



Implementation Strategy 2022

**Memorial Hermann Health System
Memorial Hermann Texas Medical Center
2022 Implementation Strategy**

Executive Summary

Introduction & Purpose

Memorial Hermann Texas Medical Center 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:

Memorial Hermann Pillars	Memorial Hermann Health System Prioritized Health Needs
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 Texas Medical Center 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 Texas Medical Center'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 Texas Medical Center’s CHNA report at the following link: <https://memorialhermann.org/locations/texas-medical-center/about-us/community-health-needs-assessment>.

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 Texas Medical Center

Founded in 1925, Memorial Hermann-**Texas Medical Center** (TMC) is the primary teaching hospital for the McGovern Medical School at The University of Texas Health Science Center at Houston (UTHealth). Memorial Hermann-TMC provides leading-edge care in heart, neuroscience, orthopedics, women's health, general surgery, organ transplantation and much more. As one of only two certified Level I trauma centers in the greater Houston area, the hospital provides 24/7 emergency and trauma care. Memorial Hermann Life Flight® provides emergency rescue within a 150-mile radius.

The **Memorial Hermann Orthopedic & Spine Hospital** (MHOSH) brings Memorial Hermann's exemplary standards for patient safety, quality and excellence to a facility that is focused solely on orthopedic and spine care. Memorial Hermann Orthopedic & Spine Hospital is dedicated to the highest quality service with easy access and optimum outcomes for patients across Greater Houston undergoing orthopedic and spine surgery. From affiliated physicians to support personnel, the staff is specially trained and dedicated to helping patients undergo procedures that restore or improve functionality and allow them to return to an active lifestyle. The convenient central location and small size make it ideal for outpatient surgery and services such as knee, shoulder and hip pain treatments as well as rehabilitation. MHOSH specializes in: elective orthopedic surgery, neurosurgery for spine-related conditions, sports-related spine and orthopedic conditions and injuries.

Children's Memorial Hermann Hospital has provided the highest level of care to children and women across the region, and serves as the only hospital in Greater Houston capable of treating the entire family unit in the same facility, including neonatal, pediatric and adult specialists. Centers and specialties include Children's Heart Institute, Children's Neuroscience Center, Pediatric Digestive Health, Pediatric Ear, Nose & Throat, Pediatric Emergency Care, The Fetal Center, Pediatric General and Thoracic Surgery, NICU & Neonatal Care, Pediatric Ophthalmology, Pediatric Orthopedics, Pediatric Plastic and Reconstructive Surgery, Pediatric Transplant Center, Pediatric Urology, The Women's Center, and Pediatric Virtual Care.

Located in the dynamic and fast-growing Cypress area, **Memorial Hermann Cypress Hospital** brings the expertise of the Memorial Hermann Health System, including the region's top medical specialists, to families in the Cypress and Northwest Houston area. Affiliated, board-certified physicians and healthcare professionals employ advanced medical equipment and state-of-the-art technology to address the community's healthcare needs, from routine outpatient visits to complex inpatient procedures this 105-bed facility.

Summary of Implementation Strategies

Implementation Strategy Design Process

Memorial Hermann Texas Medical Center 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 Texas Medical Center hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Texas Medical Center 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 Texas Medical Center 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 Texas Medical Center Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Texas Medical Center 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"> ○ Strategy: Improve and expand opportunities for patient interactions to educate, provide access, and reduce costs for healthcare needs.
Emotional Well-Being:	<p>Mental Health and Mental Disorders</p> <ul style="list-style-type: none"> ○ Strategy: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees.
Food as Health:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy 1: Provide educational and awareness opportunities that promote the prevention of diabetes. ○ Strategy 2: Provide educational and awareness opportunities that promote the reduction of heart disease, stroke, and the incidence of obesity/overweight.
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy: Reduce the proportion of individuals who have diabetes, cardiovascular concerns, or who are overweight or obese through education on the importance of physical activity and exercise.

