



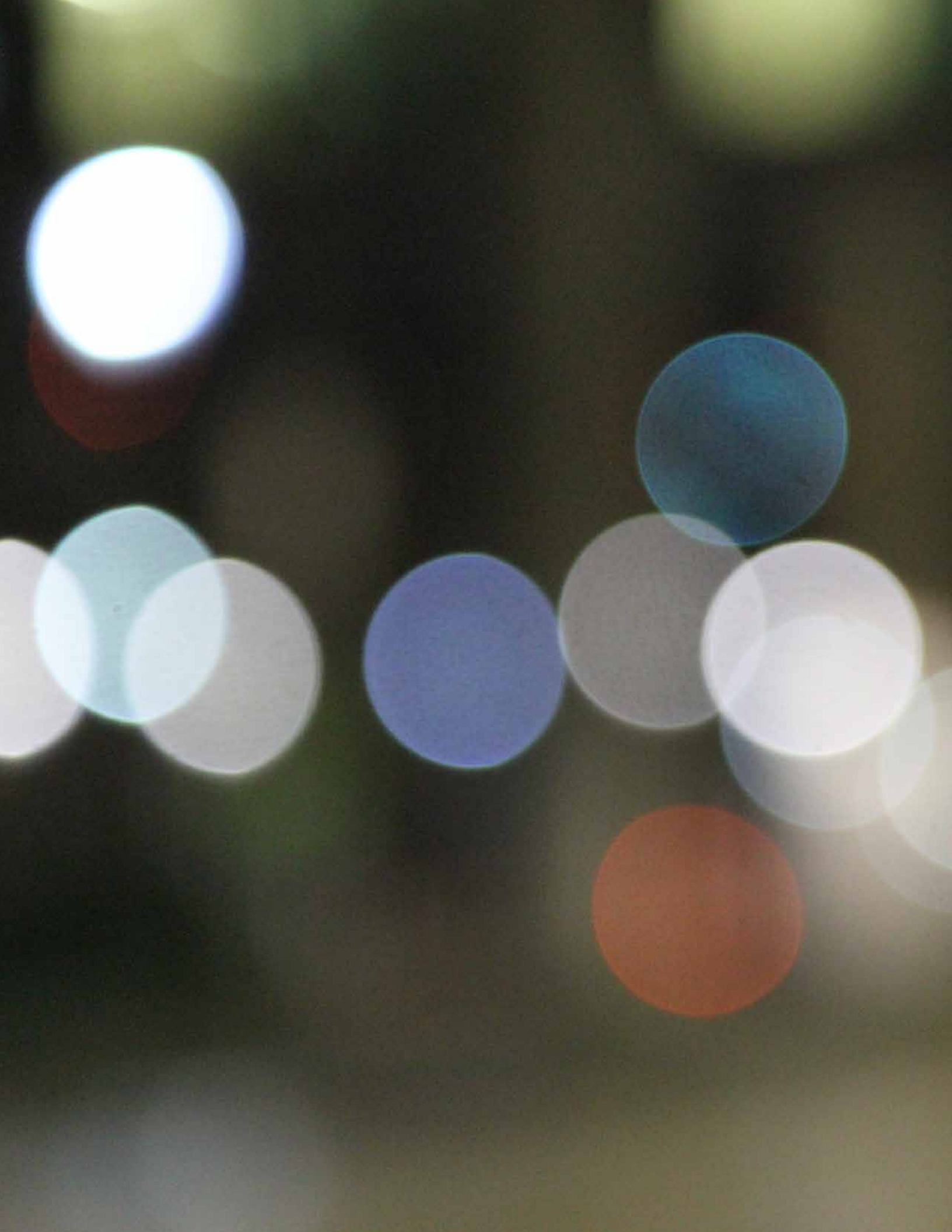
24 Hours at Parkland

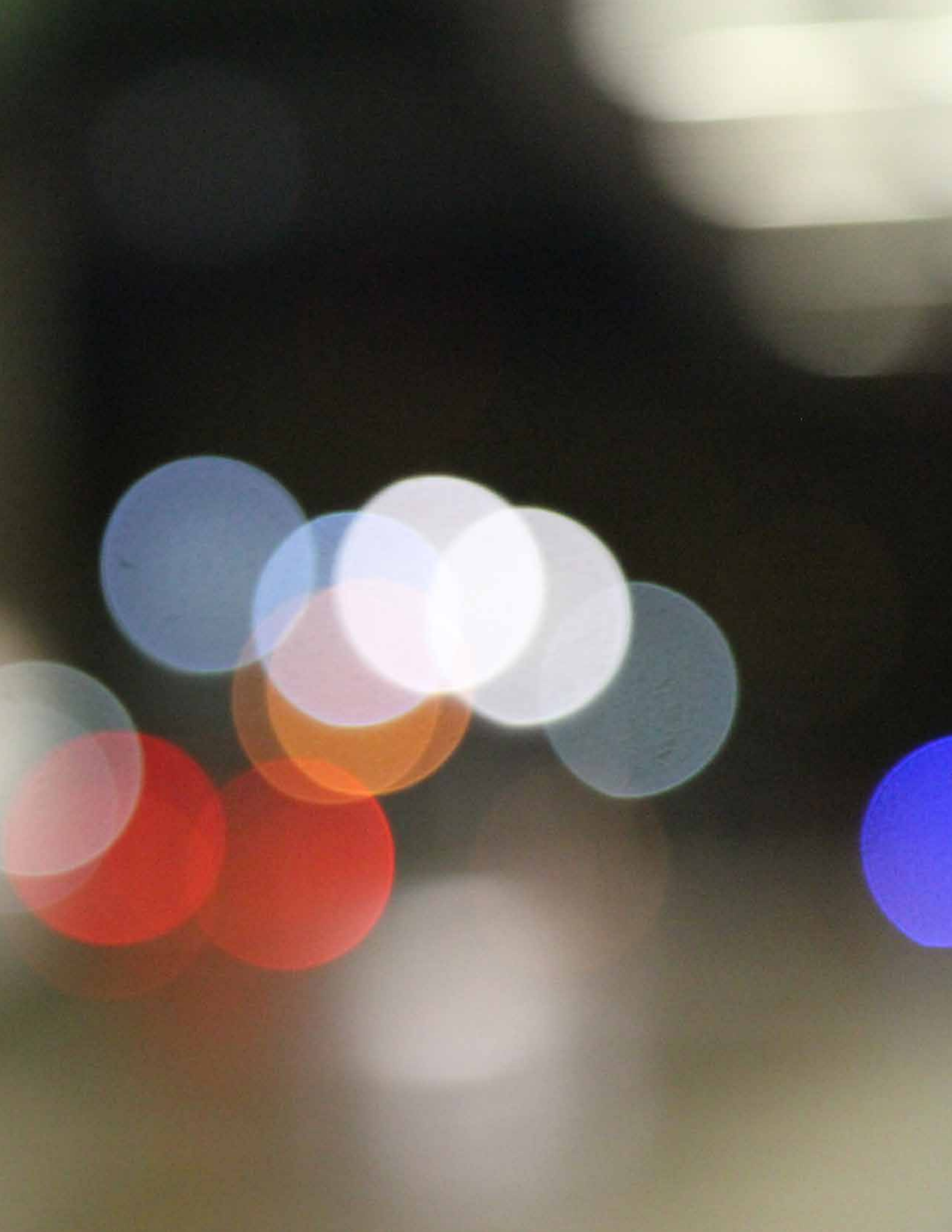
PARKLAND HEALTH ANNUAL REPORT 2022



Parkland

Care. Compassion. Community.







