



Memorial Hermann  
Community Benefit  
Corporation

**Annual Report 2024**

MEMORIAL<sup>®</sup>  
HERMANN  
Community Benefit  
Corporation

# Community Benefit Corporation

# We are the Memorial Hermann Community Benefit Corporation.

## Mission

Our mission is to implement solutions that promote good health for individuals, the health system and the community. We collaborate with others to create innovative, evidence-based strategies to improve the communities where people live, work, learn and play.

## Values

- We embrace innovative approaches.
- We measure the outcomes of each effort.
- We are committed to understanding the key drivers of health and promoting evidence-based and culturally appropriate work that meets the needs and interests of the communities we serve.
- We focus upstream by addressing the social determinants of health—specifically access, nutrition, exercise and emotional well-being—and continuing to build a web of partnerships across Houston to transform population health.

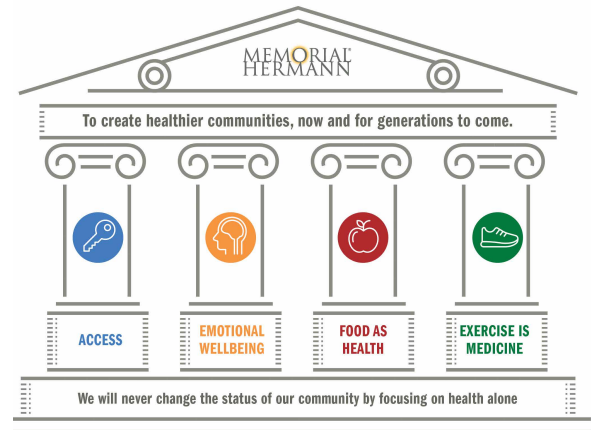
## Four Pillars

To advance Memorial Hermann’s vision of creating healthier communities, the Memorial Hermann Community Benefit Corporation (CBC) implements initiatives in collaboration with other health care providers, government agencies, business leaders and community stakeholders

that are designed to improve the overall quality of life in our communities. Our work is built on the foundation of four intersecting pillars: *Access to Health Care, Emotional Well-being, Food as Health and Exercise is Medicine.*

These pillars are designed to provide care for uninsured and underinsured community members; to reach Houstonians who need 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 available services they need. Largely funded by Memorial Hermann with support from various partners and grants, our work takes us outside our hospital campuses and into the community.

As a top priority, Memorial Hermann conducts Community Health Needs Assessments (CHNAs) every three years. The studies include data collection and analysis for Memorial Hermann’s 12-county region discharges. Following each CHNA, we develop targeted strategies and implement plans to address the health needs identified.



## Health Centers for Schools

# Keeping kids healthy and in school, where they can learn.

Education is the pathway out of poverty. Understanding that education and health care are intertwined, Memorial Hermann created the Health Centers for Schools program in 1996. We continue to embrace a vision of keeping children healthy and feeling well so they can stay in school, learn, reach academic goals and move toward a bright future.

School-based health care is a unique model of care that provides access to health services where children and teens spend the majority of their time: at school. Our program has received numerous awards and has been recognized by the U.S. Departments of Education and Health and Human Services as one of the nation's best models of successful collaboration between a health system and surrounding school districts.

Memorial Hermann's school-based health program supports the primary medical, dental and mental health needs of children and teenagers through ten health centers located in diverse areas of Greater Houston. Services include sick and injury care, general and sports physicals, immunizations, chronic care, mental health therapy,

nutritional guidance and health system navigation. Three mobile dental clinics rotate among the centers, providing restorative and preventive dental care with consistent six-month recall visits. Each Health Center operates year-round, even during the summer months and holidays when schools are closed, and care is provided regardless of insurance status or the ability to pay.

By combining school partnerships and coordinated care, we serve entire school-feeder patterns and produce positive academic and clinical outcomes. Our program removes barriers to care including access to insurance, transportation and requiring working parents to take time off work for appointments.

Students perform better when they attend class, healthy and ready to learn. Our school-based health centers ensure that pre-kindergartners through high schoolers have access to flu shots, annual physicals, dental examinations, vision examinations and mental health resources in a safe, nurturing place without the barriers that many families face.





