

#### 2018-2019 ANNUAL REVIEW







# **BETTER HEALTH, BETTER CARE**

#### **OUR TRUSTEES**

Pamela Stoyanoff Methodist Health System

**Dr. Matthew Murray** Cook Children's Health Care System

W. Stephen Love

Julie Hall-Barrow Children's Health

**Dr. Baron Hamman** Texas Health Heart & Vascular Hospital

**Dr. Michael Hochberg** JPS Health Network

Jan Compton Baylor Scott & White Health

**Dr. Steve Miff** Parkland Center for Clinical Innovation

Marc Nivet UT Southwestern

**Dr. Irving Prengler** Baylor Scott & White Health

**Dr. Laurie J. Sutor** Carter Bloodcare

Karen Watts Parkland Health & Hospital System

Kenya Scott Woodruff Katten Muchin Rosenman LLP

Kristin Tesmer DFWHC Foundation





2018-2019 ANNUAL REVIEW

**The DFW Hospital Council Foundation** was established in 1968 as a non-profit corporation to promote safe, high quality, cost effective, accessible and equitable healthcare. A 501(c)(3) tax-exempt organization, the Foundation works under the DFW Hospital Council umbrella. The Foundation was enhanced in 1999 to answer the need for high quality data to measure healthcare improvement.

#### BETTER HEALTH, BETTER CARE

Information

**inspires** action





Pam StoyanoffJMBA, CPAJCOO, Methodist Health SystemPChair, DFWHC Foundation Board

Kristin Tesmer JD, FACHE President, DFWHC Foundation

**BETTER HEALTH, BETTER CARE** was a mantra of the Dallas-Fort Worth Hospital Council (DFWHC) Foundation this year. In 2018 and 2019, the DFWHC Foundation created a record number of information sharing projects between our partner health systems and the community. Our goals were to aggressively identify the best interventions to improve community health through evidence-based research.

It is a proven fact that information inspires action. Such action will encourage knowledge, awareness and innovation. We share county health information with our social service, provider and government partners. Granted, achieving better health and better care for our neighbors is a lofty goal. But it is one we will continue to strive for with the help of our many dedicated partners.

Here are some highlights of the work supported by the DFWHC Foundation this year:

- The **Dallas Community Data for Action** campaign in partnership with the Community Council of Greater Dallas, Parkland Center for Clinical Innovation and the University of Texas Dallas;
- The **City of Dallas Go Green** campaign in partnership with the Trust for Public Land and the City of Dallas;
- The **Regional Substance Misuse Community Health Needs Assessment** in partnership with our partner health systems, the region's mental health authorities, Aetna and many other community-based teams; and
- The **Smart Justice Program** in partnership with Meadows Policy Institute, the North Texas Behavioral Health Authority, the Dallas County Jail, Parkland Health and Hospital System, Texas Health Resources, Methodist Health System and Baylor Scott & White Health.

Throughout this report, please enjoy these stories of the DFWHC Foundation's collaboration efforts to serve our North Texas residents. The best of health to us all!

Respectfully,

Pamela Stoyanoff

Kristin Tesmer

#### **OUR DEPARTMENTS**

#### **COMMUNITY HEALTH - Page 6**

#### (https://dfwhcfoundation.org/community-health/)

We play a key role in identifying and addressing disparities related to language, ethnicity, race, culture, gender, age, income, literacy, health, diseases and access to healthcare in the community. We provide evidence-based support to regional health partnerships, community programs and various public health committees. We also provide grant application preparation, convening and advising.

#### WORKFORCE - Page 10

#### (https://dfwhcfoundation.org/workforce/)

We collaborate with hospitals, schools and other community stakeholders to meet the region's healthcare workforce needs. These collaborations impact the education of healthcare workers, provide understanding of workforce needs through data and regional actions that ultimately provide you and your family with better care.