Letter from *Fred Cerise*

MD, MPH, President & CEO

Our work comes in many forms. Sometimes it is life changing, life sustaining, and lifesaving. Sometimes it is highly respected, highly praised, and highly publicized. And sometimes it is little understood, little remembered, and little noticed – until it goes undone.

No matter the dramatic flair – or humble simplicity – each hour at Parkland Health is hard work. At Dallas County's public hospital and throughout our network of neighborhood-based health centers to homeless shelters and community hubs, there are no unimportant players. Each part of the well-oiled machine has its role, its responsibility, its realism in the grand scheme of success.

That is what makes Parkland special.

While this annual report aims to depict what a day in the life of our health system is like, it is by no means a comprehensive view. Rather, it is a snapshot in time, one aimed to capture some of the moments that make us a world-renowned system of healthcare.

Everyone recognizes the roles of doctors and nurses and the incredible skill and training they bring to their patient encounters. And still, so much more goes into operating a system as complex as Parkland. To routinely manage highly personal, serious, and sensitive issues at such a massive scale requires compassion and know how that comes from a huge variety of roles.

Parkland is akin to its own village, comprised of more than 200 different job functions. Those jobs are filled with hard-working, compassionate staff who are dedicated to ensuring our system operates effectively and efficiently so those who seek our services can do so with little to no interruption.

They work behind-the-scenes in areas such as patient transportation, engineering, disaster management, victim intervention/rape crisis, outpatient and specialty clinics, research, clinical education as well as Parkland Community Health Plan and the Parkland Center for Clinical Intervention, government relations, compliance, legal affairs, and countless others. And while their roles may be vastly different, they all have a common mission of serving the residents of Dallas County.

Whether they work with patients, paperwork, or power washers, it is my great privilege to lead the many dedicated employees of Parkland Health. Here is what just one day in the life of our outstanding organization looks like. The headlines may not be sensational, but the people behind them certainly are.

Welcome to Parkland. Open for business, caring for those in need – 24 hours a day.

Fred Cerise, MD, MPH
President & CEO



Parkland



Hospital





12 a.m.

IT'S MIDNIGHT AT PARKLAND MEMORIAL HOSPITAL.

The silence is deafening save for the sound of a lone worker diligently power-washing the sidewalks in front of the hospital. "Are you headed home?" he asks as he pauses his wand for a brief second. "No, just arriving," comes the response. "In that case, I hope you have a great day," he says while flashing a smile as he continues to wash away the remnants of the previous day.

Inside, a handful of staff quietly moves through the lobby. The only voices are those emanating from a television mounted on the wall in the third-floor Labor & Delivery triage waiting area. There, two anxious soon-to-be-fathers are waiting to hear if their wives are in labor or if it's a false alarm.

By the front door, members of Guest Services are waiting to greet patients and visitors who arrive at all hours of the day – or in this case – the night.

A Dallas County Hospital District (DCHD) Police Officer is finishing a report that she'll turn in to her supervisor by shift's end.

And with that, a new day has begun.



HOSPITAL ENTRANCE



12:07 a.m.

The main Emergency Department is bustling with activity. “We have 154 patients in the ED right now, including 40 in the waiting room,” says the charge nurse as he looks at the count online before a scheduled “downtime” is set to go into effect. Those numbers, he explains, will drop before daybreak. As for the downtime, once a month, Information Technology schedules a time when they do all their planned software and hardware updates, which takes multiple systems offline. During those times, nursing units pre-print their medication orders so they know what drugs to administer, and then they go back and update the electronic system retroactively for the medication and charting.

There’s a predictable rhythm to the ebb and flow in the ED this time of the night.

“The buses and trains stop running for a few hours and because many of our patients rely on public transportation, the number of people presenting will begin to taper off until they start running again,” an ED nurse explains.

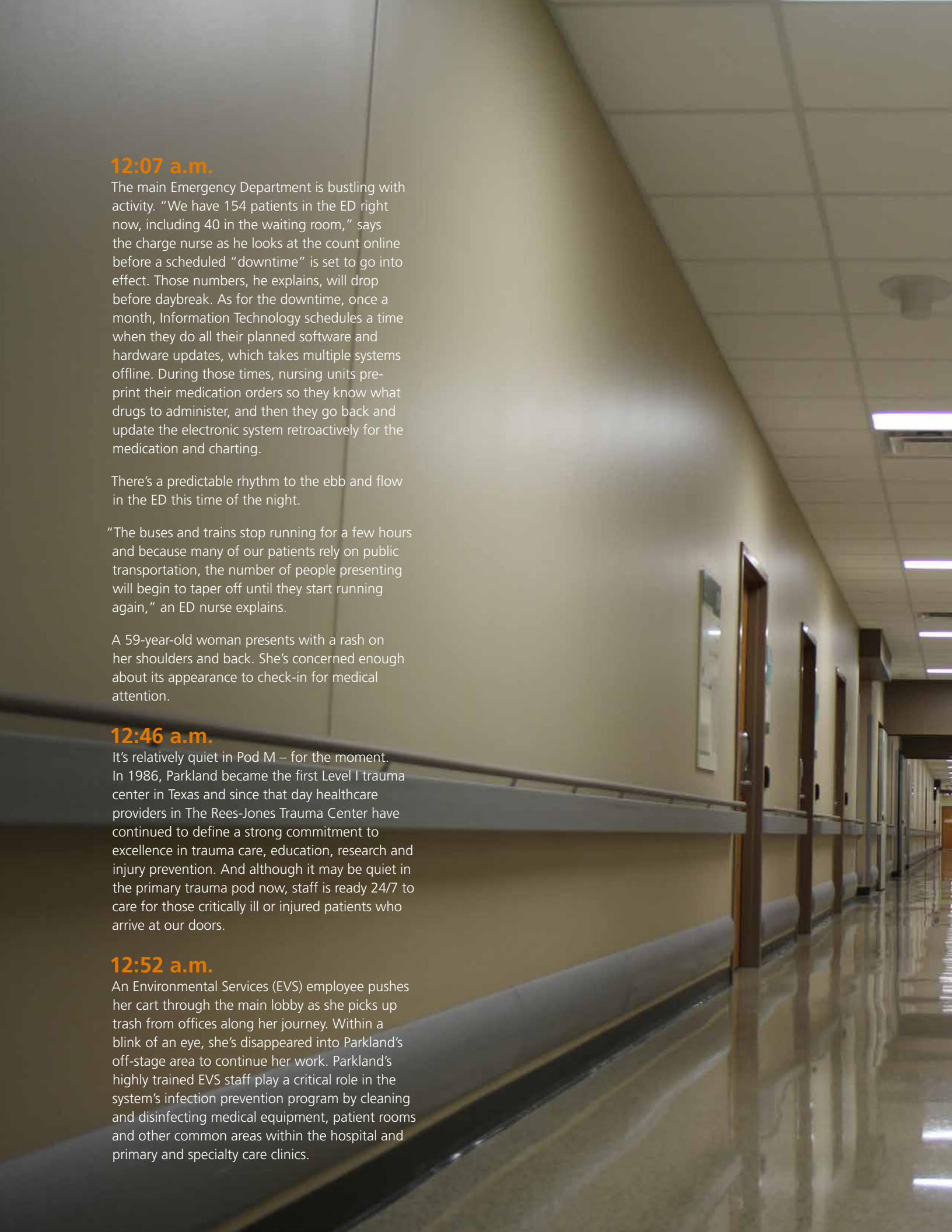
A 59-year-old woman presents with a rash on her shoulders and back. She’s concerned enough about its appearance to check-in for medical attention.

