

PARKLAND HEALTH ANNUAL REPORT 2023



Parkland

Care. Compassion. Community.



Parkland's investment in
our staff, our community





PICTURED (*in alphabetical order*): Nelly Barreto, LaKayla Bates, Alicia Beal, Alicia Burleson, Rio Castillo, Denetra Dean, Asharhri Falls, Perseverana Gonzalez, Valeria Gonzalez, Nikiria Haynes, Dana Johnson, Hema Mallangi, Felicia Miller, Elizabeth Oviedo, Michael Perry, Tyrus Ramsire, Sherel Riley, Evette Sanchez, Mohamed Sanoh, Krystal Stuart, Kedara Thomas, Courtney Williams



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Parkland

Care. Compassion. Community.



A Message from Parkland Health

Fred Cerise

MD, MPH, President & CEO

**"Life's most persistent and urgent question is,
'What are you doing for others?'"**

The quote by Dr. Martin Luther King, Jr. resonates in many ways. As a safety net healthcare organization, we provide lifesaving and life-sustaining care on a daily basis. We look for ways to improve access to our services for those in our community who are most at risk for illnesses that could shorten their lives. We provide urgent and acute care for those who have nowhere else to go.

But in order for us to take care of others, we must also take care of ourselves.

In collaboration with Parkland's Office of Talent Management, we have developed and implemented a number of programs to help our staff succeed in not only in their professional lives, but their personal lives as well.

Through the pages of this annual report, you will meet some of our staff members whose lives were changed, and careers enriched by those very initiatives. My hope is that as you turn these pages, you will learn how our wide-ranging programs provide opportunities for our employees which, in turn, translates to enhanced healthcare services for our community.

You will learn about LaKayla Bates, who had to overcome many stops and starts in her journey to becoming a Parkland RN, including a crash with an 18-wheeler that for a time derailed her college progress. But thanks to Parkland's Education at Work program, LaKayla was able to make her career dream a reality. Today, she is a registered nurse caring for pregnant women and their unborn children in one of our antepartum units.

There is the inspirational story of Valeria Gonzalez who, despite the challenges of being a teenage mother, never stopped working to further her education. While employed full-time at Parkland she earned an Associate of Science degree and is completing her bachelor's at the University of North Texas-Dallas. Although she initially thought of becoming a registered nurse at Parkland, Valeria is now considering her many healthcare career path options including pursuing a master's in public health or becoming a physician's assistant.

And there is Kedara Thomas, a Navy veteran who came to Parkland through our Learning & Experience Apprenticeship Program (LEAP). This year-long apprenticeship provides hands-on clinical training so that graduates can obtain their patient care technician certification. Kedara, who excelled in the program is working full time as a unit technician and is also enrolled in classes to further her healthcare career.

There are many stories like LaKayla's, Valeria's, and Kedara's at Parkland. I am proud to say our hallways are filled with people who desire a better personal future so that they can do more for others. Whether they have benefitted from Parkland's many educational opportunities, tuition reimbursement, developing financial management skills, or participating in health and wellness programs, they share a common commitment to reach their personal goals which ultimately results in a healthier Dallas County.

I am inspired by their drive and dedication. I am energized daily by their commitment to self-improvement. And I am proud to say I am part of an organization that fully invests in its greatest asset, its people.

A handwritten signature in black ink that reads "Fred Cerise".

Fred Cerise, MD



From Community to Career

For more than 20 years, Parkland has offered educational programs that encourage young people to enter healthcare and others to advance their careers in healthcare. These programs – including internships, student placement, career observation, and more – were created to provide insight into the many job opportunities the field of healthcare offers, giving the participants the experience of working in a hospital setting, while training tomorrow's professionals about the honor and privilege of caring for others.

Our student/learner programs create a pipeline of future healthcare professionals entering the workforce. For some, it can be the first step toward a rewarding career at Parkland. For others it is an opportunity to enhance their education to advance their careers elsewhere.

"We're happy to share some of the profiles of our current employees who have come full circle with us," said Felicia Miller, Executive Vice President and Chief Talent Officer. "These individuals began at Parkland and through one of these programs now support our mission as full-time team members."

We hope the following stories about the Education at Work, Career Navigation, Learning & Experience Apprenticeship Program, Tuition Reimbursement, Reach for the Stars Nursing Scholarship and more will enlighten you about the many opportunities available to help our employees succeed in work and in life.

They come from varied backgrounds to deliver on a single mission – advance wellness, relieve suffering, develop and educate.

Education at Work

Parkland's Education at Work 2.0 Program (EAW 2.0) mission is to create an internal pipeline of future healthcare professionals at Parkland.

The EAW 2.0 Program vision is for Parkland to become a strategic partner in the development of our employees' careers. EAW 2.0 is based on the "earn and learn" educational model providing a hands-on learning experience in combination with academic learning. Participants will benefit from on-the-job training experiences at the same time they obtain a degree within a desired area. Tuition and books are paid for up front with no out-of-pocket expense to the student.

The EAW 2.0 Program purpose is to positively impact Parkland's entry-level workers' earning potential through professional development. Parkland will help individuals without a higher education degree attain an associate's from Dallas College while mentoring and developing future healthcare professionals through instructive and experiential education.



Career Navigator Services

The Career Navigator Services provides professional development and guidance while helping team members build their future at Parkland. This beneficial service supports employees on a one-on-one basis with developing both personal and professional career development.

Our Services:

- Career & Education Planning
- Internal Networking Support
- Connect to Internal Resources
- Career Coaching & Consulting
- Skills & Interest Assessments

LEAP

The Learning & Experience Apprenticeship Program (LEAP) has been around since 2016 but was recently updated and expanded to align more directly with Community Health Needs Assessment by creating more on-ramp opportunities for residents of Dallas County.

LEAP educates and empowers low to moderate income Dallas County young people through a year-long apprenticeship with clinical training for the Patient Care Technician (PCT) certification.

The LEAP program also supports a path into alternative career tracks as well, including Unit Tech, Mental Health Tech, Mammography Tech, and Clinic Operations. LEAP-ers get hands-on experience and coaching with a qualified preceptor, a dedicated clinical instructor, and a Career Navigator. Each apprentice has an individual development plan that includes relevant projects, personalized resources, and professional skills workshops. LEAP is an outstanding first step for anyone interested in working in healthcare!

