



Texas Health Resources
Social Purpose Report Summary





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This performance summary highlights Texas Health Resources' long-standing commitment to operating in ethical, responsible, sustainable, and community-focused ways. Our 2020 Social Purpose Report describes key programs and strategies to optimize our organization and improve North Texas communities' health and well-being. More information and performance data can be found in our full 2020 report at TexasHealth.org/Responsibility.

Information 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 and operate or to 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.

A Note from Our CEO



2020 was a very difficult year. We experienced insecurity, stress and anxiety as we responded to the impact of COVID-19 on our health, our loved ones and our community. As a system and as individuals, we have planned around,

responded to and coexisted with the virus— personally and professionally. People are hurting from the pandemic, from many kinds of loss, from oppression and injustice, and from brutality and violence in our communities. Serving on the front lines in the war against COVID-19 and navigating systemic health, social and racial inequities made last year a year unlike any other.

And now, more than ever, we must nurture and take care of each other. As a faith-based nonprofit health and well-being organization, we must do what we can to fight these battles. In our 2020 [Social Purpose Report](#), we share how caregivers brought health and healing to the sick, hope and encouragement to our communities and strength to one another. We also highlight how we are driving innovation across our system and into the communities we serve. Some of our most notable achievements include:

Remaining steadfast in the face of adversity

Through unwavering tenacity, courage and resilience, our employees poured everything into using their gifts in service to others. Their speed and grace in responding to ever-changing COVID-19 clinical guidelines and patient needs was and still is inspiring. Our teams mobilized and shifted resources, executed emergency response plans and stood up command centers and telehealth capabilities in just days. It's no surprise that our healthcare heroes led us to be ranked first in the nation on Fortune magazine's list of Best Workplaces in Health Care and Biopharma™.

Becoming a central COVID-19 hub

Texas Health became a leading source of timely and accurate COVID-19 information, guidance, testing, treatment and vaccines. Early on, we partnered with UT Southwestern to conduct a COVID-19 Prevalence Study to assess how the virus impacts diverse populations to develop effective public health strategies. We also:

- Engaged at-risk consumers to address misinformation about the virus and vaccinations.
- Delivered critical testing, treatment, routine services and support.
- Coordinated with county health departments, school districts and businesses to administer vaccines at numerous Texas Health Community Clinics.

Enhancing our diversity, inclusion and equity strategies

We designed a comprehensive strategy to further embed diversity, equity and inclusion within our walls, our supply chain and the communities we serve. We are building a more culturally welcoming environment for consumers and their families and providing additional business opportunities to minority- and women-owned suppliers. At the same time, we are aligning our workforce and governance body with North Texas' demographics, as we examine and work to understand our own unconscious biases.

Investing in community health

Texas Health is funding and supporting pandemic relief efforts to address food insecurity and rental assistance in underserved North Texas communities. We also are addressing social determinants of health and closing gaps in healthcare literacy and behavioral health.

Expanding our support

We opened Texas Health Hospital Mansfield, the first of 20 Texas Health Texas Health Breeze Urgent Care™ clinics and broke ground on a women's tower at Texas Health Presbyterian Hospital Denton. We also expanded Texas Health Harris Methodist Hospital Alliance, Texas Health Presbyterian Hospital Allen and Texas Health Harris Methodist Hospital Hurst-Euless-Bedford to expand services closer to home.

A Note from Our CEO Continued...

Optimizing our operations

Our efforts to improve care, safety and quality through standardized and reliable practices are paying off. We received the Texas Hospital Association's Bill Aston Award for Quality for reducing sepsis mortality rates.

We also are using data-driven insights to make better decisions, faster. We are using predictive analytics to monitor systemwide operational needs, design tailored care management strategies for consumers who need care and identify services to improve their well-being.

Putting tools at consumers' fingertips

We are making it easier for consumers to access services and support to live their best lives. We launched applications and tools for consumers to engage care teams, access information and estimate out-of-pocket costs for up to 300 services.

I encourage you to read on and learn more about how Texas Health's employees advanced our ministry with dignity and grace in this extraordinary time. While we have great challenges to overcome, we will persist in our efforts to transform North Texas into healthier, more resilient, more equitable and more sustainable communities. Thank you for supporting our Mission.

Sincerely,



BARCLAY E. BERDAN, FACHE
Chief Executive Officer



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 and Excellence.

