

# 2023 SOCIAL PURPOSE REPORT SUMMARY

Environmental | Social | Governance





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## About this Report

Our 2023 Social Purpose Report Summary highlights the environmental, social and governance (ESG) actions Texas Health Resources (Texas Health) took in 2023 to operate the health system ethically, responsibly and sustainably. We use these insights to refine our strategies and optimize our performance. The complete report, performance data and more information can be found at [TexasHealth.org/Responsibility](https://TexasHealth.org/Responsibility).



Please scan to access the complete 2023 Social Purpose Report and performance data.

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.

# A NOTE FROM OUR CEO



## Reflecting on 2023, I am proud to share the advancements Texas Health has made.

It was a year of recovery, stabilization and growth, driven by our commitment to improving the health of the people in the communities we serve. Our priorities included:

### Protecting employees' welfare

Healthcare is a people service, delivered by people to people. We highly regard and value the health and well-being of our employees and recognize that their welfare impacts the care provided to you and your loved ones.

Caring for people experiencing illness and trauma takes a toll. In 2023, we increased the mental and physical health resources we provided our workforce to ease these stressors and encouraged self-care. These efforts are proving effective, with more employees utilizing these supports and instilling healthy habits. Both job satisfaction and retention exceeded national averages across industries.



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

**BARCLAY E. BERDAN**

The persistence of threats and aggression directed at caregivers is deeply disheartening. It is a stark reality that our care teams, dedicated to healing and saving lives, must grapple with concerns for their safety. In 2023, we invested in fortifying systemwide security, and we continue to advocate for improved protections to keep healthcare facilities places of refuge and healing.

### Expanding access to seamless, quality care

To meet the healthcare needs of our growing population, we opened five new Texas Health Breeze Urgent Care clinics, added behavioral health programs, completed hospital modernization and expansion projects and connected individuals to providers via telehealth.

Our persistence in delivering reliable and equitable care has significantly improved quality outcomes and patient safety. We also made progress addressing disparities in maternal health and hypertension outcomes among our patient population, underscoring our efforts to offer everyone the highest standard of care.

### Supporting our communities

Texas has the highest rate of uninsured individuals nationwide, deterring millions from seeking care to stay well. The complexity of our nation's healthcare system requires all stakeholders to do their part to control costs and collaborate to develop equitable solutions for all.

In 2023, Texas Health remained steadfast in delivering crucial community health improvement programs and services to tackle pressing needs. We provided \$1.05 billion in charity care and community benefit, exceeding the state's nonprofit requirements. In addition, donors to the Texas Health Resources Foundation generously contributed \$13.6 million for community and system needs, and we empowered employees to volunteer 10,655 hours to support local nonprofits.

In closing, I want to thank our employees and community stakeholders for their unwavering support of our system. Through our shared efforts, we continue to make North Texas a healthier place to live, work, play and pray.

Sincerely,

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

## [ Our Identity | Who We Are ]

### **Mission** Why We Exist

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

### **Vision** The Future We Imagine

Partnering with You for a Lifetime of Health and Well-Being

### **Values** How We Act

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

## 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.**

Our comprehensive care network extends across Dallas-Fort Worth and encompasses Texas Health Physicians Group, hospitals, outpatient facilities, Texas Health Breeze Urgent Care, Neighborhood Care & Wellness Centers, home care, telehealth, preventive services and fitness centers.

### **Committed to fulfilling our Mission**

As a premier healthcare provider in North Texas, Texas Health's Mission is to improve the health of the people in the communities we serve. To strengthen Texas Health's long-term resilience and ability to fulfill our Mission in 2023, we:

#### **Governed with integrity**

Our increasingly diverse leadership teams upheld rigorous ethical standards, facilitated compliance

with laws and regulations, executed strategic initiatives, and established clear guidelines for using artificial intelligence ethically and responsibly.

#### **Invested in our people**

Recognizing that the quality of care we provide is directly tied to the expertise and welfare of our people, we continued offering competitive compensation and benefits, career advancement pathways and resources that bolster emotional and physical well-being.