Along with this top-of-the-line professional education, the program also offers the following benefits and compensation to apprentices:

- Full-time position with competitive pay at \$16.25/hour
- Nights and weekend differential pay
- Paid time off
- Health insurance
- Tuition reimbursement



A Winding Road to Success

LaKayla Bates described herself as one of those kids who “would find something wrong with someone so I could fix them.” So, it is no surprise that LaKayla fulfilled a lifelong dream to become a registered nurse. But her road to Parkland’s 7 Antepartum unit was fraught with stops and starts coupled with various twists and turns.

Although she was committed to get an education, LaKayla could not make up her mind which path she wanted to follow. She tried community college for a while, but decided she was going to follow her dream and set her sights on a nursing degree from Texas Woman’s University in Denton. Then a crash involving an 18-wheeler totaled not only her car but her TWU experience. Again, her college education was put on hold.

“That’s when I went to work as a radiology assistant, applied for Parkland’s Education at Work program and earned my associate’s degree from Brookhaven Community College,” LaKayla said. But even though her mother and aunt both have long careers in radiology, she always knew it was nursing where she belonged.

The Education at Work program helped her achieve those dreams.

“College is expensive and nursing programs require part-time work with minimal hours and the Education at Work program really helped with tuition reimbursement,” she said. “Plus, I was lucky to have Sherel Riley as an educator who helped me stay on track and give me that extra push when I needed it. She also held me accountable when the end goal was a blur and I wanted to slack off.”

That extra push resulted in LaKayla earning her BSN and a full-time job at Parkland.

“It’s challenging but rewarding at the same time,” she said. “When I go home at the end of the day, I feel I made a difference for one or two people and I know that our moms are healthy and their babies are, too.”



Determined to Serve

When Alicia Burleson arrived at her new job at Parkland's deHaro-Saldivar Health Center in 2014, she knew she had found her calling.

As a licensed vocational nurse, Alicia was busy taking vital signs, answering phones and doing whatever was necessary to make patients comfortable before their doctor visit. A self-described "jack of all trades," every day was a joy for Alicia working in one of Parkland's neighborhood-based health centers.

But becoming a registered nurse was her ultimate career goal, and it was a computer screensaver that one day piqued her interest.

"There was a message about Parkland's Education at Work program that started me thinking about making nursing school a reality," she said. "I wanted to go back to school but I did not know how I was going to afford it. The program really opened so many doors for me."

Through the program, Alicia was able to receive financial assistance to help pay for books and other requirements essential to earning her associate's degree in nursing through Dallas College. In addition, she received assistance that paid for pre-requisite courses needed prior to enrolling in the RN-BSN program.

"We had a lot of support while we were going through the Education at Work program. Sherel Riley, our program manager, provided study tips and she was always checking on us to see how we were doing in our classes at Dallas College, and how we were dealing with the balance between work, school and home," said Alicia, who is now a registered nurse at Parkland's E. Carlyle Smith, Jr., Health Center. In addition, Parkland's leadership team including Theresa Wilson, director of Workforce Development is always available to assist individuals with their career development goals.

With her prerequisites behind her, Alicia is currently working toward her BSN at the University of Texas-Arlington, and taking full advantage of the Parkland programs that are offered to help pay for her education.

"One of the first things I did was to tell my family because I am so excited to have this opportunity. It has been a relief to know there is a program to help with the costs because I did not know how I was going to do it," she said. "I just know I love Parkland and I'm incredibly grateful for the opportunity to further my education."



Nothing Could Stop Her

Elizabeth Oviedo has the distinct honor of being the first graduate of Parkland's Education at Work program. Though she had numerous stops and starts along her way to becoming a registered nurse, she is grateful for the push that resulted in her much-coveted education.

Although Elizabeth began taking courses in 2013, life and finances kept getting in the way. "I'd take a class, then take time off," she said, adding that she would often repeat the cycle. "Then my husband was in an accident which left him unable to work for two years, and our daughter arrived early and spent two weeks in the NICU. With my husband at home, we did not have to worry about daycare but also did not know when he would be cleared to return to work."

Still, Elizabeth was determined to continue her education and applied to the Education at Work program in the summer 2016. That July she received notification that she had been accepted, but her joy was short lived. Just a month later, on Aug. 2, 2016, her beloved mother passed away.

"Everything was moving so quickly and there were a lot of things going on personally, but thankfully I had the full support of Sherel (Riley, Program Manager) who was always there with words of encouragement," Elizabeth said. "In the beginning there was a time I felt like giving up, especially because losing your mom is hard and so much was going on in my personal life, but Parkland gave me the support to keep going."

That, and the realization that her books, classes and other items needed for school would be paid for by the Education at Work program. With her prerequisites for nursing school behind her and the financial burden lifted, Elizabeth enrolled in an accelerated nursing program at Brookhaven College. By 2017, she was enrolled full-time in the 16-month program while working part-time in one of Parkland's Mother-Baby Units.

"I graduated in December 2018 and in January 2019, I began working as a registered nurse in the same department where I begin as a unit technician – 6 Mother-Baby," she said. "I received so much encouragement not only from Sherel, but also from my manager and the nurses in the unit. Everyone was in my corner."

Everyone includes her biggest supporter, her husband, as well as her father and siblings. Each, in their own way, have been among her loudest cheerleaders.

As she describes how grateful she is for the education and financial support she receives, Elizabeth sheepishly admits she left Parkland only to return 10 months later. "At the time they weren't offering PRN, and there were some issues with childcare for my son, so I thought I'd try something different," she said. "It did not take long at all for me to realize that I needed to get back to Parkland! I just could not stay away. I had to get back to taking care of our community."

