up with the latest advances and required maintenance, our teams routinely suggest and implement innovations to improve patient care.

of people already.
They're starting to see the hospital differently in our responsiveness to the community. It's pretty exciting stuff.

Alan Vierling, DNP
Executive Vice President
and Administrator,
Lyndon B. Johnson Hospital



2018 Innovation of the Year: Community Garden

Healthy fruits and vegetables are nature's medicine, and growing them is a healthy physical activity. That's the novel thinking behind the new LBJ Hospital Community Garden. The garden provides fresh organic produce for a new food prescription program for patients, as well as a multi-level garden for outpatient rehab therapy and opportunities to promote healthy nutrition throughout the community, where tens of thousands of residents suffer from food insecurity every day.

We're starting with one acre at LBJ Hospital. Ultimately, we hope to develop wellness gardens across our system. We believe that getting more people to help grow healthy foods sends a stronger message than simply telling them to eat healthy foods. We also expect these gardens to engage and inspire our own employees as they work alongside patients and visitors.

SFORMATION

Pathway to the future

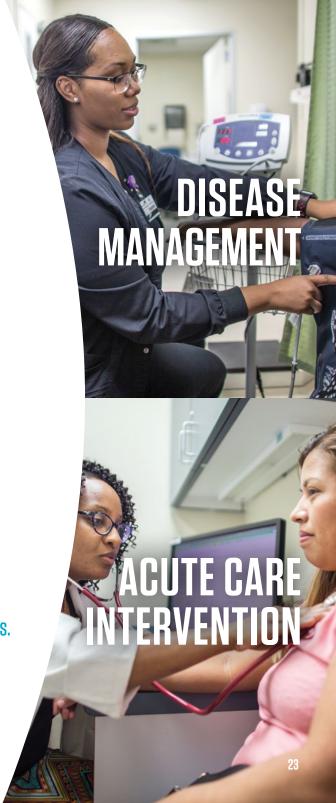
The ultimate measure of our value to the community is not only how well we treat people with health issues, but how we help people avoid unnecessary illnesses by leading healthier lives.



As the hallmark of our *Bridge to 2020* plan, we're creating a transformative model of care by leveraging the skills and expertise of:

- + our talented Harris Health staff
- + our valued medical school partners
- + the resources and technology of our vast healthcare network
- + the extended network of community partners and providers

We live and breathe in relentless pursuit of the perfect patient experience across the continuum of care. On the following pages are just a few shining examples of our efforts.





Sharing our space for the health of a community

As part of the Texas Community-Centered Health Home Initiative, funded by the Episcopal Health Foundation, Acres Home Health Center has transformed a languishing 1.6-mile walking trail and park area on its campus to provide a safe, inviting place for healthy outdoor activities. Everyone is welcome. Plans are in the works to add a farmers market offering fresh fruits and vegetables as another way to help combat diabetes and obesity in the community.



Robotic-assisted surgery: Is it right for us?

Lyndon B. Johnson Hospital is one of five hospitals across the country participating in a pilot program to determine the viability of using the da Vinci® Surgical System in financially disadvantaged settings. The da Vinci equipment is expensive, but this innovative treatment allows surgeons to use robotics to assist them in performing minimally invasive surgeries that may reduce recovery time and improve safety. Currently, we are performing a trial on robotic ventral hernia repair under the direction of Mike K. Liang, MD, and Shinil K. Shah, DO. Dr. Shah, an expert robotic surgeon, performed our first da Vinci procedure in January and has done dozens since, with plans to compare the outcomes of robotic repair to those of laparoscopy from both the hospital and patients' perspectives.



Back to basics that work wonders: Better diets, smarter shopping, healthier life

At Vallbona and El Franco Lee health centers, dietitians and health educators share tips for creating a healthy diet on a budget. Once-a-month bilingual Fresh Foodies classes cover the basics of nutrition and planned grocery shopping. Then, patients meet at El Franco Lee for a trip to H-E-B, with a \$30 voucher and shopping list in hand, for a one-on-one shopping adventure with the experts. A follow-up visit helps patients measure the impact these new skills have on their behavior.

Automated lab work speeds and pinpoints treatment

Introduced last year, our automated microbiology laboratory allows us to identify bacteria in a few hours rather than days so that our hospital patients receive targeted antibiotic treatment and recover faster. Now, the entire process is automated, requiring minimal staff members to physically handle specimens, adding another level of safety and accuracy.



