

A low-angle photograph of a modern, multi-story glass building with a grid-like facade. The building is partially obscured by lush green trees in the foreground. The sky is bright blue with some white clouds. The overall scene is bright and sunny.

Parkland Health
STRATEGIC PLAN

FISCAL YEAR 2027–2031



Parkland

Care. Compassion. Community.



TABLE OF CONTENTS

Where Parkland is going 4

Who Parkland is today 6

Mission, Vision and Values 9

Parkland Strategic Priorities FY 2027 – 2031 10

Footnotes 24



Where Parkland is going

Parkland Health is entering a pivotal period in its history. Dallas County is growing and changing, healthcare is evolving at an unprecedented pace, and the needs and expectations of the people we serve continue to expand. Meeting those needs will require Parkland to build on the strengths that have defined our organization while looking ahead with purpose, adapting how and where we deliver care and investing in the people, partnerships and innovations that will shape our future.

Today's healthcare environment presents extraordinary opportunities and significant challenges. Advances in medicine, technology and digital health are transforming how care is delivered, while growing behavioral health needs, chronic disease, workforce shortages and persistent health disparities continue to place increasing demands on healthcare systems across the nation. At the same time, patients expect healthcare to be more connected, convenient and personalized than ever before.

These changes require healthcare organizations to think differently about how they deliver care and improve health. As one of the nation's leading public academic health systems, Parkland is uniquely positioned to meet these challenges through its integrated system of care, dedicated workforce, nationally recognized academic partnership with UT Southwestern Medical Center and longstanding commitment to innovation. Supported by Dallas County and guided by our public mission, Parkland has the flexibility to invest in programs and services that improve not only access to healthcare, but also the overall health of the communities we serve.

What distinguishes Parkland is our ability to look beyond traditional models of care. Our integrated health system allows us to coordinate care across the continuum, connecting primary care, specialty care, behavioral health, emergency and trauma services, rehabilitation, community-based care and population health initiatives into a seamless patient experience. By addressing the medical, behavioral and social factors that influence health, we can improve outcomes while creating healthier communities throughout Dallas County.





Innovation has long been central to Parkland's mission. Investments in digital health, artificial intelligence, clinical research and advanced technologies continue to transform how we deliver care and improve patient outcomes. Through our partnership with UT Southwestern Medical Center, the work of the Parkland Center for Clinical Innovation (PCCI) and the expertise of our physicians, nurses and staff, Parkland continues developing new approaches that improve quality, expand access and help shape the future of healthcare.

At the heart of this work is an unwavering commitment to health equity. Every person deserves the opportunity to achieve their best possible health, regardless of income, race, ethnicity, language or circumstance. Achieving that vision requires more than exceptional clinical care. It requires strong partnerships throughout our community, responsible stewardship of public resources, collaboration across the healthcare continuum and a willingness to continually innovate in response to the evolving needs of the people we serve.

This strategic plan provides the framework that will guide Parkland through the next chapter of its history. It reflects our commitment to building a health system that is responsive to the changing needs of Dallas County while remaining grounded in the mission that has defined our organization for more than a century. The strategic priorities that follow will guide our decisions, investments and innovations as we strengthen our organization, improve health outcomes and ensure Parkland remains a trusted public resource for future generations.

Together, we will build upon our legacy of service while embracing the opportunities that lie ahead, always focused on improving the health and well-being of the people and communities we are privileged to serve.



Who Parkland is today

For more than 130 years, Parkland Health has served as a trusted healthcare resource for the people of Dallas County. Since opening its doors in 1894, Parkland has grown from a small county hospital into one of the nation's leading public academic health systems, recognized for clinical excellence, education, innovation and an unwavering commitment to improving the health and well-being of the communities it serves.

Today, Parkland provides comprehensive, integrated healthcare through a 983-bed licensed acute care hospital, 16 community-based health centers and a growing network of services designed to meet the needs of one of the nation's most diverse and rapidly growing regions. With additional health centers under construction and in the planning stages, Parkland continues to expand access to high-quality care by bringing services closer to the communities where patients live and work.

