

A close-up photograph of a healthcare worker wearing blue scrubs and blue nitrile gloves, holding the hand of a patient lying in a hospital bed. The patient's hand is resting on a light green hospital gown. The background is a blurred hospital room with wooden furniture and medical equipment. The overall tone is professional and caring.

2021 ANNUAL REPORT TO OUR COMMUNITY

FOCUS

HARRISHEALTH SYSTEM



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KEEPING THE FAITH

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.



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.

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

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.

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

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

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



**FOCUS ON
THE MISSION**

LEVELING UP

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.



Crisis nurses

By July of 2020, Harris Health and other local hospitals struggled to find space and personnel to care for the numbers of critically ill COVID-19 patients seeking attention. The state of Texas provided critical care nurses from around the country—welcome relief, to be sure, but first, we had to train them to ensure they provided our patients a level of care to match our quality standards and commitment to safety. Approximately 180 Harris Health nurses helped educate and onboard these nurses.

FEATURE STORY

Saving moms and their babies

Early on, as COVID cases surged in the adult care areas of Ben Taub Hospital, its neonatal intensive care unit (NICU) remained relatively unscathed. When the Delta variant reared its ugly head, things changed dramatically.

Suddenly, the NICU nurses struggled to keep up as cases of severe COVID among their pregnant patients skyrocketed. Doctors delivered babies prematurely to save moms requiring oxygen and intensive treatments.

To put things in perspective, most Ben Taub Hospital NICU nurses have 20–30 years of experience. The team routinely cares for women and babies facing extreme medical challenges. But they hadn't seen such high volumes and severity in a decade.

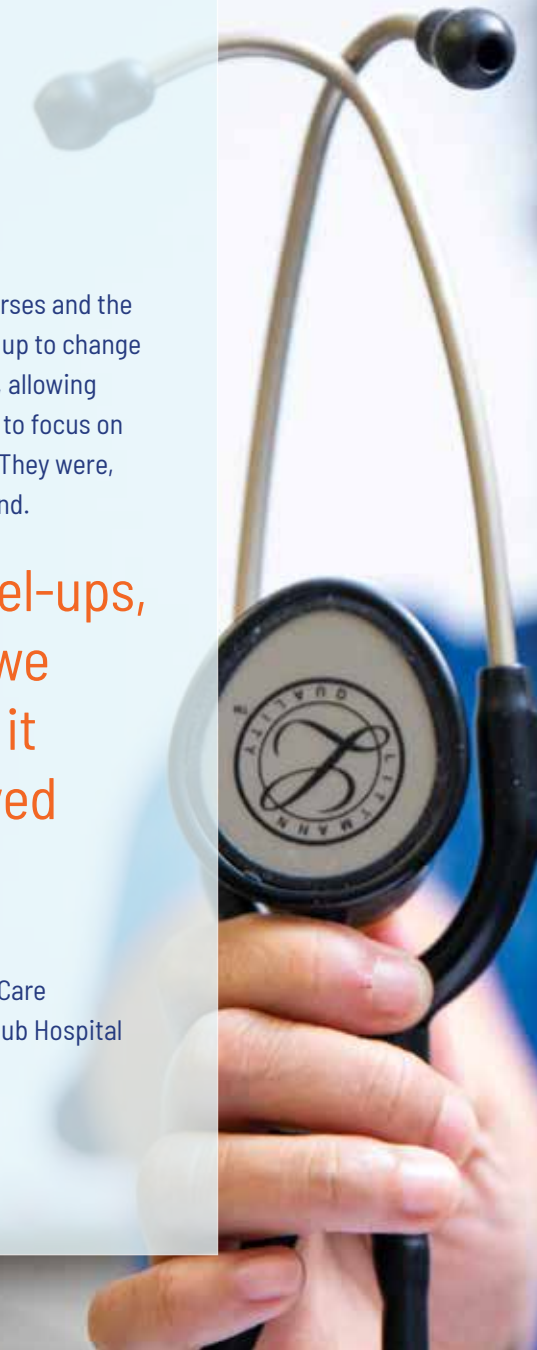
They desperately needed help. Unfortunately, leveling up for this specialized unit is not easy. Every hospital was in the same dire straits, and many Ben Taub nurses were already leveling up for adult care areas.

Enter Harris Health mother-baby nurses and the NICU's own managers, who stepped up to change diapers, take vitals and feed babies, allowing the unit's most highly skilled nurses to focus on more hands-on medical treatment. They were, for patients and staff alike, a godsend.

“Without these level-ups, I don't know how we would have made it through. They saved our necks.”

