OUR PATIENTS

Texas Health Resources (Texas Health) strives to be recognized nationally as an excellent and innovative health care system that provides integrated, coordinated care across the continuum. Putting patients first and improving their health outcomes is helping us achieve this goal.

2015 HIGHLIGHTS

- **ACHIEVED PATIENT SATISFACTION MEAN SCORES ABOVE 90 in ambulatory surgery, emergency department and outpatient services**

- **Received an “A” safety rating from The Leapfrog Group at 11 hospitals**

- **Enabled almost 8,000 Fort Worth residents to commit to improving their personal well-being by taking the Blue Zones® Personal Pledge**

- **Named one of “Health Care’s Most Wired” health systems for the 15th time in 17 years**

- **Formed Southwestern Health Resources with the University of Texas Southwestern Medical Center to expand care continuum**

- **Created an error prevention toolkit to bring together safety and quality best practices to help keep them top-of-mind for physicians, staff and volunteers**

- **RECEIVED FIVE STAR RATINGS from the Centers for Medicare & Medicaid Services’ Hospital Compare website at five hospitals**

- **Allowed 67,130+ people to complete well-being assessments, and to receive tools and resources to improve**
PATIENT EXPERIENCE

As a faith-based nonprofit, Texas Health is in the business of caring for people in need; we put patients at the center of everything we do. Delivering an exceptional patient experience characterized by compassion, clear communication and helpful navigation through each step of the care process not only earns our patients’ trust, it also improves health and outcomes, and lowers readmissions and costs – all things that are essential to our mission, vision and values.

Five years ago, Texas Health began implementing evidenced-based service strategies and training systemwide with the goal of achieving top decile performance to improve the patient experience and satisfaction. Overall, we have improved satisfaction in the inpatient, outpatient, emergency department and ambulatory services settings since then and are well on our way to reaching the highest patient satisfaction scores in Texas Health’s history.

Progress being made

In 2015, we took the opportunity to review both our patient experience strategy and execution. After identifying strengths and opportunities for improvement, we incorporated these findings into our strategic operating plan. To measure patient satisfaction and patients’ likelihood to recommend Texas Health, we contract with national vendor Press Ganey, which benchmarks satisfaction scores against national, customized and local databases.

While inpatient mean scores dipped slightly in 2015 from 88.6 in 2014 to 88.3, we achieved top decile mean scores in:

- Ambulatory surgery (increased from 93.9 to 94.3).
- Emergency department (increased from 89.7 to 90.1).
- Outpatient services (increased from 94.7 to 94.8).

Recognition for Patient Experience, Nursing Care

Five Texas Health hospitals were among only 207 nationwide to receive top ratings from the Centers for Medicare & Medicaid Services’ Hospital Compare website in 2015. Twenty Texas Health hospitals received at least three stars and 15 received four stars.

Additionally, Press Ganey awarded its Pinnacle of Excellence Award™ to Texas Health Presbyterian Hospital Plano for inpatient patient experience as well as Texas Health Harris Methodist Hospital Southlake for emergency room patient experience.

Finally, four of Texas Health’s 14 wholly owned hospitals have earned Magnet® designation from the American Nurse Credentialing Center – the highest recognition that a health care organization can receive for quality nursing care.

In addition, eight hospitals have achieved Pathway to Excellence® designation from the ANCC. In 2015, Texas Health Harris Methodist Hospital Hurst-Euless-Bedford and Texas Health Harris Methodist Hospital Alliance earned Pathway to Excellence status for their quality of care.
In 2016, Texas Health will:

- Create a highly reliable patient experience throughout the system’s facilities and medical practices.
- Holistically assess employee and physician engagement to determine the best ways to improve the patient experience for specific hospitals.
- Enhance, expand and reorganize our staff resources to develop sustainability plans that drive ongoing improvement.
- Give managers tools and coaching to better equip their teams with providing an enhanced patient experience.

