UNIVERSAL SERVICES
OF NORTH TEXAS
Medical Care for You

UNDERSTANDING WHAT MATTERS

Growing to the Next Level

United by a common philosophy:
The needs of the patient come first

Annual Report 2016
Dear Friends and Supporters,

The past year has been a time of growth for Health Services of North Texas. We are serving more patients than ever before in an effort to meet the growing need for accessible healthcare in our area. As we have grown as an organization, we have experienced many enlightening rewards and challenges. We cannot control the ever-increasing need for affordable healthcare, but we are continuously enhancing our systems, efficiencies, and our connection to the community in order to provide our patients with exceptional care.

This report highlights our accomplishments and impact in 2016. The following strategies have guided us as we leveraged our available resources to increase services to additional people in need.

Understanding What Matters: Although the healthcare system is always changing, our dedication to providing quality medical care for the working poor, the uninsured, and patients depending on Medicare and Medicaid remains constant. Our recent growth is a direct response to the needs of our community. People matter, and our patients depend on us.

Managing Our Growth: As the primary provider of community-based medical care in our service area, we have set ambitious targets for ourselves. We are expanding our community presence to create added value for our patients, employees, and donors, while managing our resources to ensure sustainability.

Being a Community Asset: We could not have accomplished all that we have without the support of our dedicated board members, staff, capital campaign cabinet members, volunteers, donors, community partners, and of course, our patients! Together this group of hardworking, committed and supportive individuals have the courage and determination to face the challenges we encounter, seek new and innovative solutions, and uncompromisingly commit to serving our community. We are dedicated to creating a positive workplace environment that enables our staff to provide the best care possible.

Thank you for your continued support of Health Services of North Texas. We look forward to working with you in the coming years to provide comprehensive medical care for our neighbors and the greater community. Thank you for all you have done.

Glen McKenzie
Board Chair

Doreen Rue
Chief Executive Officer

OUR VISION:
A healthy community

OUR MISSION
Improving the quality of life for all North Texans through medical care, support services and advocacy
2016 FOCUS:
Growing to the Next Level

Sustainable Growth
- Community-driven
- Patient-centric
- Resource-efficient

Infrastructure Development
- Technology & data systems
- Facility improvements
- People & process development

Quality
- Evidence-based best practices
- Risk management
- Regulation & guideline compliance

Results
- Patient access and medical care expanded
- Cost-efficient delivery of effective medical care & care management
- Leadership development for emerging leaders initiated
- Outreach, community support & patient satisfaction achieved
- Construction of new medical center at 4304 Mesa Drive initiated
- Online HIPAA training and management system integrated
- Donor management software to support philanthropy leveraged
- Branding initiative with new logo for community awareness
- Provider training and clinical informatics support to use electronic systems for patient care
- Staff added in IT, human resources, capital campaign & operations
- Electronic medical records evaluated & decision made to move to a more robust system to support growth & vision

Our commitment to the needs of our patients will always remain the core of Health Services of North Texas’ identity.
Our team strives to deliver that promise to every patient, every day.
MEASURABLE RESULTS

2012-2016

Unduplicated Patients

<table>
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<th>Year</th>
<th>Patients</th>
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<tbody>
<tr>
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<tr>
<td>2015</td>
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<tr>
<td>2016</td>
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Patient Visits

<table>
<thead>
<tr>
<th>Year</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
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<tr>
<td>2015</td>
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<td>2016</td>
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Patients by Percentage of Federal Poverty Level - 2016

- Below 100% of FPL (64%)
- 101% - 200% of FPL (31%)
- Above 201% of FPL (5%)

Patients' Insurance Status - 2016

- Medicare / Medicaid
- Private Insurance
- Uninsured

Federal Poverty Level (FPL) Guide - 2016

Source: Department of Health & Human Services

Individual
- 100% of FPL = $11,880
- 200% of FPL = $23,760

Family of Four
- 100% of FPL = $24,300
- 200% of FPL = $48,600
2016 MEASURABLE RESULTS

24,478
Unduplicated patients create a 3 year Patient Panel (2014-2016) providing a baseline for trend analysis and strategic planning

5,159
Women received comprehensive primary care

$2,043,951
Worth of prescriptions were distributed to patients

446
Pregnant women received prenatal care

215
Patients received short-term onsite Behavioral Health support through 722 visits for specific needs

5,316
Pediatric patients received comprehensive primary care

138
Patients with more complex needs received care through 395 Telepsychiatry visits for medication management

93 cents of every dollar goes directly to client services

$82,589
Value of Volunteer Time given by 70 volunteers, 38 board members and 6 interns (based on a value of $23.56/ hour)

12,240
Patient visits with care managers to address personal needs impeding continuity of medical care such as food security, housing, utilities, transportation and domestic violence

