



Implementation Strategy 2022

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

Executive Summary

Introduction & Purpose

Memorial Hermann Memorial City 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; and Children's Health; 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 Memorial City 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 Memorial City 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 Memorial Hermann Memorial City Medical Center CHNA report at the following link: <https://memorialhermann.org/locations/memorial-city/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 Memorial City Medical Center

At Memorial Hermann Memorial City Medical Center, the latest advances in healthcare should be available right in your neighborhood, not miles away. Located in the heart of west Houston, Memorial Hermann Memorial City Medical Center has been providing proven, trusted healthcare to the residents of Greater and west Houston since 1971. The Memorial Hermann Health System is known for world-class clinical expertise, patient-centered care, leading edge technology, and innovation, and that is exactly the experience to be found at Memorial Hermann Memorial City, along with spacious facilities and a wealth of specialty expertise - all in a premier west Houston location.

With more than 1,400 affiliated medical staff physicians representing over 100 medical specialties, 1,800 employees and 444 licensed hospital beds, Memorial City is an advanced, award-winning medical center offering high-level care previously found only in the Texas Medical Center. From the specialized Women's facility, the dedicated Center for Advanced Orthopedics and Comprehensive Stroke certification, to the Digestive Health Center and Heart & Vascular Institute, there is some of the best in specialty medical care for the community. Other centers and specialties include Amputation Prevention Center, Breast Care Center, Cancer Center, Lindig Family Cancer Resource Center, Diabetes Management Program, International Patient Program, IRONMAN Sports Medicine Institute, Joint Center, Lung and Respiratory Health, Neuroscience Services, Pelvic Floor Health Center, Sleep Center – Adults and Children, Surgical Services, TIRR Memorial Hermann - Outpatient Rehabilitation, and Weight Loss Surgery – NewStart.

Summary of Implementation Strategies

Implementation Strategy Design Process

Memorial Hermann Memorial City 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 Memorial City Medical Center hospital leadership.

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

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Memorial City 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> <p>Strategy: Increase patients’ knowledge of and access to health care and social support services.</p>
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: Provide diabetes, heart disease/stroke, and obesity prevention education and opportunities related to food quality and its impact on diabetes, heart disease, stroke, and obesity/overweight.
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy: Increase opportunities/education that promote exercise and its impact on diabetes, heart disease, stroke, and obesity/overweight.

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Memorial City 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 Memorial City 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: Increase patients' knowledge of and access to health care and social support services

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: ER Navigation- Navigating uninsured and Medicaid patients that access the ER for primary care treatable and avoidable issues to a medical home.	Community Benefit Corporation – ER Navigation	# of Encounters	LVM Reporting	2,259	2,259	2,259	2,259
		# of Referrals		3,394	3,394	3,394	3,394
		Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals		6 month - 70% 12 month - 61% 18 month - 56%	6 month - 70% 12 month - 61% 18 month - 56%	6 month - 70% 12 month - 61% 18 month - 56%	6 month - 70% 12 month - 61% 18 month - 56%
Activity: Nurse Health Line- Provide a 24/7 free resource via the Nurse Health Line that community members (uninsured and insured) within greater Houston can call to discuss their health concerns, receive recommendations on the appropriate setting for care, and	Community Benefit Corporation - Nurse Health Line	# of calls from counties comprising MHMC's primary service area (Fort Bend and Harris)	LVM Reporting	38,815	40,756	42,697	44,637

get connected to appropriate resources.		% 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%
Activity: Expand access to the Expedited Partner Therapy Program to increase treatment access for Sexually Transmitted Infections.	MHMC Pharmacy	# of index patients # of prescriptions	Pharmacy Log	30 Contacts 4 prescriptions	30 Contacts 4 prescriptions	35 Contacts 5 prescriptions	40 Contacts 6 prescriptions
Activity: Ensure all patients have access to anticoagulation medications prior to discharge, with a focus on non-monitoring prescriptions such as Eliquis and Xarelto.	Case Management	# of prescription vouchers given	Case Management	N/A	Implementation year	+10%	+15%
Activity: Continue to contract with Elevate PFS to assist patients in finding health care insurance coverage. As an established program, we expect participation to remain at current levels.	Business Office	# of patients screened % of patients who obtain Medicaid	Elevate PFS	24,165 19%	24,000 19%	24,000 19%	24,000 19%
Activity: Provide post hospitalization follow up visit for	Case Management	# of clinic vouchers	Case Management	N/A	Implementation Year	+10%	+15%

uninsured patients discharged on blood thinner.							
Anticipated Outcomes: <ul style="list-style-type: none"> • Short-Term: Increase awareness and knowledge for patients and community to better navigate health care services for better health outcomes • Long-Term: Improve overall health 							
Target/Intended Population(s): <ul style="list-style-type: none"> • Uninsured/Underinsured • Medicaid patients • Houston Area 							
Resources: <ul style="list-style-type: none"> • Memorial City Case Management Team • Memorial City Pharmacy Team • Memorial City Women’s Services Team • Memorial City Diabetes Team • Greater Houston Safety-Net Providers • ER Navigation • Nurse Health Line 							
Collaboration Partners: <ul style="list-style-type: none"> • Local pharmacies • Good RX, Pharmaceutical companies • Elevate PFS 							

