

2018

# Texas Health

## Community Responsibility & Sustainability Report

### Performance Summary





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This performance summary highlights Texas Health Resources' long-standing commitment to operating in ways that are ethical, responsible, sustainable and community-focused. Our 2018 Community Responsibility & Sustainability Report describes key programs, commitments and goals to improve our workplace, serve our patients and strengthen the health and well-being of North Texas communities. More information and performance data are found in our full 2018 report at [TexasHealth.org/Responsibility](https://www.texashealth.org/responsibility).

# Letter from Our CEO



**Dear friends,**

At a time when the Lone Star State is facing unprecedented health care challenges — ranking lower than most other states in terms of access to care, insured residents, public health funding, Medicaid reimbursement

and more — Texas Health is making strategic investments to improve the health of the people in the communities we serve.

Recognizing that we cannot address long-standing social and health problems alone, we collaborate with like-minded organizations to make meaningful progress. In 2018, we launched Texas Health Community Impact to drive community health improvements where they are needed most. Through this structure and process, we are awarding grants to local nonprofits to help implement innovative solutions that address social determinants of health, reduce health disparities and improve health outcomes for the people in our communities.

In addition to Community Impact, we continued investing in and advocating for resources and services for Medicaid recipients, the uninsured, other vulnerable populations, as well as those in need of behavioral health services and chronic disease management support.

For the residents of Fort Worth, we spent the last five years collaborating with stakeholders to create programs and policies that enhance their health and quality of life. According to the

Gallup-Sharecare Well-Being Index®, these efforts have improved the city's well-being ranking by 127 places and facilitated its certification as the nation's largest Blue Zones Community® — a remarkable achievement<sup>1</sup>. Thousands of people — as well as businesses, schools, restaurants and grocery stores — are making well-being a priority.

Over the course of the year, Texas Health made significant investments to build and expand health care infrastructure and services in Frisco, Fort Worth, Allen and Mansfield. We also focused on making care more convenient for consumers by providing mobile urgent care services, extending appointment hours and launching TexasHealthFamilyCare.com, which offers quick access to primary care doctors, scheduling tools and health information.

Our employees' talent and compassion — and the investments we have made in their development and well-being — earned us continued recognition for our excellent workplace and culture. Texas Health was named:

- Fortune magazine's list of Best Workplaces in Health Care and Biopharma (No. 1)
- Fortune 100 Best Companies to Work For® (No. 15)
- Fortune's Best Workplaces in Texas (No. 19)
- Great Place to Work® Best Workplaces for Women (No. 5)
- Fortune's Best Workplaces for Diversity (No. 8)
- Fortune's Best Workplaces for Gen X'ers (No. 4)
- National Business Group on Health® Best Employer for Healthy Lifestyles

These accolades are the result of our system's leaders and employees, who are making advancements each day to strengthen our culture and enrich the lives of their colleagues and patients. I am truly blessed to be working with such an esteemed group of individuals.

As No. 19 on the Great Place to Work and Fortune magazine's 50 Best Workplaces for Giving Back in the nation, Texas Health provided \$2 million in charitable contributions and sponsorships and enabled employees to volunteer a record-breaking 11,033 community service hours with local nonprofits.

Within our own walls, we continued refining strategies to improve the quality, safety and delivery of care we provide at the bedside. This helped us greatly reduce infection rates as well as earn recertification from The Joint Commission for meeting its performance standards. We also invested in projects to improve workplace safety and caregiver security, decrease environmental impacts and reduce drug and procurement costs.

In 2019, we will continue to advance our vision of partnering with you for a lifetime of health and well-being by working collaboratively to help develop healthier communities, positively influence the health care environment and enhance the future of care delivery. Thank you for embracing our Mission and Vision.

**BARCLAY E. BERDAN, FACHE**  
Chief Executive Officer

<sup>1</sup> A Blue Zones Community is an area in which citizens, schools, employers, restaurants, grocery stores and community leaders have come together to optimize residents' longevity and well-being.

# About Texas Health Resources

Texas Health Resources is a faith-based, nonprofit health system that cares for more patients in North Texas than any other provider. With a service area that consists of 16 counties and more than 7 million people, the system is committed to providing quality, coordinated care through Texas Health Physicians Group and 27 hospital locations.

Texas Health's access points and services, ranging from acute-care hospitals and trauma centers to outpatient facilities, home health and preventive services, provide the full continuum of care for all stages of life.

## MISSION:

To improve the health of the people in the communities we serve.

## VISION:

Partnering with you for a lifetime of health and well-being.

## VALUES:

Respect, Integrity,  
Compassion, Excellence.