**LIKELIHOOD TO RECOMMEND HOSPITAL**

**PRESS GANEY MEAN SCORE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>92</td>
</tr>
<tr>
<td>2014</td>
<td>92</td>
</tr>
<tr>
<td>2013</td>
<td>91.6</td>
</tr>
<tr>
<td>2012</td>
<td>90.9</td>
</tr>
<tr>
<td>2011</td>
<td>90.3</td>
</tr>
</tbody>
</table>

**HCAHPS* WILLINGNESS TO RECOMMEND**

**PERCENT “DEFINITELY YES”**

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>80.1</td>
</tr>
<tr>
<td>2014</td>
<td>80.6</td>
</tr>
<tr>
<td>2013</td>
<td>79.9</td>
</tr>
<tr>
<td>2012</td>
<td>78.2</td>
</tr>
<tr>
<td>2011</td>
<td>76.7</td>
</tr>
</tbody>
</table>

* Hospital Consumer Assessment of Healthcare Providers and Systems
SAFE & QUALITY CARE

At Texas Health, the ability to fulfill our mission and preserve our reputation is based on providing safe and high-quality care that is evidence-based and scientifically sound. After all, it is our clinical expertise and innovation of care that earns patient trust and loyalty. Considering the following statistics, it is incumbent on not only Texas Health, but the entire health care industry, to see that patients to reduce harm while patients are under our care.

More than 500,000 falls happen each year in U.S. hospitals, resulting in 150,000 injuries.1

- About 25 patients contract hospital-acquired infections.2
- Medication errors harm an estimated 1.5 million Americans each year, resulting in 220,000 to 440,000 deaths and billions in additional medical costs.3

As part of our journey to become a High Reliability Organization, Texas Health is working to consistently provide a safe, quality experience to our patients each time they visit any of our hospitals, wellness centers or physician offices. This work is intentional and strategic, requires extensive research and literature reviews to identify evidence-based best practices, and involves the expertise of our leaders, physicians, clinicians, staff, and safety and quality improvement teams across all Texas Health facilities.

Reliable Care Blueprinting

Making the Right Choice, the Easy Choice
When we follow evidence-based practices, we are most likely to get the expected result. When we can consistently provide the expected results to our patients, we build trust.

Benefits:

- **Patients:** Benefits through improved safety and outcomes resulting from highly reliable delivery of care at every Texas Health location, every time.
- **Physicians:** Can be confident that standard work will be delivered reliably, enabling them to focus on areas that require their unique perspective and expertise.
- **Employees:** A consistent process eliminates unnecessary variability, and checklists prioritize and organize daily work for care team members. Improved critical thinking, team building and communication enhance employee and patient safety.
- **Texas Health:** Improved and consistent quality and safety outcomes, enhanced reputation and value, reduced cost of care, and rapid identification of improvement opportunities. Real-time metrics also drive accountability and reliability.

Care design

To reliably deliver safe and quality care, Texas Health is making significant investments to instill a high-reliability culture systemwide and provide its teams with the tools, processes and training to succeed. In 2015, we launched a care design and deployment initiative – called Reliable Care Blueprinting – to help facilitate this effort.

---

1 According to the National Patient Safety Foundation
2 http://www.cdc.gov/hai/surveillance/
3 Journal of Patient Safety, September 2013
Care design: Sepsis

Sepsis, an overwhelming immune response to infection, contributes to up to half of all U.S. hospital deaths as symptoms can set in before they are detected. After design teams identified inconsistencies in how nurses and physicians were identifying and treating sepsis patients, they came up with new protocols and integrated technology to help them detect symptoms faster and automate interventions to deliver more timely treatment. We expect this will reduce sepsis-related death.

As we roll out improved care protocols, we are delivering customized training to share specific processes employees must follow to deliver safer and better care. Texas Health is continually evaluating care design effectiveness and will make refinements as needed.

- **Patient engagement:** Using clinical analytics tools and the patient intake process, we identify people at risk for poor self-management and readmission based on their health history. This allows us to more closely monitor and aggressively communicate with medium- and high-risk patients immediately.