OUR TEXAS HEALTH PROMISE®:

Individuals Caring For
Individuals, Together®

RELIABLE:

We will be a dependable partner for our consumers by consistently delivering reliable care with exceptional quality.

SAFE:

We will keep our consumers and each other safe.

SEAMLESS:

We will create a coordinated and convenient experience that is intuitive for the consumer.

EFFICIENT:

We will ensure the Texas Health experience honors the consumer's time and resources.

PROACTIVE:

We will partner with consumers and their families to understand, anticipate, prepare for and respond to their needs.

CARING:

We will make intentional, human connections

About Texas Health Resources

Texas Health 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 access points that serve more than 7 million people, the system is committed to providing quality, coordinated care through Texas Health Physicians Group and 28 hospital locations

Our [services](#) provide the full continuum of care for all stages of life.

Our Social Purpose Priorities

 <p>Earn the trust and lifetime loyalty of North Texans.</p>	 <p>Be a good corporate citizen.</p>
 <p>Create a culture of excellence.</p>	 <p>Reduce operational costs and environmental impacts.</p>
 <p>Grow strategically and responsibly.</p>	 <p>Provide community health services, resources and education.</p>



26,000+
Employees



\$4.86 BILLION
Total operating revenue



1.5+ MILLION
Patients served



6,500
Physicians w/active staff privileges



250+
Community access points



28
Hospitals



80+
Outpatient facilities

Reimagining Healthcare

SNAPSHOT

Gathering Insights to Deliver Better Care

To understand consumers' healthcare journeys and services that improve their well-being, Texas Health examines data and uses predictive analytics to deliver optimal, personal care. We built an informational database of consumer touchpoints with Texas Health, Consumer 360. It captures relevant information about our consumers that is important to their care and well-being—everything from insurance coverage to their interactions with a Texas Health provider, clinic or even an educational seminar. Applying analytics, we can examine historical patterns of healthcare use to predict which programs and services would allow them to stay healthy and avoid chronic illness or high-cost, complex treatment.

Texas Health aims to deliver an exceptional healthcare experience for virtually every stage of life. Knowing consumers face more choices than ever, we identify and design programs and services to address their unique needs.

In 2020, Texas Health:

Continued tailoring the care and services we deliver

We [examined consumer data](#) and tapped predictive analytics to understand our consumers' healthcare journeys, services that improve their well-being and interventions that keep health issues from escalating.

Provided a new kind of urgent care experience that aims to be a breeze

We opened the first of 20 [Texas Health Breeze Urgent Care™](#) clinics that provide flat-fee pricing, an onsite pharmacy and concierge-style service.

Helped consumers better understand the financial impact of healthcare services

We launched an online tool to help consumers [estimate out-of-pocket costs](#) for 300 services and procedures.

Expanded access to healthcare support and services

We opened Texas Health Mansfield, broke ground on a women's tower at Texas Health Presbyterian Hospital Denton, and expanded Texas Health Harris Methodist Hospital Alliance, Texas Health Presbyterian Hospital Allen and Texas Health Harris Methodist Hospital Hurst-Euless-Bedford.

Co-led one of the nation's leading Medicare accountable care organizations (ACOs)

We have improved care coordination and saved almost \$120 million since 2017 through [Southwestern Health Resources](#), our affiliation with the UT Southwestern Medical Center. Our ACO delivers quality and affordable care to 100,000 Medicare beneficiaries.



"Texas Health aspires to help people live their best and healthiest lives. We want to give consumers the resources they need wherever they are in their healthcare journey."

WINJIE MIAO

Senior Executive Vice President and Chief Experience Officer

Delivering the Best Care to Every Person, Every Time

Texas Health hardwires best practices across the system to consistently deliver care that improves clinical outcomes, drives efficiency and lowers costs.

In 2020, Texas Health:

Became a trusted COVID-19 hub for North Texas

We provided thousands of North Texans with [COVID-19 information](#), screening, treatment and vaccinations.

Kept consumers safe while providing essential care

We deployed nearly 174,000 video-enabled [telehealth visits](#) to maintain care delivery safely. We also implemented infection prevention [best practices](#) to protect individuals from onsite exposure to the virus.

Provided financial relief to consumers impacted by the pandemic

We [deferred payments](#), offered tiered payment plans and ceased interest charges. We also covered the cost of medical care under COBRA for unemployed consumers needing life-saving, high-cost treatment.