# Our Vision for Sustainability

Texas Health recognizes that fulfilling its Mission is only possible by being a thriving and healthy organization itself. We are taking steps to operate sustainably through:

## Operational Effectiveness



- Sustaining strong financial performance
- Operating efficiently
- Using natural, financial and human resources wisely
- Advocating for affordable health care

## Innovative Care



- Delivering safe, reliable and coordinated care
- Forging business and community partnerships
- Launching new products and services to improve access and convenience

## High-Performing Culture



- Hiring and developing bright minds in health care
- Maintaining ethical behavior and integrity
- Fostering collaboration and teamwork
- Engaging our workforce
- Achieving top performance

# About This Report

Texas Health publishes an annual Community Responsibility & Sustainability Report online at [www.TexasHealth.org/Responsibility](http://www.TexasHealth.org/Responsibility) to share the system's priorities and performance. Our 2018 report describes our most relevant strategies, programs and goals as it relates to our employees, patients, environment of care, community, organization and leadership. Highlights of that report are in this summary.

Information presented in this report covers our wholly owned facilities unless otherwise noted. Some programs and benefits may not apply to all employees and/or facilities that we own, operate or joint-venture. All financial figures are in U.S. dollars. References to "Texas Health," "the organization," "we," "us" and "our" refer to Texas Health Resources.



"Texas Health is built on a foundation of traditions — faith, quality, compassion, and innovation. These traditions will be the very things that propel us into the future."

**BARCLAY E. BERDAN, FACHE**  
*Chief Executive Officer*



# Performance Summary FY 2018

## OUR PRIORITIES



Earn the trust and lifetime loyalty of North Texans.



Create a culture of excellence.



Provide community health services, resources and education.



Be a good corporate citizen.



Reduce operational costs and environmental impacts.



Grow strategically and responsibly.

## OUR PROGRESS

- Achieved recertification at 100 percent of all hospitals from The Joint Commission.
- Reduced health care-associated infections by more than 20 percent in our hospital and ambulatory care settings.
- Launched [TexasHealthFamilyCare.com](https://www.texashealthfamilycare.com) to make it easier for consumers to research primary care doctors, schedule appointments and access health information online.

- Named the No. 1 Best Companies to Work for in Health Care and Biopharma by Great Place to Work<sup>®</sup> and Fortune magazine.
- Earned Platinum recognition from the National Business Group on Health<sup>®</sup> for being a “Best Employer for Healthy Lifestyles.”
- Introduced a tool for employees to share 24/7 feedback so we can make real-time improvements.

- Launched Texas Health Community Impact to help reduce health disparities, address social determinants of health and improve North Texans’ health outcomes.
- Helped the city of Fort Worth become a certified Blue Zones<sup>®</sup> community.
- Began providing mobile urgent care services through DispatchHealth.

- Provided more than \$843 million or \$2.3 million a day in charity care and community benefit.
- Named No. 19 on the list of Best Workplaces for Giving Back by Great Place to Work and Fortune magazine.
- Volunteered a record-breaking 11,033 hours to complete 621 service projects.

- Continued a five-year, \$500 million cost-cutting campaign and saved \$24 million on supply expenses.
- Invested about \$5 million on 32 energy efficiency projects.
- Diverted about 108,000 lbs. of medical devices from landfills and avoided \$750,000 in disposal costs.

- Expanded health care infrastructure and services to serve the growing North Texas population.
- Advocated for sound public policies that protected North Texans’ health and well-being.
- Affiliated with UT Southwestern Medical Center and AdventHealth to build hospitals and medical office buildings.

# Transformative Growth

## 2018 FACTS



**25,000+**  
Employees



**\$4.8 BILLION**  
Total operating revenue



**1.8 MILLION+**  
Patients served annually



**6,200+**  
Physicians with active staff privileges



**1.6 MILLION+**  
Physician office visits

Operating in one of the fastest-growing regions of the nation requires that we are agile, innovative and responsive to consumers' needs. To improve our competitiveness and sustain as an organization, we are investing in strategies that enhance the quality and affordability of care, and in services that take care of people throughout their lives.

### In 2018, we:

#### **Focused on making our services more convenient, coordinated and accessible.**

We extended our hours, enabled North Texans to research providers and schedule appointments online, put medical records and health information at consumers' and physicians' fingertips, and began delivering care to people in their own homes.