12:46 a.m.

It’s relatively quiet in Pod M – for the moment. In 1986, Parkland became the first Level I trauma center in Texas and since that day healthcare providers in The Rees-Jones Trauma Center have continued to define a strong commitment to excellence in trauma care, education, research and injury prevention. And although it may be quiet in the primary trauma pod now, staff is ready 24/7 to care for those critically ill or injured patients who arrive at our doors.

12:52 a.m.

An Environmental Services (EVS) employee pushes her cart through the main lobby as she picks up trash from offices along her journey. Within a blink of an eye, she’s disappeared into Parkland’s off-stage area to continue her work. Parkland’s highly trained EVS staff play a critical role in the system’s infection prevention program by cleaning and disinfecting medical equipment, patient rooms and other common areas within the hospital and primary and specialty care clinics.







1:15 a.m.

The count of expectant mothers at Parkland has risen since the last numbers were reviewed. In the 75 minutes since midnight, there were three women in an L&D Operating Room and nine in L&D Triage.

Meanwhile, one of the soon-to-be fathers is called back to Room 1 in the L&D Triage area to be with his wife. He scoops up his belongings and heads through the door.

1:25 a.m.

Five of Parkland's employee-only shuttles will be in service today. Driving routes from the old ER garage to the hospital's employee entrance, and another throughout the Trinity Lot to the employee entrance, the shuttles operate 24/7 ensuring staff can clock in on time regardless of their shift.

1:51 a.m.

A patient on crutches slowly makes his way back inside and up to his room. "There are times when patients who are able will go outside for a couple of minutes to get some fresh air," says the DCHD Police Officer stationed in the lobby.

2:30 a.m.

"We are the first contact that patients and visitors have when they come in," explains one of the two Guest Services employees who greet each person entering the facility. "Right now, we don't have to ask if they've been exposed to COVID or traveled out of the country or any of the other questions we asked during the pandemic. But we do ask why they're here, where they're going and if it's to visit a patient, we make sure they're on the approved visitor list."

Just then, an anxious husband approaches and explains that he dropped his pregnant wife off at the ED and asks if he can go see her. They explain as soon as she's transferred to L&D and his name is entered into the system, he'll get the pass needed to be with her. As he paces, the Guest Services employee keeps checking for a status update and assures him that he'll be reunited with his wife soon.

2:45 a.m.

A call goes out across the radio and pagers - A Behavioral Emergency Response Team (BERT) activation is called for a patient who is confused, restless, agitated, and wants to leave against medical

advice (AMA). Members of the DCHD PD, Team C and NAOs answered the call and diffused the situation. The patient responded to verbal redirection and agreed to take their medication.

2:57 a.m.

A soon-to-be grandmother draped in a warm blanket enters the lobby doors. She explains that her daughter is in L&D. A check of records shows she's on the visitor list and is given a special bracelet indicating she has an exception to the normal 8 a.m. to 8 p.m. visiting hours. While the bracelet is snapped into place, she thanks the staff and makes her way to the gold elevators to be reunited with her daughter.

3:15 a.m.

As her co-worker takes a break, the lone Guest Services employee notes that she's been employed at Parkland for just shy of a month. But her Parkland journey began long before - she was born at Parkland, receives her care at Parkland, and even had her children at Parkland. "Parkland saved my life more than once!" she said, her eyes showing the smile hidden behind her mask. "I couldn't think of anyplace else I'd rather be."

3:30 a.m.

Knowing that soon he will be overrun with staff and visitors looking for that first - or last - cup of coffee, one of Parkland's long-time baristas is preparing to open the coffee shop. To prepare for the rush, he's brewing coffee and tea, prepping add-ins including sugar and milk, displaying pastries and filling orders for his regular customers. It won't be long before a line of employees seeking lattes, espressos, and a few strong black coffees will snake through the WISH (Women & Infant's Specialty Health) Tower lobby.

3:42 a.m.

A mother grins ear-to-ear as she holds her newborn for the first time.

3:57 a.m.

It's been a busy night on 12B, one of Parkland's medicine units. "Although we are at capacity with 36 patients, it's been a good night. Everyone is resting comfortably," the charge nurse cautiously comments. "I don't want to say anything that might jinx it - so let's just say it's been good."



4:05 a.m.

There are seven emergent cases on “the board” in the Operating Suite, with 55 total patients scheduled for surgery before the day is over. Since midnight, staff has operated on five patients, including a trauma patient and one who needed an emergent appendectomy. “It’s quiet right now, but soon patients will begin arriving to check in for their morning operations,” says the charge nurse as she prepares the staff for the day.

4:20 a.m.

Nutrition Services members are busy preparing breakfast for 650 to 700 inpatients and food sold in the Park Market and Cafeteria. This morning, cooks are stirring vats of Cream of Wheat, cooking 800 sausage links, 600 biscuits, and more than 200 servings of bacon. Soon the cooktop will be covered with eggs scrambled to perfection. In another area of the kitchen, staff is putting together 250 individual cups filled with vanilla wafers as snacks on today’s lunch and dinner trays. Still, others are wrapping individual cookies, making salads, and preparing sandwiches. It’s a monumental task that occurs like clockwork three times a day, 365 days a year.

4:45 a.m.

The staff in BioTel keeps a close tab on hospital capacity at Parkland and across the Metroplex. This morning, every facility is busy. Hospitals across the region are open with advisory. Parkland is on Main ED Divert, Psych ED Divert, and Maternal Transfer. The Psych ED is closed to EMS traffic. Even though the hospital may be on “divert” status, Parkland never closes to ambulance traffic especially for those who have suffered a heart attack, stroke, burn or any type of traumatic injury. It is, indeed, turning into a “Medical Monday,” where patients who put off seeking care over the weekend are now presenting to the ED early this Monday morning.

5 a.m.

As the minutes tick slowly by, the hush that once fell over the hospital has given way to the hustle and bustle of the day. The amount of foot and vehicle traffic is steadily increasing. Staff begin to make their way in through the employee entrance where they scan their badge, wait for the gates to open, and hurriedly make their way to their assigned post. There’s no time to waste with idle chit-chat. Time is of the essence.

Across the street in the Logistics Building, a Pathology employee can be seen enjoying her 5 a.m. “lunch” as she sits quietly near the corner window on the second floor. Though her work has stopped for a brief refresher, her colleagues are busy processing the scores of lab results so physicians can diagnose and order treatment options for their patients. Before the end of the day, Pathology staff will process more than 15,740 lab tests. In fiscal year 2022, there were 5,665,718 pathology procedures performed.

5:45 a.m.

Parkland's CEO Dr. Fred Cerise parks his car in the Trinity Lot and makes his way to his office where he reviews his schedule, responds to emails that arrived overnight, and prepares for numerous meetings that will last well into the evening.

6 a.m.

As patients continue to check-in for their procedures, chaplains from Parkland's Spiritual Care department offer spiritual and emotional support to not only patients, but their family members who will be waiting while their loved one is in surgery. Chaplains are available to patients, family, and staff 24/7 and respond to more than 130 calls per day. Clinical Pastoral Education (CPE) students who are part of the department's residency program provide six additional resident chaplains who, while the scope of their work is limited because of their role as students, cover the system's primary service lines.

6:30 a.m.

