

Texas Health Resources

2024 COMMUNITY RESPONSIBILITY REPORT



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Unless explicitly stated otherwise, the information presented in this report pertains to our wholly owned facilities. Certain programs and benefits may be specific to particular employees or facilities that we own, operate, and/or engage in joint ventures. All financial figures are denominated in U.S. dollars. References to “Texas Health,” “the organization,” “we,” “us,” and “our” signify Texas Health Resources.

About this Report

Our 2024 Community Responsibility Report highlights Texas Health Resources’ (Texas Health) actions to operate ethically, responsibly, and intelligently. Published annually, this report highlights key programs, strategies, and business practices that strengthen our organization, enhance community health, and improve the experiences and quality outcomes for those we serve.

OUR PRIORITIES

Each year, we evaluate how the system manages key risks, fulfills environmental responsibilities, supports employees and communities, provides strong governance, and addresses stakeholder priorities. These insights help us prioritize investments, set goals, and track our progress—all of which are shared in our Community Responsibility Report.

Our Board of Trustees’ Audit and Compliance and Governance Committees provide oversight to drive alignment with organizational goals, stakeholder expectations, and community priorities.

In 2024, using an enterprise risk management process, we identified six key topics representing our most significant priorities:

- Access to Healthcare
- Workplace Health and Safety
- Privacy, Data and Security
- Quality of Care and Patient Satisfaction
- Preparedness and Emergency Response
- Energy

We remain committed to actively addressing these and other identified risks and opportunities.



[**Our Identity | Who We Are**]

Mission Why We Exist	Vision The Future We Imagine	Values How We Act
To improve the health of the people in the communities we serve	Partnering with You for a Lifetime of Health and Well-Being	Respect, Integrity, Compassion and Excellence

Our Texas Health Promise®
How We Live our Mission, Vision and Values | Individuals Caring For Individuals, Together®

We Will Do It By Being Reliable, Safe, Seamless, Efficient, Proactive, Caring

A Note from Our CEO

Reflecting on 2024, I'm proud of how Texas Health advanced and expanded access to care and furthered our commitment to the communities we serve. We focused on:

BUILDING HEALTHIER COMMUNITIES

We provided nearly \$1.18 billion in charity care and community benefit, secured \$8.7 million from Texas Health Resources Foundation donors and other funding sources for Community Hope programs, and awarded additional Community Impact grants, bringing the total to \$23.2 million since 2019 to reduce barriers to wellness.

TURNING HOPE INTO ACTION

We introduced Texas Health Community Hope, uniting more than 30 innovative health improvement programs, strategic investments, and community partnerships under one name.

Through our shared efforts, we continue to make North Texas a healthier place to live, work, play and pray.

BARCLAY E. BERDAN

CONNECTING PEOPLE TO QUALITY CARE, FASTER

When people need support, they need it fast. To meet the growing demand for mental health services, we launched Texas Health Behavioral Health Video Visits to connect our behavioral health and primary care patients to licensed providers in days, not weeks, with just one click.

We also opened five additional Breeze Urgent Care clinics, announced a new full-service hospital in Kaufman County, and expanded specialty healthcare offerings.

At the same time, we remained focused on delivering safe, effective treatment. We further reduced safety incidents and infection rates across our hospitals while strengthening care management to enhance outcomes and reduce preventable readmissions.

ADVANCING INNOVATION

Using data-driven insights and artificial intelligence (AI) tools, we helped staff detect heart failure earlier, improve imaging for high-risk breast cancer patients, and streamline services.

RAISING THE BAR ON SECURITY

Building on years of investment, we took new steps to protect our patients, visitors and employees by appointing our first Chief of Police, adding nine security directors, and growing our police force by 35%.

MAINTAINING A THRIVING WORKPLACE

We strengthened recruitment and retention by introducing new benefits, prioritizing our people's well-being, and offering valuable development and mentoring opportunities. Retention rose to 88.6%—our highest since 2020—and our exceptional culture earned us the No. 1 spot on Fortune's Best Workplaces in Health Care™.

Every investment we make, every innovation we introduce, and every step forward we take is guided by our Mission: to improve the health of the people in the communities we serve. In 2025, we will continue making that difference.

Sincerely,



**BARCLAY E. BERDAN,
FACHE**

Chief Executive
Officer



2024 Community Responsibility Highlights

This overview demonstrates the progress Texas Health made in 2024 to strengthen our organization, foster a supportive workplace and healing environment, better care for our consumers, and improve the health of the people in the communities we serve.



OPTIMIZING OUR ORGANIZATION

Gifted \$20.6M

For community, patient, and caregiver needs.

Responsible AI

Formalized a policy and ethical use guidelines.

Smarter Workflows

Deployed tools to enhance care and diagnostics.

Pharmacy Excellence

Honored by Premier Inc. for resilient pharmacy operations.

Cyber Protection

Completed a multiyear program to secure data and records.

Advocated for Bipartisan Solutions

Supported funding and laws that help us fulfill our Mission.



CARING FOR OUR CONSUMERS

Improved Care Access

Via convenient online and in-person settings.

Safer Care

Continued reducing infection and incident rates.

4-Star Patient Experience

Average score on a national 5-star patient survey.

Offered Home Monitoring

To enrolled primary care patients with chronic conditions.