#### **Addressed the needs of a growing population.**

We began building or expanding numerous facilities to provide much-needed services across the Metroplex, from Texas Health Harris Methodist Hospital Fort Worth to Texas Health Harris Methodist Hospital Alliance to Texas Health Presbyterian Hospital Allen. We also collaborated with AdventHealth and UT Southwestern Medical Center to build hospitals and medical office buildings in Mansfield and Frisco, respectively.

#### **Continued improving care delivery and reducing costs through strategic affiliations.**

Southwestern Health Resources collaborated with the city of Fort Worth to offer a health plan that emphasized telehealth and primary care at local clinics. The clinics cared for patients and resulted in \$4.8 million saved using the clinics instead of Emergency Departments. Texas Health Aetna continued delivering personalized care to more than 100,000 members while saving them an average of 15 percent on premiums.

#### **Positioned Texas Health for future financial success.**

Texas Health remained financially strong, with operating revenues increasing 2.4 percent to \$4.8 billion since 2017. We also are in our third full year of a five-year, \$500 million cost-cutting campaign to maximize efficiencies and further reduce expenses.



"At Texas Health, we call ourselves to action and accountability so that we may be a blessing in the life of every person we touch — our own workforce, the patients we treat and all of the people who ultimately benefit from our growing focus on health and well-being."

**JEFFREY L. CANOSE, M.D., FACHE**  
Senior Executive Vice President  
and Chief Operating Officer



"Our philosophy is to engage the right people to create the best product or experience possible for our caregivers and consumers. We want to have the right processes that set them up for success. We want to understand what gets in their way of creating and having a phenomenal experience."

**WINJIE MIAO**  
Senior Executive Vice President  
and Chief Experience Officer

## SNAPSHOT

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### Receiving Care from the Comfort of Your Home

When people have the flu or feel sick, the last thing they want to do is get off the couch and wait to be seen at an urgent care clinic. Thanks to a new agreement between Texas Health and [DispatchHealth](#), people living in certain areas of North Texas now can receive care from the comfort of their own homes for the same price they typically pay for urgent care.

The medical team treats injuries, illnesses and infections, can write prescriptions or administer IV antibiotics and can perform lab draws. This mobile service provides a more convenient option for the elderly, those who lack transportation or individuals who want convenient care. Being in a home setting allows health professionals to identify possible barriers that may be preventing people from getting the most appropriate care, if needed. They can coordinate follow-up care and help patients avoid serious health issues in the future.





# Being a Best Place to Work

To be a leading provider of care, we must first be the leading employer of choice. To attract and retain high-caliber professionals who embody our beliefs and values and work at the top of their game, we design our culture to be inclusive, nurturing, engaging and innovative.

## In 2018, we:

**Were ranked No. 1 on the Great Place to Work and Fortune magazine's Best Workplaces in Healthcare and Biopharma.**

Great Place to Work® and Fortune also named Texas Health as one of the Best Workplaces for Gen Xers (No. 4); Best Workplaces for Women (No. 5); Best Workplaces for Diversity (No. 8); Best Companies to Work For (No. 15) and Best Workplaces in Texas (No. 19).

## Offered affordable health coverage to employees.

We paid more than 80 percent of medical insurance costs, tiered premiums based on salary levels and offered a 15 percent discount in premiums if employees used the Texas Health Aetna health plan.

## Made it easier for employees to share their insights.

In 2018, we launched a new program called Anytime Feedback to confidentially capture employee feedback and make real-time improvements.

## Rewarded teams for their hard work.

We paid \$54.3 million in incentives for achieving key performance indicators and delivered more than 112,000 thank you cards to recognize employees for their contributions.

## Enabled employees to take care of their mind, body and spirit.

Our wellness program received platinum recognition from the National Business Group on Health®. This is the 10th year we have been honored for our commitment to employee well-being.



“At Texas Health, we recognize how important it is to have a work environment where each of us feels valued and respected for ourselves, our contributions and for all the ways each of us is different.”

**MICHELLE KIRBY**

*Executive Vice President and Chief People Officer*



## SNAPSHOT

### Transforming Care Through Physician Leadership

Physician leadership is crucial to transforming the delivery of health care in North Texas. Texas Health established Physicians Lead! to help physicians build their leadership effectiveness and capabilities. Representing a range of specialties, physicians participate in educational sessions facilitated by Texas Health Resources University, the American Association for Physician Leadership and LCI Group. The courses help them develop team-based solutions to system-level opportunities for improvement, such as reducing patients' length of stay or visits to the Emergency Department, or closing service gaps.

According to Peter Nguyen, M.D., a nephrologist on the Texas Health Harris Methodist Hospital Fort Worth medical staff, the program taught him skills that will help him understand himself better, listen more effectively and effect positive change.

