



2022-2026

# Strategic Plan

When Texas Children’s opened its doors in 1954, our founders, J.S. Abercrombie, Leopold L. Meyer and Russell J. Blattner, MD, envisioned a hospital that would serve all children and give them the hope of a healthy future. I am so proud to say that not only have we kept this great vision alive, we have expanded it far beyond what we could have ever imagined. Nearly 70 years ago, we had one building, one site and one location. Today, we have more than 100 locations throughout Houston and Austin, two community hospitals – with a third set to open in North Austin – and we have also expanded our reach to multiple countries around the world through our global health entity.

Every decision and every step we take is to ultimately reach our long-term goals — to continuously deliver top-tier care to families who seek our help at the right place, the right time and at the right cost. Because of this, we have dedicated supporters, faculty, staff, trustees, philanthropic donors and strategic partners who believe in and advocate for our mission.

At Texas Children’s, we believe that our people are our greatest asset. By thinking and leading differently, our One Amazing Team always remains one step ahead and is committed to a culture of excellence, quality and safety in all areas. The leadership team we have in place through our in-chiefs and chairs, our executive vice presidents, and our medical and administrative leaders are without a doubt the greatest teams in our organization’s history, and I for one am excited about what lies ahead for our organization.

I am honored to share with you Texas Children’s Strategic Plan where you will learn about what makes our organization unique and what has driven and cemented our strong foundation. Over the next few pages, you will get a glimpse of what the future holds for Texas Children’s.

All my best,



MARK A. WALLACE  
President & CEO, Texas Children’s





Texas Children's Hospital

DO NOT ENTER

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# Leading in Patient Care, Education and Research

Texas Children's mission is to create a healthier future for children and women throughout our global community by leading in patient care, education and research.



## Clinical expertise

We strive to recruit and retain the very best talent. Our team of physicians collaborate and partner together to continuously improve in all facets and commit to seeking enhanced methods of care and treatment.



## Education

We are immensely proud that our system includes a one-of-a-kind teaching hospital, Texas Children's Hospital. This state-of-the-art facility is where we consistently find new and improved ways to deliver the highest quality care to our patients and their families when and where they need it.



## Research

Texas Children's has a multitude of world-renowned physician-scientists who are dedicated to their fields of expertise and who already have and will continue to change the future of health care.



# Our Core Values

## 1 Embrace freedom

**We are driven, motivated and innovative.**

We don't just set our minds to solving problems, we pursue the answers. We find a way to reach our goals, even if it requires creating a new path. And once we make discoveries, we openly share our findings with the world.

## 2 Lead tirelessly

**We are courageous, forward-thinking and responsible.**

To create a healthier future, we are always looking ahead because we know that innovative, new treatments are the result of being the first to try them. And we will not stop trying until we succeed.

## 3 Live compassionately

**We are warm, authentic and selfless.**

We treat families the way we treat our own. From our patients to our community, we strive to make a difference any way we can because changing lives starts by living compassionately.

## 4 Amplify unity

**We are unified, inspirational and inviting.**

Our care is boundless and borderless. We work together to create healthier opportunities for everyone, everywhere, and we actively connect like-minded thinkers, innovators and healers to improve lives around the world.



# Our Strategic Path Forward

Our strategic plan aims to establish Texas Children’s as the system of choice for children, women, faculty and staff, and become the undisputed global leader in pediatric and women’s health.

Our strategic imperatives – Customer Obsession and Financial Stewardship – are essential components of the strategic plan and ensure that we do not deviate from our number one priority – our mission – and provide the underlying focus necessary to reach our strategic goals.

Our primary theme throughout all of our efforts is to Think Differently and Lead Differently, which enables our One Amazing Team to always remain one step ahead.



# Philanthropy and Financial Stewardship

Each of our strategic objectives depends on our ability to maintain strong and consistent financial performance year after year. We balance the importance of sound financial results with the need to continue to invest in people, infrastructure and growth. To support our financial goals, we target philanthropic efforts that align with our organizational priorities, advocate for continued supplemental funding from state and federal programs and maintain our bond ratings to ensure a lower cost to borrow money.

