

Strategy & Finance Alignment

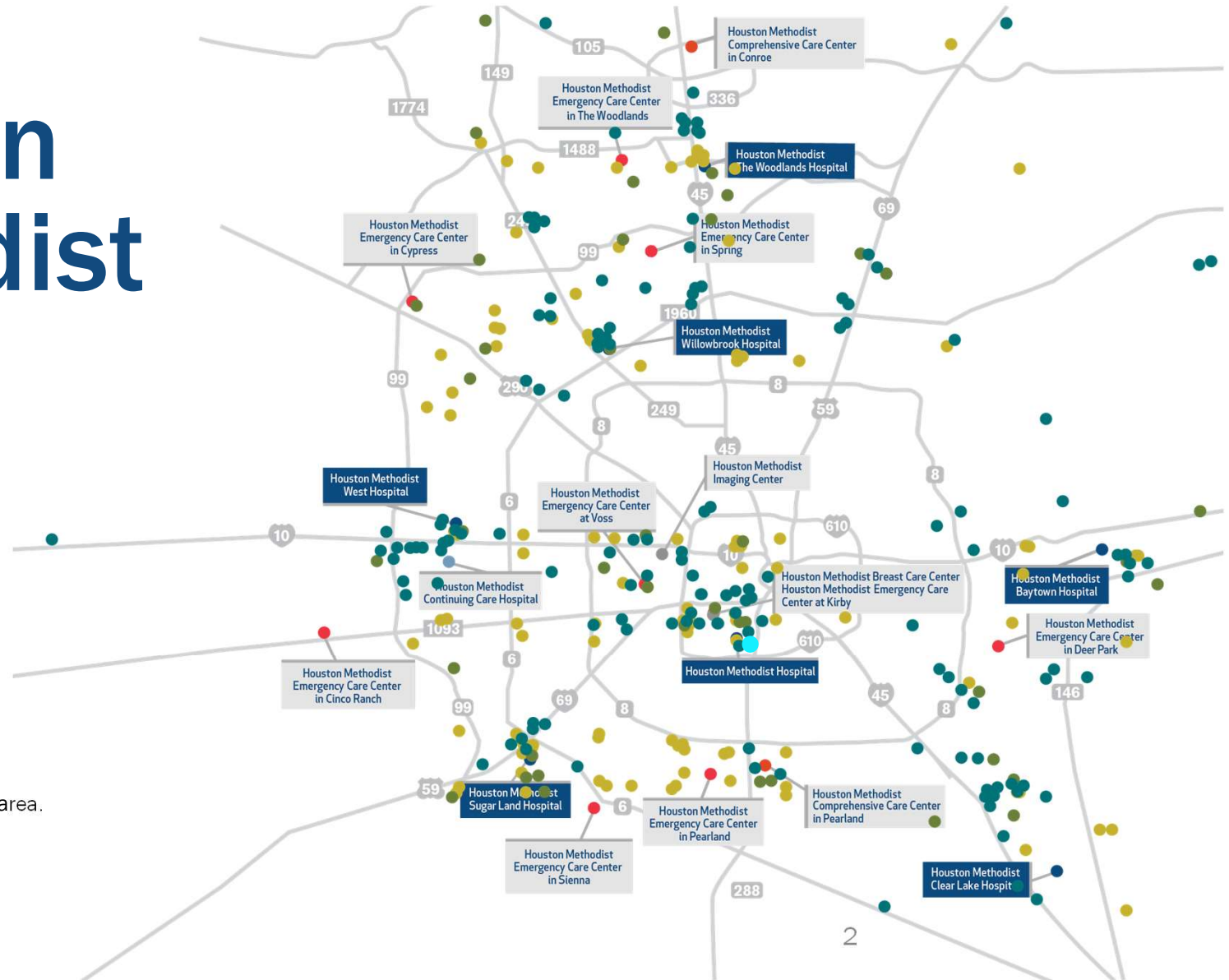
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May 14, 2025

Houston Methodist



Excludes locations outside of the map area.



FACILITIES AND CAPACITY

Houston Methodist is a faith-based, academic medical center comprised of 8 hospitals,