“Developing physician leaders helps drive efficiency and quality care for patients,” he said.

# Delivering Safe and Quality Care

Texas Health aspires to provide safe, reliable and quality care each time someone visits one of our hospitals, clinics or offices. We are facilitating a rapid-learning environment, standardizing approaches and becoming a high reliability organization.

### In 2018, we:

#### Earned recertification from The Joint Commission.

Surveyors examined numerous safety and quality practices and praised our robust infection control processes as being among the best.

#### Received high safety ratings from The Leapfrog Group.

Eight hospitals earned A grades and four earned Bs from the Leapfrog Group, which ranks hospitals for their ability to avoid errors, injuries, accidents and infections.

#### Reduced health care-associated infections.

We created a systemwide infection reduction plan and associated strategies that helped us reduce health care-associated infections by more than 20 percent in our hospital and ambulatory care settings.

#### Rolled out a safety event classification system.

We now have a clearer picture of baseline safety performance and can track the effectiveness of our efforts to improve reliability in patient safety.



“Patients trust us to care for them and they trust that we are practicing at the top of our licenses. We push ourselves to improve the care we provide.”

**JOAN CLARK, D.N.P., R.N., NEA-BC, CENP, FACHE, FAAN**  
*Executive Vice President and Chief Nurse Executive*

SNAPSHOT

### Recognized for Quality Care and Nursing Excellence

Texas Health earned praise from a variety of organizations for our commitment to safe, quality care in 2018. These included:

- The Joint Commission named Texas Health one of its Pioneers in Quality™ for successfully leveraging electronic clinical quality measures and health information technology to drive quality improvement.
- The National Association of Healthcare Access Management awarded Texas Health with its BEST in KEYS Award for exemplary performance in patient access.
- U.S. News & World Report named three of our hospitals among the five best in Dallas-Fort Worth in its 2018-19 Best Hospitals report.
- IBM Watson Health named Texas Health Southwest one of its Top 100 Hospitals for the third consecutive year.

# Improving Community Health and Well-Being

Our compassionate, caring hearts extend beyond our hospital walls and reach deep into our communities. Being a faith-based nonprofit organization, our commitment to social responsibility is in our DNA. We invest in creating positive, sustainable change for our communities by sharing our time, talent and resources.

## In 2018, we:

**Provided more than \$843 million in charity care and community benefit.**

These investments serve thousands of people, including Medicaid beneficiaries and low-income uninsured individuals.

**Launched the Texas Health Community Impact initiative to address population health needs in innovative ways.**

We are making strategic investments to reduce health disparities, address social determinants of health and improve targeted health outcomes for the people in our communities.

**Awarded nearly \$2 million in charitable contributions and sponsorships.**

We helped nonprofits reduce health disparities, manage chronic diseases and improve wellness. Fortune and Great Place to Work® recognized Texas Health as No. 19 on the 50 Best Workplaces for Giving Back in the nation. In 2019, we will

award \$5.2 million in Community Impact grants to address social determinants of health.

**Gave the most ever time to support community nonprofits.**

Our generous employees logged a record-breaking 11,033 Community Time Off hours and participated in 621 community service projects throughout North Texas.

**Helped the city of Fort Worth become a certified Blue Zones Community®.**

After a five-year investment to make the healthy choice the easy choice, Fort Worth improved its well-being score by 127 places.



Committed

to Community



## ADVOCACY

Support public policies that protect the health needs of North Texans, employees and communities.



**\$843 MILLION**

Provided in charity care and community benefit



**170,000+**

People provided with pastoral care



**156,517**

People served through our Faith Community Nursing program



**\$21.9 MILLION**

Received in financial gifts from generous donors



**11,033**

Hours volunteered to complete 621 community service projects

## SNAPSHOT

### Bringing New Life to an Inner-City Neighborhood

Texas Health is helping transform an inner-city Fort Worth neighborhood, one of the oldest in the city. Many of its residents suffer from higher rates of chronic conditions, such as heart disease and diabetes.

Ralph Bunche Park has sat undeveloped for some 40 years. Located in the Stop Six neighborhood between two schools, it had become a haven for gangs over the years. Today, the park is undergoing a \$1.5 million renovation to add trails, benches and security lighting. Texas Health and the Blue Zones Project® donated nearly \$87,000 for playground and fitness equipment to give people access to a healthy and safe place to exercise.

Down from the park is a corner store, which has long been the go-to spot for kids coming home from school. Today, due to Texas Health's contributions, it's stocked with healthy produce and water instead of sugary sodas. The changes at this market — which also included upgrading the entrance, parking lot and façade, and installing a refrigeration unit — earned national recognition. The Fort Worth Blue Zones Project team won the Healthy Food Availability and Accessibility award in the Food Policy category from the Blue Zones Project.