High Quality Ratings

Earned high Centers for Medicare & Medicaid Services ratings at nearly 70% of hospitals.

Digital Navigation

Provided digital tools to streamline care access and keep consumers informed.



CARING FOR OUR EMPLOYEES

Nationally Recognized

For robust employee health and well-being programs.

Invested in Learning

Reimbursed \$5.5 million in tuition to grow our talent.

Top Engagement Scores

Exceeded U.S. and industry benchmarks.

Best Workplace

Ranked No. 1 on Fortune's Best Workplaces in Health Care™.

More Family Time

Doubled paid parental leave and created My Flex Day, an extra day of paid time for self-care.

Wellness First

Prioritized wellness and work-life balance, boosting retention to 88.6%.



CARING FOR OUR COMMUNITIES

Awarded \$5M

In Community Impact grants to address critical needs.

Proactive Interventions

Avoided millions in healthcare costs.

11,179 Volunteer Hours

Employees contributed to support 957 community service projects.

Charity Care

Provided nearly \$1.18B in charity care and community benefit.

Community Hope

The new name to describe our collective community health improvement offerings.

Avoided \$5.8M

In healthcare costs through engagement with faith community leaders.



ENHANCING OUR CARE ENVIRONMENTS

Greener Operations

Cut energy use and recycled 1.2M pounds of materials.

Accelerated Diagnoses

Leveraged AI to expedite diagnoses and personalize care.

Strengthened Resiliency

Invested in a platform to receive real-time insights to reduce risks.

Texan by Nature Award

Recognized for conservation and sustainability practices.

Enhanced Protection

Invested in additional security expertise, personnel and weapons detection systems.

Stronger Preparedness

Improved emergency response training, protocols and strategies.

About Texas Health

We provide the full continuum of care for all stages of life.

Our [comprehensive network](#) spans the greater Dallas-Fort Worth area, delivering services through hospitals, outpatient facilities, physician offices, urgent care clinics, virtually, and from home.

Our Mission is clear: to improve the health of the people in the communities we serve. In 2024, we advanced this commitment by:

GOVERNING RESPONSIBLY

Strong governance keeps Texas Health accountable, aligned, and focused on operating responsibly. Our Board of Trustees sets strategic goals, while [executive leadership](#) drives operational excellence and financial sustainability.

Integrity is central to our work. We expect our leaders and employees to uphold the highest ethical standards, comply with regulations, and live our Values: Respect, Integrity, Compassion, and Excellence. In 2024, we formalized the system's AI policy and position statement, affirmed guiding principles for privacy and data security, aligned governance with industry best practices, and defined AI technology goals.

Our faith-based nonprofit health system cares for more patients in North Texas than any other provider

29,000+
EMPLOYEES

420+
Points of Access

Across
Sixteen
Counties

Home to 8M+
North Texans



TRANSFORMING HEALTH THROUGH GIVING

The Texas Health Resources Foundation engages with donors and community organizations to raise funds that improve health outcomes and address other critical needs. In 2024, the Foundation secured \$20.6 million to deliver [essential resources](#) to those who need them most.

HOSPITALS

29 Hospitals

4,407 Licensed Hospital Beds

- 6,400+ Physicians with Medical Staff Privileges
- Acute Care, Short Stay, Rehabilitation & Transitional Care Facilities

PHYSICIANS GROUP

469 Primary Care Providers

460 Specialists

406 Hospitalist and Post-Acute Providers

Raised \$209M+

Since 2012 to fund programs that strengthen our health system and communities.

OUTPATIENT & COMMUNITY ACCESS

30 Breeze Urgent Care Centers and Growing

35 Surgery Centers

- 25+ Imaging Centers
- Employer Clinics
- Home Healthcare
- Hospice Care
- Quick Care Video Visits
- Primary Care Video Visits

CLINICAL INTEGRATED NETWORK

Aligns the strengths of UT Southwestern with those of Texas Health

Long history of working together and are committed to creating a healthier North Texas by offering highly differentiated clinical programs

PHYSICIAN NETWORK

HOSPITAL NETWORK

- Population Health Services
- Health Insurance Plan

INNOVATING FOR SMARTER HEALTH

AI and advanced technologies are transforming healthcare, making it smarter, faster, and more personalized. We deployed new and innovative tools to enhance care management, optimize workflows, and improve diagnostics during the year—advancing better outcomes for patients and providers alike.

Moving Forward With Hope

We believe everyone deserves to receive quality care and the resources to live healthier lives.

To improve the health and well-being of people across North Texas, we develop and invest in measurable and sustainable community health programs, focusing our time, talent, and resources on what our communities need most.

BRINGING HOPE TO NORTH TEXAS

Texas Health [Community Hope](#) brings together initiatives to improve the physical, mental, emotional, and spiritual well-being of the communities we serve. In 2024, we unified our outreach efforts under this single name to strengthen awareness and collaboration.

Through this commitment, we're equipping North Texans with the resources and support they need to live healthier lives while addressing the root causes of poor health, chronic disease, and the nonmedical factors influencing their wellness.