Karen Elkowitz, MBA, BSN, RN

Nurse Manager, Neonatal Intensive Care & Newborn Follow-Up Clinic, Ben Taub Hospital



REACHING OUT

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.

300+

qualified patients and caregivers received in-home COVID-19 vaccines in February 2021



Nurse navigators kept patients safe at home

27

nurses

72K

calls

15K

COVID+ and suspected + patients

FEATURE STORY

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.

"I reported to the command center from Wednesday to Friday and had an awesome time helping out."

Henry Pawlowski

Automotive Technician Supervisor, Logistics, Lyndon B. Johnson Hospital

Harris Health Logistics answered the call. Over the course of four days, team members not stranded themselves bravely volunteered to drive these 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.



PURSUING EXCELLENCE

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 Nurse 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.



Fewer than **1 in 10**

registered hospitals earn the Magnet status achieved by the nurses at Lyndon B. Johnson and Ben Taub hospitals.



SYSTEM HIGHLIGHTS

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 civic 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.

ELEVATING GOALS

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 plan's 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 Holly 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.



1,000

Harris Health non-clinical employees relocated to Fournace Place in Bellaire, Texas



SYSTEM HIGHLIGHTS

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

ADDRESSING PRIORITIES IN A SPECIAL YEAR

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.

Harris Health System Fiscal Year 2021 Revenues and Expenses

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

Operating revenues

Net patient service revenue	\$ 695,234
Medicaid supplemental programs	\$ 563,923
Other operating	\$ 34,168

Total operating revenues **\$ 1,293,325**

Operating expenses

Salaries, wages and benefits	\$ 894,277
Purchased services, supplies and other	\$ 826,853
Depreciation and amortization	\$ 59,751

Total operating expenses **\$ 1,780,881**

Operating loss **\$ (487,556)**

Non-operating revenues

Ad valorem tax—net	\$ 780,713
Net tobacco settlement	\$ 12,924
Investment income	\$ 4,434
Provider Relief Fund revenue*	\$ 22,135

Total non-operating revenues **\$ 820,205**

Non-operating expenses

Interest expense	\$ (10,920)
Other	\$ 1,517

Total non-operating expenses **\$ (9,403)**

Change in net position **\$ 323,246**

*COVID-19-related federal funding

FISCAL YEAR 2021 BY THE NUMBERS

FINANCIAL HEALTH

\$2.12B

total revenue

\$780.7M

ad valorem 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

telehealth clinic visits

853,206

total clinic visits

132,514

total emergency room visits

15,744

total surgery cases

36,481

total cases occupying patient beds

4,217

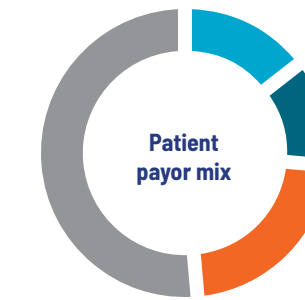
births

492.3

average daily census



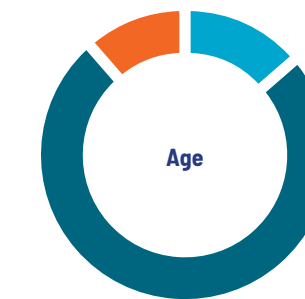
PATIENT DEMOGRAPHICS



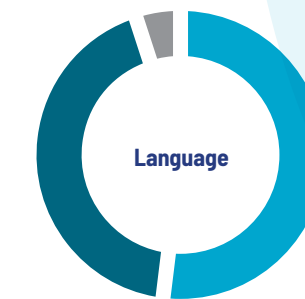
Commercial and other funding **14.7%**
 Medicare and Medicare managed **11.9%**
 Medicaid and CHIP **22.3%**
 Uninsured **51.2%**



Hispanic/Latino **54.1%**
 African American **25.9%**
 Caucasian **11.3%**
 Asian and other **8.7%**



0-19 **13.7%**
 20-64 **75.0%**
 65+ **11.3%**



English speaking **52%**
 Spanish speaking **43%**
 Other languages **5%**

PATIENT NUMBERS

234,784

total unique patients

47,778

self-pay patients

79,139

charity patients

GENEROUS COMMUNITY INVOLVEMENT

IN-KIND DONATIONS

361

Community partners

827,669

donated items

\$1,604,950

total value of in-kind donations

GIFTS OF TIME

283

volunteers

11,114

hours

\$180,555

value of donated time

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.