**Locations**

**Allef Health Center**  
 12360 Bear Ram #T-1  
 Houston, TX 77072

**Burbank Health Center**  
 315 Berry Road  
 Houston, TX 77022

**Hogg Health Center**  
 1100 Merrill Street  
 Houston, TX 77009

**Kruse Health Center**  
 400 Park Lane  
 Pasadena, TX 77506

**Lamar Health Center**  
 1002 E. Stadium Dr.  
 Rosenberg, TX 77471

**Nimitz Health Center**  
 2003 W.W. Thorne St. #TM-01  
 Houston, TX 77073

**Sharpstown Health Center**  
 7504 Bissonnet Street  
 Houston, TX 77074

**Terry Health Center**  
 5500 Avenue N  
 Rosenberg, TX 77471

**WAVE Health Center**  
 1500 Main Street  
 Houston, TX 77587

**Humble Health Center**  
 1700 Wilson Road #T-18  
 Humble, TX 77338

## Community Resource Centers

# Beyond the Basics

The Memorial Hermann Community Resource Centers (CRCs), located near several Memorial Hermann hospital campuses, work to improve overall community health by assisting with health and social-service connections,

applications and education. Our team assists with medical-insurance applications and provides connection with community clinics; assists with access to food through SNAP applications, referrals to community pantries and provision of emergency onsite pantries; assists with social-service connections to support housing, utility, legal, financial, behavioral health and other related needs.

Providing welcoming spaces for patients and community members, our community health workers engage with clients to help them meet their needs and eliminate barriers to connecting with appropriate services. We are here to help individuals and families improve their overall health, well-being and quality of life.

The goal of the CRCs is to reduce the impact of social determinants of health (SDoH) barriers for individuals and families in the community by connecting health care with social services in a one-stop location.

### Locations

#### Community Resource Center at Memorial Hermann Southwest Hospital

Medical Plaza 1 Professional Building  
7777 Southwest Freeway, Ste. 110, Houston, TX 77074  
713.456.6814  
MHResourceCenter@memorialhermann.org

#### Community Resource Center at Memorial Hermann Greater Heights Hospital

Medical Plaza 2 Professional Building  
1740 West 27th Street, Ste. 331, Houston, TX 77008  
713.314.8100  
MHResourceCenterGH@memorialhermann.org

#### Community Resource Center at Memorial Hermann Northeast Hospital

18838 S. Memorial Drive, Ste. 104, Houston, TX 77338  
713.814.2470  
MHResourceCenterNE@memorialhermann.org

#### Community Resource Center at Memorial Hermann Southeast Hospital

11914 Astoria Blvd, Ste. 440, Houston, TX 77089  
281.669.8480  
MHResourceCenterSE@memorialhermann.org

Available Services:

### Eligibility Services

- Assistance completing Texas benefits applications including SNAP, Medicaid, CHIP, CHIP Perinatal, TANF and Medicare Savings Plans
- Assistance completing Harris Health Financial Assistance application (Gold Card)

### Linkage to Primary Health Services

- Referrals and assistance connecting with primary and specialty care providers
- Community clinic staff are onsite to assist with eligibility and appointment scheduling.

### Health Literacy

- Education on health, wellness and social-service topics
- Disease self-management workshops

### Food Resources

- Onsite food pantry
- Referrals to community food pantries
- Assistance with completing SNAP applications

### Clinical Pharmacy

- Medication assistance referrals
- Medication management
- Chronic-disease education

### Social Service Resources/Referrals

- Basic needs
- Behavioral health
- Employment/vocational training
- Financial assistance
- Financial literacy
- Legal services
- Transportation

## Exercise is Medicine

# Add years to your life, one step at a time.

Memorial Hermann collaborates with partners across the region to deliver exercise and physical-activity programming so community members can help manage their own health and wellness. We activate park features and promote safe, engaging, culturally appropriate opportunities for people to get fit within their own neighborhoods and communities.

### Promoting Physical Activity

Physical-activity programs aim to provide education on the benefits of regular exercise, including improved emotional well-being and support for reducing chronic diseases and health complications.

- **Pathway to Clark Park** is a 1.1-mile safe, beautified path between our school-based health center at Burbank Middle School and Clark Park that provides school, student and family park engagement.
- **StepHEALTHY Walking Club** promotes social engagement and physical activity to improve health and wellness. Each month during the fun and engaging StepHEALTHY celebration-of-life social, the walkers share stories about improving their health and quality of life by walking with the group.
- **Walk with a Doc** moves behavior change out of the clinical setting and into an energized walk in the park, with a brief presentation on combating chronic diseases. Dancing with a Doc is a new spinoff of the popular walking program, and it combines a Zumba workout with a presentation on mental health topics.
- **Dancing with a Doc** teaches participants that emotional well-being supports a healthy quality of life. The program includes a psychiatrist instructed Zumba class followed by a presentation on mental health and wellness.
- **StepHEALTHY Connects** recruits members of the StepHEALTHY Walking Club to become certified professional group-fitness instructors. We fund certifications and insurance for one year, as well as mentor and train members on how to create business opportunities for their economic growth.
- **StepHEALTHY Seniors in Motion** is designed to improve strength and flexibility, as well as provide an opportunity for socialization. The program exemplifies the ways physical activity can improve the performance of daily tasks and activities, regardless of age.
- **Park Infrastructure Improvements** revitalize neighborhood parks in underserved communities. Research shows that people who use parks and open spaces are three times more likely to achieve the recommended levels of physical activity than non-users, and organized activities in parks can increase park usage by as much as 25%. Our work covers Clark, Highland, Moody, Forum and Burnett Bayland Parks.



