



# HISTORIC TIMES. AMAZING PEOPLE.

2020 ANNUAL REPORT TO THE COMMUNITY **HARRISHEALTH** 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

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## CALM AND STEADY PROGRESS

**THROUGH WHATEVER COMES OUR WAY**

As dedicated champions of health, Harris Health System readily embraces our responsibility to protect and improve the lives of all Harris County residents. Over the last fiscal year, and through the continuing coronavirus crisis, our courage and commitment have certainly been tested in unprecedented ways. Through it all, our Harris Health family, in collaboration with our medical school partners and the Harris County residents we serve have proved once again that, together, we are amazing.



## THOUGHTS ABOUT THE YEAR BEHIND US AND THE YEARS AHEAD

# TO OUR COMMUNITY:

How different our world is now than when fiscal year 2020 began. And how drastically daily operations have changed since the fiscal year ended. Still, despite daunting challenges, the last year or so has brought out the best in people.

We've seen extraordinary human efforts, systemwide, to improve patient safety and maintain zero patient harm.

We've seen our entire Harris Health family show remarkable courage, resourcefulness, solidarity and compassion to keep all systems running smoothly as we care for those in need.



We've witnessed doctors, nurses and medical professionals go about their work, at great personal risk, nimbly adapting to ever-changing protocols in dealing with a novel coronavirus.

We've marveled at the strength and support of our patients, their families and our community at large as we continue to fight this public health threat.

For the privilege of knowing and working with all these amazing people, we are enormously grateful.

In this, our first shared report, we present just a few of many stories of heroes rising to the challenge. They serve as clear evidence that working together as one is how we succeed, COVID or no COVID.

Kimberly E. Monday, MD  
Chair  
Harris Health System Board of Trustees

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

We've seen our  
entire Harris  
Health family show  
remarkable courage,  
resourcefulness,  
solidarity and  
compassion.

# AMAZING STAFF

**AN UNWAVERING COMMITMENT TO PATIENT SAFETY AND QUALITY**

## **First and always, do no harm**

In response to a survey conducted by the Centers for Medicare and Medicaid Services in September 2019, Harris Health initiated a systemwide improvement effort focused specifically on patient safety and doing zero patient harm. Working in collaboration with CMS and industry experts, our staff diligently contributed to the endeavor, putting in extra hours and achieving impressive results. In four short months, Harris Health established new measures to improve safety that are now part of our long-term strategy for high-quality patient care.

### **Pre-procedure checklist**

Like an airline's pre-flight checklist, this process verifies patient and procedural information to eliminate potential errors.

### **Wound care procedures**

Posting Braden Scale scores on our units' shared whiteboards keeps all care team members aware of a patient's risk for pressure injuries.

### **Building automation system**

A remote system monitors the temperature and humidity levels of our hospitals, allowing us to quickly identify and correct the issue when either goes out of range.

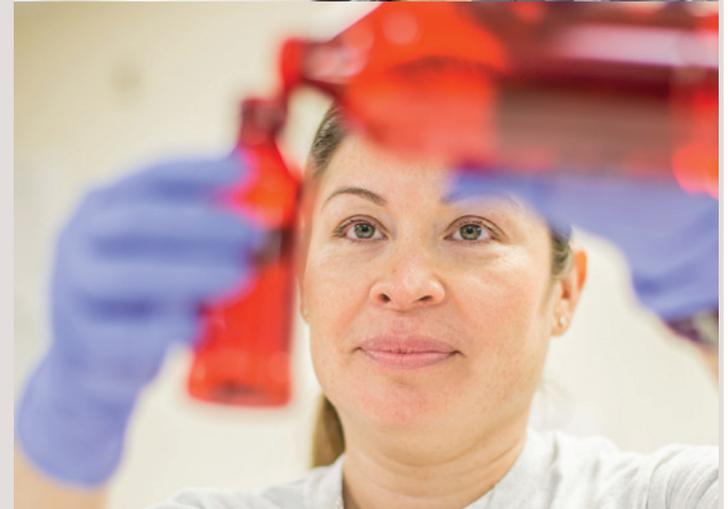


**“The staff’s pride in what they accomplished was evident in every encounter I had.”**

unsolicited comment  
from CMS surveyor

“This is the most significant improvement in a short period of time that I’ve ever seen.”