Every day is busy for Correctional Health staff and today is no different. While Dallas County Sheriff's Deputies are responsible for the safety and security of individuals in the county jail, Parkland staff provide healthcare to a population whose needs are as varied as those in the hospital. Staff provides medical assessments as soon as a person is booked into the jail – 153 such assessments will take place today. In addition, 4,089 patients will receive 15,966 doses of medication, 450 patients have medical appointments, and 180 patients will be seen for behavioral health appointments.





Annie's
PLACE

2131

6:45 a.m.

A Parkland employee who was struggling to find childcare for her young son is greeted by the staff at Annie's Place. Although her parents helped when they could, she was concerned about missing work. That's when a co-worker told her she should look into Annie's Place. Today, two Parkland employees are taking advantage of the services it offers. Operated by the nonprofit "Mommies in Need," Annie's Place opened in the fall of 2020 primarily for children of Parkland patients. Since then, Annie's Place has provided childcare for more than 2,500 medical appointments and care for more than 500 unique children. At the height of the pandemic in January 2021, Annie's Place began providing up to two weeks of backup childcare for Parkland employees who otherwise would have needed to call in and miss work, exacerbating staffing issues and potentially reducing the quality of care for our patients. With the help of the community and employees, Annie's Place and Parkland will increase services by expanding the existing childcare center to build Annie's Place Learning Center, which will reserve up to 80 full-time, year-round childcare spots exclusively for children of Parkland employees. Parkland Health Foundation is continuing its efforts to raise \$1.7 million to support construction, furniture, and the necessary equipment to outfit the 4,200-square-foot-space.



7 a.m.

Census in the ED has reduced in the seven hours since it was last checked. Currently, there are 98 patients in the department and one in the waiting area.

But even though the numbers have dropped, the consensus among NAOs, ED leadership, Guest Services, and police is that once the sun begins to rise, so too will the volume of patients. It is, after all “Medical Monday.”

“Just wait. It’s going to be a very busy day,” says the ED nurse whose shift is just beginning.

Meanwhile, in front of the hospital, the valet staff is preparing to open, and shuttle service has begun for patients and employees who need a lift. Every 20 minutes, buses arrive at the Simmons Ambulatory Surgery Center (ASC), Support Building A, Moody Outpatient Center, Ron J. Anderson, MD Clinic Building, WISH main entrance, and the hospital’s main entrance. There will be plenty of opportunities for drivers to welcome the many riders who climb aboard their vehicles.

7:15 a.m.

The last thing anyone wants is dirty laundry, and that’s exactly why the staff of Linen Services takes their job extremely seriously. Still, it’s no easy task ensuring that all the linen is thoroughly washed, sanitized and folded. On average, 20,727 pounds – yes pounds – of linen is processed and shipped daily to Parkland and its off-site locations from the laundry located in the basement beneath the old ER garage. A few of the items and their daily usage included (in quantities, not pounds) 2,226 flat sheets; 2,139 bath blankets; 2,445 bath towels; and 3,190 washcloths. “Oh. My. Word,” a Parkland staff member was overheard saying. “I get tired folding just five towels!”

7:30 a.m.

Doors are beginning to open for business across Parkland’s network of neighborhood-based Community Oriented Primary Care (COPC) health centers located throughout Dallas County. These facilities are designed to offer high-quality, affordable and accessible medical care. The COPC staff care for our patients in a variety of different ways including education, prevention, early intervention, and management of chronic diseases such as diabetes and hypertension, among others. Across the network today, more than 2,240 patient visits ranging from pediatric and adolescent to adult and geriatric will take place. The COPC program includes 16 primary care health centers, five school-based clinics, and a mobile immunization van. More than 530,000 patient visits are recorded at these health centers each year.

7:45 a.m.

As the last of the four Parkland HOMES (Homeless Outreach Medical Services) vans hit the road for the first stop of the day – it is obvious homelessness is completely lacking bias. It sees no age, no color. That is why 392 patients who use the “mobile doctor’s office” are children under 18. Serving 8,177 each year, the HOMES program is a small part of the Population Health division.





8 a.m.

Monday. The start of the work week for many of Parkland's workers – making the health system one of Dallas' largest employers. On this day, 14,191 employees reported to work across the system. In the MacGregor W. Day Auditorium, 86 new employees are welcomed to the family. "It feels like the first day of school," whispers a participant. "There is so much to learn about every corner of Parkland, and how everyone's 'corner' plays a role in everyone else's life here. It's truly amazing."

8:30 a.m.

Staff in the North Texas Poison Center are busy answering calls ranging from drug identification and information to environmental and poison-related questions. Before the end of this day, toxicologists and poison specialists will have calmed the anxious nerves of 133 callers. On average, this 24/7 center will respond to more than 82,400 calls a year.

9:12 a.m.

Ensuring that Parkland's patients have the medication they need so they can continue on their journey to better health is a job the Pharmacy staff takes seriously. While the staff works to process the day's medication needs, they are assisted on the inpatient side by two packaging robots. In addition, there are robots in Parkland's Central Fill Pharmacy, Anderson Pharmacy, and Moody Pharmacy that package retail prescriptions. By the end of this day, 26,926 inpatient orders/doses of medication, 1,517 clinic orders/doses, and 12,618 retail prescriptions will be processed for a grand total of 41,061 – more than most retail pharmacies process in a month. In fiscal year 2022, Parkland filled 10,688,464 prescriptions.

9:30 a.m.

Now that the pandemic has loosened its grip on society, Parkland Health Foundation development officers are once again meeting face-to-face with prospective donors to raise much-needed funds to support numerous programs that will benefit our patients. A few of those programs include a breast health equity program in oncology, the Pediatric Asthma Surveillance System (PASS), capital for a replacement for the Vickery Health Center, and numerous other priorities in access to care, women and infant services, behavioral health, workforce development, and chronic conditions such as diabetes.

10 a.m.

Three patient advisors representing the hospital-wide Patient and Family Advisory Council (PFAC) shared their perspectives on receiving care at the Moody Outpatient Center with Parkland's Community Health Workers (CHWs). Their feedback will be used to better understand ways to enhance the patient experience. The CHWs also took part in breast health and colorectal training classes. In addition to these trainings, Mondays for the CHWs also include onboarding patients who qualify for the remote patient monitoring program (RPM) in partnership with the hypertension team. The class focuses on providing patients with education and a blood pressure machine so they can monitor their blood pressure daily at home and work to develop healthy lifestyle changes. While those CHWs are supporting RPM, others are at the Moody Outpatient Clinic or other Parkland clinics providing breast health education before mammograms to empower patients to take control of their health and provide important breast cancer resources. Those who are not at an outreach event continue patient follow-ups by connecting patients with social needs resources, Parkland Financial Assistance (PFA), and help navigating the health system.

10:15 a.m.

Two visitors check in with Guest Services. They're proudly wearing winter hats – one a bear and one a ram, complete with eyes, noses, and quirky grins – that they hope will make their hospitalized loved one smile, if even for an instant.

10:23 a.m.

A mom gently cradles her premature baby in the Neonatal Intensive Care Unit. Her precious bundle is one of 65 neonates in the unit. In Labor & Delivery, another new mom kisses the forehead of her newborn son.



10:45 a.m.

Corporate Communications escorts a reporter and photographer for an interview with six of the nurses who have cared for COVID-19 patients since the start of the pandemic.

11:14 a.m.