- **Care management:** Clinical nurse managers and bedside nurses effectively manage patient care by confirming the medical services and care being provided is appropriate, by coordinating care to help verify patients see the right health professional at the right time. This has resulted in a decline in the length of patient stays and number of readmissions, and has improved patient satisfaction.

- **Care transition:** Care transition managers evaluate patients and plan an appropriate post-acute transition based on clinical criteria, funding sources, social support and the patient’s choice. They also share patients’ health history, care plans and treatment needs with all post-acute providers to improve quality of care and reduce the likelihood of readmission. This includes:
  - Communicating to improve understanding and alignment on patient status, treatment plans and next steps.
  - Providing care instructions to patients immediately upon admittance, throughout their stay, upon discharge and within three to seven days of being released.
  - Scheduling follow-up appointments for medium- and high-risk patients with their primary care physician or specialist, or having a nurse practitioner visit their homes following discharge.
  - Reviewing readmissions and having accountability meetings with post-acute providers.

#### CARE TRANSITION

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>53.3%</td>
<td>55.6%</td>
<td>57.2%</td>
<td>65%</td>
</tr>
</tbody>
</table>
Clinical leadership: According to the American Association of Colleges of Nursing, "strengthening nursing leadership at the point at which care is delivered" reduces readmissions, improves patient satisfaction and safety, drives compliance with core measures and saves money. Texas Health’s team of clinical nurse leaders manages the clinical care given to groups of 12 to 16 patients at a time.

Some of the ways clinical nurse leaders enhance communication between the care team and influence quality patient outcomes is by providing continuity of care, leading interdisciplinary care briefings and reviewing clinical data to provide optimum acute care coordination. Additionally, they mentor, bring evidence-based practices to the bedside, assist patients with health decision planning and collaborate with the care transition team to provide patient support upon discharge.

Performance improvement

To drive ongoing clinical improvements, Texas Health continuously reviews industry benchmarks, identifies internal and external best practices, shares lessons learned and sets performance goals.

We also monitor how well we deliver reliable care that is safe, outcome-focused and provided in a kind way. Comparing our progress against publicly reported clinical, safety and efficiency measures enables us to assess our progress against other systems of our size and scope as well.

Facilitating transparency

As a nonprofit health care system and a community resource, Texas Health routinely assesses and annually reports on care provided by its staff to confirm best practices are being followed and to identify improvement opportunities. We believe this information drives continuous performance improvement through accountability.

We also recognize that patients expect to know whether or not a provider delivers exceptional care prior to receiving services. By making data publicly available, we empower patients to make informed decisions to actively participate in their care, which improves their satisfaction and health outcomes.

Detailed information about the quality and safety of our care can be found in our Quality and Safety Report to the Community. Updated monthly, the report contains performance data on:

- Cancer
- Childbirth
- Emergency department
- Infection prevention
- Heart attacks/failure procedures
- Patient satisfaction
- Physician office care
- Medical imaging
- Patient safety
- Pneumonia
- Preventive care
- Stroke
- Surgery
- Other indicators
Patient safety

Texas Health is committed to the health and safety of our patients. We work tirelessly to refine our practices, reduce risks and promote a safe and healing environment, while aligning our patient safety goals with the goals of The Joint Commission. Our goal is zero harm.

As part of our journey to become a High Reliability Organization, we are working to more consistently provide a safe experience for our patients each time they visit a Texas Health facility. We are accomplishing this by strengthening our culture and processes to reduce system failures and respond effectively when they occur.

While we have deployed evidenced-based tools and strategies to protect patient safety and enhance care quality since the system’s inception, we routinely assess these approaches to make necessary refinements or to introduce new methods that are proven to be more effective.

In 2015, we brought the best of these strategies together in an “error prevention toolkit” to remind physicians, clinicians, staff and even volunteers to adhere to these practices in every interaction. It also was designed to remind them to consider safety in all they do and speak up when they see unsafe behaviors. This toolkit and related training and coaching are being deployed in 2016.

