

A healthcare provider, a woman with dark hair wearing a bright yellow ribbed sweater, is kneeling and using a stethoscope to listen to the chest of a young child. The child is standing, smiling, and wearing a blue and green patterned diaper. A man with glasses and a black shirt is sitting behind the child, observing the examination. The background is a plain, light-colored wall.

Health Services of North Texas

ANNUAL STAKEHOLDER REPORT

2018



HEALTH SERVICES OF NORTH TEXAS

Medical Care for You

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The Mission

Improving the quality of life for
all North Texans through
medical care, support services
and advocacy.

The Vision

A Healthy
Community

Locations

Denton Medical Center
4304, 4308 Mesa Drive
Denton, TX 76207

Denton South Center
3537 South I-35 E, Suite 210
Denton, TX 76210

Plano & Wylie Children's Medical Clinic
303 S. Hwy 78, Suite 106
Wylie, TX 75098

Collin County Medical Center
2540 K Avenue, Suite 500
Plano, TX 75074

A Message from CEO, Doreen Rue

It is with a great sense of accomplishment, gratitude and anticipation for the future that I write this stakeholder message to you, our partner. Health Services of North Texas celebrated our 30th anniversary in 2018, and in many respects as we mature as an organization, we are going through a series of new beginnings because of the constant change in healthcare delivery, policy, resources, and technology. Change in and of itself is often straightforward. It is helping people through the transition that is the challenge and the reward. In this stakeholder report, you will recognize the accomplishments made possible by your investment in HSNT.

As you work your way through the highlights in this report, you will see that we prioritized improving access to care by building and supporting strong clinical teams, leveraging technology and best practices in scheduling and communications with our patients and community, and enriching collaborations and partnerships to produce a greater impact toward achieving the vision of a healthy community. We have made significant progress in our quest to be nimble and responsive to the needs in our community and are proactively planning for and creating new ways to bridge the gaps in care through telemedicine, team-based care strategies, and collaborations with other service providers and community assets to leverage resources. Undoubtedly, we have excelled in providing quality patient care with phenomenal patient satisfaction scores and documented patient success stories.

Almost all of our service area is designated as medically underserved, meaning there are not enough primary care providers to meet the needs of the population. This shortage of primary care providers is our leading challenge. Even so, we are building our provider team to respond to the growing need in our community and providing them with quality, affordable healthcare for the best value possible.

As you read this report, remember that it is through your contribution and support that HSNT is able to meet the challenge of ever-changing and growing healthcare needs in our community. We ask that you continue to champion the work and mission of Health Services of North Texas. By working together, we can continue to serve the need in our community through the delivery of quality, accessible healthcare.

Livin' the Mission with You,

Doreen Rue

Doreen Rue, LMSW-AP, ACSW





"The doctor is very thorough and caring. I feel confident he is his patient's advocate."

Imagine — the — Impact

of helping one human receive the medical care they need to get to their very best healthy.

They are

- PROVIDING for their family
- CONTRIBUTING to the community
- PURSUING an education
- TEACHING future generations

HSNT provided healthcare to **12,274** patients through **45,175** total visits.

34,063 Medical Visits

9,294 Care Management Visits

1,789 Mental Health Visits

29 Substance Abuse Visits



"Thank you for today's visit. I felt very welcome and at peace with all the professional staff. My kids loved it even though it was our first visit at this office."

Imagine — the — Impact

of helping **6,529** children, the future of our community, get to their very best healthy.

Are you imagining children that are:

- LEARNING through steady school attendance
- ENJOYING a happy, healthy state of mind
- PARENTS able to work and PROVIDE
- A HEALTHY FUTURE for our community

HSNT served as the medical home for **6,529** children in 2018

767 Infants came into care at HSNT



"I loved the fact that when I was checking out and I couldn't pay all up front, [the staff member] was able to offer me options as to how to pay. As a single mom working part time I love that I was taken care of and she went out of her way to make me feel comfortable and that I was in good hands."

Imagine — the — Impact

of helping **4,351** women, who are moms, wives, teachers, mentors and so much more, get to their very best healthy.

Are you imagining that these women are:

- PRODUCTIVELY contributing to society
- EFFECTIVE LEADERS in their workplace
- TEACHING future generations
- FIGHTING for the health of their families
- LIVING life to the fullest

4,351 Women Received Medical Care

461 Prenatal Care Patients

Prescription Assistance Program

HSNT served **509** patients through the Prescription Assistance Program by providing them with **\$3,577,182 million** worth of medications to treat and control chronic medical conditions.

One patient had this to say about the medical care and prescription assistance program:

"This program is great. Because of this program I am able to treat my condition. In 2018 I only went to the ER just twice compared to over 20 times in 2017. Thank you."



"Health as defined by the World Health Organization (WHO), is "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity."

Behavioral Health Services

The behavioral health department serves an important role in providing holistic, quality care to patients at HSNT. By having behavioral health services integrated into our medical center we are removing barriers to care such as stigma around treatment of mental health issues, access to care and financial difficulties.