#### **Made it easier for consumers to get the care they need**

We expanded into new markets, enhanced services and facilities and offered convenient ways for consumers to access healthcare. We also streamlined navigation among providers, resources and facilities, providing a seamless experience for those seeking support.

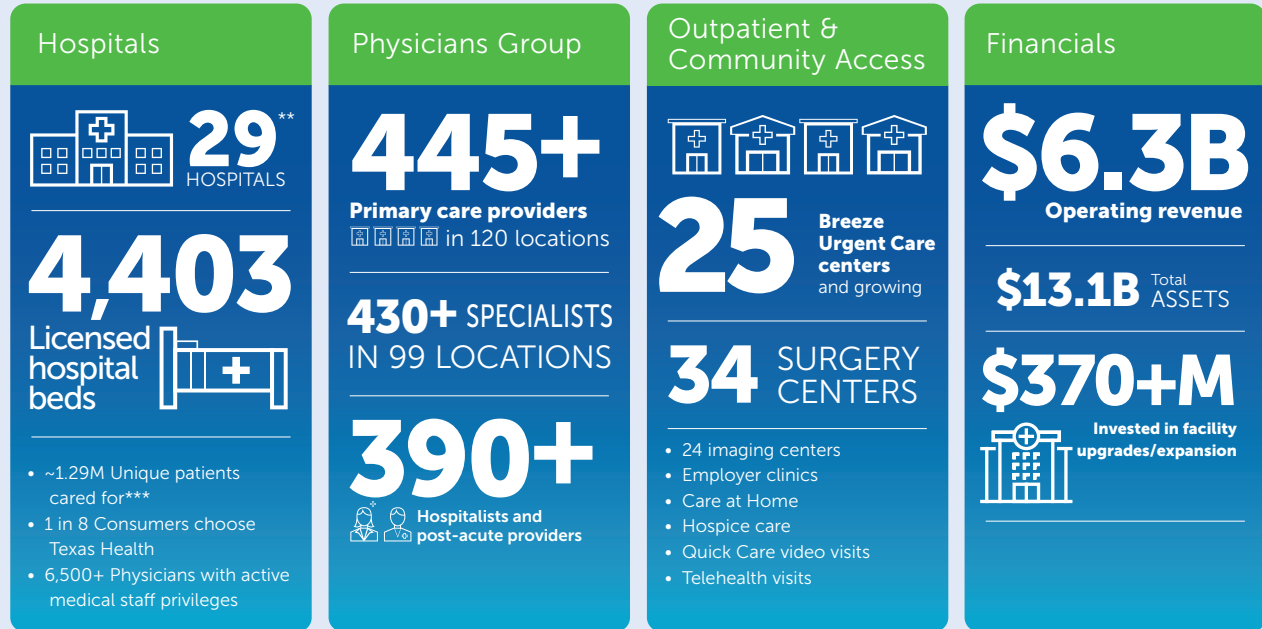
# Our faith-based, nonprofit health system cares for more patients in North Texas than any other provider

**29,000**  
EMPLOYEES\*

**400+**  
points of access

Across  
sixteen  
counties

Home to 8M  
North Texans



\* Includes PRN (as needed) employees.  
 \*\* Includes joint ventures.  
 \*\*\* Includes hospital locations and Texas Health Physicians Group.

## Responded to the needs of our communities

The Texas Health Resources Foundation granted \$2.5 million of its \$13.6 million in total gifts for community outreach activities and Texas Health awarded \$8 million in Community Impact grants. These funds were used to bolster community health improvement, literacy and navigation programs, construct and renovate existing facilities, and address pressing issues such as food insecurity and mental health.

## Optimized operational efficiencies and performance

Texas Health is committed to optimizing its clinical and operational processes using data-driven insights and analytics. We have improved organizational efficiencies, strengthened clinical resiliency, reduced administrative burdens, and prioritized pressing needs for our leadership teams. Integrating high-reliability principles into our practices has also helped us deliver safer, higher-quality care.