## Key initiatives

- **Establish financial performance oversight, goals and accountability**  
Enhance visibility and understanding of financial data, along with our leaders' financial acumen and accountability for driving results.
- **Strategic investments in opportunities with margin potential**  
Explore and expand alternative revenue streams that align with the organization's core mission and values.
- **Work smarter through automation across administrative and clinical areas**  
Invest in innovations that can transform both administrative and clinical operating models to provide cost savings and address staffing challenges.
- **Respond to continued financial pressure from public and private payers**  
Prepare and pursue state-of-the-art payer engagement strategies to enhance collaboration and build long-term trust-based relationships with payers.
- **Texas Children's Foundation portfolio**  
Active management of investments for the Texas Children's system. These investments are made to support advances in cutting-edge pediatric medical research and provide greater access to high-quality health care for children and women.





# Texas Children's Continues its Mission to Fundraise

## Area of focus:

1. Austin Expansion
2. Women's Services and Main Tower expansion
3. Behavioral Health
4. Research/Jan and Dan Duncan  
Neurological Research Institute
5. Orthopedics and Sports Medicine
6. Cancer and Hematology Center
7. Heart and Transplant Centers





## Right Care, at the Right Place, at the Right Time

- Ensure world-class care is accessible to all who need it, regardless of their ability to pay.
- Adapt to rapidly changing patient preferences and health care trends to provide the care families need most when and where they need it.
- Focus on providing effective coverage for Texas Children's Health Plan members.
- Enhance care coordination by improving population health strategies, leveraging technology and engaging Health Plan members and the community.



## Key initiatives

- Austin inpatient and outpatient strategy
- Pavilion for Women expansion
- West Tower redesign
- Health Plan care coordination
- Community Cares expansion
- Community partnerships and service offering development
- Sports medicine and orthopedics expansion
- eHealth and Telemedicine enhancement



A close-up, circular photograph of a dog's face, showing its eye and fur, positioned on the left side of the page.

# Customer Obsession

## Delivering a premium experience and focusing on patient-centered care

**From start to finish**, we're committed to delivering a consistent platinum level experience to our patients and families, faculty, staff and all other constituents we interact with daily. This means 1) helping patients and families seamlessly navigate their health care journey so they can focus on what is most important, 2) ensuring that our team members are supported and their voices heard, and 3) leveraging technology to efficiently and effectively communicate and work with our external partners. We know that a second-to-none experience is expected, and our team works tirelessly each day to exceed expectations.

## Key initiatives

### **Family advisory group engagement**

We seek out and engage with our patients and families so we can understand at a meaningful level how to improve and create a better care experience.

### **Provider Connect**

We've streamlined the process for external providers to refer patients to Texas Children's and created channels for clear and efficient care coordination for our patients.

### **Develop and pilot alternative care models**

Everyone deserves access to high-quality care, regardless of their situation. We're continuing to develop new ways to deliver life-changing care when and where people need it most.

### **Expand Care Coordination programs**

We continue to evaluate and improve our system of care channels in an ongoing effort to create a seamless experience as patients navigate through their continuum of care.

### **Executive culture rounds**

Our executive leaders consistently dedicate time to interact with patients, families and team members to gain insight into what is working well and where we need to continue to improve.

Committed to a

# Culture of Excellence

Texas Children's continues to innovate, adapt and lead in all aspects of quality, service and safety. With a continuous improvement mindset, our strategic initiatives optimize and elevate Texas Children's role as a recognized leader in providing effective, high-quality, well-coordinated and cost-efficient care for children and women.



# Key initiatives

## Focus on quality and safety

- **Zero harm goals**  
One of our most critical and highest priorities across all teams and leaders is to eliminate the risk of injury for patients, their families and our team members.
- **Reduction of hospital-acquired conditions (HACs)**  
Implement evidence-based practices to reduce and ultimately eliminate the occurrence of HACs.
- **Data-driven quality interventions**  
Leverage analytics to significantly impact operational performance and improve patient outcomes.

## Improve patient interactions and outcomes

- **Culture rounds**  
A multi-channel communication strategy developed to understand the needs of our team, patients and families.
- **Addressing social determinants of health**  
Improve the health, well-being and quality of life of our patients and members by addressing health inequities that worsened during the pandemic.
- **Care coordination**  
Ensure that high-quality, comprehensive and navigable care is accessible when and where our patients need it most.

## Invest in modern technology and innovation

- **Ambulatory redesign**  
Reimagine and continuously improve the delivery of care in all settings.
- **Health Plan Tapestry implementation**  
Increase productivity and efficiency of Utilization Management and Care Coordination functions, driving quicker review of member information and more effective management of member's needs.