The need for behavioral health services in our community is growing. In 2018 HSNT completed **1150 therapy sessions for 392 unique patients**, that's almost a **51% increase from the previous year**. We are committed to meeting this growing need in our community and hope to expand our behavioral health department in response.

51%
increase

in behavioral health services

Imagine
— the —
Impact

"I am so impressed with the professionalism and care I received today. I was treated like everyone else even though I have a mental illness. Thank you so much!"



Strategic Actions to Increase Access to Care & Prepare for the Future



Alignment of appointment schedule templates to seasonal trends; more same day sick visits during winter/spring season, increasing preventative care access in the spring and summer months.



Elimination of 12 month appointment schedules, reducing the number of forgotten visits (that result in no shows) that are scheduled a year in advance. All lines of business have a rolling 6 week schedule access.



Increased access to ADHD & ADD care with more Advanced Nurse Practitioners managing this disorder in 2018.



Increasing prenatal care access in 2019 by adding another Advanced Nurse Practitioner to the 2 ANPs currently managing OB and High Risk OB services

HSNT at the Serve Denton Center

Health Services of North Texas is expanding to meet community need. HSNT will have space at the new Serve Denton Center on Loop 288 in Denton.

This strategic expansion will allow us to be closer to the 2,321 patients that we currently serve from the zip codes in closest proximity to the Serve Denton Center and meet the tremendous need of the zip code 76209.

41% of the population in the 76209 zip code is low-income (10,168 out of 24,921 residents). We are serving 12.8% of the low-income population in that zip code.



A Message from Dr. Jason Siegel, Medical Director


Healthcare has truly become more than any one doctor can manage. This year at HSNT we have implemented team based care in an effort to develop and utilize the various members of our healthcare teams to address and provide comprehensive care to all of our patients regardless of their ability to pay.


This is an exciting time to be with our agency as we strive to provide excellent and compassionate care that focuses our attention on the patient as a whole, not just a disease. We are embracing the opportunity to connect with our patients in this way and we hope you will continue to support us as we improve the lives of all North Texans.


Operational Excellence for our Patients' Health & Safety


Our patients' health and safety are of utmost importance to every decision made. Here are just a few of the measures implemented in 2018.





 Implemented annual biomedical equipment inspections and safety assessments agency wide.


 Implemented more robust Provider Peer-to-Peer Reviews process.

 MA2 Development Program successfully graduating 4 MAs with advanced understanding of the HSNT Agency functioning, additional medical training expertise added with Diabetic Teaching, sliding fee process, grants and program knowledge base.

 Initiated transition of Care Team in the medical centers to efficiently and safely transition patients from different levels of care (ER and Inpatient) from both HCA and THR Hospitals utilizing Case Management Staff and the medical center clinical Teams, trackable in the Electronic Medical Record.

 Implemented Team Based Care to our medical centers, ensuring that patients receive necessary screenings for age and gender, closing gaps in care for chronically ill patients, intense focus on diabetic care protocols.

 Standardized weekly HIPAA and security walk throughs in the medical centers, ensuring highest level of privacy and compliance with all Federal regulations in day to day practices.

 Enhanced Risk Management approaches with Incident Reporting and Just Culture Tools

A Message from Debra Layman, RN, Chief Operating Officer

In 2018, HSNT launched several key initiatives in the overall focus of Patient Safety, Quality Improvement and Risk Management.

Strides were made from desk level process improvements to major policy changes for our Front Office, Back Office and Provider Teams. An enhanced focus on holistic patient healthcare needs and closing essential gaps in care was addressed with a Team Based Care pilot, and championed by our Provider Teams to lead staff morning huddles to review patient health needs and plan to close gaps in care.

As a result of this and other quality initiatives, our Quality Metrics have improved overall. Lunch and learns with HSNT Staff on safety and security, including HIPAA and Privacy has shown excellent audit outcomes and compliance scores across HSNT medical centers.

Staff Development has also been a high priority, and we graduated our first class of Medical Assistant 2 to earn that distinction focusing on the care values of HSNT. Provider Trainings have focused equally on process improvement, EMR proficiency and efficiency, compliance and quality overall.

Numbers That Tell the Story

Calls for Care

HSNT received a total of **128,591** calls in 2018. That is roughly 500 calls a day coming into our call center team of 5 people with an answer rate of 80%.



Exceptional Clinical Measures

Cervical Cancer Screening



National Average
55.67%



HSNT Achievement
60.5%



National Average
66.15%



HSNT Achievement
91.39%

Adult Weight Screening and Follow-Up



National Average
63.85%



HSNT Achievement
88.32%

Tobacco Use Screening & Cessation (age 18+)



National Average
87.5%



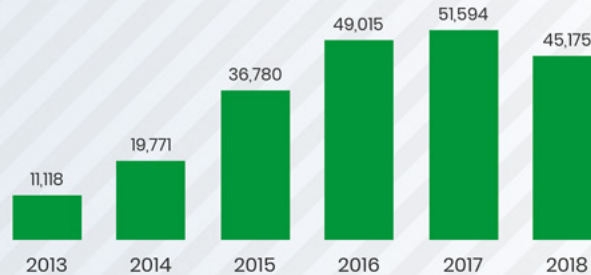
HSNT Achievement
90.89%

98% of patients surveyed rated HSNT as Excellent or Very Good with 8,347 surveys collected in 2018.



