



# Implementation Strategy

## 2022

**Memorial Hermann Health System  
Memorial Hermann Southwest Hospital  
2022 Implementation Strategy**

**Executive Summary**

**Introduction & Purpose**

Memorial Hermann Southwest Hospital is pleased to share its Implementation Strategy Plan, which follows the development of its 2022 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this plan was approved by the Memorial Hermann Board of Directors on September 29, 2022.

This report summarizes the plans for 2022-2024 to provide community benefit programming that addresses the prioritized health needs identified in its 2022 CHNA. These include:

<b>Memorial Hermann Pillars</b>	<b>Memorial Hermann Health System Prioritized Health Needs</b>
Access:	Access to Healthcare
Emotional Well-Being:	Mental Health and Mental Disorder
Food as Health:	Diabetes, Heart Disease, Stroke, Obesity/Overweight
Exercise is Medicine:	Diabetes, Heart Disease, Stroke, Obesity/Overweight

The following additional significant health needs emerged from a review of the primary and secondary data: Older Adults and Aging; Cancers; Children's Health; and Women's Health. With the need to focus on the prioritized health needs described in the table above, these topics are not specifically prioritized efforts in the 2022-2024 Implementation Strategy. However, due to the interrelationships of social determinant needs many of these areas fall, tangentially, within the prioritized health needs and will be addressed through the upstream efforts of the prioritized health needs. Additionally, many of them are addressed within ongoing programs and services (and described in more detail in the CHNA report).

Memorial Hermann Southwest Hospital provides community health prevention and education initiatives that lay outside the scope of the programs and activities outlined in this Implementation Strategy. These initiatives are offered through a variety of venues to thousands of Houston residents seeking more information about their health.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Memorial Hermann Southwest Hospital's service area and guide the hospital's planning efforts to address those needs. Special attention was given to the needs of vulnerable populations, unmet health needs or gaps in services, and input from the community. To standardize efforts across the Memorial Hermann Health System and increase the potential for impacting top health needs in the greater Houston region, community health needs were assessed and prioritized at a regional/system level. For further information on the process to identify and prioritize significant health

needs, please refer to Memorial Hermann Southwest Hospital's CHNA report at the following link: <https://memorialhermann.org/locations/southwest/community-health-assessment-needs>.

### Memorial Hermann Health System

Charting a better future. A future that's built upon the HEALTH of our community. At Memorial Hermann, this is the driving force as we strive to redefine and deliver health care for the individuals and many diverse populations we serve. Our 6,700 affiliated physicians and 29,000 employees practice the highest standards of safe, evidence-based, quality care to provide a personalized and outcome-oriented experience across our more than 270 care delivery sites. As one of the largest not-for-profit health systems in Southeast Texas, Memorial Hermann has an award-winning and nationally acclaimed Accountable Care Organization, 17\* hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area. Memorial Hermann-Texas Medical Center is one of the nation's busiest Level I trauma centers and serves as the primary teaching hospital for McGovern Medical School at UTHealth Houston. For more than 115 years, our focus has been the best interest of our community, contributing more than \$411 in FY 20 through school-based health centers, neighborhood health centers, a nurse health line and other community benefit programs. Now and for generations to come, the health of our community will be at the center of what we do—charting a better future for all.

*\*Memorial Hermann Health System owns and operates 14 hospitals and has joint ventures with three other hospital facilities, including Memorial Hermann Surgical Hospital First Colony, Memorial Hermann Surgical Hospital Kingwood and Memorial Hermann Rehabilitation Hospital-Katy. These facilities comprise 13 separate hospital licenses..*

### Mission Statement

Memorial Hermann Health System is a non-profit, values-driven, community-owned health system dedicated to improving health.

### Vision

To create healthier communities, now and for generations to come.

### Our Values

**Community:** We value diversity and inclusion and commit to being the best healthcare provider, employer and partner.

**Compassion:** We understand our privileged role in people's lives and care for everyone with kindness and respect.

**Credibility:** We conduct ourselves and our business responsibly and prioritize safety, quality and service when making decisions.

**Courage:** We act bravely to innovate and achieve world-class experiences and outcomes for patients, consumers, partners and the community.