#### QUALITY - Page 14

#### (https://dfwhcfoundation.org/quality/)

We serve as a facilitator for local hospitals to address regional hospital quality and patient safety issues. We do this by identifying and sharing best practices as well as developing initiatives and educational needs to address areas for improvement.

#### **RESEARCH - Page 18**

#### (https://dfwhcfoundation.org/research/)

The driving forces behind our research is access, cost and outcomes. In collaboration with a robust network of partners, we are examining the cultural competence of healthcare professionals; improving care coordination through technology; and implementing measures to increase the health literacy of the community.

#### DATA - Page 22

#### (https://dfwhcfoundation.org/data/)

Each day, patients enter the hospitals of North Texas. Through the collaboration of these regional hospitals, these visits are recorded within our vast data warehouse. We transform this information into knowledge that can be used to improve the care our residents receive from start to finish.



Theresa Mendoza (l to r), Patti Taylor, Marco Mack, Greg Shelton, Sally Williams, Kristin Tesmer, Sushma Sharma, Stefanie Baierlipp and Lisé Sanchez.



### MENTAL HEALTH FIRST AID

Service .

A goal over the past year of the DFW Hospital Council (DFWHC) Foundation's Community Health Department is to improve mental health in North Texas.

Originating from the DFWHC Foundation's Community Health Department, the **North Texas Community Health Collaborative** has over 40 participating organizations including healthcare systems, mental health authorities and communitybased organizations. This collaborative has formed a **Mental Health First Aid Subcommittee** to coordinate **Mental Health First Aid** training.

Known as the **"10,000 Lives Initiative,"** the program has trained over 3,500 participants, with an overall goal of training 10,000 North Texas residents.

Mental Health First Aid is an evidence-based education, detection and prevention tool approved by the **National Council of Behavioral Health**. It improves the public's knowledge of mental health issues while providing residents with appropriate care for their mental health or substance misuse problems.

Similar to traditional CPR classes, trainees learn the warning signs of mental illness and addiction in addition to available treatments.

This program received funding from the **Department of State Health Services** supporting training across 12 rural North Texas counties. For additional information, please go to: http://www. healthyntexas.org/tiles/index/display?id=146926736417906993.

### COMMUNITY AWARD



For its work in **Mental Health First Aid Training** and public awareness, the DFW Hospital Council (DFWHC) received the 2018 Professional of the Year Award from the **National Alliance on Mental Illness** (NAMI) North Texas. The award was presented during a dinner ceremony on December 6 at Lovers Lane United Methodist Church.

DFWHC President/CEO W. Stephen Love and



# **COMMUNITY HEALTH**

**Dr. Sushma Sharma**, the director of public and population health research at the DFWHC Foundation, were present to receive the honor. Love and Sharma have led the way for increasing mental health awareness and training in North Texas by coordinating with local hospitals and organizations to provide Mental Health First Aid training to upwards of 10,000 people.

DFWHC also served as a major sponsor of **"I'm Listening"** (https:// imlistening.radio.com/), a radio program that inspired community awareness on depression. The program aired on numerous Entercom stations across the county starting September 9, 2018 during National Suicide Prevention Week.

### DALLAS GO GREEN CAMPAIGN

Green is good. Green is healthy. With this in mind, the DFW Hospital Council (DFWHC) Foundation participated in the **Dallas Go Green** park project with the **City of Dallas**, the **Trust for Public Land** and **Parkland Health & Hospital System**.

The North Texas office of the Trust for Public Land was engaged by the City of Dallas to provide analytics to the **Dallas Parks Division** to plan green space for public use throughout the city, with potential connections to neighboring cities.

The DFWHC Foundation provided current health information regarding "high incident" areas of asthma, pulmonary disease, depression, heart disease and other conditions over the last year.

This information from the DFWHC

Foundation's data warehouse was correlated to other data assets related to park development to geographically pinpoint the neighborhoods with the greatest health needs. This would allow the choices for future park development to be made strategically.