“This underscores that Texas Health, through its support of the Blue Zones Project, is helping to improve the overall health of a community,” said Matthew Dufrene, vice president of North Texas Healthy Communities. North Texas Healthy Communities is a nonprofit community outreach arm of Texas Health that focuses on community health and well-being. “We know that it helps to reduce chronic conditions and disease if there is access to healthy fruits and vegetables and foods.”





## \$15 MILLION

Saved over five years from reduced energy consumption



## 18TH TIME

Being named one of the nation's "Most Wired®" health care systems



## 32% INCREASE

In revenue at Texas Health Supply Chain Services



## \$5 MILLION

Invested in 32 energy efficiency projects



## \$5 MILLION

Spent with minority and women-owned enterprises

# Enhancing Our Environment of Care

Texas Health conscientiously manages its environment of care to maintain business functions, keep employees and patients safe, lower operating costs and reduce negative environmental impacts.

### In 2018, we:

#### Protected our financial health.

We saved \$24 million in supply chain expenses and increased Texas Health Supply Chain Services' revenue by 32 percent. We also reduced drug costs despite inflation, shortages and expensive new therapies.

#### Migrated primary care providers to the system's electronic medical health record.

We connected 212 practices in Texas Health Physicians Group to the system's digital database of patient records so that physicians can access information anywhere. This integration supports delivering a continuum of care and improves patient safety.

#### Created the Texas Health Security Force Training Academy.

This academy integrates hospital-based training programs into one systemwide approach. Security officers receive psychological assessments and training on de-escalation skills and emergency management planning.

#### Reduced environmental impacts.

We invested about \$5 million in 32 building projects to reduce energy consumption. We also diverted about 108,000 lbs. of devices from landfills and avoided roughly \$750,000 in disposal costs.

#### Continued harnessing the power of data and analytics.

We began assembling a data science team to assess health data and analytics to help us identify ways to improve operational efficiencies, reduce costs and identify social determinants of health.

### SNAPSHOT

#### A+ Grade for Battery Recycling

After recognizing several departments at Texas Health Dallas were using a high number of alkaline batteries to power their devices, its Environmental Services team created a process to collect and recycle them. They now can track the weight of batteries being kept out of landfills. Team members initially set a goal of recycling 300 pounds of batteries per month, but exceeded 450 pounds in the first two months of the program alone.

# Volunteers: A Passion for Companionship

Volunteers from our community are passionate about contributing their talents and time in service to Texas Health staff, patients and their families. These “helping hands” enable caregivers to focus on patients.

At Texas Health Presbyterian Hospital Dallas, for example, volunteers known as Senior Ambassadors take four hours out of their week to visit with patients 65 years old and up. With smiling faces, wearing green uniforms, they are assigned to one of 15 clinical care units where some geriatric patients have few visitors and are looking for companionship during their stay.

“They’re a great blessing when they walk into the room,” said Kathryn MacDonell, the geriatric manager and founder of the program. “Senior Ambassadors come with a willingness to be present, really connect and listen to people’s stories. It’s a chance for older patients to feel less lonely and isolated, and it enhances their experience at the hospital.”

Senior Ambassadors have logged more than 1,000 visits with geriatric patients since the program launched in March. While they don’t provide any medical assistance or advice, they do consider themselves a part of the healing team. We are so appreciative of these ambassadors as well as the more than 1,700 volunteers who collectively donated more than 320,000 hours of their time and energy to Texas Health in 2018. We admire and appreciate their dedication and service.



# Contributors

The following key internal teams provided direction and scope, and helped in identifying relevant topics that reflect Texas Health's economic, environmental and social impacts, or issues of interest to our stakeholders:

Brand Experience

Community Affairs

Community Health Improvement

Environment of Care  
& Emergency Management

Environmental Services

Faith & Spirituality Integration

Finance

Governance Services

Government Affairs & Advocacy

Information Services

Information Systems  
& Application Management

Integrated Experience

Legal

Performance Improvement

Quality Outcomes

Quality & Patient Safety

Real Estate Engineering

Strategy & Planning

Supply Chain Management

System Engineering

Texas Health Physicians Group

Texas Health Population Health,  
Education & Innovation Center

Texas Health Research  
and Education Institute

Texas Health Resources Foundation

Texas Health Resources University



# Learn More

To access our full report, please visit:

[TexasHealth.org/Responsibility](https://TexasHealth.org/Responsibility)

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