OUR PROGRAMS ARE DESIGNED TO: Bridge Gaps in Needs and Support

Community Hope provided [critical resources and support](#) in 2024 to improve community health and well-being. For example:

- We awarded \$5 million in [Community Impact grants](#) to advance lasting health improvements.
- [Health to Home](#), a collaboration with Austin Street Center, provided medical treatment

and long-term support to stabilize unhoused individuals facing serious health challenges. The program enrolled 93 people, surpassing our goal, and helped 24 North Texans find stable housing. It also led to dramatic results: emergency visits dropped by 82%, hospital stays by 86%, and overall medical costs by 97%. For every \$1 spent helping unhoused individuals get back on their feet, the initiative saved \$5.64 in healthcare costs.

- Wellness for Life's [mobile health services](#) reached 3,363 community members with essential screenings for breast, cervical and colon cancer, as well as diabetes—helping identify health concerns early and connect individuals to timely treatment.
- Our hospital-based community health workers connected individuals to stable housing, nutritious food, prescriptions, primary care, and more. They fielded 2,014 referrals—a 97.1% increase from 2023.



Fight Hunger and Fuel Nutrition

Many North Texans live in food deserts, where tackling food insecurity requires more than just providing meals—it means building sustainable solutions for lasting health and well-being. Through Community Hope's five [food access programs](#), we've distributed more than 2 million pounds of fresh produce to roughly 368,350 people to date.

In 2024, we secured \$105,285 in Growing Good Foods Grants to make nutritious food more affordable and available. We also established additional school learning gardens, inspiring students to eat more fruits and vegetables.

Forge Connections with Faith Communities

Faith leaders are trusted voices in their congregations, making them essential collaborators in improving community health and well-being. Through [Community Health Ministry](#), we provided essential resources to help them address nonmedical drivers of health and remove barriers to wellness.

[Faith Community Nurses](#) and health promoters (non-clinical professionals who help develop and implement health programs) collaborated with 113 faith communities to provide education and resources that helped congregants manage chronic diseases, improve behavioral health, and boost health literacy. Together, they supported hundreds of congregation-hosted events that reached more than 185,000 people, helping avoid more than \$5.8 million in healthcare costs through timely information and preventive interventions.

In 2024, we also launched [CHAMPs](#) (Community/Congregational Health and Hospital Ministry Partners) at 14 Texas Health hospitals, connecting 129 congregations to a growing wellness network.

OUR IMPACT ON NORTH TEXAS

We're committed to helping North Texans live healthier, more vibrant lives by supporting impactful programs and building strong community relationships.



Moving Forward With Hope—Continued

Support Student Well-Being

Community Hope engages with schools and educators to improve students' physical, mental, and nutritional health—helping them thrive in and beyond the classroom. Since launching these efforts, we've helped secure \$375,500 in grants for 119 schools across 14 districts, benefiting 59,000 students in North Texas.

Create Alliances and Strengthen Community Support

Texas Health enhances community well-being through strategic networks, employee volunteerism, and financial support. In 2024, we provided more than \$4.2 million in sponsorships, charitable contributions, disaster relief, economic investments and other community support.

We also empower thousands of employees to volunteer every year to support programs and services that strengthen North Texas and improve lives through our Community Time Off (CTO) program. Nearly 2,400 employees volunteered 11,179 CTO hours and completed 957 service projects during the year.

CREATING HEALTHIER SCHOOL COMMUNITIES



In 2024, we deepened our [commitment to student health](#) by expanding programs that meet youth and families where they are—in schools. Key achievements include:

- Expanding the [THRIVE](#) (Together Harnessing Resources to Give Individuals Voice and Empowerment) program to three new schools. THRIVE now provides seven schools with food, job training, resilience coaching, and family support.
- Advancing school-based mental health through our relationship with [the Meadows Mental Health Policy Institute](#). The program has reached 79 districts and 1.3 million students and staff by equipping school leaders with training and resources. With our support, counseling wait times dropped from four to six weeks to 10 to 15 days, and early intervention efforts expanded by 53%.
- Enabling nearly 300 students from 23 schools to attend the Growing Strong Student Health Summit, where they gained hands-on experience in movement, mindfulness, literacy, and well-being.