Also during the year, we provided leaders training to reinforce the safety behaviors and standards that must be demonstrated and met to deliver care safely and reliably. As part of this effort, all Texas Health facilities began daily 15-minute safety briefings for entity leaders and department directors to share safety-related events or issues from the past 24 hours and what is anticipated the coming day. Senior leaders began to round with managers and staff to not only identify and discuss possible safety risks and how they should be addressed, but also to reinforce safety behaviors and expectations.

Error Prevention Strategies

To reduce patient safety errors, physicians and employees:

- Take a timeout before surgery to confirm a patient’s identity, the procedure to be conducted, location of surgical site and any unique patient needs.
- Verify the right medication is being delivered at the right dose to the right patient at the right time.
- Focus on what needs to be done to validate safety prior to starting work using STAR (Stop, Think, Act and Review).
- Communicate clearly by using a three-way repeat or read-back process: receive a request, repeat the request and receive acknowledgment to confirm accuracy.
- Use numeric and phonetic clarifications to confirm clear and accurate communication.
- Use a standardized tool, SBAR (Situation, Background, Assessment, Recommendation), when handing off patients or projects to provide clear and concise details and clear direction on next steps.
- Speak up for safety by asking clarifying questions and questioning until issues are resolved.
- Partner for accountability with team members to confirm and verify tasks or information is accurate.
- Reinforce safe behaviors when they occur by providing positive feedback.
2015 Outcomes

By using and sharing best practices, increasing how often patients receive evidence-based care and reducing variation systemwide, Texas Health has made progress in recent years in advancing clinical quality. We evaluate our progress by:

- Participating in the Premier Health Alliance QUEST project\(^4\) to measure and compare how frequently we deliver evidence-based care in a safe, effective and efficient environment against other hospital and ambulatory settings.

- Monitoring how well we prevent or treat heart attacks, heart failure, pneumonia, blood clots, hospital-acquired infections and strokes against standards (core measures\(^5\)) adopted by The Joint Commission and the Centers for Medicare & Medicaid Services.

- Assessing readmission rates by helping patients better understand how to manage their condition, adhere to discharge instructions and receive timely physician follow-up.

- Reviewing patient safety data via the Agency for Healthcare Research and Quality’s PSI 90\(^6\) composite score, which aggregates numerous patient safety indicators. Texas Health has steadily improved its PSI 90 metrics and reduced MRSA\(^7\), a type of staph bacteria, rates since 2012.

The following charts highlight some of the progress being made at Texas Health. Additional data can be found in our Quality and Safety Report, which is updated monthly.

---

\(^4\) The QUEST collaborative is a group of 350 high-performing U.S. hospitals working to reduce mortality, harm, readmissions and cost of care.

\(^5\) The Centers for Medicare & Medicaid Services’ core measures evaluate clinical performance and financially compensate hospitals for above-average work.

\(^6\) The PSI 90 composite measure includes pressure ulcers, iatrogenic pneumothorax, central venous catheter-related bloodstream infections, accidental puncture or laceration, as well as post-operative hip fractures, hemorrhage/hematoma, physiologic and metabolic derangements, respiratory failure, pulmonary embolism or deep vein thrombosis rate, Sepsis and wound dehiscence.

\(^7\) MRSA is methicillin-resistant Staphylococcus aureus, a type of staph bacteria that is resistant to many antibiotics. It can cause bloodstream infections, pneumonia and surgical site infections.
Texas Health and several of its hospitals were recognized in 2015 for delivering safe and quality care. Key awards include:

- “A” safety rating from The Leapfrog Group for 11 hospitals
- Premier QUEST® Award for High-Value Healthcare and the American Excess Insurance Exchange Risk Management Award
- Center of Excellence in Emergency Department, Community Hospital and Minimally Invasive Gynecology
- U.S. News & World Report “Best Hospitals in Dallas-Fort Worth”
- Mission: Lifeline® quality achievement award from the American Heart Association
- American Association of Critical Care Nurses for exceptional patient care and a healthy work environment
- Pathway to Excellence® designation from the American Nurses Credentialing Center at eight hospitals
- National Database of Nursing Quality Indicators™ Award for Outstanding Nursing Quality
- Magnet® designation from the American Nurses Credentialing Center at four hospitals
POPOPULATION HEALTH HEALTH MANAGEMENT