The extensive geographic coverage and breadth of service uniquely positions Memorial Hermann to collaborate with other providers to assess and create healthcare solutions for individuals in Greater Houston's diverse communities; to provide superior quality, cost-efficient, innovative and compassionate care; to support teaching and research to advance the health professionals and health care of tomorrow; and to provide holistic health care that addresses the physical, social, psychological and spiritual needs of individuals. An integrated health system, Memorial Hermann is known for world-class clinical expertise, patient-centered care, leading-edge technology and innovation. Supporting and guiding the System in its impact on overall population health is the Memorial Hermann Community Benefit Corporation.

The Memorial Hermann Community Benefit Corporation (CBC) implements initiatives that work with other healthcare providers, government agencies, business leaders and community stakeholders that are designed to improve the overall quality of life in our communities. The work is built on the foundation of four intersecting pillars: Access to Health Care, Emotional Wellbeing, Food as Health and Exercise is Medicine. These pillars are designed to provide care for uninsured and underinsured; to reach those Houstonians needing low-cost care; to support the existing infrastructure of non-profit clinics and federally qualified health centers; to address mental and behavioral care services through innovative access points; to work against food insecurity and physical inactivity; and to educate individuals and their families on how to access the services needed by and available to them. Funded largely by Memorial Hermann with support by various partners and grants, the work takes us outside of our campuses and into the community.

### **Memorial Hermann Southwest Hospital**

Southwest Hospital has been caring for families since 1977. A 543-bed facility, Memorial Hermann Southwest employs state-of-the-art technology and a team of highly trained affiliated physicians to offer world-class care close to home. Memorial Hermann Southwest has been serving the communities of Southwest Houston, including Bellaire, Meyerland, the Galleria area, Missouri City and beyond, since 1977.

The Southwest campus is designated as a Comprehensive Stroke Center by the Joint Commission. Specialties and programs include: Arrhythmia Clinic, Breast Care Center, Cancer Services, Diabetes Management Program, Digestive Health Center, Heart & Vascular Institute, Imaging Center, Neuroscience Program, Orthopedics & Sports Medicine, Rehabilitation Services, Vascular and Interventional Radiology Services, Women's Health & Maternity, Level III NICU, and Wound Care.

## Summary of Implementation Strategies

### Implementation Strategy Design Process

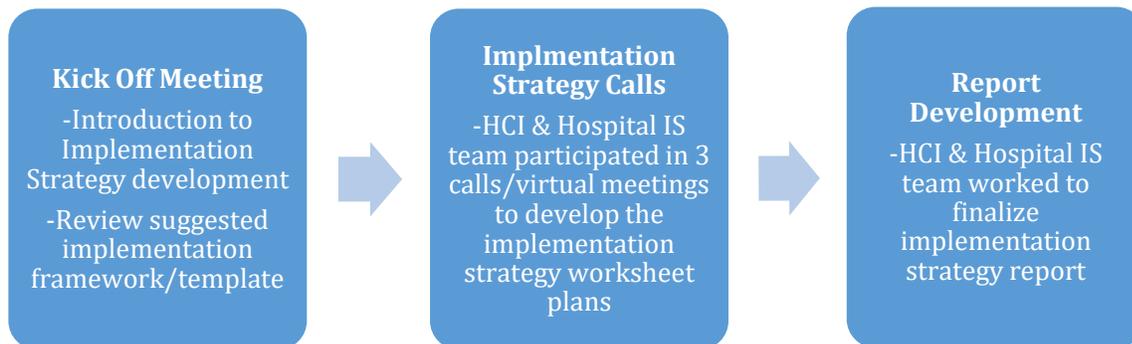
Memorial Hermann Southwest Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Following the identification of the six priority health needs, the Community Benefit team began subsequent work on implementation planning. Hospital contacts and participants were identified, and representation included Memorial Hermann Southwest Hospital Hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Southwest Hospital reviewed the hospital's most recent implementation plan (2019-2022), noting strengths and areas of improvement to inform the development of the new implementation plans.