Advocate for a Stronger, Healthier Texas

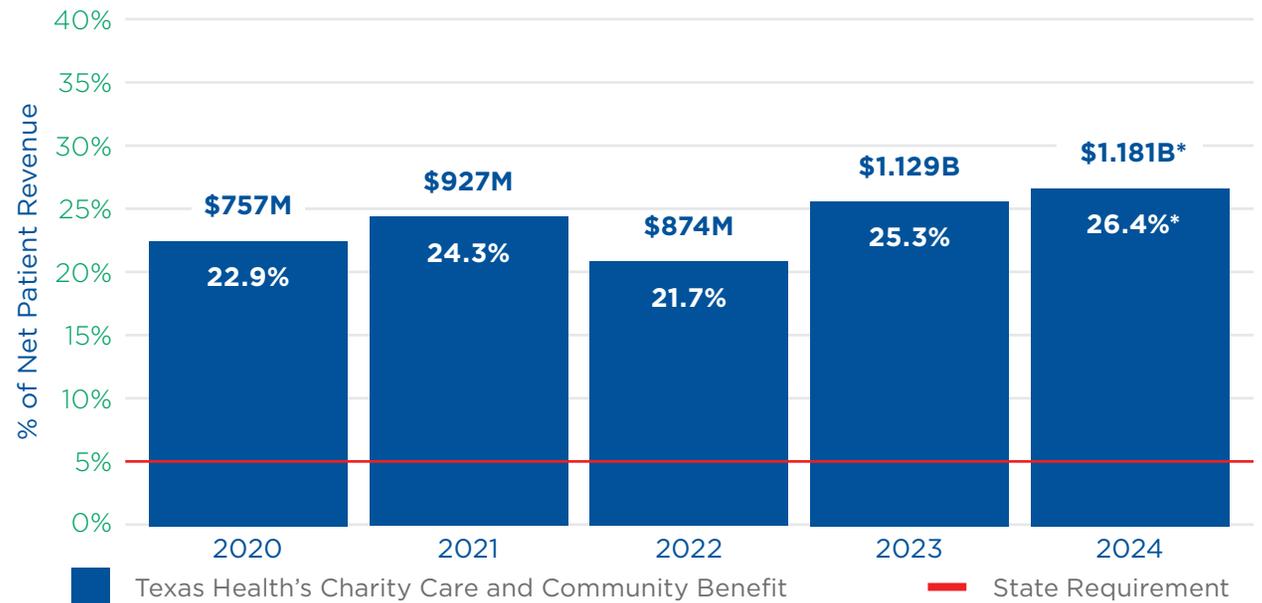
Texas Health advocates for [bipartisan solutions](#) that strengthen the healthcare system. In 2024, we supported broader insurance coverage, expanded health service availability, workforce stabilization, and improved behavioral and maternal health care. We also called for fair reimbursement and insurance reforms to help us continue fulfilling our Mission of improving the health of the people in the communities we serve.

Community Support

CHARITY CARE AND COMMUNITY BENEFIT

Texas Health provided nearly \$1.18 billion or almost \$3.2 million a day, in charity care and community benefit in 2024. Over the last five years, the system has provided \$4.87 billion.

Charity Care and Community Benefit



* Includes charity care and community benefit provided by our joint-venture hospital, Texas Health Frisco.

FROM HOMELESSNESS TO HEALING



After two years of living on the streets, Darrell Greathouse was weak, starving, and in unbearable pain. He clung to his faith and prayed for help, with nowhere to turn.

“I fell to my knees,” he recalled. “I couldn’t keep food or water down. I knew something was wrong.”

Summoning his last strength, the Army veteran asked church staff to call an ambulance. At the VA hospital, doctors gave him five units of blood and a devastating diagnosis: prostate cancer.

But his story didn’t end there. Through Health

to Home, a Texas Health and Austin Street Center [medical respite program](#), Darrell received the treatment he needed to heal. Texas Health nurses treated his wounds for five months, managed his recovery, and provided food, clothing, and shelter. The program also connected him with vital resources, including a one-year DART pass to transport him to necessary care and rebuild his life.

Today, Darrell is healthy, drug-free, finished with chemotherapy, and living in his own apartment—grateful for the program that helped him reclaim his life.

Supporting Good Health, For Life

Our vision is to partner with consumers for a lifetime of health and well-being.

Top Ratings

Nearly 70% of hospitals ranked high for patient outcomes, safety and experience

Centers for Medicare and Medicaid Services (CMS)



Average patient experience score

Top Quartile Ratings

16 entities scored high for consumer loyalty

Nursing Excellence

Earned 5 Magnet® and 14 Pathway to Excellence® designations for outstanding care

American Nurses Credentialing Center

Strong Safety Culture

Received the 2024 HX Achievement Award for reducing serious safety events and improving reporting

Press Ganey

To support North Texans on their healthcare journey, we tailor services to their unique needs—meeting them where they are. Our priorities are to:

DELIVER CLINICALLY EXCELLENT AND SAFE CARE

Texas Health is dedicated to delivering safe, effective, and patient-centered care. To strengthen consistency and outcomes, we standardize evidence-based practices across the care continuum to improve all aspects of quality.

For example, Texas Health intensified efforts to reduce hospital-acquired infections—and the results are clear. In 2024, we ranked in the top quartile nationally for preventing central line-associated bloodstream infections (down 64% since 2022) and catheter-associated urinary tract infections (down 54% over the same period). Three of our hospitals also reported zero cases of *Clostridium difficile*, which has declined by 64% since 2022.

To further support patients at high risk for readmission after discharge, we launched a new program to connect them to a nurse that will serve as their outpatient care manager and support them for 30 days to help assess their healing progress, connect them to additional medical support, and address nonmedical drivers of health.

We also piloted [TeamBirth](#)—a collaborative model that improves maternal outcomes by

encouraging open communication between mothers, clinicians and support partners. Based on early success, we plan to expand the program in 2025.

Safety remains a top priority across our system. We continuously strengthen our safety culture and processes across all Texas Health patient care settings. Use of error-prevention tools, training, daily briefings, real-time monitoring systems, and transparent feedback underpins our patient safety program. We also encourage teams to report unsafe conditions and near misses so we can act before harm occurs. As a result of rigorous reporting, safety events decreased by 11.5% and potential safety incidents by 19% compared to 2023.

MEET CONSUMERS' NEEDS AT EVERY INTERACTION

Each touchpoint with Texas Health shapes customer satisfaction and loyalty. We maintained active listening, rounding, and family and patient outreach in 2024 to help every patient feel heard, understood, and respected. For those affected by trauma, we offered a safe, supportive environment that respected their physical and emotional experience.