unsolicited comment from CMS surveyor



# AMAZING PARTNERSHIPS

SERVING OUR REGION BETTER, TOGETHER

## Instant community spirit

While COVID-19 cases strained our system's capacity first, the rest of the Texas Medical Center soon saw increased loads that threatened their ability to accept transfers. TMC leadership quickly convened to determine how all our systems could best share information, help manage capacity and minimize time spent searching for facilities for our patients. What began with daily group huddles with all our TMC partners has eased to twice weekly meetings as we resume more normal operations. We are grateful to TMC organizations for facilitating transfers from our ERs to their inpatient units during the crisis. It has been a great exercise in collaboration that has laid a valuable foundation for the future.

## 45,000 calls and counting

Harris Health's Ask My Nurse hotline is always available to patients seeking healthcare guidance. When the coronavirus outbreak hit, this dedicated team partnered with the Harris County Public Health Department to provide 24/7 call support to anyone in our community worried about contracting the virus, driving call volumes up by well over 200% some months.

A core team of 17 nurses expanded to 70+ at the height of the pandemic to offer qualified assessments to those experiencing COVID-like symptoms.

## BY THE NUMBERS



Harris Health COVID case load

**2,462**      **216**

non-COVID

COVID

patient transfers March 1 – August 31, 2020

March 2019: **3,945**

March 2020: **9,365**

number of Ask My Nurse calls

## Medical school partnerships

Harris Health System proudly continues our relationships with the faculty, staff and students of the highly respected McGovern Medical School at UTHealth and Baylor College of Medicine. These longstanding partnerships are vital to the health of our community, making it possible for us to provide the latest technology and advanced medical treatments as we help train tomorrow's rising stars.



"Our new agreements strengthen our relationship and position our organizations to better meet the future healthcare needs of our community."

Mike Hill, Senior Vice President,  
Harris Health System



BY THE NUMBERS

2,206

faculty members

2,473

residents and fellows

# AMAZING OUTREACH

## COMMUNITY HEALTH HUBS TO TURN LIVES AROUND

### Our population health movement

Last year, we launched a population health movement to address social factors that can make it difficult for many of the people we serve to live healthy lives. Our goal is to create health hubs at our hospitals and health centers where we can share access to special resources and referrals based on the needs of each community.

Our Food Farmacy program at Strawberry Health Center provides living proof of the concept. Through this innovative program, physicians refer diabetes patients with A1c levels above 7 and who also struggle with access to fresh fruits and vegetables and other food staples they need to have a healthy diet.

Our team there helps them learn about the importance of eating well to improve their overall health by offering:

Tips for smarter, healthier shopping

---

30 pounds of healthy food items every other week

---

Cooking classes using fresh fruits and vegetables

---

So far, graduating patients are showing improvements in their A1c numbers and have learned valuable new skills and knowledge for healthier living. We're assessing the results to help us improve and expand the program.



Plans for expansion include the opening of two new Food Farmacy locations, one at Acres Home Health Center (August 2020) and another at Lyndon B. Johnson Hospital (early 2021).

To keep the program safely up and running during COVID-19, Harris Health provided curbside delivery and switched to virtual cooking classes.



## BY THE NUMBERS

**300+**

patients enrolled

**74,430**

pounds of food provided

**100%**

satisfaction

“Great program.” “Groundbreaking.”  
“Excellent community service.”

common physicians' comments

“My sugar levels have improved.”  
“Very informative. I feel better and  
a little more energetic!”

common patients' comments

# AMAZING HEROES

**SWIFT, INVENTIVE RESPONSE  
TO AN UNKNOWN THREAT: COVID-19**

“It feels so gratifying to see patients get better and know that a team from all areas of our hospital came together to help them.”