## Advocated for public policies that protected consumer and system interests

We supported state and federal legislation that helped protect our caregivers, improve access to care for vulnerable populations, increase our pipeline of qualified healthcare professionals and preserve the system's financial stability.



*Accessible and seamless healthcare is not just a convenience; it's a cornerstone of a thriving society. We want to empower individuals to pursue their fullest potential while ensuring no one is left behind in the pursuit of wellness.*

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





## CARING FOR OUR EMPLOYEES

TEXAS HEALTH CULTIVATES AN ENVIRONMENT WHERE ITS TEAMS CAN DO THEIR LIFE'S BEST WORK.

We prioritize the well-being of our Texas Health family above all else and maintain an exceptional culture to remain the employer of choice in North Texas. To support our leaders and teams, we spent the year:

### Enabling employees to do their best work

We empowered our people to bring their best and authentic selves to work every day and equipped them with tools to enhance productivity and collaboration. Encouraging the sharing of evidence-based best practices and the continuous development of skills, we cultivated a stronger clinical and business environment.

These efforts helped us preserve an award-winning workplace. In 2023, Texas Health was named to Fortune magazine's Best Workplaces in Health Care™ (No. 3), Fortune 100 Best Companies to Work For® (No. 66); Fortune Best Workplaces in Texas (No. 24), Fortune Large Workplaces for Women (No. 55) and Becker's Hospital Review's 150 Top Places to Work in Healthcare.

### Attracting and retaining passionate and talented individuals

We filled 10,773 requisitions, hired 643 new graduate nurses and recruited 374 employees through in-person hiring events. We also placed more than 1,352 individuals from underrepresented communities and local high schools in earn-as-you-learn programs and apprenticeships. Retention improved to almost 85%, nearly back to pre-COVID-19 levels.

### Improving employees' emotional and physical well-being

By facilitating greater access to mental health support, employees' utilization surged by 43.1%. Becker's Behavioral Health included Texas Health among its Nine Top Places to Work in Healthcare Prioritizing Mental Health, and the Business Group on Health commended our leaders for championing mental health and establishing clear improvement goals.

Additionally, we enabled employees and their families to complete 47,490 well-being activities through a

health and wellness platform, a 57% increase from 2022. Our wellness program helped Texas Health avoid \$2.1 million in employee medical costs and was recognized by the Business Group on Health's Best Employers: Excellence in Health & Well-Being Award for the seventh consecutive year.

We received additional honors for giving all employees a chance to reach their full health potential. The American Heart Association also awarded Texas Health platinum status on its Well-being Works Better™ scorecard.

### Rewarding individuals for their contributions

To recognize and retain valued employees, we increased salaries, raised our socially just minimum wage, paid spot awards and performance bonuses, and began matching 401(k) contributions at six months of service instead of one year. Our annual pay parity analysis found no statistically significant variations by race, gender or ethnicity.

### Maximizing employees' skills to advance their careers

We offered development opportunities through our learning resources, pipeline programs, continuing education programs and a new Mentor Connect tool that facilitates quarterly engagement with leaders. Furthermore, Texas Health launched a six-month Leadership Essentials program, enabled 1,757 nurses to participate in the Nursing Career Advancement Program, and onboarded more than 8,700 students for clinical and non-clinical education experiences.

### Exchanging knowledge and improving communication

Every voice is important. We encourage transparent communication and candid feedback to help our teams feel heard and respected. We provided leaders with specialized training in conflict resolution and active listening to enhance understanding and alignment.

### Protecting employees from harm

We kept safety incidents and lost-time injury rates below industry averages and continued fortifying campuses with additional security measures and police officers.

### Delivering inclusive leadership training

We identified and selected 40 high-performing employees across the system to participate in our RISE Diversity Leadership Program (Readying Inspiring Individuals with Skills to promote Equity). The four-month training program provides critical tools and resources to enhance emotional intelligence, strengthen leadership and conflict resolution skills, and promote diversity, equity and inclusion throughout all levels of our system and the communities we serve.