## Expand public health response measures

- **Center for Vaccine Development**  
Lead the development and testing of low-cost, safe and effective vaccines against emerging and neglected tropical diseases locally and across the globe.
- **Public health emergency/COVID-19 response**  
Serve as expert advocates and partner with community leaders to enhance public awareness and education surrounding local and global health events.

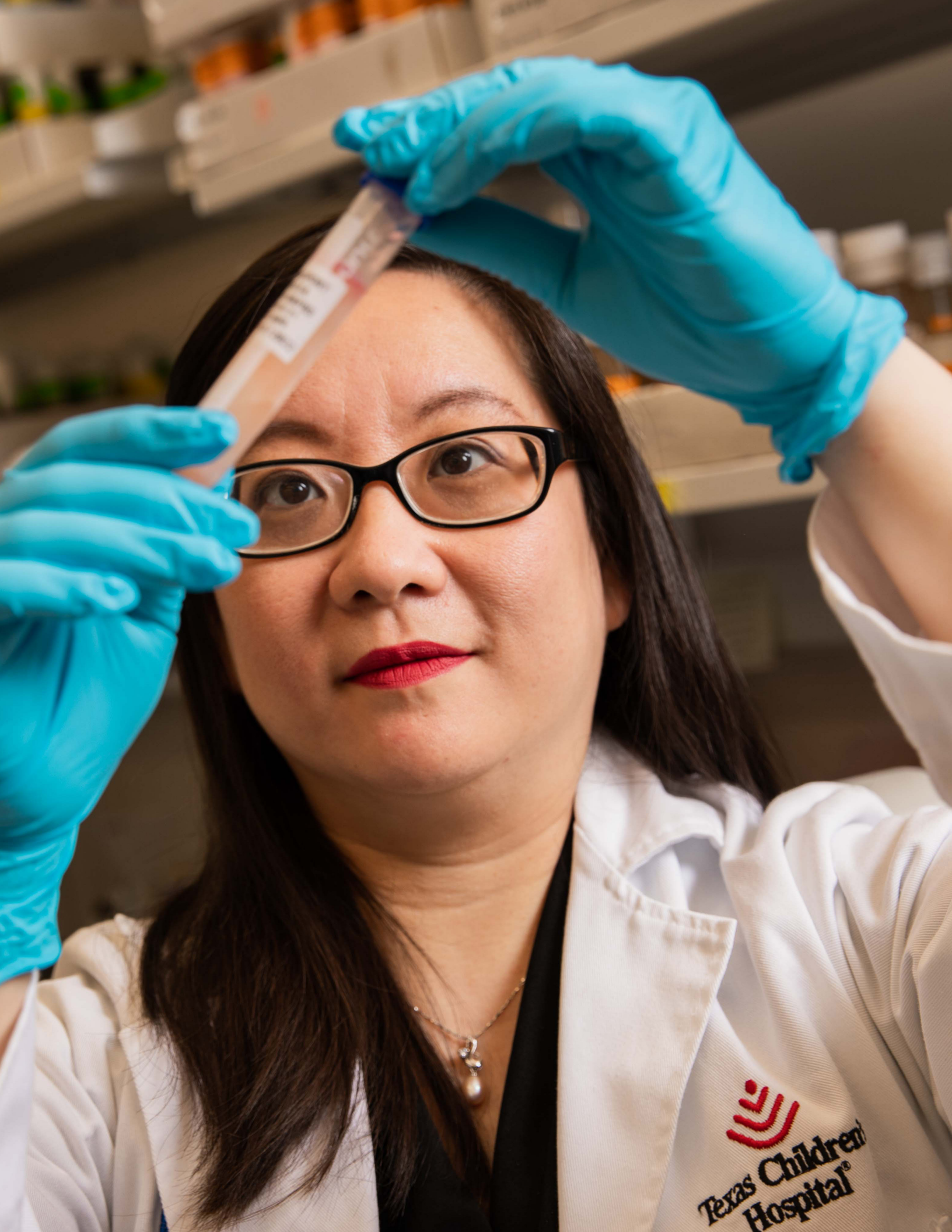
# Our People are Our Greatest Asset

- Continue to strive for excellence in maintaining, recruiting and training top-tier talent both administratively and clinically.
- Continue to work towards equality, equity and inclusivity, and ending discrimination for all people by committing to uphold our values of serving all who need Texas Children's expertise.
- Expand and build upon our diversity initiatives to further champion these priorities and recruitment efforts, while engaging our workforce and the communities we support.
- Acknowledge and celebrate our differences.