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CONNIE JENKINS · VIOLA JONES JENKINS · JESSICA
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CHER · KORIE FLIPPO · JOSHUA FLOREN · BRUNO FLORES · CARLOS AND OLIVIA FLOREN
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TALIE FRANKLIN · KINSEY FRANKS · JOHNNIE FRANKLIN · LAURIE FRANTZ · KENT
ALCOLM AND KINSEY FRANKLIN · BETTY FREEMAN · ROLAND AND DOTTIE FREEMAN · ZANIE
ART FREEMAN · DOTTIE FREEMAN · KEN



Always Improving

Hema Vamsidhara Mallangi admits that he was hesitant about applying for a job at Parkland. After all, he'd heard stories from coworkers at other healthcare facilities about how hard it was to work in Dallas' only public hospital. "I wanted to come in 2015 when the new hospital opened, but I remembered what I had heard," Hema said. "The truth is, I shouldn't have listened to what others said and I should have come then."

Still, in the two years he's been a physical therapist at Parkland, Hema can, without hesitation, say this is the place he was meant to be.

"Parkland's mission and goals totally align with my own thoughts and beliefs," he said. "When I see our patients walk out of here in tears – happy tears – it's when I know that I am where I belong."

Not only does he feel a sense of pride in his work, but Hema's also taken advantage of Parkland's career navigation services and is enrolled in an MBA program at the University of Texas-Dallas with the hopes of furthering his career.

"When I joined Parkland I knew tuition reimbursement was available to those who qualify, but I didn't know they had such a great relationship with a local institution whose staff treats Parkland employees like their own," he said. "There is a great bond with the university and everyone there wants to help you. It's given me confidence that both my organization and my school are invested in me."

The investment in Hema actually began before he stepped foot in the classroom. Through meetings with Parkland's career navigators, he was able to update his resume and prepare for interviews with the UTD's admissions counselor. The sharp, concise answers he provided, along with his goals for the future, resulted in an acceptance letter and classes that began in September.

Although working full-time and taking a full complement of classes can present logistical challenges at times, Hema is determined to succeed.

"In the back of my mind I always want to do better," he says, laughing as he describes a recent "94" on a class paper. "Even though it was an A-minus, I can do better and that will show both at work and at school."



A Self-Improvement Specialist

Asharhri Falls always knew she had a passion for healthcare, but readily admits the sight of blood leaves her, well, queasy. It was obvious, therefore, that a career in direct patient care was not in her future. But that did not stop Asharhri from following her heart and searching for a position where she could still make a difference, just behind-the-scenes.

Her path to Parkland came via the U.S. Department of Education where as a processor she helped students with various educational payment plans. Even though the job was filling her desire to help, there was a void. So, in 2022, Asharhri, who recently graduated with her master's degree in Medical Informatics became a Medical Practice Assistance in Parkland's Occupational Health department.

Each day she greets current employees arriving for annual vaccinations and mask fittings and welcomes new staff members or volunteers who have vaccine requirements and health checks that must be completed before their start date.

"My Godmother is a nurse at another hospital and my late cousin was a home health nurse," Asharhri said. Seeing the care her loved ones provided helped to further fuel her healthcare passion and influenced her career path decisions, which began at the University of North Texas.

"I graduated with a bachelor's degree in broadcast media and quickly realized that was not something I wanted to do. I know that healthcare can be stressful, but so can producing a news broadcast. It is just a different kind of stress," she said.

With her sight set on a career in Health Information Management, Asharhri is taking full advantage of Parkland's Career Navigation Services.

"I reached out and they have helped me update my resume, I have taken part in mock interviews where they have helped me answer questions that I could be asked when applying for jobs. And they have encouraged me to obtain any certifications for jobs that may be needed in the future," Asharhri said, adding that her goal is to work in Parkland's Health Information Management department.

Though she received a lot of professional guidance, Asharhri has also benefitted personally from the services.

"I tend to second guess myself and undermine my own abilities. This program has taught me to stop doing that. I am educated, I have crossed all my T's and dotted my I's," she said. "Plus, it has helped me with my confidence and to cope with the nervous anxiety I get before an interview."

The bottom line is Asharhri is in a place she said she was destined to be. "Healthcare was my calling," she said. "I genuinely want to be the best I can be so that I can help others, even if that is behind the scenes."



KEDARA THOMAS

A Veteran Changes Uniforms

Kedara Thomas truly has a servant's heart. This U.S. Navy veteran not only served our country, but now works as a unit technician in one of Parkland's mother-baby units where she can translate her caring and compassionate side into helping patients, visitors and staff.

From an early age Kedara knew she wanted to be a nurse and to set her dream in motion enrolled in college. But the cost of out-of-state tuition proved to be too much, so Kedara set on a different path.

"I joined the military to serve my country, but also to help pay for school," she said. Once her tour of duty was up, Kedara moved to Dallas to further her career and was accepted into Parkland's Learning & Experience Apprenticeship Program (LEAP). During the year-long apprenticeship, Kedara received hands-on clinical training enabling her to receive her patient care assistant (PCA) certification.

"The LEAP program was a way for me to get my foot in the door and help me work toward my goal of becoming a nurse," she said adding, "I always knew I wanted to be in healthcare, but the time was not right in the beginning. It feels 'right' now."

Kedara describes this time as a "new chapter" in her life and is taking full advantage of the many programs Parkland offers its employees to further their careers. With help from the tuition assistance program, Kedara is enrolled in Dallas College and fully immersed in the prerequisite courses needed before applying for nursing school. Once she has those classes under her belt, she plans to apply for the Reach for the Stars Nursing Scholarship. Open to current Parkland employees, the bi-annual scholarship is specifically designed for undergraduate students enrolled in a public nursing school and who demonstrate a financial need.

Once she finishes nursing school, Kedara has set her sights on applying for a position in Parkland's emergency department or trauma unit. Then again, she might opt to continue providing care in one of the hospital's mother-baby units.

Regardless of where her career path takes her, Kedara is grateful she was able to get her foot back in the healthcare door. "There are so many opportunities available," she said. "You just have to be willing to look for them."



A Life-Changing Summer

Tyrus Ramsire laughs when he talks about his boyhood thoughts of becoming a firefighter. But little did he know that years later those dreams would become a reality, of sort. Instead of dousing flames with water, he puts out information technology "fires."

"In IT, we care for the people who care for our patients, and I strive to be an extended member of the care team," he said. And just like the healthcare providers he helps; no two days are alike. On any given day he can be busy diagnosing computer problems reported by Parkland staff, monitoring the network, providing audio/visual support for meetings and assisting with IT needs in one of the health system's off-site locations.