Insurance verification is just one of the bricks in the foundation of the Business Office, but the group is responsible for more than \$5.5 billion in billed charges over the last year. The staff is in full swing by mid-morning, checking eligibility for patients who need financial assistance, answering numerous questions about Parkland's Financial Assistance program, and removing barriers to care due to lack of funding. "I get a lot of satisfaction in knowing that I've been able to help someone qualify for financial coverage. This will be important as they work to improve their overall health and well-being," said a Parkland financial counselor.

11:45 a.m.

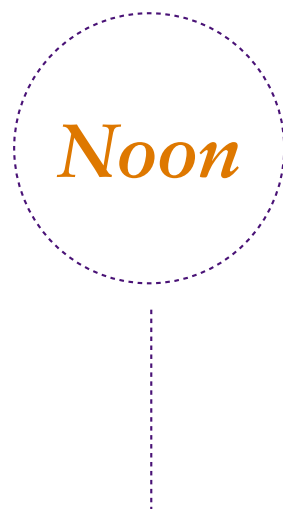
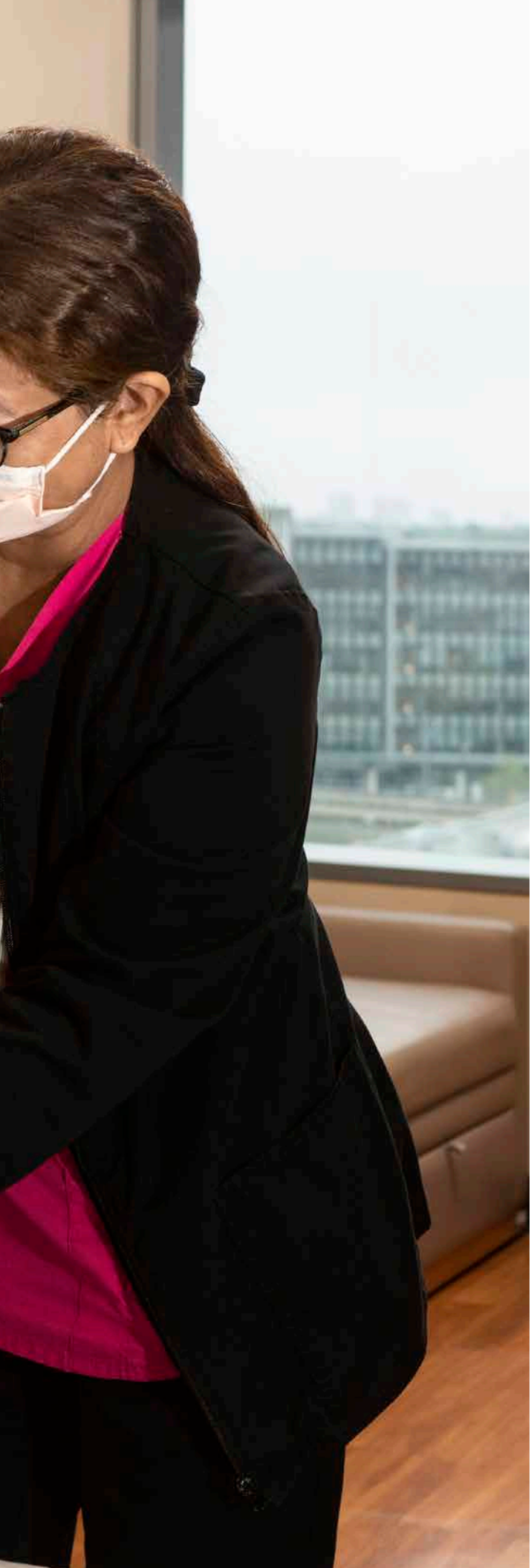
Patient Relations staff has been busy assisting patients and families with questions about appointment scheduling, plans of care, wait times, and visitation questions, among others. The staff makes a difference in the lives of our patients and their families make well-informed decisions about their care, which will ultimately improve their health outcomes by providing accurate and helpful health education.

"While I was an advisor for the medicine floor, there was a patient admitted whose family lived in Chicago. The patient had a terminal illness and had to be admitted for several months. The family had a few concerns, which were reviewed and addressed with them. I served almost as an unofficial point person for the family in helping them understand the processes in the hospital while they were so far away. This helped them make better decisions regarding the patient's care. The family notified me when the patient sadly passed away and was thankful for the guidance with the Parkland system," a Patient Relations staff member noted.









The “workday” has reached the halfway point, but that will not stop staff in the extending Maternal Care After Pregnancy (eMCAP) program from continuing to reach out to new moms. Launched in 2020 with a \$1 million philanthropic investment, eMCAP addresses and reframes the focus of maternal and fetal care not only at delivery but in a year postpartum. “The program offers a holistic approach to postpartum care by addressing physical, mental, and environmental risks and focuses on southern Dallas ZIP Codes with a higher number of women of color,” said an eMCAP program staffer. Before the end of business today, nine new moms will be enrolled in the program, six women will receive nurse home visits, and 61 others will take part in virtual visits (32 APP/RN visits, 28 Community Health Worker visits and one pharmacist visit).



12:30 p.m.

Mondays are always busy for IT's Support Services – aka "the Help Desk." And today, despite a scheduled downtime, is no different. By the end of the day, 704 tickets will have been placed. Of those, 444 will have been called in, 199 were automated tickets, 58 through the self-service portal, two were lacking information, and one request for assistance came in via email. What is interesting is the automated tickets are created by one of the department's monitoring tools. "For example, if a server hits its memory use threshold, the system will generate a ticket to the team to investigate and resolve," an IT leader explained.

1:09 p.m.

The BERT team is activated. A patient in the 7th floor surgery specialty unit is agitated and wants to go outside. The team calmly and safely redirects the patient, who agrees to stay inside – for now.

1:17 p.m.

As patients are finishing their lunch, physical, occupational, speech, and recreational therapists pick up where they left off – helping patients heal. The Physical Medicine & Rehabilitation team has a full appointment schedule. Before this day ends, they will have completed 453 inpatient visits, 200 outpatient visits, and 17 visits to off-site locations.

2:26 p.m.

Volume continues to climb in Parkland's ED and Urgent Care Emergency Center. A chaplain making his rounds to check on staff explains, "When a Level I trauma comes in, I respond to the needs of the medical team and the family of the patient. This can be anything from sitting quietly with anxious and grief-stricken loved ones in the family room as they await news from the medical team, to offering words of prayer and comfort if they would be meaningful to a patient or family." It's also important, he says, to ensure staff is OK. That is why the SPARKS (Supporting PARKland Staff) peer support program is so important. The team of specially trained Parkland employees provide a confidential ear and non-judgmental support for any staff member who experiences a stressful, patient-related event.

3:12 p.m.

It's been a demanding day in the Regional Burn Center where four new patients including a 12-year-old were admitted with injuries ranging from moderate to life-threatening. This number of new admissions in one day requires the entire team to think fast. The burn center, which has room for 30 inpatients, also operates a busy outpatient clinic where patients come and go for anything from a new burn to scar revisions. "There is never a typical day in the burn center, as every injury is unique and holds a complex story and healing journey that lasts a lifetime," a burn nurse says.

4:01 p.m.

This "Medical Monday" has been busy for nearly every department in the Parkland system. But you will not hear any complaints from staff. "By serving our patients, we're serving our community," says one of Parkland's medical interpreters. And serve the patients they do. Today, staff in Parkland's Call Center will answer 1,180 calls, provide 714 in-person visits, and using audio/video technology, handle an additional 3,725 calls. But while many of their calls for assistance were for those whose native language is Spanish, they also aided patients who spoke Dari (the most widely spoken language in Afghanistan), Pashto (spoken in the northern areas of Pakistan), Vietnamese, and Arabic.