# Creating a culture of food health in Houston

We are tackling the problem of food insecurity (defined as not having enough food in the refrigerator and pantry, or inconsistent access to high-quality, nutritious foods) through initiatives that bolster food access and strengthen the connection between dietary patterns and health.

## **Food insecurity screening:**

We aim to reduce food insecurity and help reallocate purchasing dollars for other needs through food insecurity screenings. Patients who are identified as food-insecure receive support applying for benefits, a referral to the Houston Food Bank and guidance on questions to ask for food-pantry services. Patients discharged from our hospitals with Community Resource Centers are provided with basic food care packages.

## **Food distributions:**

We provide bi-monthly food distribution in collaboration with Wesley Community Center. To maintain sustainability, we utilize the train-a-trainer model and partner with community groups to plan and manage the program.

## **Increased access to food:**

Through the Houston Food Bank's "Food for Change Food Rx" program, school-based clinic families, who are educated by our dietitians on utilizing affordable whole foods in their daily diet to promote health and disease prevention, have access to a minimum of 30 pounds of free fruits and vegetables plus additional whole foods, twice a month.

## **Culture of Food Health:**

Leveraging the onsite garden, the Culture of Food Health program at Clark Park supports efforts to educate the community on healthy eating habits and agricultural empowerment, while increasing opportunities for food access. The initiative provides access to locally grown produce, nutritional cooking demonstrations and opportunities to gain agricultural skills for at-home gardening.

## **Partnerships:**

To increase access to fresh and affordable food throughout the community, Memorial Hermann forges partnerships with local entities that connect families with nutritional foods. We support Urban Harvest's "Double Up Houston" program, which doubles SNAP purchasing power with support of two mobile market sites monthly. We support Wesley Community Center's healthy food program by providing additional personnel. We collaborate with Common Threads to provide youth with snack cooking demonstrations to help enhance nutritional literacy. We are always a willing partner to test the Houston Food Bank's initiatives to promote healthy food access.

## **USDA's SNAP (Supplemental Nutrition Assistance Program) enrollment:**

Our community health workers provide assistance for enrolling and receiving SNAP benefits so low-income families can purchase healthy food and move toward self-sufficiency.

## **Food and More Market:**

The Food and More Market at Memorial Hermann Southwest is an on-site grocery store where food insecure clients with a chronic disease can receive healthy food items, receive nutritional knowledge education, and visit with a Community Health Worker to assist with other social services.



## Nurse Health Line

# Nurse Health Line

Here to help answer people's medical questions, day or night The Nurse Health Line is a free telephone

triage service created for the residents of Greater Houston who are experiencing a health concern and are unsure of what to do or where to go for care. Whether there are immediate health concerns, questions about a particular condition, recent clinic visit or hospital visit, or questions about where to go for medical care, the Nurse Health Line (NHL) is here to help any time, day or night.

The NHL's experienced bilingual nurses use their training and expertise to conduct assessments by phone 24/7. They do not diagnose or treat, but rather help callers make decisions about their care utilizing nationally recognized, standardized protocols.

Responding to more than 10,000 calls each month, the NHL serves residents, health plans and a variety of agencies with the goal of increasing education and improving care transitions. The NHL is becoming an essential extension of programs (including Harris County's Emergency Corps [HCEC], Northwest Community Health [NWCH] and the City of Houston's ETHAN-Emergency Telehealth and Navigation Program) dedicated to assessing the appropriate level of care, supporting residents' health conditions in real time, meeting them where they are in the health continuum and working to keep them out of the hospital.

### Here is what callers think of the NHL:

- 97% report following the health information of the nurse.
- 99% report they will use the service again.
- 97% report the service as good or excellent.