Numerous studies have shown the use of public parks contribute to community health by promoting physical activity, improving mental health and thus, reducing healthcare costs.



**Community Health** is a major field of study within the DFWHC Foundation which focuses on the maintenance, protection and improvement of the health status of population groups and communities.

# **COMMUNITY HEALTH**

40

local organizations participate in the Community Health Collaborative. North Texas residents have completed Mental Health First Aid training.

3,500

**10,000** number of local residents expected to complete Mental Health First Aid training.

# 12

More than

rural North Texas counties have been targeted to receive Mental Health First Aid Training.

# Almost 50%

of U.S. residents will be diagnosed with mental illenss or disorder in their life.



**91** volunteers support the Community Health Collaborative.

### BETTER SKILLS BETTER JOBS



In 2017, United Way of Metropolitan Dallas and Parkland Health & Hospital System invited several hospital systems to work together to address issues facing healthcare workers. Soon, the DFWHC Foundation Workforce Center was asked to recruit more hospitals and help facilitate a consortium. The Patient Care Technician Consortium now has eight participating systems including Baylor Scott & White Health, Children's Health, JPS Health Network, Medical City Healthcare, Methodist Health System, Parkland Health & Hospital System, Texas Health Resources

and UT Southwestern.

The Consortium will be targeting additional positions to focus on while working towards alleviating the North Texas healthcare workforce shortage.

The work continued over the past year when the National Skills for Workforce Solutions awarded the *Better Skills, Better Jobs* grant to the United Way of Metropolitan Dallas. Working with the DFW Hospital Council (DFWHC) Foundation's Workforce Center, hospital participants were recruited including Methodist Health System, Parkland Health & Hospital System and UT Southwestern University Hospitals.

The funds provided patient care technician mentoring, support and



advancement opportunities. Career pathways promoted included registered nurses, surgical technicians, respiratory therapists, pharmacy technicians and radiologic technologists.

Accomplishments have included:

- A Methodist Health System Patient Care Technician (PCT) Preceptor Training program;
- A UT Southwestern PCT Residency Program similar to nurse residencies;
- A Parkland Health & Hospital System **Rose Recognition Program** for PCTs to honor employees monthly.
- A video was produced and posted online to promote and share the collaborative work of participating hospitals (https://youtu.be/J4niMW7ThGI).

# WORKFORCE

### CLINICIAN RESILIENCE

This year, the DFWHC Foundation joined forces with the **Dallas County Medical Society**, the **Tarrant County Medical Society** and

the North Texas Organization for Nurse Executives to create the North Texas Alliance for Clinician Resilience (NTACR). The focus of this new group is to improve clinician satisfaction and well being.

The Alliance was inspired by a national survey stating 42 percent of physicians suffer burnout, with an additional 15 percent admitting depression. In addition, the suicide rate for physicians stands at twice that of the remainder of the population.

NTACR will focus on:

- Encouraging healthcare leaders to adopt best practices in improving clinician resilience;
- Advocating for the reduction of regulatory and administrative burdens on providers;
- Promoting crises intervention programs;
- Supporting research and surveys promulgated by the National Academy of Medicine (NAM) Action Collaborative.

### EMPLOYEE OF THE YEAR LUNCHEON

A salute to the North Texas hospital workforce, the DFWHC Foundation Workforce Center's **23rd Annual Employee of the Year Luncheon** was held April 25 at the Hurst Conference Center. More than 700 attendees turned out to honor 130 nominees and 14 announced winners from a pool of 55 area hospitals.

The goal of the luncheon is to make a difference in the quality of care by boosting the morale of hospital staffs, maintaining retention of a strong workforce and recognizing the importance of each employee.

Recipients came from seven different systems including Baylor Scott & White Health, Children's Health, Cook Children's, JPS Health Network, Methodist Health System, Parkland Health & Hospital System and Texas Health Resources.