1 academic
medical center

6 community
hospitals

1 long-term acute
care hospital

2,711 operating
beds

PHYSICIANS AND STAFF



32,000+
Employees



1,215+
Employed Physicians
+ **5,069** Affiliated Physicians



PATIENT ENCOUNTERS

In 2023, Houston Methodist had

138,000+ HOSPITAL ADMISSIONS

2,091,200+ OUTPATIENT VISITS

2,046,600+ CLINIC VISITS

RECOGNITION AND ACCOLADES



RESEARCH, EDUCATION AND GIVING



\$299 MILLION
research and
education funding



71
ACGME residency
training programs



WEILL CORNELL
Medical School
affiliation

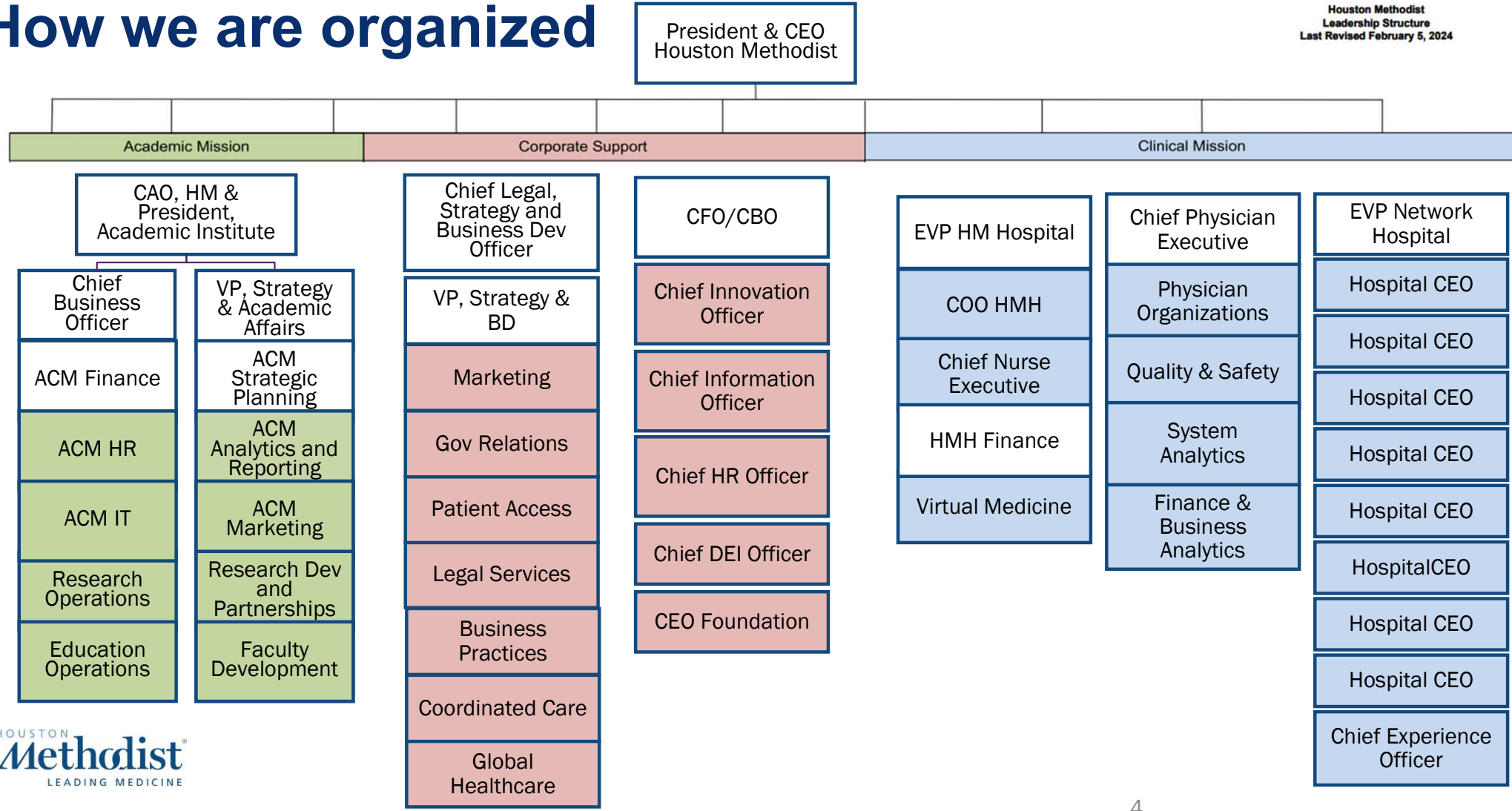


ENMED PROGRAM
partnership with
Texas A&M

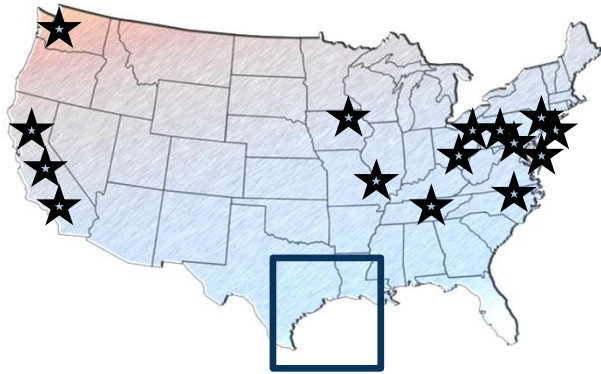
More than **\$1 BILLION** in charity care and community benefits

How we are organized

Houston Methodist
Leadership Structure
Last Revised February 5, 2024



Houston Methodist Academic Trajectory



2004 - 2010



Base Building

- Accreditations
- Education Infrastructure
- Research Infrastructure
- Weill Cornell Affiliation
- Initial strategic Vision



2010 - 2019



Develop Programs

- Filling the HMRI Building
- Filling GME Programs
- Clinical Research
- TAMU/EnMed Affiliation
- Strategic Plan 1.0