The health system provides a full continuum of care, from primary and preventive services to some of the region's most advanced specialty care. Parkland is home to the Rees-Jones Level I Trauma Center, one of the nation's premier burn centers, comprehensive women and infants' services, behavioral health programs, transplant services, cancer care and numerous medical and surgical specialties. Each year, Parkland provides more than one million outpatient visits while caring for patients with some of the most complex medical conditions in North Texas.

As the largest teaching hospital for UT Southwestern Medical Center, Parkland serves as a nationally recognized center for medical education, research and innovation. Home to more than 130 accredited medical training programs, Parkland supports the education of more than 1,640 medical residents and fellows and over 250 nursing residents each year, while partnering with colleges and universities to



provide clinical training in pharmacy, radiology and numerous other healthcare disciplines. Together, Parkland and UT Southwestern continue advancing discoveries that improve patient care, expand medical knowledge and help shape the future of healthcare.

Parkland's commitment extends well beyond traditional healthcare delivery. Through its nationally recognized Community Oriented Primary Care (COPC) model, Parkland works in partnership with neighborhoods, community organizations and local leaders to improve health where people live, learn and work. Specialized programs, including the Homeless Outreach Medical Services (HOMES) program, Dallas County Correctional Health Services and Parkland Community Health Plan, reflect the organization's commitment to improving access to care while addressing the medical, behavioral and social factors that influence health outcomes.

Innovation remains central to Parkland's mission. With focused leadership from the Center of Innovation and Value at Parkland (CIVP) and the Parkland Center for Clinical Innovation (PCCI), the system leverages advanced digital technologies, artificial intelligence and strong academic partnerships to develop new approaches that improve quality, enhance patient experience and strengthen population health. Supported by Parkland Health Foundation and the generosity of its donors, these investments ensure Parkland remains at the forefront of delivering innovative, high-quality care to the communities it serves.

Grounded in more than a century of public service, Parkland continues building on its legacy by expanding access to care, advancing medical innovation and creating healthier communities throughout Dallas County.

Health
theast Clinic





Our Core Mission, Vision and Values

MISSION

- **Advance Wellness**
- **Relieve Suffering**
- **Develop and Educate**

Parkland can positively impact current and future generations through its patient care and educational missions. By providing high-quality, safe and compassionate care we will advance the health and well-being of our community. With a commitment to education, we will enhance the professional and personal skills of our employees by providing training, career guidance and opportunities for advancement.

VISION

We will advance health equity through excellence as a public health system.

Parkland exists in the context of a U.S. healthcare system that is characterized by inequitable access to care. Consistent with its fundamental purpose, Parkland has a rich history of providing high-quality care for all Dallas County residents. We will focus on reducing health disparities and strive to ensure equitable care for our patients and address inequities in health at the community level.

VALUES

Serving as our cultural cornerstone, Parkland's values are those inherent principles that guide our organization and are reflected in our employees' actions.

Parkland's values are:

I CARE

INTEGRITY: I will be honest, trustworthy, authentic, humble and transparent.

COMPASSION AND COLLABORATION: I will provide service in a spirit of empathy, concern and love. I will work together with others to deliver excellent care for our community.

ACCOUNTABILITY: I will hold myself and others responsible for performance excellence, stewardship, and will welcome feedback.

RESPECT: I will value the unique and diverse experiences of others and treat everyone with kindness and humility.

EQUITY: I will value the diversity of patients and colleagues and strive to promote everyone's health, dignity and voice.

MANDATE

Furnish medical aid and hospital care to indigent and needy persons residing in the hospital district.

As the Dallas County Hospital District, Parkland has this legislative mandate.

Parkland Strategic Priorities FY 2027-2031 ►

Parkland identified three strategic priorities to pursue for the next five years to achieve our mission.