The **Workforce** influences almost every aspect of high-quality care. Without an adequate and trained supply of healthcare professionals, the hospitals of North Texas will not be able to meet the needs of an aging population.

# WORKFORCE

There's expected to be a shortage of

60,000

nurses in Texas by 2030. More than

130

#### Volunteers assisted the Workforce Department

over the past year.

**130** nominees were honored at the Employee of the Year Luncheon.



# **Hospital Systems**

are participating in the

#### Patient Care Technician Consortium.

**8,516** students scheduled for clinical placement in *Better Skills, Better Jobs* program



states RNs will have the most job growth thru 2026.

annual review...13

### PATIENT SAFETY SUMMIT

The DFW Hospital Council (DFWHC) Foundation's Quality Department hosted the 11th Annual Patient Safety Summit on August 13-14, 2018 at the Arlington Convention Center. More than 325 attendees participated in an event highlighted by speakers **Sorrel King**, the founder of the Josie King Foundation; and **Dave Dravecky**, cancer survivor and former MLB pitcher. The Summit provided 10 educational sessions with 11 speakers. The Patient Safety Summit is a comprehensive opportunity for hospital employees to discuss past errors and to make strategic plans to keep them from happening again. Poster abstracts from participating hospitals detailing solutions for past issues were also displayed.





### LEAN SIX SIGMA

On August 27, 2018, the DFWHC Foundation in coordination with **6SigmaTek**, presented 27 graduates with Lean Six Sigma Green Belts. Attendees were made up of hospital employees from across North Texas, with 10 teams participating in the problem-solving exercises. For the past three years, the DFWHC Foundation has been hosting Lean Six Sigma classes to promote hospital patient safety. Sponsored by the **Hospital Improvement Innovation Network (HIIN)**, the certification program provides insight into the techniques of improvement methodologies. Over the past 12 months, the classes hosted 29 teams and 113 students.

# **EXCEL CLASSES**



The DFWHC Foundation, in coordination with the Hospital Improvement Innovation Network (HIIN), hosted a series of classes over the past year to provide students with Excel knowledge and skills. Upon successful completion of the course, students were able to create Excel worksheets



# QUALITY

and workbooks in order to analyze healthcare data. Students, made up of employees of North Texas hospitals, learned to perform calculations, modify worksheets, print workbooks and manage workbooks. A total of 21 classes were offered, with 378 students participating.



### DATA ANALYTICS

The DFWHC Foundation's Quality Department hosted two data analytics classes on July 12, 2018 at Texas Woman's University in Dallas. The events, sponsored by the **Hospital Improvement Innovation Network (HIIN)**, were sold out with 60-plus attendees from hospitals across North Texas. **Dr. Kim Smith**, of the **UT Health Science Center in Houston**, served as the main speaker. The classes were the fourth of the year hosted in Texas, with more than 140 students participating. Dr. Smith detailed the process of examining healthcare data sets to draw conclusions about the information they contain.



### SEPSIS AWARENESS

The DFWHC Foundation's **Sepsis Strike Force** was busy throughout the year. They were present for the **North Texas Trauma Regional Advisory Council's** annual membership meeting on September 20, 2018 at the Arlington Convention Center to provide CME credits to attendees for "EMS: Ending the Mortality of Sepsis." The Sepsis Strike Force enlisted the help of the **Coppell Fire Department** to develop the new class.

The inaugural **Dallas Fort Worth Sepsis Challenge**, a community 5K run and walk, attracted over 60 participants on September 1, 2018 at Trinity Park in Fort Worth. Hosted by the **Sepsis Alliance** and sponsored by the DFWHC Foundation, the event officially kicked off Sepsis Awareness Month in September to raise awareness of sepsis as a medical emergency.



Keeping patients safe in healthcare settings is fundamental to achieving high-**Quality** healthcare for all North Texans. Our current initiatives aim to improve quality through prevention and awareness.