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Texas Medical Center 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 Texas Medical Center 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: Improve and 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
Activity: 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 12-counties that TMC serves	LVM 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>Activity: ER Navigation Program (TMC) - 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 # of Referrals Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals</p>	<p>LVM Reporting</p>	<p>3,870 4,398 6 month - 70% 12 month - 62% 18 month - 57%</p>	<p>3,870 4,346 6 month - 70% 12 month - 62% 18 month - 57%</p>	<p>3,870 4,346 6 month - 70% 12 month - 62% 18 month - 57%</p>	<p>3,870 4,346 6 month - 70% 12 month - 62% 18 month - 57%</p>
<p>Activity: ER Navigation Program (Cypress) - 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 # of Referrals Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals</p>	<p>LVM Reporting</p>	<p>1,589 2,000 First year of implementation</p>	<p>1,589 2,000 6 month – 72% 12 month - 67% 18 month - 63%</p>	<p>1,589 2,000 6 month – 72% 12 month - 67% 18 month - 63%</p>	<p>1,589 2,000 6 month – 72% 12 month - 67% 18 month - 63%</p>
<p>Activity: MVP (Multi Patient Visit) Program - Collaboration 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 Community Benefit Corporation TMC MVP Care Team</p>	<p>Patients that have been assessed and engaged</p>	<p>Cerner HIE</p>	<p>N/A</p>	<p>Reduce ED visits by 10% in year 1</p>	<p>Y2 determined after Y1 analysis</p>	<p>Y3 determined after Y1 analysis</p>

Activity: Financial Counseling program connects patients to Medicaid/social services.	Financial Counseling team	Dashboard to track connections for patients that convert to dollars and volume	Healthquest RCA Analytics	\$25.1M	\$25.9M	\$26.7M	\$27.5M
Anticipated Outcomes: <ul style="list-style-type: none"> • 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): <ul style="list-style-type: none"> • Inpatient, outpatient • Uninsured and under-insured • Medicaid population 							
Resources: <ul style="list-style-type: none"> • Greater Houston Safety-Net Provider • Community Resource Centers (CRCs) • Technology: marketing, social media, apps • Telemedicine • Nurse Health Line management and operations • ER Navigation management and operations • ER staff • Financial counseling staff 							
Collaboration Partners: <ul style="list-style-type: none"> • UT • MHHS Community Hospitals • Other area healthcare providers (Methodist, Harris Health) • United Way 							

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
Memorial Hermann Psychiatric Response Team - 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	# ED patients referred to outpatient care (TMC)	CARE4	374	297	297	97
		# ED patients referred to outpatient care (Cypress)		321	250	250	250
Memorial Hermann Mental Health Crisis Clinics - 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	2,592
		# Substance abuse screenings completed		N/A	2,592	2,592	2,592
		# PCP Referrals		438	321	321	321

Memorial Hermann Integrated Care Program - 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
Activity: Employee Wellness Space to enhance overall wellbeing of employees/ staff/personnel - "place of respite".	TMC Administrative Team	Project Process	Manual Reporting	New Project (0)	Define concepts Planning Year	Define concepts Implementation Year	Assess
Anticipated Outcomes: <ul style="list-style-type: none"> Short-Term: Increase the proportion of individuals who are aware of mental health services and connect to resources Long-Term: Improve mental health 							
Target/Intended Population(s): <ul style="list-style-type: none"> Community MH Employees 							
Resources: <ul style="list-style-type: none"> Human Resources - Behavioral Health Services Employees Operating Resources – Computers, EMR, and other documentation tools Capital Resources – Offices and other facilities Community Partners 							
Collaboration Partners: <ul style="list-style-type: none"> Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other community partners 							

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, obesity/overweight

Strategy 1: Provide educational and awareness opportunities that promote the prevention of diabetes

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Quarterly healthy eating event combined with Farmers Market. Nutrition education provided to compliment farmers market and community needs of diabetes, stroke, obesity/overweight, heart disease.	FANS/Clinical Nutrition Leadership	# of attendees	Clinical Nutrition log	N/A	10 attendees	15 attendees	20 attendees
Activity: Cypress Diabetes support groups Community events - on diabetes care/education --virtual (Katy).	Marketing	# of attendees	Diabetes Education log	N/A	3 attendees	5 attendees	8 attendees
Activity: TMC Diabetes support groups Community events - on diabetes care/education –virtual.	Marketing/Diabetes Education	# of attendees	Diabetes Education log	85 attendees	90 attendees	100 attendees	115 attendees