Hospital representatives from Memorial Hermann Southwest Hospital were invited to participate in an Implementation Strategy Kick-Off meeting. The meeting was offered on June 21, 2022, and June 23, 2022, two separate times to accommodate schedules. A total of eighty participants attended from Memorial Hermann Health System. Following the initial planning meetings, Conduent HCI hosted a series of virtual meetings and email exchanges to finalize the implementation strategy report as shown in Figure 1.

**Figure 1: Implementation Strategy Work Schedule**



## Memorial Hermann Southwest Hospital Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Southwest Hospital to directly address the health needs identified in the CHNA process. They include:

Memorial Hermann Pillars	Memorial Hermann Health System Prioritized Health Needs
Access:	<p>Access to Healthcare</p> <ul style="list-style-type: none"> <li>○ Strategy: Increase and improve the capacity of health care services, systems, infrastructure. Expand opportunities for patient interactions to educate, provide access, and reduce costs for healthcare needs.</li> </ul>
Emotional Well-Being:	<p>Mental Health and Mental Disorders</p> <ul style="list-style-type: none"> <li>○ Strategy: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees.</li> </ul>
Food as Health:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> <li>○ Strategy 1: Increase the proportion of individuals who receive diabetes prevention education, nutritional food education, and food access opportunities.</li> <li>○ Strategy 2: Increase the proportion of individuals who receive heart disease/stroke prevention education.</li> </ul>
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> <li>○ Strategy: Reduce the proportion of individuals who have diabetes, heart disease/stroke or who are overweight or obese through education on the importance of physical activity and exercise.</li> </ul>

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Southwest Hospital will implement to address the health needs identified through the CHNA process. The following components are outlined in detail in the tables below: 1) actions the hospital intends to take to address the health needs identified in the CHNA, 2) the anticipated impact of these actions as reflected in the Process and Outcomes measures for each activity, 3) the resources the hospital plans to commit to each strategy, and 4) any planned collaboration to support the work outlined.

Memorial Hermann Southwest Hospital Implementation Strategy Action Plan

**Pillar 1: Access**

**Goal Statement:** From 2022-2024, Memorial Hermann will implement initiatives that increase patients access to care to ensure they receive care at the right location, at the right cost, at the right time.

**Hospital Focus Area/Priority:** Access To Healthcare

**Strategy:** Increase and improve the capacity of health care services, systems, infrastructure. Expand opportunities for patient interactions to educate, provide access, and reduce costs for healthcare needs.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<b>Activity:</b> Nurse Health Line - Provide a 24/7 free resource via the Nurse Health Line that community members (uninsured and insured) within the greater Houston community can call to discuss their health concerns, receive recommendations on the appropriate setting for care, and get connected to appropriate resources.	Community Benefit Corporation - Nurse Health Line	# of calls from counties comprising the counties that Southwest serves (Harris and Fort Bend)	Reporting	41,574	43,653	45,731	47,810
		% Callers satisfied with the NHL (rating good or excellent)		98%	98%	98%	98%
		% Callers who followed the NHL Advice		95%	95%	95%	95%
		% Callers who will use the service again		99%	99%	99%	99%