Tyrus' work at Parkland began in 2015 when, as a college student at the University of North Texas, he applied for and received an Emmett J. Conrad, MD, internship. Named for a renowned Dallas physician and educational advocate, the goal of the Conrad Collegiate Internship Program is to provide college students with mentors, character-building opportunities and community service programs and projects.

Established in 1993 to provide internship opportunities to college students in Texas Senate District 23, the program has provided paid summer internship opportunities for more than 2,400 students, giving them viable employment experience in their majors or fields of interests.

"There were only two of us in the IT field. Everyone else was in business or leaning toward clinical fields," Tyrus said. "I gained so much knowledge through the internship. My only regret is that I did not apply for it earlier in my college career."

The internship proved to be invaluable for Tyrus. "An internship at Parkland, regardless of whether it is a paid internship or not, is a priceless experience. We took part in various community projects; we were able to work side by side with Parkland's staff. I just cannot recommend it enough," he said.

The internship also afforded Tyrus the opportunity to get to know those individuals who eventually would become his coworkers. "They got to know me, and I got to know them," he said. "It was also a way to get my foot in the door."

Tyrus stops long enough to say, "I absolutely love what I am doing. It is right up my alley." And with that, he is off to help another computer-challenged Parkland staff member.



The Art of the Interview

Nelly Barreto-Madden believes in the statement, "lead by example." As a sonography supervisor in Parkland's Radiology department, she does not ask her employees to do things she isn't willing to do herself. And while her management role often pulls her away from the thing she loves most, interacting with patients, she relishes every minute of her job.

"I keep thinking of those patients I have helped in the emergency department who always say, 'thank you' even when they are hurting and we are working to find out exactly what is causing the pain," Nelly said. "At the end of a busy day you can't help but realize how much you love your job. And I do."

Nelly's road to Parkland began more than 20 years ago when she moved from her native Venezuela to Florida. Though she studied engineering in her native country, Nelly realized she had a passion for healthcare, fueled in part by a relative who was physician. With thoughts of going into nursing, Nelly applied to school but discovered she would have to wait more than a year for classes to begin.

By then she and her family had moved to Ohio. There, she learned of a hospital "train at work" program that allowed her to receive hands-on training while attending classes. Thus, her sonography career was born.

In 2014, the family relocated to Dallas for her husband's job and Nelly went to work at Parkland. After earning her MBA from the University of Texas-Dallas, she contacted Parkland's Office of Talent Management for support and guidance on ways to advance her career. Through the career navigation services, Nelly updated her resume and participated in online classes to help hone her interviewing skills.

"I took part in mock interviews where they asked me questions and I answered," she said. "We practiced a lot and once I felt I was ready, I applied for a supervisor's position – and I was offered the job."

Not only did the career navigation services help Nelly land her job, but it has also made her a stronger supervisor. "In my new role I interview applicants and it's given me a new perspective on how and what to ask," she said. "I've learned to be objective and not to put any feelings or bring preconceived ideas into an interview."

Although she is in a place where she is succeeding, Nelly is always encouraging others to seek out careers at Parkland. "There are so many different opportunities to grow in our system," she said, adding that individuals just need to look for them, prepare for them and pursue them.



Limitless Drive – Limitless Options

Between juggling life as the mother of a 2-year-old, working full-time on the night shift and taking a full load of college courses, it is safe to say that Valeria Gonzalez doesn't have much free time. But she would not change a thing.

Valeria, who works as a Unit Technician in Parkland's 7A Antepartum Unit, began her healthcare career while attending Pinkston High School in Dallas. There, she heard about Parkland's Learning & Experience Apprenticeship Program (LEAP). Students in the year-long program visit Parkland, receive instruction from clinical educators and have hands-on skills practice in various clinical areas.

Through hard work and determination, Valeria successfully completed and earned her Patient Care Technician (PCT) certification.

"I was very fortunate that I had an educator, Takeyshia Shannon, who went out of her way to assist us," Valeria said, acknowledging that before she entered the program her knowledge of healthcare was limited.

But when her late grandfather suffered a stroke, her interest in healthcare piqued. "I became even more interested in anatomy and physiology. I wanted to know how the body worked and why it does the things it does," she said.

Despite the challenges of being a teenage mother, Valeria never stopped working to further her education. While working at Parkland, she earned an Associate of Science degree and is completing her bachelor's at the University of North Texas-Dallas. Although she initially thought of becoming a registered nurse at Parkland, Valeria is now considering her many career path options.

"I'm not sure if I want to get my master's in public health or become a physician's assistant," she said. "I just know that as a result of my high school classes and the Parkland program, I truly have a heart and joy for healthcare."



A Promise Fulfilled

Evette Sanchez made a promise to her dad that she would continue her education. But when her beloved father became ill and passed away that desire passed along with him. "It just wasn't there for me," she recalls. Still, that promise kept surfacing and it was not long before she found a path to help her keep it.

"I was working as an LVN (licensed vocational nurse) in what was then called the Employee Physician Office when a coworker and I heard about Parkland's Reach for the Stars Nursing Scholarship Program," Evette said.

The program is an opportunity for Parkland to "grow its own" and is open to current employees interested in pursuing a career in nursing. The scholarship, which is supported by a single anonymous donor, covers the entire cost of tuition, books and reasonable educational expenses up to \$29,390 per recipient. In exchange for their education, scholarship recipients must remain employed at Parkland for a year after graduation.