**93%** OF EMPLOYEES SURVEYED WERE PROUD TO WORK AT **TEXAS HEALTH**

**Health and wellness activity** use increased **57%**  
and  
**mental health utilization** rose **43.1%**

**95%** SATISFACTION WITH EMPLOYEE ASSISTANCE PROGRAM

**12%** INCREASE IN   
**Racially and ethnically diverse leaders**

IMPROVED RETENTION TO **85%**



See **Caring for Our Employees and Performance Data** to learn more.



## CARING FOR OUR CONSUMERS

**OUR VISION IS TO PARTNER WITH CONSUMERS FOR A LIFETIME OF HEALTH AND WELL-BEING. WE AIM TO DELIVER SEAMLESS, INCLUSIVE AND QUALITY CARE.**

To support North Texans on their healthcare journey, we analyze their diverse needs and create, deliver and enhance services that will support them through each phase of life. Consumers seek accessible, high-quality and compassionate care that is affordable and convenient. To meet these demands in 2023, Texas Health:

### **Made it easier to access care and resources**

We expanded access to urgent care support by opening five new Breeze urgent care clinics and through Quick Care video visits. Individuals seeking primary, specialty or behavioral health support also could schedule telehealth consultations with providers. Additionally, our Texas Health Care at Home program provided continuity of care for 135 discharged hospitalized patients by offering follow-up support at their homes.

Further, we expanded or revitalized Texas Health Presbyterian Hospital Rockwall, the Margot Perot Center for Women and Infants at Texas Health Presbyterian Hospital Dallas and operating rooms at

Texas Health Harris Methodist Hospital Stephenville. We opened a new neonatal intensive care unit family center at Texas Health Presbyterian Hospital Plano.

### **Fostered more intentional interactions**

We increased engagement among patients, their loved ones and care teams to build trust and understanding and improve care plan adherence. A new Purposeful Presence campaign helped us create positive first impressions with consumers, answer their questions and communicate what to expect throughout the care journey.

### **Provided culturally appropriate and inclusive care**

We aim to honor each individual's identity, heritage, language, beliefs, and religion during interactions and treatment. To further improve the consumer experience, we appointed a cross-functional workgroup. They launched a systemwide campaign to recognize and avoid biased language to help eradicate implicit biases and stereotypes that may influence interactions.



### Improved the patient experience

When people are given quality time and attention from their care teams, it reduces their anxiety and fear and improves trust, health outcomes and satisfaction. After their care experience, we ask how likely they are to recommend Texas Health, measured as a Net Promoter Score®. We aim to achieve top-quartile performance compared to national benchmarks, which 10 entities achieved during the year. Overall, 20 entities improved their year-over-year scores.

### Reduced mortality rates

Texas Health has significantly reduced overall mortality and deaths related to sepsis by implementing evidenced-based practices, optimizing order sets, standardizing care workflows, refining treatment protocols, and developing early recognition tools. Sepsis is a severe, life-threatening reaction to an infection that needs immediate medical attention.

Since 2020, we have reduced our observed-to-expected (O/E) mortality ratio by more than 38% and our sepsis mortality O/E ratio by nearly 43%. An O/E ratio below 1.0 means our performance is better than expected. In 2020, our overall mortality O/E ratio was 0.95, and it improved to 0.58 in 2023. During the same period, we reduced the sepsis mortality O/E ratio from 1.10 to 0.63, placing us among the top 10% of hospitals nationwide for both measures.



### Identified and addressed inequities in health outcomes

Texas Health is committed to delivering healthcare in an equitable manner regardless of patients' socioeconomic status, race, gender or other social determinants of health factors. We made progress

addressing two specific clinical areas with recognized disparities nationally and in North Texas: maternal health and hypertension.

### Eased the financial burden of care

Texas Health provided financial counselors and cost estimation tools to help consumers determine costs and out-of-pocket expenses. We personalized payment plans and terms according to individual needs, making it easier to afford necessary services.