"Medical interpreters assist in clinicians' professional and ethical obligation to provide the same standard of care to all patients, regardless of which language is spoken. Additionally, medical interpreters serve as a cultural liaison between the patient and the provider, often noticing nuanced cultural cues of potential misunderstanding of the intended message," one of the interpreters explained.

4:18 p.m.

A social worker busily juggles phone calls. One case can't take priority over the other; both lives are too important. "I'm trying to get a homeless patient to a medical bed," she says. "Unless I get a medical bed for him, he will have to be out of the shelter at 5 a.m., just like everyone else."

Her pager goes off. He has a place to stay.

Now her attention focuses on the other patients she is here to serve.



4:30 p.m.

BBQ ribs, chicken fried steak and roasted mushrooms with peppers headline the dinner menu in the cafeteria. The Nutrition Services staff take considerable pride in the food they prepare for patients, visitors, and staff. Just fewer than 2,400 patient meals are prepared and served in a single day. As for retail transactions in the Park Market, located in the hospital and in two outpatient clinics, there are approximately 4,500 sales per day on weekdays and 1,000 per day on weekends. In total, there are about 1.2 million retail transactions per year. Of those, 209,116 were at Parkland's Starbucks locations in the WISH and Moody buildings.

4:48 p.m.

A code blue is announced overhead for a patient on the 16th floor. Once stabilized, the patient is transferred to the MICU.

5:15 p.m.

Ten Rapid Integrated Group Healthcare Team (RIGHT) Care teams (seven teams from 7 a.m. to 11 p.m.) were in operation in each of the patrol divisions, along with two rover teams who work during high call volume times (2 to 10 p.m.), and one overnight team in the southern half of the city (11 p.m. to 7 a.m.). RIGHT Care, which launched in 2018, provides rapid response to mental health emergency calls. The goal of RIGHT Care is to divert mental health patients from area emergency rooms and jails by stabilizing them on the scene and getting them to the appropriate preventive and intervention services that can meet their healthcare needs. In fiscal year 2022, RIGHT Care responded to 11,119 mental health 911 calls, accounting for approximately 65% of all mental health 911 calls received by the city of Dallas. "I remember one of the RIGHT Care teams located a critical missing person," a team member recalled. "This individual was diagnosed with autism and the family was concerned, as the person was a minor. RIGHT Care located the individual in a nearby parking lot and was able to safely return the person to their family."

6 p.m.

Members of the Community Relations department along with Parkland administrators host an open community forum to discuss a proposed Parkland clinic on the Dallas College Richland Campus. More than 50 people attended the forum, including elected officials, residents, and area organizations and entities including Richardson ISD, among others.

6:46 p.m.

Patients continue to flock to the Emergency Department, which is on pace for another record-setting day. The census is currently 234, with 84 individuals in the waiting room. The hospital remains on ED divert and the psych ED is on divert and closed to EMS traffic. While the hospital remains on "divert" status, Parkland is always open to ambulance traffic especially for those who have suffered a heart attack, stroke, burn or any type of traumatic injury. BioTel staff, who has been watching the Metroplex's hospital capacity throughout the day, notes that every hospital continues to be busy, but all are open on advisory. Meanwhile, tears of joy begin to flow upstairs as the sound of that first cry emerges from one of the delivery rooms.

7 p.m.

As the last rider is dropped off, the two shuttles that traveled the ASC and Moody routes are parked for the night. By the end of the day, 867 passengers will have climbed aboard for a ride, and drivers will have traveled a whopping 394 miles. Yes, you read that right – 394 miles – all on Parkland's main Harry Hines campus.

7:30 p.m.

Six patients have arrived at Parkland's Sleep Center in the Mockingbird Towers and are checked in for the night. Once technicians have applied small lead wires to each patient's head and chest and they've fallen asleep, computers measure heart rate, breathing, sleep level, oxygen levels, and movements. The measurements help providers determine the causes of an individual's sleeping problem. "My wife tells me that I stop breathing during the night. The last time I had a sleep study, the technician kept coming in to see if I was OK. I guess this proves she was right!" said a patient with sleep apnea.



7:45 p.m.

The day has ended for the staff on four of Parkland's HOMES vans, as the last mobile unit that takes healthcare to the homeless has received its supplies for tomorrow, the engine shut off and the door locked for the night. On this day, the staff provided services to 54 individuals at stops including Austin Street Center, Dallas Transitional Center, and Nexus Recovery Center. Staff also made half-day stops at Dallas 24 Hour Club and Mission Oak Cliff, followed by an evening stop at Family Place.

8:16 p.m.

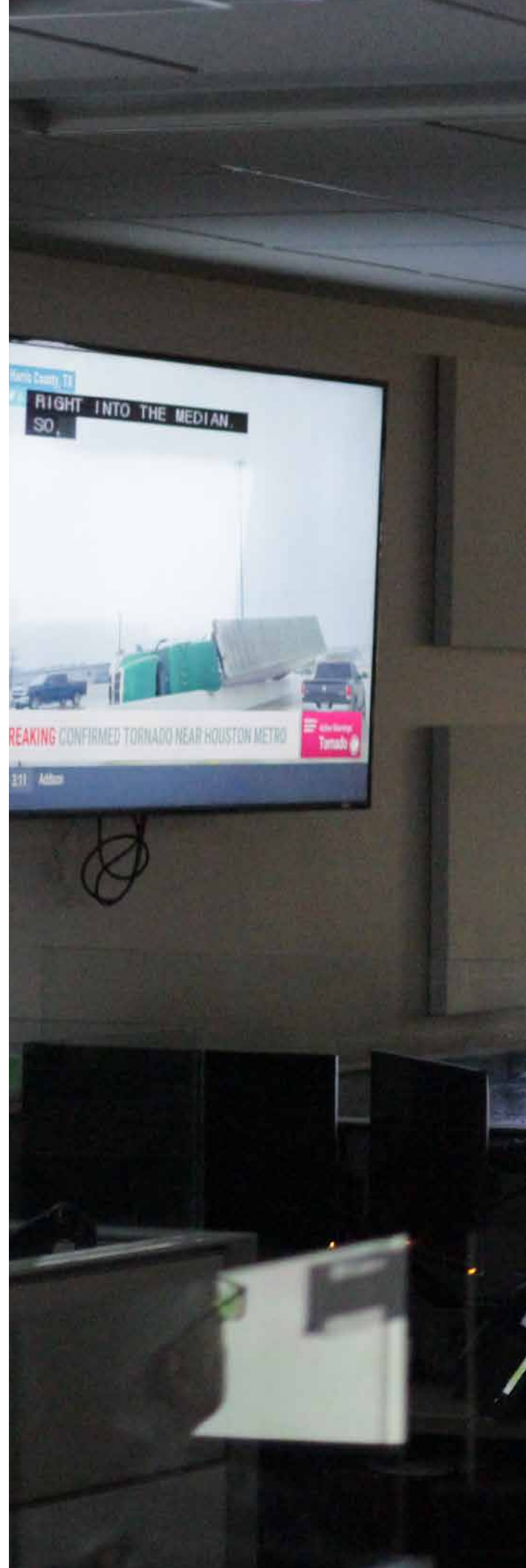
It's time for a well-deserved break. Environmental Services' 2nd shift has worked diligently cleaning the 2.1 million square feet of Parkland since 2 p.m. Over the course of a year, Environmental Services staff will use 700 gallons of floor finish, 1.4 million pre-moistened bags of germ-killing wipes, and 37.5 miles of paper towels. Their infection prevention duty is one that continues 24-hours a day, 365 days a year.