95%
Overall Patient Satisfaction
Operating Financials 2016

Unaudited

Operating Revenue
- Government - $3,733,822
- Foundations - $346,002
- Corporations - $300,134
- Medicare/Medicaid - $3,839,813
- Commercial Insurance - $166,462
- Self Pay - $685,660
- Other Programs - $181,434
- Individuals - $57,627
- United Way - $80,883

Expense By Function
- Client Care - $8,999,265
- Development - $201,314
- Administration - $555,321

Client Care Expense Breakdown
- Medical Care - $7,072,564
- Housing - $650,561
- Case Management - $595,489
- Behavioral Health - $261,425
- Transportation - $297,975
- Nutrition - $121,251
A Chief Operating Officer with extensive experience with managing large medical practices was hired to strengthen and further develop operations at each of the 7 clinics.

Business managers hired for the larger medical centers to keep operations streamlined and efficient. A part-time case manager was hired to address the growing need for case management and prescription assistance support.

A call center was established as a single point of contact to service patients from all locations. The call center has grown to 5 dedicated team members, receiving 400 to 600 calls per day. A triage nurse position will be created to promote faster and more consistent responses to patient questions, and support faster patient access to scheduling and care.

We have outgrown our current physical facilities, which cannot be expanded or remodeled. A $1 million grant from the Health Resources and Services Administration was received as a lead gift to build a new medical center on Mesa Drive, allowing our operations to expand from 11 to 20 exam rooms.

Outside counsel was hired to support the initial steps of a capital campaign after completing a feasibility study. In addition, a new position was added to support the capital campaign and build an individual giving program.

Overdue maintenance was performed on 6 health center buildings.

A Chief Information Officer with extensive experience in managing large network infrastructures was hired.

Fully automated HIPAA-compliant email systems were implemented.

Inter and intra office communication systems were consolidated for all sites.

Foreign medical language training for employees was initiated.

Three new providers and 9 new medical support staff were hired.
The Growing Need

Working Poor
In 2015, the majority of Denton County adults living in poverty were employed. 4,855 impoverished adults worked full time earning less than $11,770 per year. (2016 FPL = $11,880)

Uninsured
In Denton County, 98,827 people are medically uninsured. Of these, more than 17,000 are children. The uninsured often miss out on preventative healthcare which can cause a treatable condition to evolve into a costly medical crisis. These numbers are anticipated to rise.

Seniors
50% of seniors do not have their blood pressure under control. Many think they can tell if their blood pressure is high. It can be sky-high and they feel perfectly fine until they have a heart attack or stroke.

Prescription Medication
Rising costs are forcing patients to choose between rent, food, utilities, childcare and medicine.

Meeting the Unmet Need

Primary medical care is provided for children and adults with a focus on establishing a medical home for comprehensive medical care. Services include preventative care, well and sick visits, health education and immunizations.

Treatment is available for a wide range of acute or chronic conditions such as diabetes, hypertension and depression.

Medical care is provided regardless of a patient’s ability to pay.

Help Us Meet the Need

Health Services of North Texas is building a new 5,974 sq. ft. medical center with 9 exam rooms to meet the growing need for affordable medical care. A $1 million federal grant was received as a lead gift towards the $2.5 million campaign.
OUR PATIENTS ARE SAYING

Shawna's Story

“I live in Denton with my two children; my marriage fell apart and we lost our health insurance coverage. Even though I was working full-time at a local restaurant, I couldn't afford health insurance. I didn't qualify for Medicaid. It was a problem because my daughter was getting sick a lot. She was coughing and wheezing so much that she could barely breathe. It broke my heart to see her like that. Sometimes I had to make a choice between taking her to the doctor or buying food for us.”

“Our first visit to Health Services of North Texas changed our lives. The doctor diagnosed her with asthma. She prescribed an antibiotic and inhaler. Now my daughter is able to be active with her friends.”

This is the best I’ve been treated by a medical provider.

You guys are the greatest, I would not be alive if not for all of you, especially Julie. Thank you.

I always feel comfortable here. I’m very happy that this place exists. Thank you for making me feel better.

This place is great. I have found my new family planning clinic and will be sending everyone I know here as well. I feel so well taken care of, and everyone was so nice and informative.

Thank y’all for an amazing experience and straightforward information. I’m so excited to continue my pregnancy experience with this clinic.

Irene was very knowledgable and caring. I really appreciate the service.

Your sliding-fee scale really, really helps me financially. I’m glad you’re here!

I always get treated and the staff meet my medical needs. They listen and care.

Vanessa was awesome with explaining medication instructions to me.
Improving the quality of life for all North Texans through medical care, support services and advocacy.