### Responding to the Urgent Need for Behavioral Health Support

The state of Texas grapples with a significant deficiency in mental health and substance use disorder services, ranking among the lowest nationwide. In North Texas, the need for support is just as critical.

Texas Health, Texas Health Behavioral Health, and Texas Health Physicians Group collectively refer approximately 29,000 individuals to external mental health facilities and resources annually. These referrals often lead to prolonged wait times and many only accept cash, exacerbating the strained situation.

Recognizing the pressing need to expand access to these critical services, Texas Health spent 2023 recruiting and onboarding additional psychiatrists, psychiatric mental health nurse practitioners and therapists. In 2024, they will operate a new outpatient psychiatric practice that accepts cash and insurance, and delivers individual therapy and medication management entirely through telehealth.

While services will initially be offered to our behavioral health and primary care patients, we plan to accept referrals from other providers in 2025. With the establishment of this virtual clinic, consumers will have access to behavioral health services across every Texas Health care setting.



## CARING FOR OUR COMMUNITIES

TEXAS HEALTH IS DEDICATED TO FULFILLING OUR MISSION TO IMPROVE THE HEALTH OF THE PEOPLE IN THE COMMUNITIES WE SERVE.

To help North Texas communities thrive, Texas Health awards grants, implements health improvement programs, sponsors events, and provides volunteers and various other resources to support the communities we serve. Recognizing the ongoing need for health services and support in 2023, we continued:

### Providing vital community support

As a nonprofit health system, Texas Health returns at least 5% of net patient revenue to the community in the form of charity care and community benefit. In 2023, Texas Health provided \$1.05 billion, or nearly \$2.9 million a day, to cover unreimbursed medical costs, implement community health initiatives, and contribute employee time and resources to organizations and causes in need. This comprised 23.5% of total net patient revenue, nearly five times the state's requirement.

### Implementing sustainable and measurable health improvement programs

Texas Health spearheaded diverse initiatives dedicated to enhancing health and well-being

across North Texas. These multifaceted programs addressed chronic disease, behavioral health, health literacy and navigation, medical respite services for the unhoused, cancer screenings, sexual assault awareness and prevention, social isolation and more.

For example, our Wellness for Life mobile health units have delivered crucial healthcare services to medically underserved communities for nearly three decades. Since its inception, clinicians have completed 114,340 mammograms and 18,957 wellness exams, detecting 156 cases of breast cancer and 171 individuals with pre-diabetes.

### Advocating for public policies and funding that help us fulfill our Mission

Despite a contentious public policy environment, we engaged lawmakers about creating and supporting public policies that enable Texas Health to sustain and protect its workforce, maintain financial stability, improve behavioral and women's health, and protect consumers' access to care and insurance coverage.

### Enriching our communities through impactful service projects and unwavering support

We provided more than \$2 million in charitable contributions, event sponsorships and membership dues to support numerous healthcare-related causes, economic development, disaster relief and community organizations across North Texas. Since 2009, our employees have volunteered approximately 110,000 CTO hours, the equivalent of nearly \$2.7 million in service to our communities.

### Delivering fresh produce and food to high-need communities

Since 2020, North Texas Healthy Communities, Texas Health's outreach arm, has distributed over 1.3 million pounds of fresh produce to high-need communities in Tarrant County, benefiting almost 199,000 residents. The program provides free produce and offers nutrition education and support, aiming to overcome barriers to well-being associated with inadequate food access.

### Scaling Mental Health Support in North Texas School Districts

One in five children in the U.S. show mental health disorders each year, according to the Centers for Disease Control and Prevention. Yet access to behavioral healthcare for children and youth is often riddled with barriers, and even mental health professionals struggle to stem the tide.

With schools overwhelmed by the challenges of mental health issues, exacerbated by the COVID-19 pandemic, Texas Health joined forces with Meadows Mental Health Policy Institute (MMHPI) to tackle these problems in innovative ways.