We also continued providing patients with tools and resources to help them live healthier lives and address nonmedical needs that impact their well-being.

EXPAND ACCESS TO SERVICES AND SUPPORT

Timely treatment helps people manage chronic conditions and prevent minor issues from

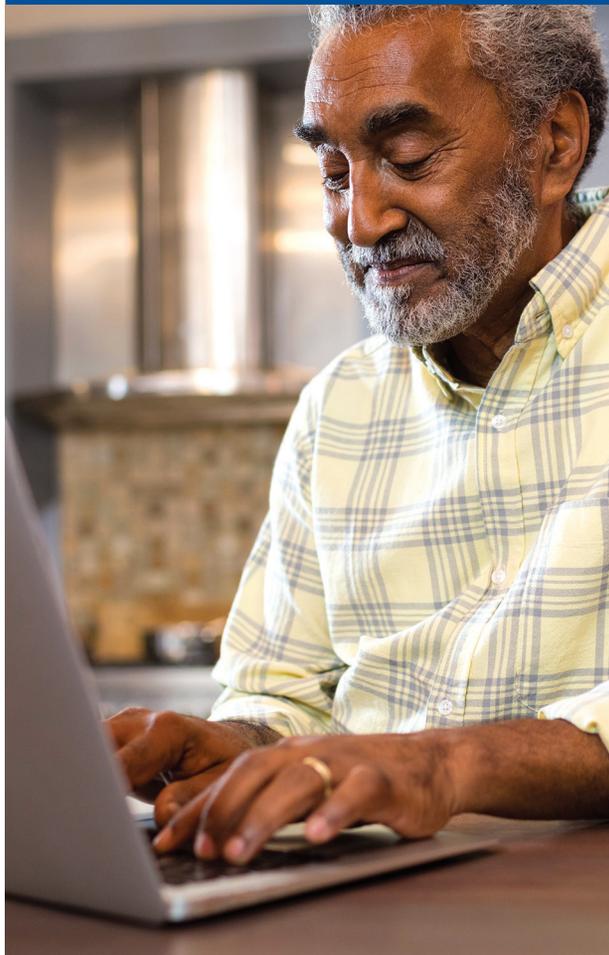
becoming serious. In 2024, we expanded our physical footprint and virtual care options to help North Texans get the right care at the right time.

In response to a growing need, we launched Texas Health Behavioral Health Video Visits, giving our primary care and behavioral health patients a more convenient way to receive therapy and medication management online. Since February 2024, 32 providers completed 16,157 visits. Most patients were seen within seven days of referral, meeting our goal for timely connection to support.

We also introduced several other enhancements to address consumers' needs:

- Expanded specialty and urgent care facilities to increase availability and reduce wait times.
- Rolled out remote patient monitoring at select [Texas Health Physicians Group](#) (THPG) clinics, enrolling 300 patients in 2024. We intend to expand the chronic disease management program across all practices in 2025.
- Consolidated billing across hospital, urgent care, and THPG services to streamline consumer payments.
- Extended [Texas Health Care at Home](#) (THCH). This growing program allows patients to receive hospital-level care at home when clinically appropriate. THCH patients have reported high satisfaction with good health outcomes; the program has also been well-received by caregivers and family members.

KEEPING CHRONIC CONDITIONS IN CHECK



Managing conditions like heart failure, hypertension, and type 2 diabetes can be overwhelming, but a new remote patient monitoring program is making it easier for THPG patients to manage their health from home.

Powered by Cadence, the program uses connected devices—glucose monitors, blood pressure cuffs, and scales—to link patients with their clinical team. Participants receive a kit and daily reminders to check their vitals, while Cadence's providers monitor readings in real time, flag concerns, and adjust treatment as needed. Remote monitoring reduces in-person doctor visits and complications, and instills greater confidence in self-care.

For one heart failure patient, remote monitoring quickly caught rising blood pressure and weight gain—warning signs of a serious issue. The team discovered the patient had unknowingly stopped two critical medications. With prompt action, they adjusted the treatment plan, refilled prescriptions, and stabilized the patient.

By keeping patients connected, engaged, and supported, this program is transforming chronic disease management.

Advancing a Resilient Future

Texas Health strengthens its care environments to foster stability and efficiency.

6x Recognition

For conservation and sustainable practices

Texan By Nature (TxN 20)

Pharmacy Excellence

2024 Resilient Pharmacy Supply Chain Award

Premier Inc.

~593M gallons

Water conserved since 2015
(~900 Olympic-size pools)

~1.2M+ pounds

Materials recycled

From fortifying systems and supply chains to reducing environmental impact and designing healthier spaces, Texas Health is committed to operating a care environment that supports North Texans today and maintains it for the future. Our 2024 priorities were to:

SUPPORT SMART GROWTH

As our region expands, so does our commitment to responsible growth. We invest in conservation projects that reduce environmental impact, lower costs, and support healthier communities. These efforts are making a measurable difference.

Despite expanding our building footprint by 27.7% since 2012, we've reduced energy use by 11.8% per square foot. We also diverted nearly 1.2 million pounds of materials from landfills in 2024 through recycling and reuse.

IMPROVE SUPPLY CHAIN STABILITY

A reliable supply chain is the backbone of our operations. By participating in a group purchasing organization, we can purchase more affordable supplies and enable our teams to have the resources when needed.