## Key initiatives

- Hire and onboard new physician and administrative leaders
- Recruit and retain quality workforce through Tomorrow, Together Program
- Mark A. Wallace Catalyst University
- Leadership development program
- Baylor College of Medicine affiliation
- Clinical and research faculty recruitment and retention
- DEI training and development
- Employee wellness programs
- Succession planning and leadership development





  
Texas Children's  
Hospital®

# Nation's Best Children's and Women's Research Teaching Program

**Being one of the nation's best children's hospitals** is the result of finding and developing world-class talent. Under the guidance of our Research-in-Chief, Huda Y. Zoghbi, MD, we're continuing to grow our status worldwide by providing high-quality training programs, engaging in cutting-edge research, developing a pipeline of physicians and expanding our facilities.

## Key initiatives

### Support the vision of our Research-in-Chief

Continue to build first-rate research programs that will advance our understanding of diseases while resulting in strategies for best possible treatments.



### Create a robust research infrastructure to enable collaboration and scientific breakthroughs

- Support and grow our clinical research structure
- Expand and invest in data science capabilities
- Advance core facilities
- Develop a strong translational research program to complement our robust clinical research program
- Enhance infrastructure for development of novel therapies



## Key initiatives (cont.)

### Faculty, physician-scientist and resident development and training programs

Our strength comes from within. That's why we're invested in developing our talent through high-quality training programs.

### Baylor College of Medicine affiliation

Texas Children's Hospital is the primary pediatric training site for Baylor College of Medicine, which has one of the largest pediatric residency programs in the country.

### Expanded philanthropic support

To achieve Texas Children's goals and eminence as we grow and expand locally and across the globe, we will continue to collaborate and partner with like-minded organizations that support and advance the mission of Texas Children's.

### Targeted recruitment of preeminent researchers

Finding talent is as important as developing it. We're focused on discovering and recruiting top physician and researcher talent on a global scale.

### Expand and renovate facilities

We're continuing to build on our strong foundations by investing in modern facilities and technologies.

### Increase funding from external awards (National Institutes of Health)

We're dedicated to sourcing additional funds to help us make more breakthroughs and change lives around the world.

# Expanding Our Commitment to Patient Care

**Much like the families we serve, we're always growing.** To better support those families, we're committed to expanding our offerings to care for more people in more places. Whether it's building new locations, growing our service offerings or partnering with other leading organizations — we're improving lives for our patients everywhere.



# Key areas of growth

## **Austin expansion**

Texas Children's Hospital North Austin will deliver state-of-the-art, top-tier care for children and women in the area, including specialized pediatric care and community maternal-fetal medicine services.

## **Texas Children's Pediatrics targeted growth**

To provide high-quality pediatric care to families everywhere, we continue to expand our Texas Children's Pediatrics footprint across the state.

## **Adult Congenital Heart Disease Program**

We continue to grow our Adult Congenital Heart Disease (ACHD) Program because our care doesn't stop when a child grows up. Our ACHD program is the largest in Texas and is accredited by the Adult Congenital Heart Association.

## **Behavioral and mental health**

We're focused on providing the best care across the board, including high-quality care to meet the behavioral and mental health needs of children and adolescents.

## **Retail pharmacy growth**

Access to medication is as important as access to health care. We're developing ways to improve our patient's access to their pharmaceutical needs.

## **Texas Children's Global Health Network**

Our Global Health Network continues to provide high-quality, life-changing care to more people around the world.

## **U.S. News & World Report**

We're committed to continuing to rank as the best children's hospital in Texas and one of the best in the nation.

## **Disney partnership**

It's important that children feel comfortable in our care. Texas Children's is the first hospital to work with Disney to reimagine the patient journey and create a more personal and comforting experience for patients.

## **United States Olympic & Paralympic Committee partnership (USOPC)**

As the Pediatric Medical Center for the USOPC, we support the nation's most elite athletes with world-class pediatric and women's care.