SEAMLESS ACCESS

We will expand and streamline access to care across settings.

QUALITY CARE

We will deliver safe, high-quality care that patients trust.

MISSION SUSTAINABILITY

We will steward resources responsibly to ensure mission capability for future generations — a system built to last.



Seamless Access

We will expand and streamline access to care across settings.

Ensuring timely access to care is a persistent challenge for Parkland and an escalating problem for the larger U.S. healthcare system. While significant progress has been made at Parkland in recent years, challenges to timely access persist for patients in both inpatient and outpatient care settings. For many patients whom Parkland serves, options for care outside the Parkland system are extremely limited. Patients without insurance face substantial barriers, as do people covered by Medicaid. A major industry survey of multiple specialties in 2025 documented that only 30% of Dallas providers participate in Medicaid¹. ➡

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In addition, health care costs are high and growing faster than inflation. Polls indicate it is the top economic concern of Americans today². Texas has the highest uninsured rate in the country and among those with insurance, deductibles have risen to levels that exceed individual savings for the majority of the population³.

Over a third of adults report having delayed or deferred necessary care in the past year due to cost, a practice that leads to worse health outcomes⁴. Medical debt is the number one cause of personal bankruptcy in the U.S. with the highest rates among low-income and minority groups. Nearly half of cancer survivors carry medical debt and 6% of them filed for bankruptcy⁵. The growing corporatization of healthcare has contributed to more costly, fragmented, and transactional care arrangements — the exact opposite of what is necessary to meet the comprehensive and longitudinal needs of patients in general, and particularly for many patients at Parkland who have greater difficulty accessing care.

To effectively meet the needs of Parkland's patients we will ensure timely, affordable access through a focus on building sufficient capacity at a manageable cost and with convenient processes for patients to access services.

In the past year, Parkland has added 112 inpatient beds and begun construction of the Mike A. Myers Health Center at Dallas College Richland Campus and a clinic at the Esperanza Community Center at Dobie. Planning is underway for an additional clinic in Wilmer and a major outpatient center to replace our Southeast Dallas Health Center.

In addition, we have made major investments in virtual care and a Hospital at Home program. We will continue to expand capacity — physical and virtual — to meet the growing needs of Dallas County with a goal to maintain access standards consistent with or better than industry norms.

We will continue our focus on building and enhancing partnerships with other community providers to facilitate patients getting the care they need effectively in a convenient manner regardless of the setting.

To further improve access, we will emphasize efficient service delivery with a focus on optimizing inpatient flow and outpatient operations to improve the patient experience while minimizing waste.

We will update patient financial assistance policies to ensure county residents have access to the care they need without exposing them to excessive debt or extraordinary collection practices. Administrative processes including financial screening and assignment of financial assistance have been identified by patients and providers as a barrier to clinically appropriate care. We will simplify financial assistance policies and their implementation to remove administrative barriers to necessary care and achieve efficiencies that result from eliminating low yield administrative processes.

OBJECTIVES	KEY RESULTS
Improve how patients access and navigate their care across the system	Achieve positive patient experience
	Organize select service lines to include responsibility for related clinical and administrative support services
	Simplify access into Parkland throughout the continuum of care including coordination with community-based services and partners
	Reduce operational barriers to care; revamp the Parkland Financial Assistance (PFA) policy and procedures to prioritize ease of access
Maximize productivity of existing assets	Improve inpatient throughput
	Ensure timely ambulatory access; establish and meet benchmarks for access of scheduled and unscheduled care that are responsive to patients' needs
Build physical and virtual capacity to meet future demand	Increase inpatient capacity to meet long-term access demands
	Maintain ambulatory capacity to meet the long-term access demands, emphasizing proximity to communities most in need
	Expand digital care delivery options that support care closer to home



Quality Care

We will deliver safe, high-quality care that patients trust.