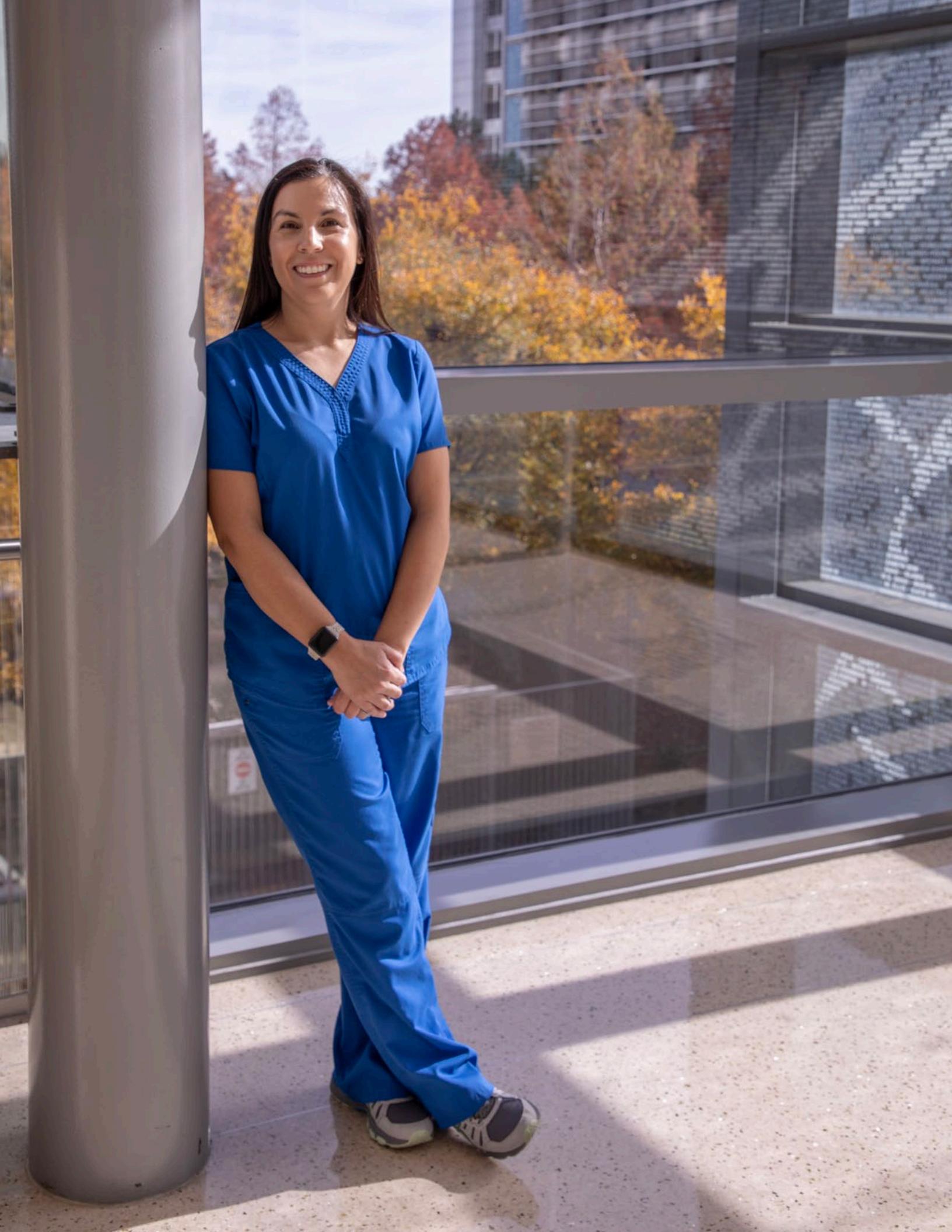
What had the real impact on Evette's decision to apply for a scholarship was the time she spent with her dad from his lung cancer diagnosis in June 2018 until his death that November. "I was working in the float pool at the time, and it was easier to make my own schedule. I was able to take him to his appointments and be with him when he was hospitalized. I saw the care that my dad received, and I knew I wanted to make that kind of difference in people's lives, too."

Thus, applying for a scholarship was an easy decision and in 2022, Evette graduated with her bachelor's degree in nursing.

Today Evette is making a difference in the lives of countless colleagues in Parkland's Employee Health Center. There she works in collaboration with a health center physician, gives vaccinations, administers EKGs, assists with procedures and numerous other tasks.

Yet at the end of the day, Evette's smile is just as wide as it was when she reported for duty.

"My smile comes from within," she says. "I can honestly say when I leave I feel like I've accomplished something because I know I've helped our employees so they can help our patients, which in turn helps our community."



The Tears Were Worth It

The first thing you notice when you meet Krystal Stuart is her smile. It is ever-present and contagious, and that is just one of the qualities that makes her successful in her job. As a care coordinator in Parkland's Employee Health Center, it is Krystal's job to help patients navigate the healthcare system to meet their unique needs.

But her job does not stop there. She secures durable medical equipment such as walkers and ensures they are delivered to the right patient at the right time. She understands co-pays and what the different tiers mean. If needed, she connects patients to care in facilities outside of Parkland. She answers random questions that sometimes come out of left field.

So, who do Employee Health Center patients call when they need help? Hint. It is not Ghostbusters.

Krystal's path to her current position is unlike most. As a young single parent living in Texarkana and working at Walmart, she decided it was time to move on. "I was looking in the paper for jobs," she said adding, "that was when jobs were actually listed in the newspaper!" Krystal read that a Texarkana hospital would pay for qualified applicants to attend its certified nurse assistant program. She turned in her blue vest and over the course of the next two years not only became a CNA but a licensed vocational nurse as well.

A move to Dallas in 2013 eventually led her to Parkland's Family Medicine Clinic and a chance to further her career.

"I knew I wanted to become a registered nurse, but as a single parent it just wasn't financially feasible," she said. "That is when I heard about the Reach for the Stars Nursing Scholarship and decided to apply. I was really hoping that I would get accepted but told myself 'What is the worst that could happen? They say no!'"

When the call came that she had received one of the Parkland's nursing scholarships Krystal moved from a full-time employee to PRN working two or three days a week in one of the system's Community Oriented Primary Care health centers. "That helped me be able to be a full-time student, work and take care of my family," she said.

Though she will admit there were many tears shed during the 15-month University of Texas-Arlington program, looking back she "can't believe how fast it went even though when I was in the middle of it, it seemed so slow."

These days she is grateful for the scholarship Parkland offered and the career choices she has made. "I absolutely love my job. I love helping make sure our employees are healthy so they can be at work and take care of our community. There is nothing better."



Digging Out – Moving Forward

They go by different names – payday loans, fast cash, even speedy cash – and while the names may be different most operate the same. Preying on individuals with often low or no credit and in desperate need for cash, they offer quick access to funds in exchange for a signature guaranteeing the loan will be paid back immediately and at an extremely high interest rate.