New and unique behavioral health services

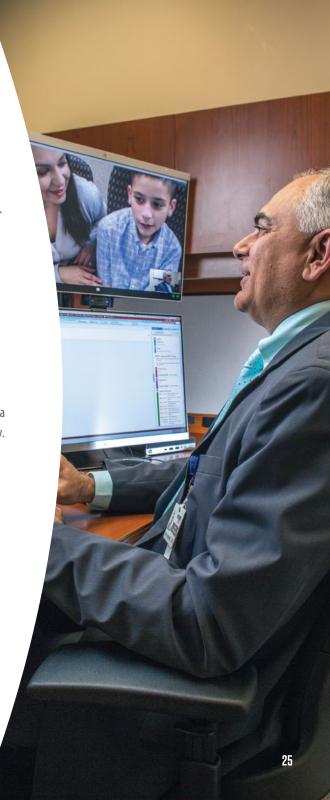
Behavioral health is a cornerstone of our care delivery system, as it affects every stage of life and plays an important role in overall health and well-being. Harris Health is making great strides in this arena, using innovative approaches to enhance our services across the county.

Making the most of a \$2.6 million grant from the Greater Houston Community Foundation's Hurricane Harvey Relief Fund, we have invested equally in new full-time psychiatrists and therapists to treat adults and children at our Casa de Amigos, Pediatric and Adolescent-Pasadena, Southside, Strawberry and Vallbona locations.

Thanks to a generous grant from the Harris County Hospital District Foundation Children's Health Fund, we're also launching an exciting new telepsychiatry program for students at Goose Creek and Sheldon ISDs. From our health centers in their communities, students can have a confidential video consultation with a psychiatrist who works remotely.

Way of providing services. It's more convenient for both patients and physicians, while allowing us to serve more people.

Asim A. Shah, MD
Chief of Psychiatry, Harris Health System
and Ben Taub Hospital



Financial highlights

2018 numbers at a glance

Operating revenues

Net patient service \$402,551 Medicaid supplemental programs \$266,468 Other \$27,143

Total \$696,162

Operating expenses

Salaries, wages and benefits \$756,589
Purchased services, supplies and other \$574,661
Depreciation and amortization \$52,298

Total \$1,383,548

Operating (loss) income (\$687,386)

Non-operating revenues (expenses)

Net ad valorem tax \$717,017

Net tobacco settlement \$13,424

Investment income \$7,815

Interest expense (\$12,945)

Contribution to HMO (\$60,000)

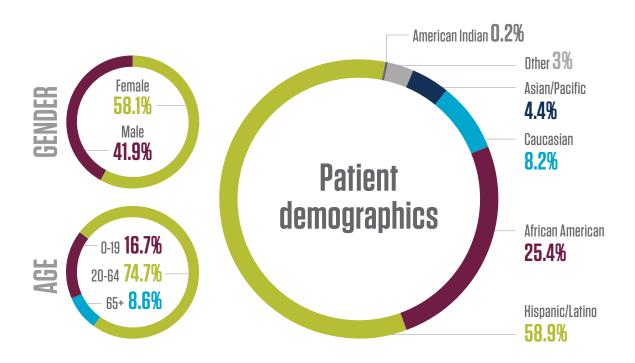
Other (\$453)

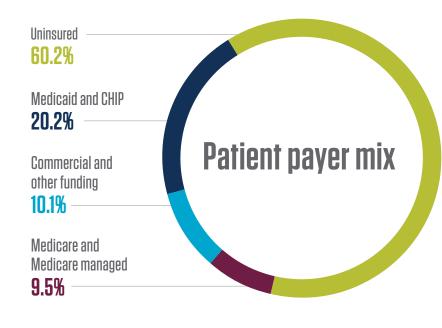
Total \$664,858

Capital contributions \$169

Change in net position (\$22,359)

Fiscal year ended February 28, 2018
All numbers shown in thousands





305,739 Unique patients







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Community involvement

VOLUNTEERS

Where would we be without the selfless contributions of our many volunteers? They support our staff in countless ways, freely sharing their time, skills and compassion. In the process, they infinitely improve the days and nights, not only for our patients, but for all of us.

Total system volunteers **716**

Total system volunteer hours

49.983

donated time **\$1.26M**

Savings in

Please join us.

volunteer@harrishealth.org | 713-873-2227

TANGIBLE CONTRIBUTIONS

Thanks to the work of various groups and our own staff members, Harris Health is able to provide comfort to patients in the form of:

- + Knitted baby blankets for our nurseries
- + Heart-shaped pillows
- + Handmade angel gowns for babies
- Magazines, books, snacks, eyeglasses, toiletries and baskets of baby care essentials

Giving back gives you a priceless feeling and reminds you that you are blessed to be a blessing to someone else.