Emily Heller, nurse practitioner



## Sharing ingenious COVID-19 treatments

Placing patients prone on their stomachs is a new technique that can help ventilator patients breathe more easily. When the nursing leadership team at Lyndon B. Johnson Hospital heard about proning, they created a special team to turn the patients, a 45-minute process, without disrupting other bedside care, and then shared their technique with colleagues at Ben Taub Hospital.

## Virtual care becomes the new norm

Our outpatient and information technology teams joined forces at the start of the pandemic to give non-COVID-19 patients a safe, easy way to see a doctor from home. They launched our new secure and fully functional Virtual Care telemedicine system in less than a week, to the satisfaction of patients and providers alike.



## BY THE NUMBERS

**150,000+**

Virtual Care visits since launch

**1,100**

physicians



“Home delivery eliminates wait times, reduces the number of calls, minimizes transportation expenses and most importantly, decreases everyone’s exposure to infection.”

Michael Nnadi, Senior Vice President/Chief Pharmacy Officer, Harris Health System

## 100,000+ prescriptions delivered

When Harris Health began our prescription home delivery service, it averaged 2,000 deliveries a month. The sudden outbreak of COVID-19 prompted the pharmacy team to expand the service. Within weeks, working weekends and overtime, this determined team was making more than 100,000 home medication deliveries a month, with a return rate of less than 1%.

## Follow-up calls to improve care and safety

When a patient at one of our health centers shows worrisome signs of COVID-19, Harris Health nurse navigators reach out to them at home to check in and provide virtual care and quarantine instructions for 14 days. Depending on a patient’s risk factor, the nurses call from three times a week to twice a day and facilitate next steps as necessary, from scheduling telehealth doctor visits to recommending a trip to the hospital.

## BY THE NUMBERS

# 34

nurse navigators

# 60K+

follow-up calls



## Community response goes global

The world became our community during this past year in response to the extraordinary needs of our teams and patients. Gifts of all kinds poured in, from the handmade baby blankets, stuffed animals and personal care items our donors are famous for to the more recent landslide of iPads, personal protective gear, medical supplies and support from friends and neighbors around the world.



To read more about our heroic teams and community, please scan here or visit [harrishealthheroes.org](https://harrishealthheroes.org).

### BY THE NUMBERS

# 130

iPads for isolated patients

# 650K+

PPE items

# 10K

medical equipment and supplies

# 15K

care and comfort items

# 60K+

meals for staff

# \$1.2M

total value of in-kind donations

# AMAZING LEADERSHIP

## INSPIRING THE NEXT WAVE OF PROGRESS AND PARTNERSHIP

Under the leadership of a new president and CEO in concert with a distinguished board of trustees, Harris Health continues to press forward as one of the nation's premier public academic healthcare systems.

### BOARD OF TRUSTEES

**Kimberly E. Monday, MD**  
Chair

**Linda Morales**  
Vice Chair

**Elena Marks**  
Secretary

Arthur W. Bracey Jr, MD

Andrea Caracostis, MD

Anne Clutterbuck

Lawrence D. Finder

Ewan D. Johnson, MD, PhD

Alicia Reyes

### EXECUTIVE LEADERSHIP

**Esmail Porsa, MD**  
President and Chief Executive Officer

**Michael Hill**  
Senior Executive Vice President  
and Chief Operating Officer

**Ann Barnes, MD**  
Executive Vice President  
and Chief Medical Officer

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

**Michael Norby**  
Executive Vice President  
and Chief Financial Officer

**Maureen Padilla, DNP**  
Executive Vice President  
and Chief Nurse Executive

**HARRIS COUNTY COMMISSIONERS COURT**

Harris Health System gratefully acknowledges Judge Hidalgo for her exceptional leadership in managing the extraordinary public health threat of COVID-19.