<p><b>Activity:</b> ER Navigation - Navigating uninsured and Medicaid patients that access the ER for primary care treatable and avoidable issues to a medical home.</p>	<p>Community Benefit Corporation – ER Navigation</p>	<p># of Encounters</p> <p># of Referrals</p> <p>Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals</p>	<p>LVM</p>	<p>2,829</p> <p>5,064</p> <p>6 month - 73%</p> <p>12 month - 65%</p> <p>18 month - 59%</p>	<p>3,000</p> <p>5,064</p> <p>6 month - 73%</p> <p>12 month - 65%</p> <p>18 month - 59%</p>	<p>3,000</p> <p>5,064</p> <p>6 month - 73%</p> <p>12 month - 65%</p> <p>18 month - 59%</p>	<p>3,000</p> <p>5,064</p> <p>6 month - 73%</p> <p>12 month - 65%</p> <p>18 month - 59%</p>
<p><b>Activity:</b> Anchor Institution- Increase employment in the southwest Houston community.</p>	<p>Community Benefit Corporation in partnership with MHSW</p>	<p>System</p>	<p>System</p>	<p>N/A</p>	<p>Development</p>	<p>Finalize goals and metrics; implement trainings for stakeholders</p>	<p>Establish success factors for sustainability and growth</p>
<p><b>Activity:</b> Neighborhood Health Center – Southwest Provision of low cost cash clinic on hospital campus.</p>	<p>Neighborhood Health Center - SW</p>	<p>Patient visits</p>	<p>Clinic HER--eCW</p>	<p>1,958</p>	<p>1,997</p>	<p>2,037</p>	<p>2,078</p>
<p><b>Activity:</b> MVP (Multi Patient Visit) Program - Collaborate with other area hospitals to identify patients with 10+ visits in a rolling 12-month period and connect them with needed resources to prevent need for recurring ED visits.</p>	<p>System – Emergency Department</p> <p>Community Benefit Corporation</p> <p>MHSW MVP Care Team</p>	<p>Patients that have been assessed and engaged - Reduce ED Visits by 10%</p>	<p>FirstNet/ Cerner HIE</p>	<p>12 month reflection of patients</p>	<p>50% of patients are assessed</p>	<p>50% of patients are assessed</p>	<p>50% of patients are assessed</p>

<p><b>Activity:</b> Community Resource Center - Southwest (CRC-SW) – Provide education and eligibility application assistance for healthcare services for uninsured and under-insured patients and community members.</p>	<p>Community Benefit Corporation  Community Resource Center - SW</p>	<p># of completed applications</p>	<p>LVM electronic database</p>	<p>763</p>	<p>863</p>	<p>975</p>	<p>1,100</p>
<p><b>Activity:</b> Food Pantry within Community Resource Center. Food provided through Houston Food Bank and food donation drives. Healthy recipes provided, along with education cards that go along with food. Provide education on healthy grocery shopping.</p>	<p>Community Benefit Corporation  Community Resource Center - SW</p>	<p>Pounds of food given</p>	<p>Spreadsheet</p>	<p>6,455</p>	<p>9,733</p>	<p>10,709</p>	<p>11,777</p>
<p><b>Activity:</b> Memorial Hermann Health Centers for Schools - Sharpstown Clinic provides pharmaceuticals associated with the patient visit at no cost to the family. The on-site Class D Pharmacy is supported by MHSW.</p>	<p>Community Benefit Corporation  Health Centers for Schools - Sharpstown Clinic  MHSW Pharmacy</p>	<p>Pharmaceuticals dispensed</p>	<p>Pharmacy logs</p>	<p>151</p>	<p>175</p>	<p>175</p>	<p>175</p>

**Anticipated Outcomes:**

- Short-Term: Increase awareness and knowledge of where to access services and connect patients/community to quality care
- Long-Term: Improve overall health outcomes of patients

**Target/Intended Population(s):**

- Uninsured/underinsured
- Low-income populations
- Immigrant populations
- Aging population/older adults

**Resources:**

- Specialty access clinic: approved cardiologist
- Two discharge callback nurses: discharge call back program (nurse-driven to ensure access to PCP and appointments are scheduled, prescription access)
- Volunteers for community outreach events
- Community Resource Center staff, space, and operations
- ER Navigation and Nurse Health Line staff and operations
- School-Baed Health Center staff and operations
- Neighborhood Health Clinic staff and operations

**Collaboration Partners:**

- Indus Apartment management: partnering with local complexes
- Bethel's church
- FQHCs: Access Health, Legacy, Bee Busy, Avenue 360, Hope Clinic & Ibn Sina
- University Place
- Fonteno Senior Center @ Bayland Park
- Mended Hearts
- University of Houston
- Alief ISD
- Houston ISD

**Pillar 2: Emotional Wellbeing**

**Goal Statement: From 2022-2024, Memorial Hermann will implement initiatives that connect and care for community members that are experiencing a mental health crisis with: access to appropriate psychiatric specialists at the time of their crisis; redirection away from the ER; linkage to a permanent, community based mental health provider; and knowledge to navigate the system, regardless of their ability to pay.**