Texas Health’s mission is to improve the health of the people in the communities we serve. To fulfill our mission, we must not only care for people when they are ill, but also work to keep them healthy and out of the hospital. Through our Population Health, Education & Innovation Center, teams are identifying, developing and implementing innovative population health strategies, tools and programs to help North Texans achieve greater overall well-being. Texas Health is implementing the following strategies to improve residents’ physical, mental and emotional health:

Developing Blue Zones® communities

Poor health was estimated to potentially cost Fort Worth $5 billion in lost productivity and health care costs over the next 10 years, undermining the city’s economic viability and residents’ quality of life. To provide holistic well-being support to people living in Fort Worth, Texas Health partnered with city officials, the Fort Worth Chamber of Commerce and Healthways, Inc. to transform the city into a certified Blue Zones Project by 2018.

Blue Zones Project Fort Worth makes healthy choices easier for residents by optimizing their physical surroundings, policies and social connections. Since the initiative began, Texas Health has provided strategic direction and counsel, funding and support.

Texas Health is currently working with the city of Fort Worth to make changes in these key areas:

1. **Policy:** Advance community policy work to ensure surroundings and infrastructure support healthy lifestyles, such as improving access to fresh fruits and vegetables or the development of an active transportation plan.

2. **People:** Almost 8,000 individuals committed to improving their personal well-being by taking the Blue Zones® Personal Pledge in 2015.

3. **Places:** Employers of all sizes, including Texas Health, pledged to become Blue Zones Project Approved™ Worksites, including five faith-based organizations.

4. **Presence:** The Blue Zones Project team partners with local media, civic and private organizations, and like-minded community initiatives to increase the visibility, awareness, effectiveness and impact across the city. The project received almost 20 million media impressions in 2015.
Enhancing community health

Texas Health plays an integral role in helping our communities meet broader health and social needs. Not only is this central to our mission, but a requirement of our nonprofit status. Read more about these programs in the Community section of this report.

Offering well-being assessment tools

As Texas Health’s commitment to improving health extends far beyond the walls of our health system, we are working to improve people’s quality of life and lower health care costs. One way we are achieving this is by helping North Texas communities measure their overall well-being – and then offering resources to create an improvement plan.

We created a free online tool to assess people’s sense of purpose, social connections, financial security, community relationships and physical health. Looking at each of these elements as a whole can determine their overall well-being. Since launching the tool in 2013, more than 67,130 people have completed assessments, increasing awareness of their current state of well-being and providing them with tools and resources to improve.

In coming years, Texas Health will continue gathering well-being data in an effort to identify what programs and services should be offered in particular neighborhoods, which supports our key strategy of improving population health.
Reversing the effects of heart disease

In 2015, Texas Health launched the Dr. Dean Ornish Program for Reversing Heart Disease™, a 72-hour intensive cardiac rehabilitation program at Texas Health Arlington Memorial Hospital, Texas Health Presbyterian Hospital Dallas and Texas Health Presbyterian Hospital Plano.

This intensive program, fully reimbursed under Medicare, gives physicians on our medical staffs and our cardiac patients an additional option in treatment plans for those who meet required criteria. The program emphasizes stress management, group support, nutrition and fitness.

Improving wellness in Texas

According to the Gallup-Healthways Well-Being Index® the state of Texas ranked 11th in overall well-being nationally in 2015, a slight decline from 10th from the year before. However, well-being scores in the Dallas-Fort Worth and Arlington communities improved from 27th to 11th.
Effectively managing diabetes

Diabetes costs Texans more than $18 billion each year in medical costs, lost work time and productivity. To address this growing health problem, Texas Health created a systemwide Comprehensive Diabetes Care Initiative that improves community education, advances treatment options and better coordinates care between hospitals and other health providers.