## QUALITY

More Than **39,600** 

patient harms were avoided in North Texas over the past year. More Than **\$293,500,000** 

was saved by North Texas hospitals participating in the DFWHC Foundation's HIIN.



#### North Texas hospital employees

participated in Quality and Patient Safety

events over the past year.



\$600,000 total in healthcare grants received.

**145** volunteers support the Quality and Patient Safety Department.

### SUBSTANCE MISUSE RESEARCH REPORT

Eleven North Texas counties have deaths attributed to drugs and alcohol higher than state averages, while seven counties have death totals higher than national averages, according to a Substance Abuse/Misuse Community Needs Assessment Report of North Texas released in April, 2019.

The 214-page document by the **North Texas Community Health Collaborative** was a first-of-its-kind study rendering regional diagnoses transparent across 16 counties including the cities of Dallas and Fort Worth. The study offers statistics revealing levels of drug and alcohol misuse, treatments and the most common diagnoses.

Dallas-Fort Worth Hospital Council (DFWHC) Foundation President **Kristin Tesmer** said the report renders North Texas transparent when deciding what resources are necessary and where they are needed.

"This is the first time such a detailed study on North Texas alcohol and drug misuses has been produced," Tesmer said. "We now have a better understanding of areas of need when attempting to improve awareness and strengthen treatment and care. This report allows us to more accurately set strategic goals in North Texas."

Details of the study covered 2017 data from 16 counties including Collin, Dallas, Denton, Ellis, Erath, Grayson, Hood, Hunt, Johnson, Kaufman, Navarro, Parker, Rockwall, Somervell, Tarrant and Wise.

The report was created by utilizing the DFWHC Foundation's patient data warehouse, including comprehensive hospital-visit information from more than 95 facilities in the region.

Included in the study are annual totals detailing hospital visitors from each county diagnosed with alcohol and drug misuse. Gender, age, race-ethnicity, insurance status and zip codes are also detailed.

"Our goal is to promote collaboration within the community," said **Catherine Oliveros**, vice president of community health improvement at Texas Health Resources and chair of the Community Health Collaborative. "Substance misuse is a public health challenge that affects our communities. With the information available through this report, we have an opportunity to bring communities together to promote data-driven solutions across North Texas."

According to the **Centers for Medicare & Medicaid Services** (CMS), more than 15,000 people die from overdoses of prescription opioids on an annual basis in the U.S. And 88,000 people die





# RESEARCH

each year from alcohol-related injuries, the third most common preventable cause of death in the U.S.

Substance misuse also harms the economy, with the **National Institute on Drug Abuse** estimating U.S. healthcare costs as \$232 billion a year and \$740 billion overall to include crime and lost work productivity.

Notable details in the report include:

- Ellis, Erath, Grayson, Hood, Hunt, Johnson, Kaufman, Navarro, Parker, Somervell and Wise counties have an overall average of deaths attributed to drugs/alcohol of 965.6 per 100,000 residents, higher than the state average of 699.9 per 100,000;
- Erath, Grayson, Hood, Hunt, Navarro, Somervell and Wise counties have an overall average of deaths attributed to drugs/ alcohol of 1051.4 deaths per 100,000 residents, higher than the U.S. average of 863.8 per 100,000;
- Dallas and Tarrant counties had an overall average of deaths attributed to drugs/alcohol of 635.25 deaths per 100,000 residents, well below state and national averages;

"The high numbers in rural counties were troubling," said **Dr. Sushma Sharma**, director of population health research at the DFWHC Foundation. "We believe the lack of healthcare providers in those areas were a factor."

According to the study, over 80 percent of care in North Texas is provided by urban counties due to more healthcare resources, better choices and efficient connectivity.

Due to these dynamics, according to Dr. Sharma, the report reveals significant patient migration in North Texas.