The MMHPI, through generous support from Texas Health Community Impact and other funders, developed The North Texas School Mental Health Executive Learning Community, a bold, new approach to supporting Texas students with mental health needs in schools.

Nineteen school districts—representing nearly half a million students, almost 57,000 educators, and 647 schools across North Texas—have joined the Learning Community, which brings senior district officials together for monthly training sessions, in-depth discussions and important collaborations. The purpose is to help districts execute school mental health programming effectively and improve student outcomes, well-being and academic achievement.

D CEO magazine recognized the program's impact, honoring the two organizations with its Outstanding Mental Health Collaboration award.

PROVIDED

**\$1.05B**

IN CHARITY CARE  
AND COMMUNITY BENEFIT

Awarded \$8M in  
**Community  
Impact grants**



Provided \$2M in charitable contributions,  
event sponsorships and membership dues

VOLUNTEERED  
**10,655 HOURS**  
to complete 779 community  
service projects across North Texas

Improved the health of  
111,620 congregants,  
**avoiding \$4.1M in healthcare costs**

**Connected**

65,000+ PEOPLE  
to resources to remove  
non-medical barriers to care



Delivered **mobile  
health screenings**  
and **services** to

**3,296 PEOPLE**



See **Caring for Our  
Communities and  
Performance Data**  
to learn more.



# ENHANCING OUR CARE ENVIRONMENTS

TEXAS HEALTH ENHANCES ITS ENVIRONMENTS OF CARE TO FACILITATE HEALING, SUSTAINABILITY, RESILIENCY AND INNOVATION.

We design our care environments to be warm, welcoming and inclusive to bring comfort to people in need. Our priorities are to deliver safe, quality care and maintain operations at all times. To advance efficiency and innovation, we harness the power of data, analytics and artificial intelligence. In 2023, we continued taking steps to:

## Conserve resources and improve efficiency

We implemented projects to conserve water and energy, divert materials from landfills and reduce greenhouse gas (GHG) emissions. Despite expanding our building footprint by nearly 28% since 2012, we have kept our energy consumption per square foot at just 12.4%. Our efficiency projects enabled us to reduce Scope 2 GHGs per square foot by nearly 5% in the last three years.

Texas Health earned the Texan by Nature TxN 20 award for the fifth consecutive year for our commitment to conservation and the Stryker Gold Environmental Excellence Award for waste diversion.

## Strengthen the security of our campuses

In response to threats and aggression, we continued delivering on our commitment to keep staff, patients and visitors safe by investing in additional security protections. We bolstered security measures through weapon detection systems, extra police officers and security staff, security cameras and gates, and duress alarms and door lockdown controls.

## Improve supply chain resiliency

Texas Health further expanded and diversified its supply chain processes to avoid delays in receiving critical materials and mitigate business and clinical risks. Additionally, we continued to drive supply chain value despite strong inflationary headwinds.

## Manage unexpected interruptions in operations

Our business continuity and emergency management teams strengthened planning and preparedness to help the system respond to and recover from emergencies or disasters threatening lives, property or the environment. During the year, the system experienced no significant downtime from unforeseen events.

### Safeguard data and patient privacy

We integrated new security capabilities to counter emerging and evolving cyber threats. These efforts enabled us to comply with data privacy and security regulations and prevent serious breaches.

### Enhance operational and clinical performance

We utilized data and analytics to extract valuable insights, enhance clinical decision-making, drive systemwide efficiencies through task automation and workflow optimization, and craft targeted health improvement strategies and programs.

### Guide the responsible development and utilization of artificial intelligence (AI) technologies

We initiated the development of a comprehensive roadmap to assess and endorse AI tools for systemwide integration. Moreover, we established protocols to enhance comprehension of AI model training and utilization while implementing methods to identify and mitigate unintended biases.

## Putting Emergency Preparedness into Practice

After a natural gas explosion at a Fort Worth hotel injured 21 people in early January 2024, the medical and emergency response teams at Texas Health Harris Methodist Hospital Fort Worth showcased a remarkable display of preparedness and composure.