2019 - 2030



National Impact

- Quality, Efficiency & Service
- Critical Mass
- Expand Affiliations
- Develop National Impact Programs
- Strategic Plan 2.0

How we approach budgeting and planning

Research + education = discretionary expenses

Articulate value proposition

View your plan as a case for investment

Quantify ROI

Show fiscal responsibility

Demonstrate sustainability

Make it modular

Baseline

Commitments made but not yet fulfilled

Growth opportunities*

Academic Strategic Plan 2025-2035:

Commitments

- CV Wellness & Prevention
- Neurorestoration
- Human Performance
- NCI Designation
- Transplant Science
- Infectious Disease

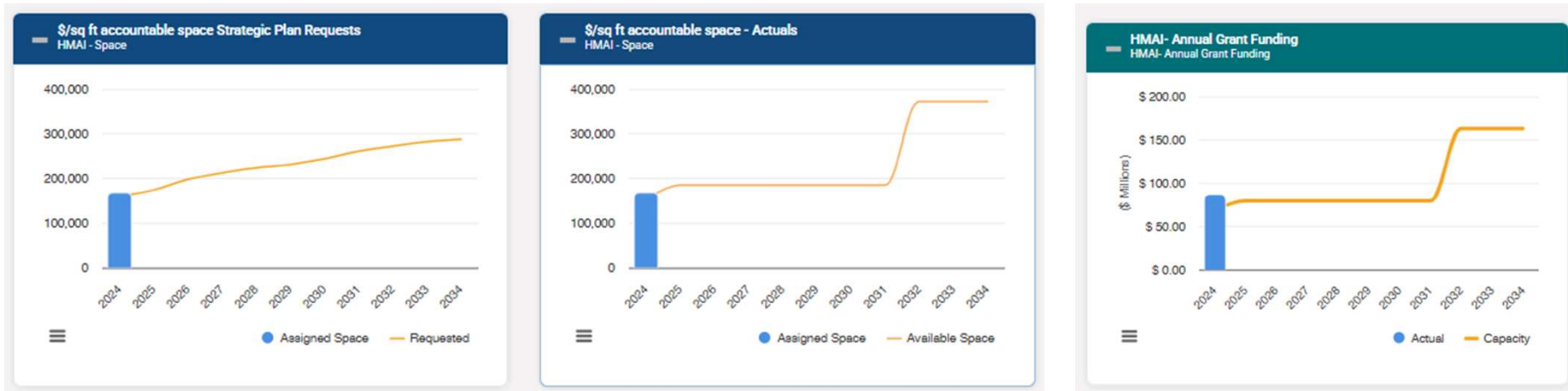
Growth Opportunities

- Digital Health
- Bioengineered Therapeutics
- Intelligent Imaging
- Surgical Innovation
- Dominating Dementia
- Healthspan
- Quality and Safety Innovation
- Implementation Science

Space Types

Space Type	Financial Model	Assignable	PI Assignable	Examples
Wet Lab Research	\$350-450/ sq ft	Yes	Yes	Ming You Lab
Dry Lab Research	\$350-450/ sq ft	Yes	Yes	Oral Maxillofacial
Clinical Trials	indirects/sq ft	Yes	Yes	
Technical Core	50% cost recovery	Yes	No	Flow Cytometry, TIC
Service Core	IDC	Yes	No	AOCT, CMP, CCAT, Biorepository, CHDSA
Strategic	Varies	Yes	Yes	JCCT, CNSR, CHP
Education	No recovery	Yes	No	West Pavillion, R2, Workstations
Central Admin	IDC	Yes	No	R12, R2 Admin, JRB
Unusable	IDC	No	No	Utilities, data center, elevator bank

Projections for space planning and budgeting



Alignment Model: Today

Budgeting		Strategic Plan Alignment
Space- buildings	Corporate	Annual Senior Executive Retreat reviews strategic plan projections and proposals
Faculty recruits	Dept>HMAI>Corp Dept>HMH>Corp	Trued up after budgeting
Staff	Dept>HMAI>HMH>Corp	Projections act as guide, track against projections annually
Equipment	Dept>HMAI>HMH>Corp	Projections act as guide
Space-assignments	Dept>HMAI	Projections act as guide
Philanthropy*	HMAI/Dept/HMH>Foundation	Initiatives are the highest priority

Alignment Model: Opportunities for the Future

Budgeting		Strategic Plan Alignment
Space- buildings	Corporate	Annual Senior Executive Retreat reviews strategic plan projections and proposals; corporate updates 2x per yr
Faculty recruits	Dept>HMAI>HMH>Corp	True up in advance, strategy at the table for reconciliation before finalized at HMAI level
Staff	Dept>HMAI>HMH>Corp	Projections act as guide, track against projections annually
Equipment	Dept>HMAI>HMH>Corp	Projections act as guide, track against projections annually
Space-assignments	Dept>HMAI	Projections act as guide, track against projections annually
Philanthropy*	Dept>HMAI/HMH>Foundation	Initiatives are the highest priority