"Inadequate access to health services can subject rural residents to a variety of health risks," Dr. Sharma said. "This is concerning particularly for vulnerable groups, such as those suffering from substance misuse. Two important goals of this report are to create awareness on the potential health risks of rural residents in addition to the over-crowding of our urban hospitals."

Coordinated by the DFWHC Foundation, the North Texas Community Health Collaborative represents 10 area hospital systems, behavioral health authorities and community-based organizations with a goal of improving community health services in the region. The Substance Misuse Community Needs Assessment Committee was chaired by **Brad Walsh** of Parkland Health & Hospital System and **Jennifer A. Gilley** of Challenge of Tarrant County.

Download the report: https://dfwhcfoundation.org/wp-content/ uploads/2019/04/Substance\_Misuse\_NTX\_2019\_HIGH\_2.pdf.





Research provides evidence-based information on healthcare outcomes, quality, cost, use and access. Information from our research helps people make more informed decisions and improve the quality of healthcare.



16
North Texas counties were detailed in the Substance Misuse Report.

**Data from** 

95

North Texas hospitals was used in the Substance Misuse Report.

**15,000** people die from Opioid overdose in the U.S.

per year.



from alcohol-related injuries.

**\$232 Billion** U.S. healthcare costs each year

due to substance misuse.

**80%** of healthcare in North Texas is provided by two urban counties. **33%** Substance Misuse patients without health insurance.

### **SMART JUSTICE**

The DFW Hospital Council (DFWHC) Foundation first began participating in the **Smart Justice Program** in 2018 by providing a neutral location to govern the project's data exchange. It is a Dallas County-based partnership that identifies patients with a frequent history of emergency department visits due to mental health

issues. The program is an attempt to enhance the treatment of these patients by using a real-time information exchange. It also supports outpatient treatment programs with the aim of providing the right care at the right time for patients.

When an eligible Smart Justice program patient arrives at an emergency department, an information exchange occurs between the emergency room and the **North Texas Behavioral Health Authority**. A notification is given to the patient's providers including clinical contacts, recent medications, treatment plans and current diagnoses. The information is then used by providers to treat the patient's needs.

The project began as a grant initiative of the Caruth Foundation. Partners include the North Texas Behavioral Health Authority, Meadows Policy Institute, Dallas County, Loopback Analytics, Texas Health Resources, Parkland Health & Hospital System, Methodist Health System and Baylor Scott & White Health.

The program is unique to Dallas County, with expansion expected for Tarrant, Denton and Collin counties. A full year of information will be available for program evaluation in October 2019.





### COMMUNITY DATA FOR ACTION

In 2018, the DFW Hospital Council (DFWHC) Foundation partnered with the **Community Council** of Greater Dallas, Parkland Center for Clinical Innovation and the University of Texas at Dallas to launch the new web-based information center Dallas Community Data for Action (http://www. healthyntexas.org/tiles/index/display?alias=cwdi).

The project is grant-funded and provides residents







and city leaders with data-driven insights to alleviate poverty. Supported by healthcare data, the information flows to the project from the DFWHC Foundation's **Healthy North Texas** website (http:// www.healthyntexas.org/) and the systems' data warehouse.

The Dallas Community for Data Action website is a great tool to determine the social determinants of health within the county. Community leaders can evaluate the numbers geographically, allowing them to prioritize resources.

The site tracks asthma cases, education, housing, rent, food stamps, transportation, unemployment, suicide rates and food availability. The overall data is sourced from the DFWHC Foundation's data warehouse, 911 information, the Dallas Independent School District, the American Community Survey, the Area Deprivation Index, Feed America and the Housing and Transportation Index.



### ANNUAL IQSC DATA SUMMIT

The DFWHC Foundation's Second Annual Information and Quality Services Center's (IQSC) Data Summit was held November 6, 2018 at

Texas Scottish Rite Hospital for Children in Dallas. Themed "Analytics to Action!", the all-day seminar attracted more than 130 attendees and included 11 speakers and six presentations.