In 2015, the program served a record number of 9,450 outpatients and 9,485 inpatients, which includes about 7,400 unique patients who received education, survival skills, printed materials and assistance in care coordination by certified diabetes educators. Also during the year, we standardized and deployed numerous order sets systemwide, provided specialty training classes for clinicians, diabetes educators and resource teams, and launched an education microsite at TexasHealth.org/Diabetes.

Delivering convenient, value-based care

Texas Health has been transforming its model of health services to one that is based on a physician-directed, care-team approach designed to keep people healthy and out of hospitals except when they are acutely sick or injured. To support this transformation, we are building a clinical network of size, scale and capability to manage all lives for which we are accountable.

From forming accountable care organizations to aligning with specialty providers, we are making care seamless and convenient for our patients. A key piece of Texas Health’s clinical network is Texas Health Physicians Group (THPG), a nonprofit physician organization. THPG includes a team of nearly 900 physicians, clinicians and patient navigators who work to improve care quality and outcomes by better coordinating prevention and wellness programs, as well as acute, long-term and hospice care.

In 2015, Texas Health formed Southwestern Health Resources with the University of Texas Southwestern Medical Center to better serve patients by offering the complete continuum of care, from the most basic to the most complex. This integrated network will provide North Texans access to more clinical trials, 29 hospitals and more than 300 outpatient facilities, clinics and other access points. UTSW’s network of faculty and community-based physicians will work together with THPG to deliver high-quality and a more reliable continuum of care.
Additionally, with a growing senior population, many areas in North Texas have a medically underserved Medicare population. THPG helped address this community need in 2015 by launching a new clinic model, called Texas Health Your Health Center.

After extensive consumer research, a set of patient- and family-centered clinic standards was developed to specifically address the needs of patients over age 65. These centers feature larger exam rooms to accommodate walkers, wheelchairs and accompanying family members, and have wheelchair-accessible weight scales. Three centers opened in 2015. Also during the year, THPG:

- Developed a Medicare Shared Savings Program with UTSW to provide better patient care, improve population health and reduce health care costs.
- Provided consulting physicians to 43 MinuteClinic® sites, the walk-in clinic inside select CVS/pharmacy® stores.
- Affiliated with eight Target Clinic locations, which offer walk-in medical care.

In 2016, THPG will work to continue improving patient satisfaction, increase number of specialty practices recognized as medical homes and increase programs that focus on health disparities.

Extending Service Excellence Outside Hospital Walls

Texas Health Physicians Group (THPG) has conducted extensive training to thousands of receptionists, nurses, medical assistants and clinic leaders to reduce variation in service and standardize the Service Excellence culture among the providers who work across 11 North Texas counties.

In 2015, more than 90 percent of THPG patients said they would recommend their provider’s group to others, were pleased with the extent of physician communication and were satisfied with the quality of THPG offices. Texas Health began sharing these scores internally among providers during the year. THPG will increase physician engagement and coaching in 2016 as their leadership is critical to raising the bar with our patients’ experience. It also will begin disclosing patient experience scores externally.
RESEARCH & MEDICAL EDUCATION

Accredited by the Association for the Accreditation of Human Research Protection Programs, Texas Health Research & Education Institute enables thousands of physicians on the medical staffs and their clinical teams to conduct advanced medical research and receive certified medical training to deliver innovative clinical treatments, devices and processes to patients.

Research

Texas Health Research & Education is one of the most comprehensive medical research hubs in the state and offers Texas Health’s affiliated physicians and clinicians, medical research firms and universities a single location to design, test and implement innovative medical technologies, procedures and protocols.

Along with two stand-alone facilities equipped with exam rooms, labs, pharmacies, monitoring space and research teams, the organization also operates a Minimally Invasive Technology Center that offers tools, techniques and training on minimally invasive procedures. Research coordinators, nurses, data analysts and statisticians support research trials and innovations, along with developing and executing grants.

While companies and universities fund their own research projects and any system personnel who may assist, Texas Health underwrites studies that support hospital initiatives conducted by its own physician investigators and clinical teams.

An independent Institutional Review Board reviews and approves proposed studies to validate they are appropriate, scientifically sound, and comply with ethical and legal guidelines.