Anticipated Outcomes:

- Short-Term: Increase awareness of diabetes prevention materials and increase knowledge on how to prevent diabetes
- Long-Term: Reduce the burden and incidence of diabetes , thereby improving quality of life

Target/Intended Population(s):

- Community members
- Patients
- Staff

Resources:

- American Diabetes Association (ADA) in-kind educational materials
- Technology- apps, social media for diabetes education
- Diabetes support groups @ Cypress campus (Diabetes Educators)
- Registered Dieticians (RD)
- National Diabetes Organization- partnership providing educational materials (finger-pricks), online information, in-person instruction
- Community Farmers Market
- Nursing education/diabetes educator

Collaboration Partners:

- American Diabetes Association
- National Diabetes Organization

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/Overweight/Obesity

Strategy 2: Provide educational and awareness opportunities that promote the reduction of heart disease, stroke, and the incidence of obesity/overweight.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Heart Health Symposium	Marketing	# of attendees	Marketing	N/A	15	20	30
Activity: Food labeling in cafes	Morrison/ Clinical Nutrition Leadership	% of items labeled	MyDining	N/A	10% of food items labeled	20% of food items labeled	30% of food items labeled
Activity: Social media campaign through Children’s Memorial Hermann Hospital to promote congenital heart disease information and how to manage with a healthy diet.	Marketing	# of views on social media sites	Social media analytics	4500 total views	4545 total views	4591 total views	4591 total views

Anticipated Outcomes:

- Short-Term: Increase awareness and education about the factors that are known to increase heart disease/stroke
- Short-Term: Increase knowledge and education on how to read food labels to select healthier options
- Long-Term: Improve cardiovascular health and reduce overweight/obesity rates within the community

Target/Intended Population(s):

- Community members
- Patients
- Staff
- Youth

Resources:

- Marketing
- UT Physicians
- Social Media sites

Collaboration Partners:

- American Diabetes Association
- American Heart Association
- Academy of Nutrition and Dietetics

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/Stroke/Overweight/Obesity

Strategy: Reduce the proportion of individuals who have diabetes, cardiovascular concerns, 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
Activity: Virtual Weight loss event (Cypress)	Marketing	# of Attendees	Marketing Log	0	5 attendees	8 attendees	11 attendees
Activity: Social media campaign (CMHH) utilizing pediatric healthcare providers to encourage family activities and health exercise.	Marketing	# of views on social media sites	Social Media Analytics	4500 total views	4545 total views	4591 total views	4637 total views
Activity: Stoke awareness education fair. Host within TMC facility annually with visibility to staff, visitors, physicians. Activities include blood pressure checks, stroke risk assessment and awareness, diabetes awareness, speech and occupational therapy education.	Stroke team	# of Attendees	Event check in	15	20 attendees	25 attendees	30 attendees
Activity: Mobile stroke Ambulance – Contains CT inside ambulance for better in the field stroke care.	Finance/ TMC Campus Leadership	# of transports	EHR	N/A	150	200	250

Anticipated Outcomes:

- Short-Term: Increase awareness and education for diabetes, heart disease, stroke, obesity/overweight and the impact physical activity can have to support healthy living
- Short-Term: Increase awareness of how to identify symptoms of a stroke and how to access care quickly
- Long-Term: Reduce the incidence of heart disease/stroke and obesity/overweight in the community to impact community health

Target/Intended Population(s):

- Community members
- Patients
- Staff

Resources:

- Memorial Hermann Foundation
- American Diabetes Association (ADA) in kind educational materials
- Marketing
- Technology
- Registered Dieticians (RD)
- Morrison – food contract vendor

Collaboration Partners:

- American Diabetic Association
- American Heart Association
- UT Physicians
- Social Media Sites