## **The Menninger Clinic partnership**

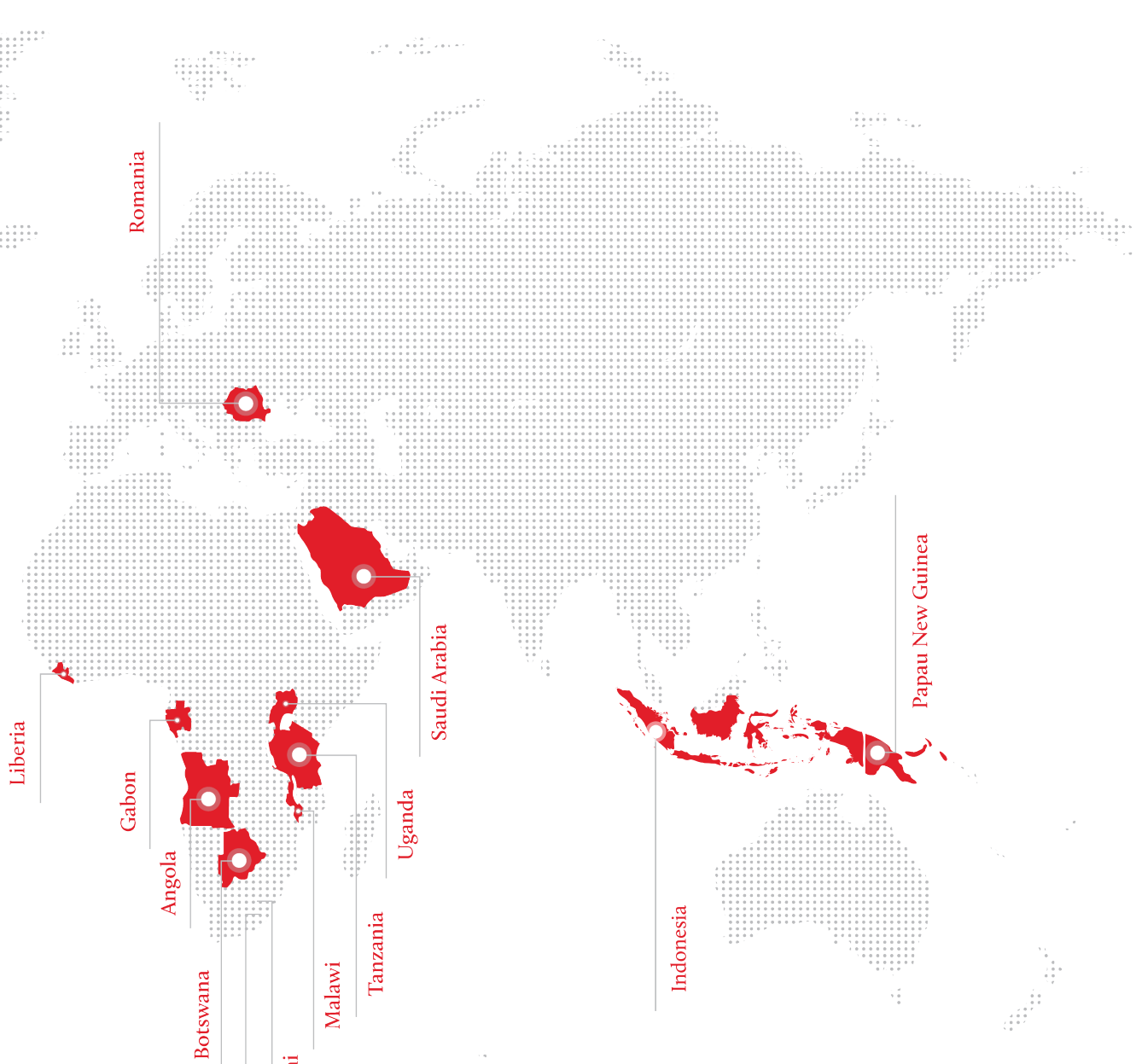
We're continuing our affiliation with the Menninger Clinic to provide mental health services to more children and adolescents.

# Bringing Life-saving Care to All Parts of the World

We may call Texas home, but our impact is felt around the globe. We're sharing our medical expertise, resources and care with local, national and global communities. From Houston, to Austin, to 18 countries and counting — we're bringing life-changing care to more people everywhere, and treating more than 360,000 patients overseas for a wide range of medical needs, including:

- Cardiovascular care
- Critical care
- Emergency medicine
- General pediatrics
- Hematology-oncology care
- HIV/AIDS care
- Maternal health care
- Neonatology care
- Tuberculosis care
- Vaccine development





**100M+**

People across the globe vaccinated against COVID-19 through our shared vaccine technology

**140,000+**

Health workers trained over 20 years

**2,900+**

Local staff across our global network of non-governmental organizations (NGOs)

**200+**

Global Health Corps doctors since 2005

The difference is  
**life changing**<sup>TM</sup>