**Hospital Focus Area: Mental Health and Mental Disorders**

**Strategy: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees.**

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<b>Memorial Hermann Psychiatric Response Team</b> Memorial Hermann Psychiatric Response Team, a mobile assessment team, works 24/7 across the System and provides behavioral health expertise to all acute care campuses, delivering services to ERs and inpatient units.	MH Behavioral Health	# of patients	CARE4	1,681	1,457	1,457	1,457
		# ED patients referred to outpatient care		341	252	252	252
<b>Memorial Hermann Mental Health Crisis Clinics</b> Memorial Hermann Mental Health Crisis Clinics (MHCCs) are outpatient specialty clinics open to the community, meant to serve individuals in crisis situations or those unable to follow up with other outpatient providers for their behavioral health needs. Includes substance abuse screenings.	MH Behavioral Health	# of patients	CARE4	2,554	2,592	2,592	1,457
		# Substance abuse screenings completed		N/A	2,592	2,592	252
		# PCP Referrals		438	321		

<b>Memorial Hermann Integrated Care Program</b> Memorial Hermann Integrated Care Program (ICP) strives to facilitate systematic coordination of general and behavioral healthcare. The program integrates evidenced based tools into the EMR for providers to screen patients for depression and suicide and refer to a behavioral health specialist efficiently.	MH Behavioral Health	# of patients	CARE4	N/A	52,091	52,091	52,091
		# Unique patients screened for depression (using PHQ9)		N/A	15,764	15,764	15,764
<b>Anticipated Outcomes:</b> <ul style="list-style-type: none"> <li>• Short-Term: Increase awareness of mental health programs and connections to resources offered</li> <li>• Long-Term: Improve mental health of patients, family members, employees, and community members</li> </ul>							
<b>Target/Intended Population(s):</b> <ul style="list-style-type: none"> <li>• Sugar Land Community</li> <li>• Greater Houston Area</li> </ul>							
<b>Resources:</b> <ul style="list-style-type: none"> <li>• Human Resources - Behavioral Health Services Employees</li> <li>• Operating Resources – Computers, EMR, and other documentation tools</li> <li>• Capital Resources – Offices and other facilities</li> </ul>							
<b>Collaboration Partners:</b> <ul style="list-style-type: none"> <li>• Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other Community Partners</li> </ul>							

**Pillar 3: Food as Health**

**Goal Statement: From 2022 – 2024, Memorial Hermann will implement initiatives that increase awareness of food insecurity, provision of food programs, and education that promotes the reduction/postponement of chronic disease.**

**Hospital Focus Area: Diabetes and Overweight/Obesity**

**Strategy 1: Increase the proportion of individuals who receive diabetes prevention education, nutritious food education, and food access opportunities**

<b>Programs/Activities</b>	<b>Responsible</b>	<b>Evaluation Measures</b>	<b>Data Source</b>	<b>Baseline</b>	<b>Process Measure Y1</b>	<b>Process Measure Y2</b>	<b>Process Measure Y3</b>
<b>Activity:</b> Diabetes boot camp education program with Neighborhood Health Clinic: for uninsured	Diabetes Education Team	Attendance	Sign in sheets	4 attendees in May 2022 session	4 sessions, 2 English, 2 Spanish	4 sessions, 2 English, 2 Spanish	4 sessions, 2 English, 2 Spanish
<b>Activity:</b> Diabetes support groups and community outreach events providing education.	Diabetes Education Team	# event and participants	Sign in sheets and spreadsheets	3 events in FY 2022	6 events	6 events	6 events
<b>Activity:</b> Food Pharmacy	Community Benefit Corporation	# of unique clients	CARE4 / LVM	N/A	Implementation year	90	180
<b>Activity:</b> Offer Spanish quarterly in person diabetes support group.	Diabetes Education Team	# of participants	Survey	N/A	4 sessions, with 6-8 people each	4 sessions, with 6-8 people each	4 sessions, with 6-8 people each
<b>Activity:</b> Address diabetes management education for MH staff. National Diabetes Management day is Nov. 14.	Diabetes Education Team	# of participants	CBISA	N/A	5 days of events during DM week	5 days of events during DM week	5 days of events during DM week
<b>Anticipated Outcomes:</b> <ul style="list-style-type: none"> <li>• <b>Short-Term:</b> Increase awareness/knowledge/access of healthy foods and the impact to chronic disease</li> <li>• <b>Long-Term:</b> Reduce the incidence and burden of diabetes and obesity, improving quality of life</li> </ul>							
<b>Target/Intended Population(s):</b> <ul style="list-style-type: none"> <li>• Uninsured/underinsured</li> </ul>							