Multiple hospital teams worked together to enable staff to mobilize and care for the injured swiftly. Within minutes, operating and ICU beds were prepared, elective surgeries were rescheduled, triage systems were established, a blood bank was activated, and chaplains arrived to provide spiritual support.

Despite the uncertainty and urgency, the medical staff's training provided a sense of calm amid the chaos and provided a rapid and coordinated response.



**TxN**  
**20**  
20  23



### Reduced

annual energy use by **2.7%**,  
water consumption by **0.7%**  
and Scope 2 GHGs by **~1.3%**

**REPROCESSED**  
**221,684 LBS.**  
OF MEDICAL SUPPLIES

### Conserved

**544.1M**   
GALLONS OF **WATER**  
(since 2015)



**Diverted** 49,410 lbs. of  
single-use devices  
**from landfills,**

avoiding 595,975 lbs. of GHGs  
(from 9/22 to 8/23)

INVESTED **\$30M**  
TO **STRENGTHEN SECURITY**

**7 HOSPITALS RECYCLED**

**~1.2M lbs.**  
OF CARDBOARD



See **Enhancing Our  
Care Environments  
and Performance Data**  
to learn more.

# ADVANCING DIVERSITY, EQUITY AND INCLUSION

AT TEXAS HEALTH, WE CELEBRATE THE DISTINCT CONTRIBUTIONS OF OUR PEOPLE, CONSUMERS, SUPPLIERS AND COMMUNITIES.



In our 2023 Diversity, Equity and Inclusion Transparency Report, we share how we continued:

**ADVANCING CLINICAL CARE EQUITY AND ADDRESSING HEALTH DISPARITIES.**

**DIVERSIFYING OUR WORKFORCE, BOARD OF TRUSTEES AND SUPPLY CHAIN.**

**CULTIVATING A BIAS-FREE AND INCLUSIVE HEALTH SYSTEM.**



See About Texas Health and Performance Data to learn more



## Words Matter Campaign Reinforces Inclusivity

Texas Health is committed to fostering inclusive and equitable healthcare by recognizing and replacing biased language. Each care team member is pivotal in ensuring that every patient receives fair and equal treatment. This commitment is upheld by eradicating implicit biases and stereotypes that may influence our interactions.

We recognize that the language we use when discussing patients can profoundly impact their care experience. It's essential to understand that any diagnosis a patient receives is merely one aspect of their identity, not their entire essence.

One effective strategy involves being mindful of words or phrases that could cause emotional harm, such as "obese," "victim," "struggling with," or "suffering from." These terms may carry judgmental connotations, potentially making patients feel ashamed or stigmatized. Additionally, remaining vigilant about language that perpetuates ageism, disability, racism, homophobia, or other forms of discrimination helps us avoid implicit biases in our patient interactions.

For instance, addressing patients by anything other than their preferred name can convey disrespect. We strive to highlight the capabilities of individuals with disabilities rather than focusing solely on their limitations. Moreover, we recognize the importance of only referencing a patient's age, gender, or sexual orientation when it directly pertains to their care.

We care for people who are living with certain conditions. Their condition does not define their entire identity.



## Contributors

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

- Ambulatory & Virtual Care Channel
- Brand Experience
- Channel Integration Experience
- Clinical Outcomes
- Community Affairs
- Community Health Improvement
- Data Integration Office
- Environment of Care & Emergency Management
- Environmental Services
- Faith & Spirituality Integration
- Finance Operations
- Governance Services
- Government Affairs & Advocacy
- Information Services
- Information Systems & Application Management
- Legal Services
- North Texas Healthy Communities
- People & Culture
- Performance Improvement
- Quality & Patient Safety
- Real Estate Engineering
- Strategy & Planning
- Supply Chain Management
- System Engineering
- Texas Health Behavioral Health
- Texas Health Physicians Group
- Texas Health Resources Foundation
- Texas Health Resources University



## Learn More

To access our full report, please visit:  
[TexasHealth.org/Responsibility](https://TexasHealth.org/Responsibility)

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