Each year, Texas Health Research & Education hosts high school students to recruit the next generation of medical innovators. It uses these events to teach students about medical education, training and research, explore career options and demonstrate advances in medical technology.

Medical education

Texas Health Research & Education helps physicians and other health care professionals deliver high-quality health care to patients through continuing medical education (CME) programs. The organization is accredited with commendation by the Accreditation Council for Continuing Medical Education. Along with traditional classroom learning, skills training and committee learning, health professionals take courses online and through live streaming.

<table>
<thead>
<tr>
<th>23,022</th>
<th>891</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician and health care professional participants</td>
<td>Physicians, allied health and others supported</td>
</tr>
<tr>
<td>1,485</td>
<td>75</td>
</tr>
<tr>
<td>CME activities held</td>
<td>Research events, training and meetings held</td>
</tr>
<tr>
<td>34,677</td>
<td>214</td>
</tr>
<tr>
<td>Credit hours awarded</td>
<td>Studies conducted</td>
</tr>
<tr>
<td>3,360</td>
<td>3,360</td>
</tr>
<tr>
<td>Total training hours</td>
<td></td>
</tr>
</tbody>
</table>
HEALTH INFORMATION MANAGEMENT

More than 1,000 Americans die each day from preventable medical errors and another 10,000 experience serious complications, which costs about $1 trillion annually. To improve patient safety and enhance coordination of care, Texas Health has invested millions of dollars on health information management systems (HIMS), which include electronic health records, health information exchanges and other critical technological infrastructure.

Not only do these technologies improve health outcomes, they also improve organizational communication and efficiency. In 2015, Texas Health successfully completed a risk audit that assessed the effectiveness of health information management services and related processes provided in a centralized environment. No high-risk issues were found. Additionally, we greatly reduced the departments’ operational costs-per-patient-discharge expense from our goal of $78 to $62.66, which saved about $2 million in expenses. The following describes our key technology investments and improvements being realized as a result:

Electronic health record (CareConnect)

Placing patient medical history and treatment plans at physicians’ fingertips helps them quickly and decisively deliver effective patient care, which is why Texas Health was one of the first health systems in the U.S. to deploy an electronic health record, CareConnect. With an investment of more than $200 million, this system is the foundation for patient care, safety, quality and efficiency.

Health information exchanges

While CareConnect has digitized patient health records, Texas Health prefers that patient information does not reside in digital silos. This is the reason why we developed and participate in health information exchanges (HIE), which securely extract patient medical information from different health providers to create a single view of a patient’s health status that any authorized clinician can access. As we expand more into supporting population health, HIEs will enable us to share health information with the North Texas health care community.

Medical technology
Texas Health deploys various medical and health information technologies that benefit patients and providers alike. For example, these innovations facilitate less-invasive procedures, faster diagnosis and the automatic monitoring of health status, which improves health outcomes and patient satisfaction. MyCare is another tool that allows patients to communicate directly with a physician, refill prescriptions, and access clinical results, discharge instructions and immunization records.

Operational technology
Texas Health invests in billing, scheduling, coding and other business technologies to keep the health system operating efficiently.

Using technology to automate or expedite tasks reduces the time needed to complete them as well as associated costs. It also helps drive compliance with rules and regulations.

2015 Progress
Texas Health successfully transitioned to a new coding system, called ICD-10, for diagnoses and inpatient procedures. Preparing for this transition was a significant undertaking, as we worked since 2012 to train physicians and coders, and upgrade numerous applications to support ICD-10 codes for compliant billing.

Additionally, we installed software that enables physicians to dictate directly into CareConnect and assist with complete and timely documentation into the patient medical record. We also have been able to reduce the turnaround time of traditional dictation from an industry average of 24 hours to three hours.

Recognition for technological leadership
Texas Health is a recognized leader in the deployment and use of health information management systems and technologies. In 2015, the system:

- Was named “Health Care’s Most Wired” for the 15th time in 17 years.
- Received the American Health Information Management Association’s Grace W. Myers award (honorable mention) for outstanding and innovative approaches in health information management.