In 2024, we successfully navigated a nationwide shortage of peritoneal dialysis and intravenous solutions caused by Hurricane Helene, which halted domestic production. We also collaborated with our organization's chief medical officers and physicians to evaluate cost-effective medical devices and supplies that meet our quality and safety standards, providing patient protection and smart resource use.

SAFEGUARD PATIENT DATA, PRIVACY, AND TRUST

Texas Health strengthened cybersecurity by completing a multi-year Adaptive Risk Program, which continuously verifies information technology (IT) system permissions and protects sensitive data. During the nationwide Change Healthcare cyberattack, we guarded revenue cycle operations, thwarting possible patient and financial data breaches.

PREPARE TODAY, PROTECT TOMORROW

Delivering uninterrupted, high-quality healthcare requires meticulous planning. In 2024, we improved our preparedness with a new business continuity platform that provides real-time risk insights. We also bolstered our emergency response by adding backup personnel, improving communication systems, and enhancing incident management—keeping our system ready for any challenge.

AI-POWERED TOOL HELPS PHYSICIANS CATCH HEART FAILURE SOONER



A new AI-driven tool is helping doctors detect advanced heart failure sooner and facilitating more timely receipt of effective treatments. Integrated into Texas Health's CareConnectOne system, InView EMR™ uses artificial intelligence to look at clinical data in a patient's electronic health record to see if the patient meets criteria for different procedures and therapies. If they do, providers are prompted.

"This is a way that has been demonstrated nationwide to identify patients who otherwise might have been missed. I'm very excited about seeing the ramifications," said James Park, M.D., an interventional cardiologist on the Texas Health Presbyterian Hospital Dallas medical staff, Ewton Chair of Cardiology, director of the Structural Heart Program and a member of Texas Health Heart & Vascular Specialists, a Texas Health Physicians Group practice*.

"This is a really beautiful program, in that a prompt comes on a patient's medical record for whoever reads an echocardiogram to say, 'This patient might benefit from being seen by a structural heart specialist,' and asks if they want to send a referral for a consult," he said.

"It's not uncommon for advanced heart failure symptoms to be unrecognized in some patients whose symptoms might manifest differently,"

* Physicians employed by Texas Health Physicians Group practice independently and are not employees or agents of Texas Health hospitals.

explained Natalie Whitworth, M.B.A., B.S.N., R.N., vice president, Operational Design and Deployment.

Since InView looks strictly at discrete clinical criteria in the patient's chart, the prompts to the physician are unbiased. The data from InView provide insight into where there are additional opportunities to provide high-quality care, said Bryan Day, FACHE, director, Operational Design and Deployment.

Day said his team collaborated with Texas Health subject matter experts to ensure the clinical criteria being used by InView are identifying patients at risk.

They also worked with the software developer, physicians and others across channels to integrate InView into Texas Health's heart failure care journey and seamlessly identify at-risk patients regardless of care setting—ambulatory, emergency department or inpatient.

"We also conducted data modeling to understand the volume of patients this would identify across the system," he said. "This helped us to ensure we could meet the demand (operationally) possible from the clinical decision support."

Uplifting Those Who Live Our Mission

We empower our care teams to fulfill their calling.

Texas Health has built a [nationally recognized workplace](#), making us a top employer in North Texas. We strive to foster an environment where everyone can reach their full potential in fulfilling our Mission. We know that when our people thrive, so do our patients—and that a positive work environment leads to exceptional outcomes, retention, and long-term growth.

At the heart of our culture is **Our Texas Health Promise**: Individuals Caring for Individuals, Together. This commitment isn't just words—it's a way of life, guiding our leaders, shaping our decisions, and influencing every interaction with employees and consumers alike.

Ask our people why they chose Texas Health, and they'll speak to the warmth, focus on well-being, and inclusive atmosphere that set us apart. We aim to build a deep sense of belonging that attracts, retains, and inspires individuals to do their life's best work. In 2024, we maintained an exceptional workplace by:

ATTENDING TO OUR PEOPLE'S NEEDS

Retaining top talent requires meaningful support. In 2024, we enhanced [employee benefits](#) by doubling paid parental leave to six weeks, increasing adoption assistance to \$10,000, and adding an extra paid day off for employees to use as they wish.

We also prioritized mental health and work-life balance, connecting more employees to behavioral health services. In-person visits rose 35.7%, online consultations increased 28.5%,

and 5,800 employees and 630 of their family members enrolled in a stress-management app.

EMPOWERING EMPLOYEES TO EVOLVE

We [invest in our people's success](#) through training, mentoring and leadership development. This year, we expanded executive development, introduced Director 360s to strengthen leadership capabilities, grew our mentor pool by nearly 50%, and reimbursed \$5.5 million in tuition for 1,762 employees—equipping our teams with the skills to thrive.

ENGAGING EMPLOYEES TO ADVANCE EXCELLENCE

Engaged employees enhance safety, quality, communication, and innovation while fostering a more positive, collaborative workplace. In 2024, we outperformed U.S. and industry averages on all core engagement metrics, particularly in employee pride (scoring 93%), willingness to recommend Texas Health, and motivation to contribute.