Keynote Speaker **Dr. Priya Devapriya** of UNT Health Science Center opened the event with the presentation "Analytics to Action!" He was followed by **Vikas Chowdhry** of the Parkland Center for Clinical Innovation discussing "Show Me the Value!"

A morning panel detailed "Hospital Data in Population Health," with Alan Moore of Loopback Analytics, Molly Plummer of The Trust for Public Land and Marsha Ingle of Texas Health Resources serving as speakers. Laurie Long of Texas Health Resources served as moderator.



The event included abstract poster presentations highlighting the use of hospital discharge data, with more than 15 submissions.

Approved for both Nursing CNEs and HIMSS CEs, the Summit was sponsored by **QuadraMed®**. Additional sponsors included **DataBay Resources**, **Teknion Data Solutions** and **Jvion**.

Our healthcare **Data** management stores, protects and analyzes data pulled from our data warehouse. Managing the wealth of our data allows health systems to treat patients, improve communication and enhance outcomes.

10000





95 North Texas hospitals contribute to the Data Warehouse.



# 130 attendees

participated in this year's Data Summit.



Volunteers assisting the DFWHC Foundation's Data Services over the past year.

3M Health Information Systems 6Sigmatek LLC Abilene Christian University Abbott Point of Care Accenture Adreima Agape Healthcare Agency Creative **Align Services** Alzheimer's Association American Business Solutions American Cancer Society American Diabetes Association American Heart Association American Hospital Association American Public Health Association American Society Pediatric Hematology/Oncology AMN Healthcare Argos Health ARMUS ATS AvKARE Axis Group **Baylor Institute for Rehabilitation Baylor Scott & White Health Baylor Research Institute Baylor University** Benefit Bank of Texas **Best Southwest Partnership** Bill J. Priest Institute **Brookhaven College** Bryan's House CampbellWilson LLP Cantey Hanger, LLP **Capital Senior Living** CareCycle Solutions CareFlite Carter BloodCare Catalyst Health **Catholic Charities Tarrant County** Center for Medicare and Medicaid Services Chamberlain College of Nursing Children's Health **CHRISTUS Health** City Hospital at White Rock City of Dallas **Clorox Healthcare** Collin College **Collin County Commissioners Court** Collin County Community College **Collin County Health Care Services** Community Council of Greater Dallas Communities in Schools of the Dallas Region Cook Children's Health System **Coppell Fire Department** CRSTI **CTG Health Solutions Dallas County Commissioners Court** Dallas County Community College District Dallas County Health and Human Services **Dallas County Injury Prevention Center** Dallas County MedlCill Examiners Office Dallas County Medical Reserve Corps

**Dallas County Medical Society** Dallas Independent School District **Dallas Regional Chamber Dallas Regional Medical Center** DataBay Denltech Denton US, LLP DFW Area Health Education Center DFW Business Group on Health DFW Great 100 Nurses DFW Healthcare Human Resources Association DFWHIMSS DFW Hospital Council DFWHC Board of Trustees **DFWHC Foundation Board of Trustees DFWHHRA** El Centro College **Emory University Ennis Regional Medical Center** Federal Reserve Bank of Dallas **Fisher Phillips Fonis College** Foundation for California Community Colleges Fresenius Kidney Care Friends and Family of the Foundation **Fusion Consulting Genesis Shelter** Gojo Grand Prairie Public Health Advisory Committee Gray Reed & McGraw LLP Grayson County Commissioners Court Grayson County College Grayson County Health Department GroupOne Background Screening Hall, Render, Killian, Heath & Lyman, PC Health Research Education and Trust Health Texas Physicians Group Healthcare Access San Antonio Healthy Communities Institute Healthy Tarrant County Collaborative HeartGift Foundation Honor Home Care **Hospital Integration H-Source** Hunt Memorial Hospital District i2VERIFY Influence Health The Joint Commission JP Morgan Chase & Company JPS Health Network JPS Physicians Group Juliette Fowler Communities **Kaplan University Kiewit Corporation** Kindred Hospitals - Dallas/Fort Worth Kamen Tarrant County Konica Minolta Business Solutions KPN Health, Inc. Lakes Regional MHMR The Land Institute LanguageLine Leadership Fort Worth Leukemia & Lymphoma Society Life Path Systems Loopback Analytics