Put healthcare tools and resources at consumers' fingertips

We deployed [new communications modalities](#) to make it easy for consumers to schedule appointments and vaccinations, view lab results, communicate with physicians and manage payments online.

Improved healthcare quality and safety

We received the Texas Hospital Association's [Bill Aston Award for Quality](#) for our high-reliability processes that greatly reduced sepsis mortality rates. Serious safety events also have dropped by 40% since 2018 from these processes and improved reporting practices.



“The steps we took to maintain safe, efficient, quality and virtual care in this pandemic was mind-blowing. The amount of work our teams put in to deliver new tools and capabilities for our consumers in such a short amount of time was phenomenal.”

KATHI COX
Senior Vice President, Integrated Experience



SNAPSHOT

Taking Virtual Visits from Concept to Reality

Texas Health shifted in-person appointments, classes and events to virtual delivery during the pandemic to safely maintain essential care, services, education and resources. Within days of the nation's shutdown, Information Technology Services (ITS) and clinical planning teams at [Texas Health Physicians Group](#), our hospitals and outpatient centers set up telehealth platforms that allowed consumers to consult medical professionals using smartphones, computers, or tablets. They quickly [optimized IT bandwidth and connectivity](#), delivered provider and staff training and set up scheduling capabilities. This allowed Texas Health to provide safe, continuous care while helping [loved ones connect](#) with providers and patients.

Caring for Our People

SNAPSHOT

Taking Care of Our People

To help our teams cope with the pandemic's impact both at work and at home, we established an employee relief fund, offered up to 80 hours of paid time off, expanded daycare benefits and paid backup care services for employees who need childcare or eldercare. The Texas Health Resources Foundation also raised \$2.4 million through a [COVID-19 Response Fund](#) and generous employees donated \$335,636 in paid time off to colleagues who needed support. We also provided discounts for meal and grocery delivery services and children's entertainment and educational resources.

Our employees feel called to work in a healing ministry that improves quality of life for millions of North Texans. Their ability to flourish – and contribute to our long-term sustainability – depends on their values, skills and contributions.

In 2020, Texas Health:

Kept care teams safe using timely and proven COVID-19 management protocols

We established a System Virtual Incident Command Center, an online [COVID-19 guidance hub](#) and a dashboard to coordinate our clinical and operational responses.

Supported employees physically, emotionally and financially

We implemented strict [risk protection measures](#), established [relief funds](#) to provide financial support, transitioned nonclinical staff to [work from home](#), offered [mental health resources](#) and provided discounts, and numerous childcare and financial benefits.

Avoided furloughs and maintained care delivery during patient surges

We [cross-trained employees](#) to take on new roles when we suspended elective procedures. When we faced an influx of patients, we shifted clinicians who served in non-patient care roles and refreshed their skills to work at the bedside.

Adopted strategic goals to drive diversity, equity and inclusion

We launched [a new strategy](#) to deliver culturally appropriate care to consumers and their families and to address disparities within our system, in underserved communities and throughout our supply chain.

Was named Fortune's Best Company to Work for in Healthcare and Biopharma™ for the third consecutive year

We also were recognized by Great Place to Work® and Fortune as one of the Best Companies to Work For® (No. 15); Best Workplaces for Women (No. 24); and Best Workplaces for Millennials (No. 63).



“We put employees first and made sure they felt supported, valued and safe so they could focus on caring for others. Their commitment to providing life-saving care while facing their own fears and challenges was awe-inspiring.”

CARLA DAWSON
Chief People Officer

Committed to Community

As a faith-based, nonprofit health system, we believe it is our social responsibility to improve North Texans' welfare through community outreach, health education and care access.

In 2020, Texas Health:

Provided \$757 million in charity care and community benefit

These [investments](#) provide healthcare for thousands of people, including Medicaid beneficiaries and low-income uninsured individuals.

Advocated for emergency funding and relaxed telehealth regulations to continue delivering essential care

We successfully secured federal relief funding and telehealth reimbursement and backed the removal of [regulatory barriers](#) to providing care for those in need.

Provided pandemic relief, rental assistance and other emergency resources

We provided funding and support for [programs that address depression, isolation and food insecurity](#) in underserved communities.

Introduced a new community engagement strategy that reinforces our commitment to equity and inclusion

We are piloting programs to provide [healthcare career opportunities to underserved students](#) and offer leadership development and civic learning opportunities to underrepresented employees.