BUILDING A STRONG TALENT PIPELINE

Amid a statewide shortage of healthcare professionals, Texas Health expanded its graduate medical education (GME), nursing, and allied health programs—welcoming 59 new medical residents and filling 7,236 job openings. By streamlining our hiring process, we reduced time-to-fill from 59 to 39 days, helping us attract top talent faster. We also recruited from schools, military organizations, and local communities, while advocating for incentives to expand the state's clinical workforce.

No. 1 Ranking

**2024 Best Workplaces
in Health Care™**
Fortune Magazine

16x Recipient

**Best Employers Award for
Excellence in Health & Well-Being**
Business Group on Health



America's Greatest Workplaces
Newsweek

Platinum Status

Workforce Well-being Scorecard™
American Hospital Association

Career Tenure

**29% of employees celebrated
10+ years at Texas Health**

93% are Proud

To work at Texas Health

PRIORITIZING WORKPLACE SAFETY

Protecting our people enables them to work effectively without compromising their own safety. We implement measures to reduce exposure to infectious diseases and physical, mental, and emotional strain, and to mitigate workplace violence.

In 2024, we reduced lost-time injuries by 2% and lowered the severity of incidents by 6% through stronger safety practices. We also enhanced our Workplace Violence Prevention and Intervention Program by expanding security measures and deploying a new alert system that calls behavioral health professionals to facilities to manage distressed individuals with psychiatric or substance use concerns.

Additionally, we launched a 2.5-week training academy to enhance campus safety, graduating nearly 100 police and security officers. We also trained security and workforce leaders in formal threat assessments. In addition, we strengthened protocols to help officers safely manage involuntary detentions of patients who had been assessed as experiencing behavioral health crises or as being at risk of self-harm or harming others.

CULTIVATING THE NEXT GENERATION OF PHYSICIANS



Texas has one of the lowest physician-to-population ratios in the U.S., not due to a lack of medical school graduates but a shortage of residency programs — the final step in physician training. Doctors who complete residencies locally are more likely to stay, helping to mitigate a provider shortage in a growing region.

Texas Health Presbyterian Hospital Dallas led the way in 1977 with its first internal medicine residency, setting a high standard for training clinically skilled and compassionate physicians. As North Texas grew, so did Texas Health's commitment.

In 2021, Texas Health Harris Methodist Hospital Fort Worth launched a general surgery residency, followed by internal medicine programs at that same hospital, Texas Health Harris Methodist Hospital Hurst-Eules-Bedford, and, in 2024, Texas Health Presbyterian Hospital Plano. Today, 142 residents are training across four hospitals as part of the overall Texas Health [Graduate Medical Education](#) (GME) institutional platform.

Despite the organizational investments in GME, the need for residency training positions still exceeds the number currently available in the state. Texas Health continues advocating for increased federal and state funding to expand GME training opportunities and build a strong physician workforce to support the communities we serve.

2024 Performance Data

The following data tables provide an overview of Texas Health's five-year performance.

Consumers

QUALITY

The healthcare-acquired infection (HAI) ratios in the table below are calculated based on the number of observed (actual) infections divided by what was predicted. Ratios under 1.0 mean that patients had fewer infections than predicted.

Readmission ratios are calculated similarly and use a risk methodology for additional factors (e.g., the severity of patients' health conditions and demographics). The observed-to-expected (O/E) ratio is a risk-adjusted measure of mortality. A score of 1.0 indicates performance is as expected. A score of less than 1.0 indicates performance is better than expected.

QUALITY MEASURES	2020	2021	2022	2023	2024
Average length of stay (days)	4.6*	5.0*	4.9	4.8	4.6
All-cause readmission observed/expected ratio (omissions: errors threshold)	0.93	0.94*	0.91	0.95	0.95
Sepsis mortality observed/expected ratio	1.10*	1.15*	0.72	0.63	0.62
Overall mortality observed/expected ratio	0.95*	0.99*	0.66	0.58	0.56
Pneumonia mortality observed/expected ratio	1.20	1.13	0.68	0.53	0.48
Pneumonia readmission observed/expected ratio	1.03	1.05	0.93	0.91	0.91
HOSPITAL-ACQUIRED INFECTIONS					
Clostridium difficile	0.59	0.68*	0.67	0.50	0.24
Catheter-associated urinary tract infections	0.42	0.35	0.48	0.39	0.22
Central-line-associated bloodstream infections	0.67	0.94*	0.55	0.39	0.25
Surgical site infection (SSI) following colon procedure	0.95	1.08	0.61	0.61	0.32
SSI following abdominal hysterectomy	1.27	1.30	1.16	0.93	0.79

* The COVID-19 pandemic impacted results due to higher acuity patients and longer lengths of stay.

Consumer Experience and Satisfaction

HCAHPS STAR RATINGS

The Hospital Assessment of Healthcare Providers and Systems (HCAHPS®) is a nationally standardized survey developed by the Centers for Medicare and Medicaid Services (CMS). HCAHPS Star Ratings are based on inpatient survey data from Press Ganey that measure eight categories. Stars are awarded on a scale of one to five, with five being the best. CMS did not publish Star Rating data in 2020 due to the COVID-19 pandemic.