Quality is an overarching concept that is reflected in all components of the strategic plan as we seek to provide care that is safe, timely, efficient, effective, equitable, and patient-centered. This pillar of the plan focuses specifically on reducing harm and achieving better outcomes at the individual and population levels. ➡

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Over the past few years, Parkland has invested in developing the foundational elements essential for an organization of its size and complexity to eliminate harmful events and achieve positive outcomes on a reliable basis. Parkland has advanced a culture of high reliability reflected in greater awareness of risks and prevention of errors and harmful events affecting patients, visitors and staff.

In 2025, Parkland achieved Magnet with Distinction recognition from the American Nurses Credentialing Center. The result of over seven years of preparation, this acknowledgement attests to a culture of nursing excellence reflected in superior nurse and patient engagement and clinical outcomes.

These investments to build a culture of quality have brought greater organizational awareness of significant opportunities to improve clinical outcomes by reducing errors and identifying missed opportunities for effective care interventions. We will build on these foundational elements to drive down error rates and improve outcomes for those in our care. Improving outcomes also requires a population-based approach to identify and treat those with, or at risk for, treatable conditions who are not yet in regular care.

For those in care at Parkland, we will improve the coordination of clinical and support services to achieve excellent control of acute and chronic conditions. This means striving for optimal control of conditions such as diabetes and hypertension for which good clinical control is proven to avoid serious health consequences. It means improving rates of immunizations, cancer screening, and other preventive measures proven to reduce life-threatening and other serious complications.

In Dallas County, there are many people without regular access to care who live with known risk factors and chronic conditions. Preventive interventions and even cures are available for many of these serious conditions, but the treatments are not reaching those in need. We will improve our outreach efforts, working with Dallas County Health and

Human Services (DCHHS) and other clinical and non-clinical community partners, to identify individuals at risk and get them into proper care. Coordinating internal resources (e.g., PCCI, CIVP, Community Health) and community partners and leveraging available data sources enabled by artificial intelligence to scale public health interventions will accelerate our efforts to make these medical breakthroughs available to more people who lack access to a regular healthcare provider.

The U.S. healthcare system is among the most scientifically advanced in the world and yet the U.S. has some of the greatest disparities in health outcomes with large segments of the population unable to experience the benefits of these remarkable scientific accomplishments. Dramatic advancements in the management of diabetes, a cure for Hepatitis C, and a vaccine that can eliminate cervical cancer have not reached millions of people for whom they could be lifesaving. We see the opportunity to make a dramatic improvement in the health of the population by using data science to target proven interventions in prevention and treatment to those most at risk across the entire county population.

Parkland and UT Southwestern have a long history of not only improving but defining the best care among several specialty areas including the care of women and infants, trauma, and burn. Supporting and growing these service lines as the premier option for people with these conditions will maintain the highest quality of care for all patients in the community, especially as more commercially motivated providers offer redundant and less robust versions of this care.

OBJECTIVES	KEY RESULTS
Provide reliable, safe and high-quality care	Continue to advance as a Highly Reliable Organization (HRO)
	Pursue excellence in nursing care and maintain Magnet designation
Improve health at the population level	Enhance screening to identify undiagnosed patients with treatable conditions and those at risk for preventable conditions (e.g., hypertension, diabetes, pediatric asthma, cancers, hepatitis C)
	Ensure that people eligible for highly effective interventions (e.g., immunizations, preventive screenings or curative treatments) are identified and receive them
	Achieve diabetes and hypertension control
	Implement innovations in care delivery to achieve better outcomes (e.g., behavioral health/substance use disorder, maternal health, chronic diseases)
Strengthen signature programs to drive clinical value	Support Women and Infants' Specialty Health to maintain that program's standing as a local and national leader in care delivery and clinical research
	Position Trauma and Burn services as the preferred regional referral service



Mission Sustainability

We will steward resources responsibly to ensure mission capability for future generations — a system built to last.