While the loans provide instant cash, the payback can be double or even triple the amount of the original loan. To help its employees who have fallen victim to these practices, Parkland's leadership implemented the Financial Hardship Relief Program, a one-time loan buyback program to help staff get back on their financial feet.

"Sometimes employees who need emergency assistance turn to payday lenders and, if unable to repay by payday, often incur ever-mounting fees and interest rates that may make it next to impossible to repay in full," said Courtney Williams, the program's administrator. "I have seen instances where employees have been charged 400 or 500 percent interest rates on their original loan. How can you repay that?"

But despite knowledge of the fees charged by these predatory practices, individuals are often desperate for cash to pay for car repairs, moving expenses or in some cases unexpected home repairs, Courtney said.

If eligible and accepted into the program by Metro Medical Credit Union (MMCU), the employee may borrow the amount owed to the payday lender, up to \$5,000. MMCU will pay the amount borrowed directly to the payday lender to pay off the loan. The interest rate charged will be no more than 6 percent and no credit check will be required. Payroll deduction is available for any employee who wants to have their loan payments deducted from their paychecks.

"When I took out the loans my family was going through a financial hardship. At the time, I was drowning in debt with this crazy interest rate," said one Parkland employee who has taken advantage of the program but who asked not to be identified. "I kept paying and paying these high payments, but they never went toward the original loan. It was all going toward the interest."

That is when she reached out for help.

"I was surprised to learn that Parkland has a program like this, but I'm so grateful that they do," she said. "I was able to borrow the money to pay off two loans I received when my family was going through our financial hardship. It was a heartbreak and extremely stressful time because I never felt like I was going to see the end."

Thanks to the program, the two original payday loans are paid in full and the MMCU loan is close to being paid in full as well.

"To know that your employer will help you," she said with a pause. "It just means so much."



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Increasing Access to Essential Healthcare Services

In 2022, Parkland Health and Dallas County Health and Human Services released an updated Community Health Needs Assessment (CHNA), which underscored the need to provide additional access to healthcare services in areas where significant health disparities exist. While Parkland has continued its decades-long mission to provide services to those in historically underserved areas of Dallas County, the need remains great.

In northeast Dallas, Parkland has partnered with Dallas College for a new access point. The collaboration, which garnered the support of the Dallas College Board of Trustees, City of Dallas officials and Parkland leadership, will provide for a primary care health center on the Dallas College Richland Campus. Located approximately 5 miles north of Parkland's Vickery Health Center and less than 10 miles from its Garland Health Center, the Richland Health Center at Dallas College – Richland Campus will provide an additional 30,000 square feet to Parkland's outpatient health portfolio in northeast Dallas County.

"With the opening of the Richland Health Center at Dallas College, Parkland will address health disparities head-on by providing primary and specialty services to the community," said Christina Mintner, Senior Vice President of Population Health & HOMES. "With projections that the clinic will serve 18,000 patients once fully staffed, it will offer services such as clinics for adults, women, pediatrics, optometry, pharmacy, lab, patient financial counseling, radiology and specialty care."

Along with reaching the needs of those attending the college, Parkland will continue services at its Vickery Health Center location for the growing immigrant and refugee population. Both locations will help alleviate overflow and wait times at existing neighborhood health centers. With its proximity to three Dallas Area Rapid Transit (DART) bus stops, both centers allow increased access as many of Parkland's patients rely on public transit to get to and from their healthcare appointments.

But we are not stopping there.

Based on the model for the Richland Health Center, Parkland leaders are in the conceptual planning phase for a similar clinic on the Dallas College Cedar Valley Campus in Lancaster. Should the concept be realized, the clinic would provide healthcare services to those in southern Dallas County.

Discussions continue on how to meet the growing demand in south Dallas and all agree that reducing health disparities to the county's most vulnerable population is critical.



Caring for their Own Community

Kena McDonald knows what it's like growing up in a single parent household and wondering where the next meal will come from. She understands that living paycheck to paycheck often results in juggling bills to determine which one gets paid and which one can wait. She knows first-hand the struggles members of her community face.

She knows, "Because I experienced the very same thing."

As one of Parkland Health's Senior Community Health Workers (CHWs), McDonald sees her neighbors cope with chronic health conditions, food insecurities and a lack of reliable transportation. She spends her days, and sometimes her nights, connecting people living in areas with the highest morbidity and mortality rates to the care and resources they need to live healthier lives.

Through Parkland's Access to Care and Coverage program, CHWs travel to hubs developed in partnership with community-based organizations in areas identified by the 2022 Community Health Needs Assessment as having significant health disparities. The access to care program targets residents in ZIP Codes 75210, 75211, 75215, 75216, 75217 and 75241. It's there that McDonald and her colleagues provide health screenings and insurance coverage assessments and connect their own neighbors to resources so desperately needed.

In addition to working at the hubs, CHWs also connect with their patients through follow up phone calls, and in the future hope to implement in-home visits where CHWs can conduct healthy home assessments that can help determine triggers for asthma and other chronic diseases. Still, because they live in the communities they serve, the trust that develops between a CHW and their patient is just as important as the health screenings they perform.

"Trust is a big part of what our CHWs bring to the table because they are leaders within their communities and they're advocates for the neighbors," said Vidya Ayyr, MPH, CHW, Director of Community Social Impact. "They are keenly aware of the struggles their neighbors face and because they have a shared degree of understanding, they're able to help individuals navigate various systems and know where to go for answers."

Currently, all Parkland community health workers live in the area they also serve, and the majority of senior CHWs live in the ZIP Codes where the greatest health disparities exist. In addition to CHWs, Parkland's Office of Talent Management held or attended a total of 27 job fairs throughout Dallas County in 2023 to hire staff members to work in the communities in which they live. Within these priority ZIP Codes, Parkland hired 194 people in 2023.

CHWs, or promotores de salud, are certified by the Texas Department of State Health Services and must meet eight core skills competencies: communication, interpersonal, service coordination, capacity-building, advocacy, teaching, organization, and a knowledge base on specific health issues. In addition to the state's 120-hours of training, Parkland requires an additional 160 hours of basic clinical skills so they can perform routine screenings such as hypertension and glucose screenings.