# PARTNERS

March of Dimes Mary Crowley Cancer Research Centers MCAG Meadows Policy Institute Meals on Wheels Tarrant County Medical City Healthcare MedStar Mobile Healthcare Mental Health America Greater Dallas Mercer - March & McLennan Company Merritt Hawkins Methodist Health System Metrocare Metropolitan Anesthesia Michigan Society of Thoracic and Cardiovascular Surgeons Molnlycke Health Care Mountain View College My Health My Resources of Tarrant County National Academy of Medicine National Alliance on Mental Illness National Association of Health Data Organizations National Association of Mental Illness (DFW) National Council of Behavioral Health National Fund for Workforce Solutions Navarro Community College New Horizon Computer Learning Center North Central Texas College North Texas ACHE North Texas Association for Healthcare Quality North Texas Behavioral Health Authority North Texas Commission North Texas Poison Control Center NTTRAC Nueterra Health **Oncor Electric Delivery** OSPECS PARA Healthcare Financial Services Paris Regional Health Center Parkland Center for Clinical Innovation Parkland Health and Hospital System Pecan Valley MHMR Protiviti PwC **Priority Power Management** Quadramed Qualaris R-Water, LLC **RL Software Regional Health Planning Collaborative 9 Regional Health Planning Collaborative 10 Regional Health Planning Collaborative 18** SMU - MBA Career Management Center Southwest Consulting Services Southwest Transplant Alliance Southwestern Adventist University Suzanne McRae and the McRae Family T Boone Pickens Hospice & Palliative Care TanRoot Tarleton State University Tarrant Area Food Bank Tarrant County Challenge, Inc. Tarrant County Community College Tarrant County Medical Society Tarrant County MHMR Tarrant County Public Health

**Teknion Data Solutions** Tenet Health System Texas AHEC East OFW Region TexasAHIMA Texas A&M Commerce Texas A&M University Texas Association Against Sexual Assault Texas Board of Nursing Texas Center for Health Disparity Texas Center for Nursing Workforce Studies Texas Christian University Texas Department of State Health Services Texas Health Care Information Collection Agency Texas Health Huguley Hospital Fort Worth Texas Health Institute **Texas Health Partners** Texas Health Physicians Group **Texas Health Resources Texas Health Resources Foundation** Texas Health Services Authority **Texas Higher Education Coordinating Board Texas Hospital Association** Texas Medical Association **Texas Nurses Association** Texas Public Health Association Texas Regional Data Managers Texas Scottish Rite Hospital for Children **Texas Tech University** Texas Woman's University Texas Workforce Commission Texoma Medical Center TMC Bonham Hospital TMF- QIO **Trinity Mother Frances Clinics Trinity Valley Community College** Trust for Public Land **United Surgical Partners International** United Way of Metropolitan Dallas United Way of Tarrant County University of Houston University of North Texas University of Texas Arlington University of Texas Dallas University of Texas southwestern Medical Center Unlocking Doors UNT Health Science Center Physician Group **UNTHSC Professional and Continuing Education UNTHSC School of Public Health UNTHSC Texas Prevention Institute** US Department of Health and Human Services VA North Texas Health Care System Verge Health Veterans Administration North Texas Visiting Nurses Association VITAS Healthcare Weatherford College West Coast University Western Governors University Winstead PC Witt/Kieffer Wise Regional Health System Workforce Solutions for Tarrant County Workforce Solutions Greater Dallas Workforce Solutions of North Texas

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