Patient Growth

Number of Patient Visits Over Past 6 Years



HSNT offers a Sliding Fee Scale based on income to help those in our community that need a hand up in getting the medical care they need.

62% of HSNT's patients live at or below 100% of the federal poverty level which is \$12,490 per year for an individual.



DOLLARS

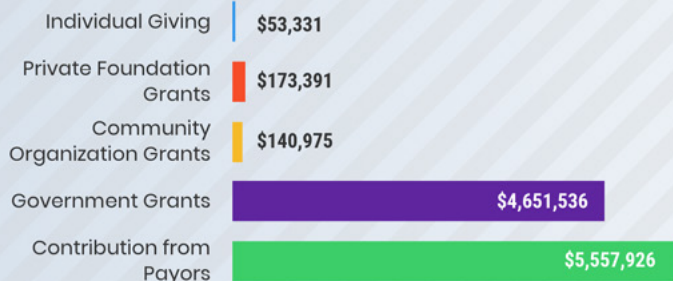
The Patient Contribution for a Quality Medical, Behavioral Health or E-Psychiatry Appointment for patients that live at or below 100% of the FPL.

Patients that live at or below 200% of the federal poverty level, which is \$51,500 per year for a family of four, are encouraged to apply for the sliding fee scale discounts.

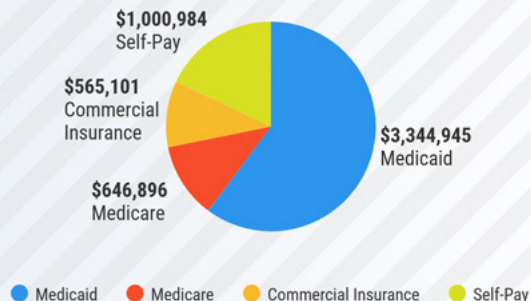
"My provider is awesome; she always answers all of my questions and explains the procedures step by step to me. She takes her time and is my favorite provider."

Fiscally Responsible for our Stakeholders

Funding Sources



Payor Contribution



"It was such a great experience! I will advocate for you out in the community, I had no idea there were so many resources"

A Message from Pam Barnes, Chief Financial Officer

When using the word, "Stakeholder," we are mindful of the responsibility that HSNT has to its patients, community, and donors. We are owned by the community and recognize that maintaining fiscal responsibility is vital to continue the mission.

To provide high-quality healthcare, regardless of patients' ability to pay, HSNT partners with donors such as individuals, private foundations, community organizations, corporations, and government entities by connecting them with opportunities to invest in the health of our community. An investment into HSNT is also an investment into the community. The community is built on healthy humans able to live, work, care for their families and contribute.

By building relationships, maintaining a diverse fundraising plan, and fostering an organizational culture of philanthropy, HSNT will sustain, expand, and scale our programs to effectively serve the community for the long term. HSNT has earned a Platinum rating from GuideStar, which demonstrates our commitment to transparency and empowering donors to make informed decisions.

Financial Highlights

Growing Investments in our Community



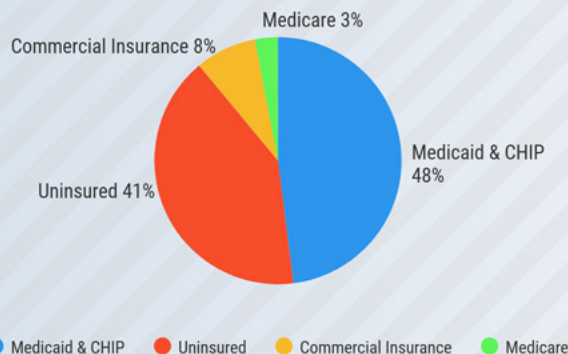
\$3.5 Million

worth of unreimbursed medical care was
provided by HSNT in 2018.



Many patients fall below the poverty line and are unable to pay more than the nominal fee of \$15. The difference in what our patients have the ability to pay and what it costs to provide their medical care was \$3.5 Million in 2018. HSNT's patients have access to the Sliding Fee Scale, which allows us to slide their contribution to their care based on their income and family size. 34% of HSNT's patients contributed the nominal fee of \$15 in 2018 per visit.

Patient Payor Mix



You might be asking how?

How did HSNT pull off the feat of providing quality medical care for so many patients?

The answer is you – our patients, our donors, our community, service grants and the foundations that support us made it all possible. HSNT's mission is to improve the quality of life for all North Texans, and it was only through the help of the many North Texans that keep us going that HSNT was able to deliver upon that mission.

Just as staying healthy is a team effort between a patient and their doctor, achieving the vision of a healthy community is a team effort, too.



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