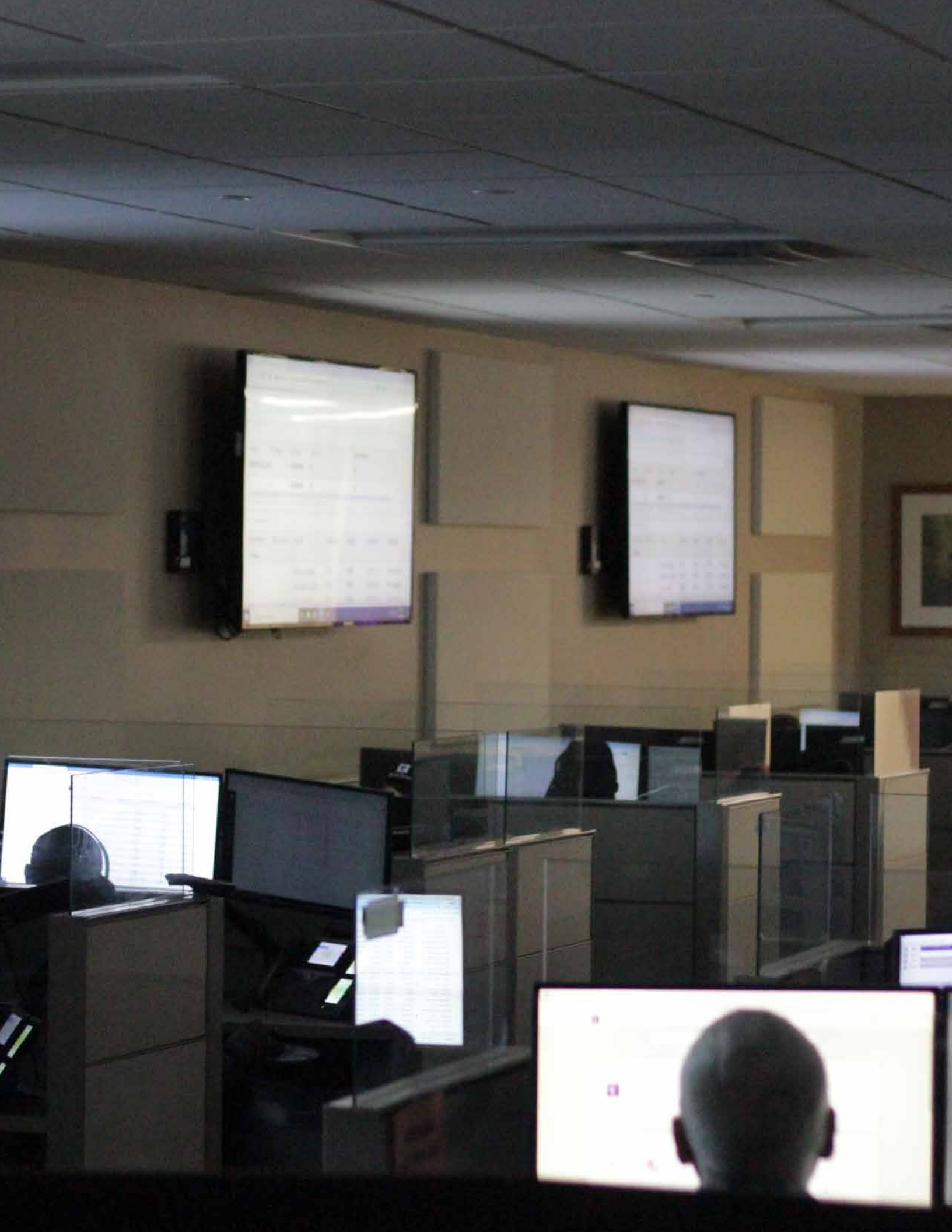
9 p.m.

Answering the call, regardless of the time of day, is Parkland's team of bilingual operators. Together with their nurse line staff, Patient Access Specialists, and Patient Access Registered Nurse (RN) colleagues, on a typical day the contact centers handle approximately 285 calls per hour. And, to ensure callers understand the information they are given, each staff member has access to and utilizes Parkland's language and interpretation services for any language needs. Approximately 35% of the incoming calls are from those who speak a language other than English. Today, among the 94 operators, nurse line, Patient Access Specialists, and Patient Access RNs on duty, they fielded 6,833 calls. In the calendar year 2022, they answered 1,656,440 calls.

9:30 p.m.

When speed is of the essence, an image offers an important piece of the puzzle in the diagnosis and treatment for many patients, and Parkland's radiology staff is on hand 24/7 to provide providers with the right image to diagnose a patient and provide the necessary care quickly and efficiently. In the ED, there is technology that provides diagnostic, CT and ultrasound imaging along with equipment for emergent ear and eye exams. To ensure care providers have quick access to necessary images, advanced diagnostic imaging technology is strategically scattered throughout the hospital. In addition to the imaging modalities located on the second floor of the acute tower, an MRI is housed in the fourth floor Neonatal Intensive Care Unit for neonates and a CT scanner is located on the hospital's 16th floor designed to serve patients in intensive care. And beyond the four walls of the hospital, radiology staff take care of patients' needs in the outpatient setting. In fiscal year 2022, there were 559,006 radiology examinations performed across the system.





10:30 p.m.

Cameras are monitored by DCHD PD dispatchers, providing an all-encompassing view of Parkland's campus, as officers patrol the main campus in vehicles, on bikes and by foot to ensure the safety of patients, visitors and staff. Off-site, officers keep guard at the COPC health centers.

11:45 p.m.

It's been a busy day for the WISH staff. Today they introduced 39 newborns to their moms, cared for 144 patients on the mother-baby units (76 mothers and 68 infants), and facilitated 59 L&D Triage visits, 70 Obstetrics and Gynecology Emergency Services (OGES) visits, and 828 WISH outpatient clinic visits (500 Women's Health Center visits and 328 WISH Specialty Clinic visits). In addition, 118 women received sonograms.





11:59 p.m.

As the sun set and the hustle and bustle of the day's activities slowly ended, the sound of silence again embraces Parkland Memorial Hospital. Beeping monitors sound quietly in the ICUs, observation unit, and medicine units as most of the 903 patients here tonight sleep peacefully.

And just before the clock strikes 12 marking the end to this day, the final patient – number 798 – is being seen in the ED.

Welcome to another new day at Parkland. Open for business. Caring for those in need. 24 hours a day.





Parkland





Letter from *Michael A. Horne*

EdD, MPP, President & CEO

A Message from Parkland Health Foundation

Over the past several years, we have confronted many challenges. Throughout these hardships, however, our resolve has not faltered, bolstered by our community's continued generosity. Indeed, your investments are the lifeblood that transforms Parkland Health into one of the top public hospital systems in the country.

Philanthropic investments in Parkland strengthen our comprehensive vision of integrated care. This has entailed securing more than \$7 million to expand Parkland's community-based pediatric behavioral health program; \$3 million for the new C.V. Roman Health Center which opened in the RedBird community of Dallas in September 2021; more than \$400,000 to activate preventive breast health services across Dallas County; and millions more. The Foundation's commitment to harness the power of impact-focused philanthropy has shaped the extraordinary and life-changing ways Parkland has advanced wellness, relieved suffering and developed and educated the next generation of clinicians.