Researched how COVID-19 impacted various demographic groups to make intelligent public health decisions

We joined UT Southwestern Medical Center to [assess how the virus impacted North Texans](#) to design more effective public health, outreach and education strategies.

Launched a Community Health Ministry strategy in collaboration with faith communities

We are joining [faith communities](#) to drive healthcare equity in high-need communities and



“Texas Health is committed to tackling the most pressing healthcare challenges our communities face, particularly the most vulnerable and underserved. We will continue advocating and supporting programs that will enhance quality of life.”

DAVID TESMER
Chief Community and Public Policy Officer



SNAPSHOT

Good Deeds Provide Disadvantaged Students Free Access to Healthy Foods

What started as a program to provide healthy food to students in an underserved high school in Sanger, Texas, [is garnering national attention](#) from school districts and media alike. During the pandemic, many families lost jobs and necessities became scarce, especially food. Knowing that hungry students cannot learn, the school district joined with local nonprofits to open a grocery store to provide free food and hygiene products. Students “pay” for the food with good deeds. A Texas Health Community Impact program called THRIVE (Together Harnessing Resources to give Individuals Voice and Empowerment) granted the school district \$300,000. The program is so successful it is now being replicated elsewhere.

Optimizing our Environment of Care

SNAPSHOT

COVID-19 Dashboard Drives Effective Response

As with any new or rapidly evolving situation, how well Texas Health adjusts and responds as the situation unfolds is critical. To monitor daily fluctuations in hospital bed capacity, personal protective equipment, other essential supplies and staffing capacity, we created a COVID-19 dashboard. Our analytics team built it with input from hospital, physicians group and supply chain leaders to help them monitor impacts and anticipate future needs. This allows them to make refinements without impacting care delivery or safety.

Texas Health invests in making our environment of care safe, healthy and efficient in order to provide an exceptional healing environment for the people we serve.

In 2020, Texas Health:

Worked nonstop to procure personal protective equipment and critical supplies

We leveraged our group purchasing relationships and an analytics dashboard to monitor inventory and consumption to [keep essential resources in stock](#).

Leveraged data and analytics to unveil actionable business intelligence

We developed new [databases, tools and dashboards](#) to help the system reduce costs, grow service lines and drive performance improvement.

Optimized our IT networks and capabilities to support remote working and telehealth

We deployed telehealth capabilities to maintain care delivery, enabled nonclinical employees to [work from home](#), and invested in IT and computer upgrades to maintain operations virtually.

Mitigated risks by protecting our physical, human and information assets

We enforced virus protection measures, [investigated threats](#) and acts of violence and averted potential cyberattacks.

Continued to drive efficiency and conservation practices systemwide

We expanded our building square footage by 17.55% since 2012 while only increasing energy consumption by 4.3%. We also conserved 91.4 million gallons of water in the last five years, enough to fill 138.4 Olympic-sized pools.

Was recognized by former First Lady Laura Bush's nonprofit for leadership in conservation and sustainability

We were again named to the [2020 Texan By Nature 20](#) for developing innovative, sustainable methods and processes.



“COVID-19 clearly exposed the fragility of the healthcare supply chain. Our extraordinary experiences allowed us to manage and perform at the highest levels throughout the worst of the pandemic. It is a source of great pride that we rose to the occasion and were able to support our system in 2020.”

SHAUN CLINTON
Senior Vice President, Supply Chain Management

Contributors

These key internal teams provided direction and scope for this report. They helped identify relevant topics that reflect Texas Health's economic, environmental and social impacts or issues of interest to our stakeholders:

- Blue Zone Project® Fort Worth
- Brand Experience
- Community Affairs
- Community Health Improvement
- Data & Analytics
- Environment of Care & Emergency Management
- Faith & Spirituality Integration
- Governance Services
- Government Affairs & Advocacy
- Information Technology Services
- Integrated Experience
- North Texas Health Communities
- People & Culture
- Quality & Patient Safety
- Real Estate Engineering
- Strategy & Planning
- Supply Chain Management
- System Engineering
- Texas Health Physicians Group
- Texas Health Research & Education Institute
- Texas Health Resources Foundation
- Texas Health Resources University



Learn More

To access our full report, please visit:
TexasHealth.org/Responsibility

Contact Us



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