**Lina Hidalgo**  
County Judge

**Rodney Ellis**  
Precinct 1

**Adrian Garcia**  
Precinct 2

**Steve Radack**  
Precinct 3

**R. Jack Cagle**  
Precinct 4



# FISCAL YEAR 2020

## FINANCIAL HIGHLIGHTS

### Operating revenues

Net patient service revenue	\$591,357
Medicaid supplemental programs	\$290,557
Other operating	\$32,938
<b>Total</b>	<b>\$914,852</b>

### Operating expenses

Salaries, wages and benefits	\$837,609
Purchased services, supplies and other	\$717,313
Depreciation and amortization	\$54,650
<b>Total</b>	<b>\$1,609,572</b>

**Operating loss** (\$694,720)

### Non-operating revenues (expenses)

Ad valorem tax—net	\$767,515
Net tobacco settlement	\$13,797
Investment income	\$15,089
Interest expense	(\$10,866)
Contribution to HMO	\$0
Other	(\$604)
<b>Total</b>	<b>\$784,931</b>

**Change in net position** \$90,211

Fiscal year ended February 29, 2020. Numbers on this page shown in thousands.

## BY THE NUMBERS

**\$1.71B**

total revenue

**287,780**

total unique patients

**1,695,696**

total outpatient visits

**\$767.5M**

ad valorem tax

**49,011**

self-pay patients

**730,652**

primary care clinic visits

**\$591.4M**

net patient service

**113,099**

charity patients

**23,257**

total surgery cases

**\$290.6M**

Medicaid supplemental programs

**\$720.4M**

charity care

**546**

average daily census

**\$61.2M**

investment and other

## STATISTICAL HIGHLIGHTS



### Patient payer mix

Commercial and other funding **12.8%**  
Medicare and Medicare managed **11.5%**  
Medicaid and CHIP **22.1%**  
Uninsured **53.6%**



### Ethnicity

Hispanic/Latino **57.6%**  
African American **24.3%**  
Caucasian **10.3%**  
Asian and other **7.8%**



### Age

0-19 **16.7%**  
20-64 **73.7%**  
65+ **9.6%**



### Gender

Female **57.5%**  
Male **42.5%**

## GENEROUS COMMUNITY INVOLVEMENT

**35,787**

donated items

**\$162,108**

total value of in-kind donations

**633**

volunteers

**45,255**

volunteer hours

**\$1.45M**

savings in donated time

View our 2020 community involvement in-kind donors list at [2020harrishealthannualreport.org/highlights](https://2020harrishealthannualreport.org/highlights).





# SUPPORTING OUR AMAZING COMMUNITY

## HARRIS COUNTY HOSPITAL DISTRICT FOUNDATION

While taxpayer support is crucial to our mission, to remain on the leading edge of both clinical medicine and health-promoting initiatives requires additional resources. Since 1992, the Harris County Hospital District Foundation has supported our mission by soliciting and raising funds for innovative programs and working to build awareness of Harris Health throughout the community we serve.

Since its inception, the HCHD Foundation has awarded \$49.7 million in grants to Harris Health for programs and services in Harris County, including \$2.6 million in fiscal year 2020.

On behalf of the HCHD Foundation, we wish to express our sincere gratitude for the generous support of all donors, community partners and volunteers. Every donation plays an important role in our mission to improve the health of all residents of Harris County.

For a complete list of our donors, please visit [2020harrishealthannualreport.org/donors](https://2020harrishealthannualreport.org/donors).

**\$49.7M**

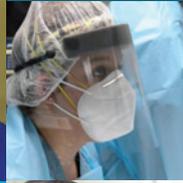
total grants

**\$2.6M**

2020 grants

# TO THE FUTURE

Every year brings new and unexpected challenges. This past year brought more than any of us could have imagined. Through it all, we were given an extraordinary opportunity to see what powers our community and this institution: **Amazing people all around.**





**HARRISHEALTH SYSTEM**