Nearly one in four non-elderly adults in Texas is uninsured. In Dallas, that group depends heavily on Parkland for care. With no comprehensive federal or state strategy to ensure access to essential healthcare services for everyone, that responsibility rests heavily with Parkland in Dallas County. ➡

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As a safety net health system, Parkland has an uncommonly high reliance on public support, primarily through county property taxes and Medicaid supplemental payments, each comprising roughly one third of Parkland's operating income.

Parkland must constantly prove itself to be a trustworthy governmental entity to earn the support required to perform its critical functions for the residents of Dallas County. It does so by delivering high-quality services, demonstrating competence in operations, and maintaining procedural fairness⁶. Done well, these functions instill trust and confidence in both county and state entities responsible for the allocation of public funds to sustain Parkland's mission.

Rising healthcare costs creates challenges not only for patients but for safety net providers like Parkland, which must bear those expenses. We must meet market-driven salary demands to attract and retain a skilled workforce. We bear the cost of a poorly regulated and dysfunctional drug pricing system that has resulted in soaring drug costs. Increasingly restrictive reimbursement practices among private insurers has led to increased administrative overhead and reimbursement that has not kept pace with inflation.

The heavy reliance on public funding comes with risks and uncertainties. Parkland must anticipate the amount of future public support and weigh that likelihood against the growing healthcare needs and cost required to provide that care. In practical terms, this means maintaining a responsible cash balance while deploying available resources to meet the consistently growing healthcare needs of the population.

We will strengthen operational discipline to improve the efficiency of our operations. We will pursue opportunities to grow revenue through new products (e.g., ACA exchange product) that are mission consistent and revenue generating to maintain positive operating margins and secure funding necessary to meet strategic growth needs.

Mission sustainability is dependent not only on funding but also on people. We will support staff with an emphasis on a safe workplace, competitive pay practices, leadership development and employee growth opportunities. We will leverage our expanding relationship with Dallas College, further develop the new Health Equity Medicine Residency and support relationships with our many other educational institution partners to develop the pipeline of talent necessary to meet critical staffing needs. And perhaps most importantly, we will continue our commitment to living the Parkland ICARE values that are foundational to the purpose-driven work that motivates our staff so profoundly.

Finally, AI will present opportunities to streamline costs and improve clinical operations. The regulatory environment for AI is unclear and so we will take a conservative approach to evaluation, deployment and monitoring of AI solutions. At the same time, we will pursue opportunities to leverage AI to cut costs and increase revenue with a focus on solutions provided by trusted vendors. We will leverage AI-generated savings and revenue to meet the growing healthcare needs of the population we serve.

OBJECTIVES	KEY RESULTS
Be the healthcare employer of choice for a mission-oriented workforce	Strengthen workforce engagement and well-being
	Attract and retain a high-quality workforce to sustain growth
	Develop our workforce to create a pipeline of talent for future growth
Ensure durable financial performance and reinvestment capacity to support our mission	Maintain positive operating margins and balance sheet strength
	Maximize revenue potential of new and existing services while maintaining affordability for patients
	Identify and implement administrative, operational and clinical efficiencies that lower costs
	Leverage internal resources to improve care and lower costs for the employee health plan
Future-proof mission-critical capabilities	Prioritize the agile and safe adoption of artificial intelligence and other digital technologies to lower costs and improve workforce well-being and clinical outcomes
	Support research and graduate medical education to improve the delivery system and grow the clinical workforce
	Strengthen system resilience to sustain operations during emergencies through tested business continuity capabilities

Footnotes

- 1 AMN Healthcare, 2025 Survey of Physician Appointment Wait Times and Medicare and Medicaid Acceptance Rates, 2025.
- 2 KFF Health Tracking Poll, Jan. 2026.
- 3 KFF State Health Facts (ACS data), accessed Sept. 2026.
- 4 KFF, Americans' Challenges with Health Care Costs, Apr. 2026.
- 5 American Cancer Society
- 6 Margaret Levi, "Trustworthy Government: The Obligations of Government & the Responsibilities of the Governed," Daedalus, 2022.

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