Still, the number one skill CHWs must possess is the ability to listen and truly hear what is – or isn't – being said.

"I had a patient whose blood pressure was 160/200. When I asked how he was feeling, he said he was feeling 'fine,'" McDonald said. "He was used to his blood pressure being so high, that it became his new normal. But knowing the dangers, we were able to immediately send him to Parkland's Urgent Care Emergency Department where he was examined, put on medication and now his blood pressure is under control."

But while there continues to be those who are having a hard time coping, McDonald said the best part of her job is when she's reached out to an individual who was struggling only now to be told "I've got this."

"And I know they do," McDonald said.

Our commitment to hire from our community remains strong

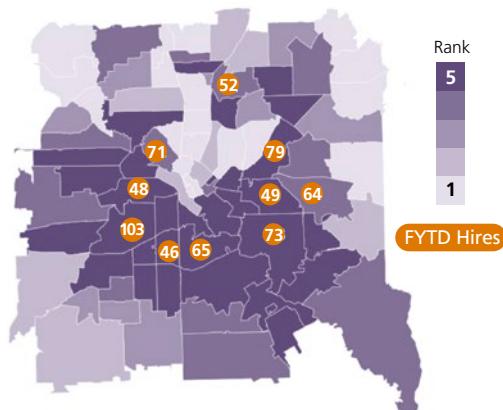
For more than a century Parkland has been a part of the Dallas community. Our roots are deep. Our commitment to our community strong. That commitment is evident in the eyes of those who work in our hospital, our health centers, our departments and divisions. Our staff, many of whom were born in Parkland are part of multi-generational families who proudly wear a Parkland badge. The following graph demonstrates our ongoing commitment to hire individuals to work in the neighborhoods and communities they call home.

33.2% of hires in FY23

came from SNI ZIP Codes*

RANK	ZIP CODE	SNI INDEX	HIRES	
			FT	PT
5	75211	97.3	95	8
5	75228	94.2	74	5
5	75217	98.2	69	4
4	75235	73.0	66	5
5	75216	98.6	62	3
4	75149	81.2	63	1
4	75243	79.6	47	5
5	75227	96.6	44	5
5	75212	98.8	45	3
5	75224	96.1	43	3
Total SNI ZIP Codes Hires				1,340

Average salary: \$51,894



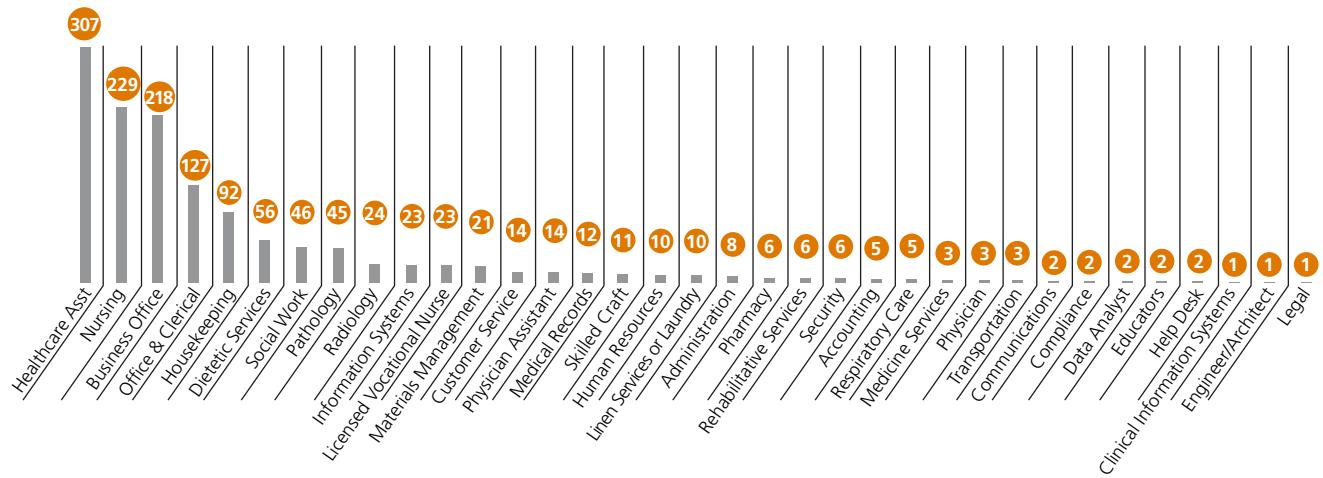
2021 MEDIAN HOUSEHOLD INCOME

Dallas County	\$65,011
United States	\$70,784

* These ZIP Codes are predominantly low income, underserved with high unemployment rates compared to the rest of the county.*



SNI ZIP Codes
Hiring by Job Family



Parkland



A Message from Parkland Health Foundation

Michael A. Horne

EdD, MPP, President & CEO

Throughout this year, we have been reminded of the sobering reality that far too many Dallas County residents lack access to quality and preventive healthcare. Indeed, this fact is punctuated by the 22-year average life expectancy gap that persists in our community. This gap defers the hopes and dreams we individually and collectively have for a competitive, productive and prosperous community.

In the face of these seemingly insurmountable challenges, Parkland Health stands ready - as it has stood since 1894 - to meet Dallas County's healthcare needs. Moreover, just as Parkland Health has met our community's healthcare needs with care and compassion, philanthropic investments have propelled Parkland's expansion of Community Oriented Primary Care, pediatric behavioral services, cancer care, and innovations in digital health allowing providers to monitor patients' health remotely. By harnessing the catalytic force of philanthropic investments, Parkland Health Foundation has been able to seed the promise of the extraordinary and life-changing ways Parkland has advanced wellness, relieved suffering, and developed and educated the next generation of clinicians.