SYSTEMWIDE SUMMARY	2021	2022	2023	2024*
HCAHPS Star (average)	3	3	4	4
Overall Rating	4	4	4	4
Likelihood to Recommend	4	4	4	4
Nurse Communication	3	3	4	4
Doctor Communication	3	3	3	4
Responsiveness	3	3	4	4
Medication Communication	2	3	3	3
Cleanliness	3	4	4	4
Quietness	3	4	4	4
Discharge Information	3	4	4	4
Care Transitions	3	3	3	4
Total Star Count	24	27	29	31

* The 2023 ratings have been updated to reflect the official CMS ratings published in October 2024. The 2024 ratings are estimates based on internal calculations, as CMS will not finalize the 2024 ratings until October 2025.

2024 Performance Data—Continued

Net Promoter Score® (NPS)

NPS measures consumers' likelihood to recommend Texas Health on a scale of -100 to 100. Our goal is to achieve top-quartile performance compared to national benchmarks. In 2024, 16 of our entities achieved our goal, and 15 improved year-over-year performance.

LOCATION	2021*	2022	2023	2024
Texas Health Breeze Urgent Care	92	90	92	90
Texas Health Center for Diagnostics & Surgery	89	88	90	91
Texas Health Heart & Vascular	81	83	84	86
Texas Health Physicians Group	90	90	90	91
Texas Health Resources	73	75	77	79
Texas Health Southlake	93	87	92	92
Hospital Channel	68	68	71	73
Texas Health Allen	71	71	74	73
Texas Health Alliance	67	68	71	72
Texas Health Arlington Memorial	64	62	64	67
Texas Health Azle	55	60	62	66
Texas Health Cleburne	64	66	65	73
Texas Health Dallas	66	66	68	70
Texas Health Denton	68	65	72	73
Texas Health Flower Mound	74	74	75	78
Texas Health Fort Worth	67	69	71	74
Texas Health Frisco	80	74	79	80
Texas Health HEB	69	68	70	73
Texas Health Kaufman	67	77	74	73
Texas Health Plano	68	66	72	74
Texas Health Rockwall	71	71	75	75
Texas Health Southwest	73	71	76	78
Texas Health Stephenville	68	70	74	77

* Texas Health began using NPS in 2021. Data is collected from January to November each year.

Star Ratings by Entity

The following scores are based on the entity. CMS did not publish Star Rating data in 2020 due to the COVID-19 pandemic. On a five-star scale, 10 entities maintained year-over-year performance, while five entities improved their ratings.

ENTITY	2021	2022	2023	2024*
Texas Health Allen	3	3	4	4
Texas Health Alliance	3	3	4	4
Texas Health Arlington Memorial	3	3	3	4
Texas Health Azle	2	3	3	4
Texas Health Cleburne	3	4	4	5
Texas Health Center for Diagnostics & Surgery	5	5	5	5
Texas Health Dallas	3	3	3	3
Texas Health Denton	3	3	4	4
Texas Health Flower Mound	4	4	4	4
Texas Health Fort Worth	3	3	3	4
Texas Health Frisco	4	4	4	4
Texas Health HEB	3	3	3	4
Texas Health Heart & Vascular	4	5	5	5
Texas Health Kaufman	3	4	5	4
Texas Health Plano	3	3	3	3
Texas Health Rockwall	4	4	4	4
Texas Health Southlake	5	5	5	4
Texas Health Southwest	3	3	4	4
Texas Health Stephenville	4	4	4	4

* The 2024 ratings are estimates based on internal calculations, as CMS will not finalize the 2024 ratings until October 2025.

Environment of Care

ENERGY CONSUMPTION	2020	2021	2022	2023	2024
Total (million Metric Million British thermal units [MMBtu])	2.16	2.25	2.36	2.30	2.27
Per square foot (thousand Btu/square foot)	198.2	193.2	191.6	188.4	186.5

WATER USE	2020	2021	2022	2023	2024
Total (million kilogallons [kgal])	1.07	1.21	1.35	1.34	1.34
Per square foot (kgal/square foot)	0.098	0.104	0.110	0.110	0.110

WASTE GENERATED	2020	2021	2022	2023	2024
Regulated medical waste (million pounds)	1.56	1.67	1.64	1.50	1.44
Solid waste* (million pounds)	16.60	17.59	16.92	19.44	20.48

* Solid waste generation has increased since 2020 due to systemwide expansion, with more patients being cared for in hospitals, Breeze Urgent Care clinics, and other facilities.

Employees

HEALTH AND SAFETY

RATES	2020	2021	2022	2023	2024
OSHA incident rate (vs. national average)	4.2 (7.6)	3.7 (6.1)	3.7 (6.1)	3.9 (5.2)	3.9*
OSHA lost time rate (vs. national average)	1.7 (3.7)	1.3 (2.3)	1.1 (2.4)	1.5 (1.5)	1.5*
OSHA restricted work rate	0.5 (.9)	0.4 (.9)	0.5 (0.8)	0.4 (0.8)	0.4*

* OSHA is the Occupational Safety and Health Administration. National averages will be available in November 2025.

ENGAGEMENT

OVERALL ENGAGEMENT	2020	2021	2022	2023	2024
Employees	82%	85%	83%	82%	83%
Physicians	83%	82%	74%	76%	76%

EMPLOYMENT

WORKFORCE	2020	2021	2022	2023	2024
Total employees*	24,843	25,298	26,844	29,100	29,000
Retention**	87.4%	81.4%	83.0%	84.8%	88.6%

* Includes PRN (as needed) employees.

** Excludes PRN employees.

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