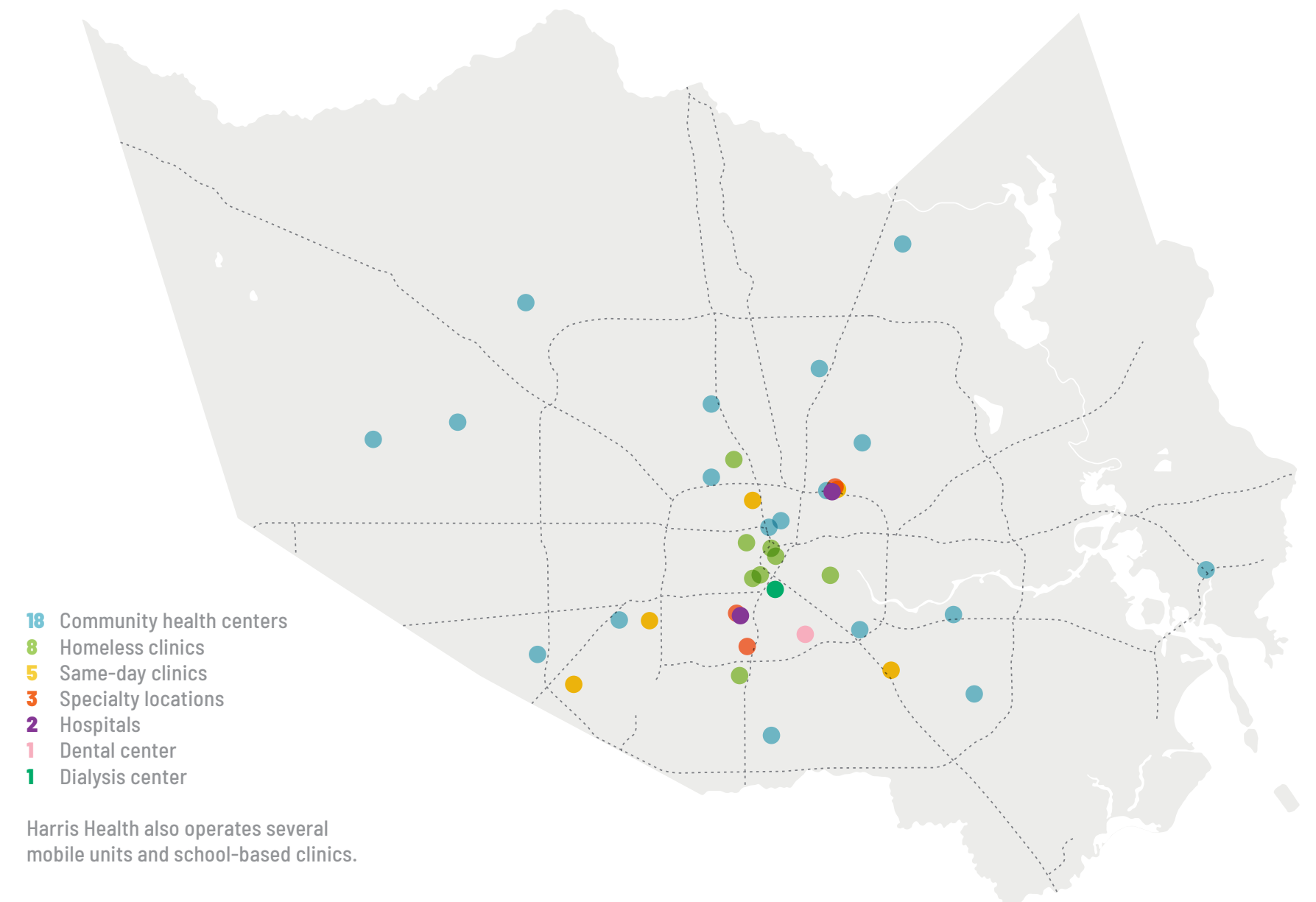
THANK YOU TO ALL WHO SHARED YOUR TIME AND GIFTS.

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





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

Carolynn Jones, JD
Executive Vice President and Chief Compliance and Risk Officer

Michael Norby
Executive Vice President and Chief Financial Officer

Louis Smith
Senior Executive Vice President and Chief Operating 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





FOCUS ON OUR SUPPORTERS

HCHD FOUNDATION HIGHLIGHTS

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, benefiting the Ginni and Richard Mithoff Level I Trauma Center at Ben Taub Hospital

Laptops and lunches for frontline Harris Health nurses

Mammography

Cancer care

Children's health issues





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.



[harrishealth.org](https://www.harrishealth.org)

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.