In the year ahead, we look forward to leveraging the power of philanthropy to build bridges across our community. Doing so will further Parkland's ability to enhance Dallas' healthcare ecosystem. 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

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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FIVE-YEAR STATISTICS

	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
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Hospital Discharges

Inpatient Adult	36,162	33,793	32,239	33,388	36,726
Neonatal ICU	<u>1,317</u>	<u>1,306</u>	<u>1,222</u>	<u>1,392</u>	<u>1,421</u>
Inpatient Total	37,479	35,099	33,461	34,780	38,147
Observation / Short Stay	<u>22,134</u>	<u>23,127</u>	<u>22,907</u>	<u>21,147</u>	<u>23,308</u>
Total Hospital Adult and NNICU Discharges	59,613	58,226	56,368	55,927	61,455

Inpatient Census Days

Adult	215,138	210,041	205,743	194,859	206,347
Neonatal ICU	<u>23,296</u>	<u>25,884</u>	<u>22,422</u>	<u>25,323</u>	<u>25,882</u>
Total	238,434	235,925	228,165	220,182	232,229

Average Length of Stay

Adult	5.9	6.2	6.4	5.8	5.6
Neonatal ICU	<u>17.7</u>	<u>19.8</u>	<u>18.3</u>	<u>18.2</u>	<u>18.2</u>
ALOS Total	6.4	6.7	6.8	6.3	6.1

Available Beds

Adult (1)	745	745	756	774	734
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Equivalent Patient Days

Adult Census, NNICU, Obs / Short Stay Days	312,684	308,094	298,273	280,764	299,138
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Average Daily Census

Inpatient Adult	590	575	564	533	565
Neonatal ICU	<u>64</u>	<u>71</u>	<u>61</u>	<u>69</u>	<u>71</u>
Inpatient Total	654	646	625	602	636
Observation / Short Stay	<u>203</u>	<u>198</u>	<u>192</u>	<u>166</u>	<u>183</u>
Total Hospital Adult and NNICU ADC	857	844	817	768	819

Labor and Delivery

Deliveries	12,981	12,179	11,286	12,239	12,642
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FIVE-YEAR STATISTICS

	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
Newborn Nursery					
Nursery Discharges	11,836	10,908	10,227	10,893	11,345
Nursery Census Days	26,946	25,531	24,133	25,695	27,313
ALOS	2.3	2.3	2.4	2.4	2.4
Average Daily Census	74	70	66	70	75
Outpatient Clinic Visits by Division					
Ambulatory Specialty Clinic	368,773	361,617	338,532	295,772	296,380
COPC	499,652	551,905	549,776	469,598	473,619
WISH	222,725	238,978	241,038	239,211	245,643
Employee Health Integration	21,390	27,316	20,597	15,902	15,110
All Other Divisions	<u>59,244</u>	<u>58,293</u>	<u>42,404</u>	<u>30,538</u>	<u>34,334</u>
Clinic Visit Total	1,171,784	1,238,109	1,192,347	1,051,021	1,065,086
Emergency Services					
ER Arrivals	233,451	226,178	210,152	208,667	247,519
ER Patients Treated	226,531	220,323	205,548	204,506	241,968
Average Outpatient Volume-Per Day (2)					
Ambulatory Specialty Clinics	1,452	1,424	1,333	1,164	1,167
COPC Clinics	1,967	2,173	2,164	1,849	1,865
WISH Clinics	877	941	949	942	967
Employee Health Integration	84	108	81	63	59
All Other Division Clinics	<u>233</u>	<u>230</u>	<u>167</u>	<u>120</u>	<u>135</u>
Clinic Visit Total	4,613	4,874	4,694	4,138	4,193
ER Arrivals	640	620	576	570	678
ER Patients Treated	621	604	563	559	663
Ancillary Services					
Pathology Procedures (3)	5,595,240	5,665,718	13,070,350	11,591,750	12,102,881
Prescriptions (4)	11,946,407	11,461,281	10,635,881	9,994,386	10,728,094
Radiology Examinations	584,203	559,006	575,109	499,819	556,539
OR Cases	16,556	15,081	14,720	12,985	17,047
ASC Day Surgery Cases	5,178	5,360	5,269	4,117	3,976

(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

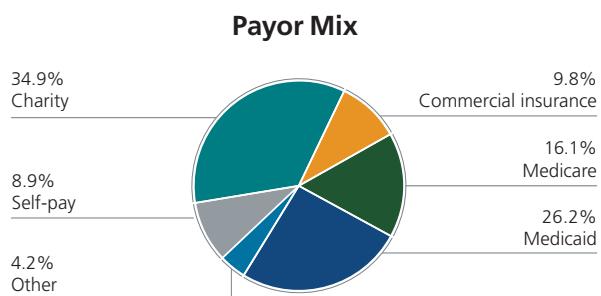
(4) Prescriptions counting methodology changed starting FY22

FISCAL YEAR 2023

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 2023, Parkland provided approximately \$1.5 billion in uncompensated care.

Less than one-third of Parkland's total revenue came from property taxes in fiscal year 2023.

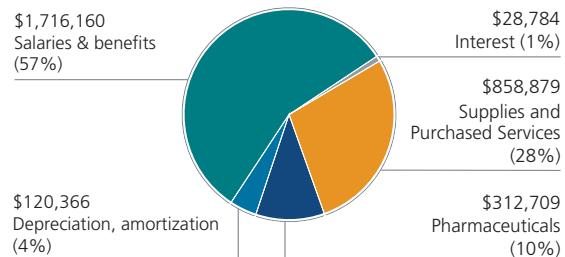


Ad Valorem Taxes *(thousands)*

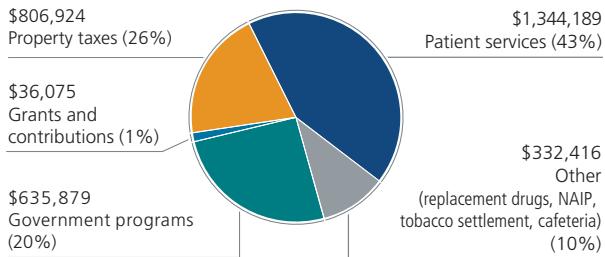
	2022	2023
Tax Base	\$300,369,211	\$344,765,603
Tax (per \$100 valuation)	0.255	0.236
Net Tax Revenue ¹	\$757,736	\$806,924
Cost of Uncompensated Care	\$1,364,311	\$1,499,371
Cost of Uncompensated Care Over Tax Revenue	\$606,575	\$692,447

¹Net tax revenue includes adjustments for actual collection performance.

Uses of Revenue *(thousands)*



Sources of Revenue *(thousands)*



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Parkland Health

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