- Low-income populations
- Immigrant populations
- Long-term acute care patients
- Multi-diagnosis patients (people living with comorbidities)

**Resources:**

- Diabetes educators
- Clinical Pharmacist
- Staff/space/equipment/materials for food pharmacy program

**Collaboration Partners:**

- Houston Food Bank
- University Place
- Mended Hearts
- Fonteno Senior Center

**Pillar 3: Food as Health**  
**Goal Statement: From 2022 – 2024, Memorial Hermann will implement initiatives that increase awareness of food insecurity, provision of food programs, and education that promotes the reduction/postponement of chronic disease.**  
**Hospital Focus Area: Heart Disease/Stroke and Obesity/Overweight**  
**Strategy 2: Increase the proportion of individuals who receive heart disease/stroke prevention education**

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<b>Activity:</b> Stroke support groups and community outreach events providing education/awareness related to diabetes, heart disease/stroke and obesity prevention.	Stroke Coordinators	# of community events  # of participants in support group	Calendar & Attendance form	2 Events per year  Monthly support group	2 off-campus events per year	2 support group events (TIRR) attendance reach 5-10 additional people	3 off-campus events (1 non English speaking event) Community events targeted at diverse populations
<b>Activity:</b> Mended Hearts Heart Disease support groups and community outreach events providing education.	Cardiac Rehabilitation Team	# of group meetings	Calendar & Attendance form	Quarterly support group	4 group meetings	4 group meetings	4 group meetings

**Anticipated Outcomes:**

- **Short-Term:** Increase awareness/knowledge of the impact of healthy living on chronic disease
- **Long-Term:** Improve cardiovascular health and reduce heart disease and stroke mortality

**Target/Intended Population(s):**

- Community members
- Uninsured or under-insured
- Stroke patients

<p><b>Resources:</b></p> <ul style="list-style-type: none"><li>• Stroke educational materials</li><li>• Marketing materials for community outreach</li><li>• Nursing staff, marketing/communications, stroke coordinator, heart coordinator, injury prevention coordinator</li><li>• Cardiac rehab coordinators; outreach volunteers</li></ul>
<p><b>Collaboration Partners:</b></p> <ul style="list-style-type: none"><li>• TIRR Memorial Hermann</li><li>• Southwest Management District</li><li>• Fort Bend EMS</li><li>• Mended Hearts</li></ul>

**Pillar 4: Exercise as Medicine**

**Goal Statement:** From 2022 – 2024, Memorial Hermann will implement initiatives that promote physical activities that promote social cohesion, emotional well-being, and the reduction/postponement of chronic disease.

**Hospital Focus Area:** Heart Disease and Stroke

**Strategy:** Reduce the porportion of individuals who have diabetes, heart disease/stroke or who are overweight or obese through education on the importance of physical activity and exercise.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<b>Activity:</b> Stroke education, support groups, referrals to community resource center to connect patients to diabetes, heart disease, stroke, and overweight/obesity resources/programs.	Stroke Coordinators	# of community events  # of participants in support group	Calendar & Attendance form	2 Events per year  Monthly support group	2 off-campus events per year	2 support group events (TIRR) attendance reach 5-10 additional people	3 off-campus events (1 non-English speaking event) Community events targeted at diverse populations

- Anticipated Outcomes:**
- Short-Term: Increase awareness and education on chronic diseases, and increase outreach on the impact exercise has on prevention and reduction
  - Long-Term: Increase physical activity and reduce chronic disease in the Southwest community

- Target/Intended Population(s):**
- Community members
  - Uninsured or under-insured
  - Stroke patients

- Resources:**
- Stroke educational materials
  - Marketing materials for community outreach

- Collaboration Partners:**
- TIRR Memorial Hermann
  - Southwest Management District
  - Fort Bend EMS