Denise Pennie-Madison

Past president of AT&T Pioneers, Jackson Club

2018 COMMUNITY INVOLVEMENT AND TANGIBLE GIVING

Fiscal year ended February 28, 2018

Individual donors

Individual items donated

Total value of in-kind donations

108

72,134

\$265,274.50

2018 COMMUNITY INVOLVEMENT IN-KIND DONORS

A. Montgomery

Allison Clifton

Almatha Clark Taylor School

Based Clinic

Always in Season

Amy Coronado

Angel Gowns by Diane

Ann Roy

Anne Strebe

Ashe Memorial Hospital

ASIS International— Houston Chapter

AT&T Pioneers South—

Texas Chapter #64

Baptist Ministers' Wives and Widows Association

Barbara Deiss

Baton Rouge General Medical Center

Behavioral Hospital of Bellaire

Bellaire High School

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Cecilia Currier

Chain Reaction Ministries

Charity Guild of Catholic Women

Children's Wish Foundation

Clara Dobey

Common Thread Circle

Cuddling Care, Inc.

Cynthia Kwik

Cynthia Roney

Daniel Nguyen

Divine Enterprises Investment Club

Club

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First Presbyterian Church

Piecemakers

Fort Bend ISD Medical Science Academy

Friendship United Methodist Church

Girl Scout Troop #25048

Greenwood Forest Quilters

Gretchen Childs

Gulf Coast Regional Blood

Center

Happiness for the Holidays

Harris County Sheriff's Office

Harris Health Human Resources

nesources

Heritage Presbyterian Church

Hispanic American Medical Association of Houston

Hogg Family, National Society Children of the American

Revolution

Holly Cullen

Houston Astros

Houston Bar Association

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Lighthouse for Life

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Magazine Bins

Melvin Knapp Senior Center

Mita Gupta

Monica Iparrea

National Charity League, Bayou City

Natty Knitters

Proctor Plaza Park Community Center

Project Sunshine

River Oaks Chamber Orchestra

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Scope Imports

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Wayne and Ann Pierce

Wear a Pair, Share a Pair Westlake High School

Windsor Village United Methodist Church

YMCA of Greater Houston

Zara Tuyet Pham

Zavera McDonald, FNP, PLLC



25 years of support for vital programs and services

Since 1992, the Harris County Hospital District Foundation has proudly worked with generous volunteers, community partners and donors in support of Harris Health initiatives, from community health outreach programs such as mobile mammography, immunization and mobile dental services to professional development for Harris Health doctors, nurses and staff. Donors have also generously supported the expansion and construction of Harris Health facilities.

Over the years, the HCHD Foundation has granted nearly \$47.7 million to Harris Health System for programs and services, including \$3.9 million in fiscal year 2018.

In 2018, the Foundation was also pivotal in supporting affected Harris Health employees through the HCHD Foundation Harris Health Hurricane Harvey Employee Disaster Relief Fund.

The HCHD Foundation Silver Anniversary Jubilee of Caring

The 2017 Jubilee of Caring honored one of Houston's most generous philanthropic couples, Barbara and Corbin "Corby" J. Robertson Jr., with our annual Ben Taub Humanitarian Award for improving the quality of life for Harris County residents of all ages for more than 30 years.

This special event raised a record amount, allowing the HCHD Foundation to present to Harris Health a \$600,000 restricted grant for the first-floor renovation of the Ben Taub Hospital Ginni and Richard Mithoff Trauma Center, Harris County's leading Level I trauma center.

We welcome your support. Please visit **hchdfoundation.org/donate** today.



FOUNDATION 1992-2017 **

The HCHD Foundation sincerely appreciates donor gifts of all sizes. Every donation plays an important role in improving lives for all Harris County residents.

It's important to us that we recognize you for your generous contributions. Please let us know if your name has been listed incorrectly or accidentally omitted.

\$100.000+

Mr. Jerry Gresham The John M. O'Ouinn Foundation Simon Bolivar Foundation

\$25.000-\$99.999

Centra Health Foundation Epic

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\$5.000-\$9.999

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Cigna Health & Life Insurance

Mr. and Mrs. Robert H. Dale III Jenny and Jim Elkins Family Fund The Fant Foundation

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Texas Medical Center Foundation

University of Texas Health Science Center at Houston

University of Texas MD Anderson Cancer Center

Ware, Jackson, Lee, O'Neill, Smith & Barrow, LLP

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\$2,500-\$4,999

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\$1.000-\$2.499

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