As we continue to increase health access to our community members, we are looking to develop and strengthen community partnerships and engagement. This means building strong, cross-sector partnerships to identify new funding opportunities that strengthen the community's public health landscape and address holistically the needs of Parkland patients.

From the dedicated staff at Parkland Health Foundation, our Board of Directors and myself, thank you for helping community members live better, healthier lives.

A handwritten signature in black ink, appearing to read 'Michael A. Horne'.

Michael A. Horne, EdD, MPP
President & CEO

Thanks to the generous support from our donors, we are able to continue to provide high-quality, compassionate care to those we serve.

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 Estate of Tina Wilson
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Names italicized in red are deceased.

FIVE YEAR STATISTICS

	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
Hospital Discharges					
Inpatient Adult	33,793	32,239	33,388	36,726	38,478
Neonatal ICU	<u>1,306</u>	<u>1,222</u>	<u>1,392</u>	<u>1,421</u>	<u>1,466</u>
Inpatient Total	35,099	33,461	34,780	38,147	39,944
Observation / Short Stay	<u>23,127</u>	<u>22,907</u>	<u>21,147</u>	<u>23,308</u>	<u>21,258</u>
Total Hospital Adult and NNICU Discharges	58,226	56,368	55,927	61,455	61,202
Inpatient Census Days					
Adult	210,041	205,743	194,859	206,347	213,157
Neonatal ICU	<u>25,884</u>	<u>22,422</u>	<u>25,323</u>	<u>25,882</u>	<u>26,772</u>
Total	235,925	228,165	220,182	232,229	239,929
Average Length of Stay					
Adult	6.2	6.4	5.8	5.6	5.5
Neonatal ICU	<u>19.8</u>	<u>18.3</u>	<u>18.2</u>	<u>18.2</u>	<u>18.3</u>
ALOS Total	6.7	6.8	6.3	6.1	6.0
Available Beds					
Adult (1)	745	756	774	734	728
Equivalent Patient Days					
Equivalent Patient Days Adult Census, NNICU, Obs / Short Stay Days	308,094	298,273	280,764	299,138	295,735
Average Daily Census					
Inpatient Adult	575	564	533	565	585
Neonatal ICU	<u>71</u>	<u>61</u>	<u>69</u>	<u>71</u>	<u>73</u>
Inpatient Total	646	625	602	636	658
Observation / Short Stay	198	192	166	183	153
Total Hospital Adult and NNICU ADC	844	817	768	819	811

	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
Labor and Delivery					
Deliveries	12,179	11,286	12,239	12,642	12,583
Newborn Nursery					
Nursery Discharges	10,908	10,227	10,893	11,345	11,139
Nursery Census Days	25,531	24,133	25,695	27,313	25,233
ALOS	2.3	2.4	2.4	2.4	2.3
Available Beds	24	24	24	24	51
Average Daily Census	70	66	70	75	69
Outpatient Volume					
Parkland Clinic Visits	441,275	406,076	354,324	363,166	352,442
COPC Visits	534,496	529,946	447,170	446,672	444,397
WISH Visits	<u>237,545</u>	<u>235,931</u>	<u>233,625</u>	<u>240,138</u>	<u>240,481</u>
Clinic Visit Total	1,213,316	1,171,953	1,035,119	1,049,976	1,037,320
Emergency Services					
ER Arrivals	226,178	210,152	208,667	247,519	244,209
ER Patients Treated	220,323	205,548	204,506	241,968	234,101
Average Outpatient Volume-Per Day (2)					
Parkland Clinics	1,737	1,599	1,395	1,430	1,388
COPC Clinics	2,104	2,086	1,761	1,759	1,750
WISH Clinics	<u>935</u>	<u>929</u>	<u>920</u>	<u>945</u>	<u>947</u>
Clinic Visit Total	4,777	4,614	4,075	4,134	4,084
ER Arrivals	620	576	570	678	669
ER Patients Treated	604	563	559	663	641
Ancillary Services					
Pathology Procedures (3)	5,665,718	13,070,350	11,591,750	12,102,881	11,512,099
Prescriptions	10,688,464	10,635,881	9,994,386	10,728,094	10,490,650
Radiology Examinations	559,006	575,109	499,819	556,539	529,433
OR Cases	15,081	14,720	12,985	17,047	17,440
ASC Day Surgery Cases	5,360	5,269	4,117	3,976	3,731

(1) Adult beds is defined as total fiscal year-end hospital beds less Newborn Nursery, Neonatal ICU, and Observation Unit

(2) For annual values, formula uses Business Days (254) for Clinics, and Calendar Days (365) for Emergency

(3) Pathology Procedure counting methodology changed beginning FY22 to bundled procedures instead of individual procedures

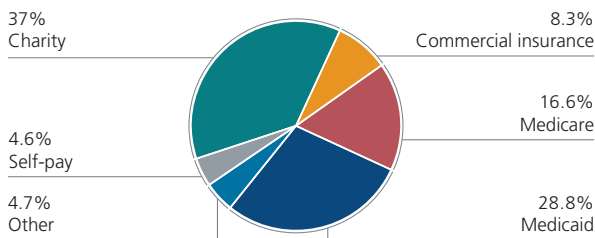
FISCAL YEAR 2022

As a safety-net healthcare system for the uninsured of Dallas County, Parkland plays a critical role in ensuring all Dallas County residents get the healthcare services they need.

While Parkland is known for taking care of indigent patients, in fact, most patients are employed individuals in hourly or low-wage jobs who simply lack health insurance. In fiscal year 2022, Parkland provided approximately \$1.4 billion in uncompensated care.

Less than one-third of Parkland's total revenue came from property taxes in fiscal year 2022.

Payor Mix

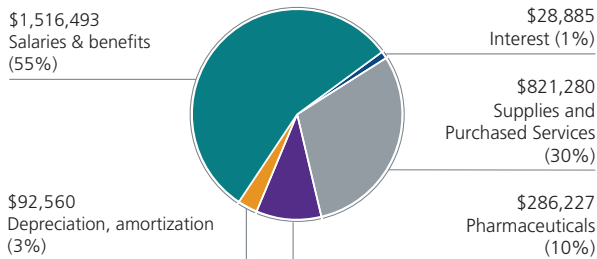


Ad Valorem Taxes (thousands)

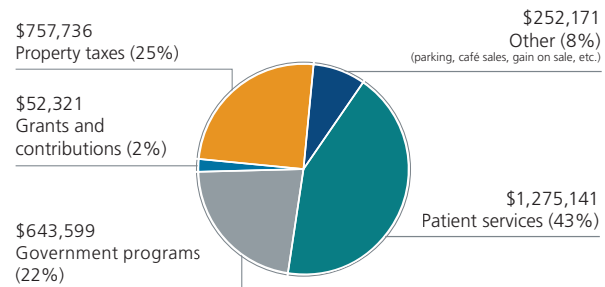
	2021	2022
Tax Base	\$279,706,333	\$299,050,646
Tax (per \$100 valuation)	0.266	0.255
Net Tax Revenue ¹	\$752,632	\$757,736
Cost of Uncompensated Care	\$1,220,915	\$1,364,311
Cost of Uncompensated Care Over Tax Revenue	\$468,283	\$606,575

¹Net tax revenue includes adjustments for actual collection performance.

Uses of Revenue (thousands)



Sources of Revenue (thousands)





Parkland

Care. Compassion. Community.

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