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	CARE4	635	469	469	469
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	15,769	15,769	15,769
Anticipated Outcomes: <ul style="list-style-type: none"> • Short-Term: Increase awareness of and access to mental health programs and resources • Long-Term: Improve mental health of patients, family members, employees, and community members 							
Target/Intended Population(s): <ul style="list-style-type: none"> • Inpatients/outpatients • Families/caregivers 							
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 							
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 • UTHealth Trauma Resiliency Center for PTSD support (mental health) 							

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, Heart Disease/Stroke, Obesity/Overweight

Strategy: Provide diabetes, heart disease/stroke, and obesity prevention education and opportunities related to food quality and its impact on chronic disease

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Host free monthly Bariatric support groups	Bariatric Coordinator	Avg. # of participants	Bariatric Coordinator	22	24	26	28
Activity: Provide comprehensive Medical Weight Loss Management services	NewStart	# of patients seen	Clinic Volume	N/A	Implementation Year	+10%	+15%
Activity: Develop and operationalize a focused Hypertension & Gestational Diabetes education program throughout Women’s Services	Women’s Services Diabetes Education	# of patients who received hypertension education	Care4	N/A	Implementation Year	+10%	+10%
		# of patients seen by diabetes educator		N/A		+10%	+10%
		% of postpartum patients readmitted within 30 days for hypertension		2%		Less than or equal to 2%	Less than or equal to 2%
Activity: Provide free Oncology Nutrition Therapy consults to cancer patients and their caregivers.	Nutritionists	# of patients who received a nutrition consult	Care4	17 (2019)	20	20	20

Activity: Provide nutrition counseling and education to high school athletes and coaches. As established program, expect metrics to maintain existin volumes	SM&R	# of participants in counseling sessions # of educational presentations	Spring Branch ISD	100 nutrition counseling appointments 200 educational presentations			
Activity: Financially Support the Heart Walk. Relaunch after pandemic and build donor base back up.	Cardiac Admin	# of donors	Cardiac Admin	500	300	400	500
Anticipated Outcomes: <ul style="list-style-type: none"> • Short-Term: Increase awareness/knowledge of nutrition as it relates to diabetes, cardiovascular conditions, and obesity • Long-Term: Reduce the incidence and burden of living with a chronic disease, improve quality of life, and reduce mortality 							
Target/Intended Population(s): <ul style="list-style-type: none"> • Youth in communities • Uninsured 							
Resources: <ul style="list-style-type: none"> • Memorial City Bariatric Coordinator • Memorial City Case Management • Memorial City Diabetes Management Team • Memorial City Dietitians 							
Collaboration Partners: <ul style="list-style-type: none"> • Spring Branch ISD • American Heart Association 							

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: Diabetes, Obesity, Heart Disease

Strategy: Increase opportunities/education that promote exercise and its impact on diabetes, heart disease, stroke, and obesity/overweight.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Provide low cost/free school athletic physicals biannually to Spring Branch ISD.	SM&R Outreach	# of participants	MC Marketing	2,082 physicals	2,000 physicals	2,000 physicals	2,000 physicals
Activity: Provide physical therapist to high schools/middle schools for school-based rehabilitation of athletes to return them to play.	SM&R Outreach	# of athletes provided rehabilitation	MC Marketing	140 athletes	140 athletes	140 athletes	140 athletes

See Also Food as Health, Strategy 1, Financially Support Heart Walk

Anticipated Outcomes:

- Short-Term: Increase access to physical activity opportunities, making the connection to health and chronic disease
- Long-Term: Reduce the incidence of chronic disease, improve quality of life and reduce mortality

Target/Intended Population(s):

- High school students
- Employees
- Greater Houston Area

Resources:

- MH Rockets Sports Medicine Institute
- MH Outreach Athletic Trainers
- Memorial Hermann Physical Therapy Residency Program Participants

Collaboration Partners:

- Spring Branch Independent School District
- MH Affiliated Physicians
- MH Family Medicine Residency Providers