### Nurse Health Line

713.338.7979

Call when:

- You don't know if you need to go to the ER.
- You can't get in contact with your physician's office.
- You wonder what federally qualified health center is best for you.
- You can't remember how to change a dressing.
- You are worried you may have given your child too much medicine.
- You recently had surgery and are in pain or bleeding.
- You are concerned about a health issue.

***If you have a life-threatening condition and need emergency medical care, go to the nearest ER or call 911.***

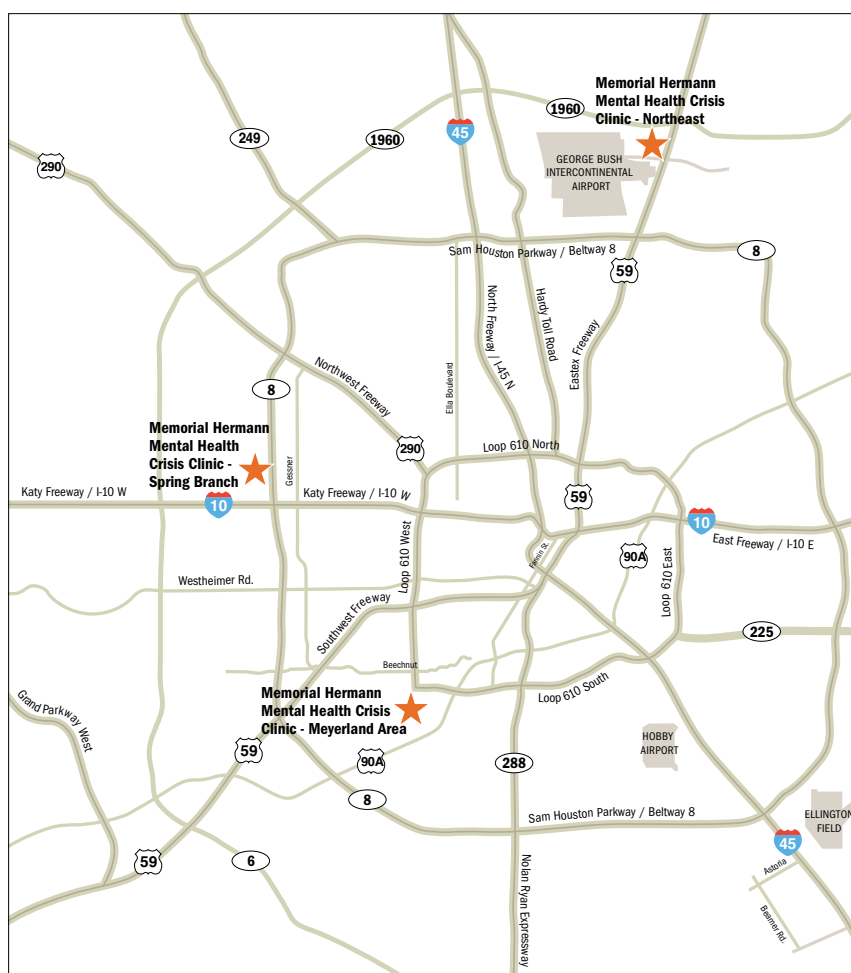


## Closing the gap in community mental and behavioral health services options

Because of a lack of community mental health programs, many patients must wait for care until their situations become crises. Three Memorial Hermann Mental Health Crisis Clinics, located in Meyerland, Spring Branch and Humble, operate as urgent-care options for people experiencing mental health and behavioral concerns. The clinics are available for walk-in service, including early mornings, late evenings and Saturdays, offering emergency medicine administration, brief counseling, solution-focused intervention, psychosocial assessments, safety planning and connection with social services.

These clinics are not designed to provide continuous, outpatient mental health care. Instead, the clinic staff

provides immediate care and works with patients to arrange an appointment with an outpatient provider. Each clinic has a care team of licensed professionals that works to alleviate the urgent issue, understand the patient's unique psycho-social circumstances and place the patient on a pathway to improved emotional and mental health. The team empowers patients by providing education that includes coping mechanisms and interventions that patients and families can readily implement, supporting compliance with their mental health treatment plans and promoting long-term, improved health outcomes.



### Locations

#### Memorial Hermann Mental Health Crisis Clinic—Spring Branch

10780 Westview Dr., Ste. C  
Houston, TX 77043  
713.338.6422

#### Memorial Hermann Mental Health Crisis Clinic—Meyerland Area

4850 W. Bellfort  
Houston, TX 77035  
713.338.6422

#### Memorial Hermann Mental Health Crisis Clinic—Northeast

18838 S. Memorial Dr., Ste. 106  
Humble, TX 77338  
281.319.5639

## Neighborhood Health Centers

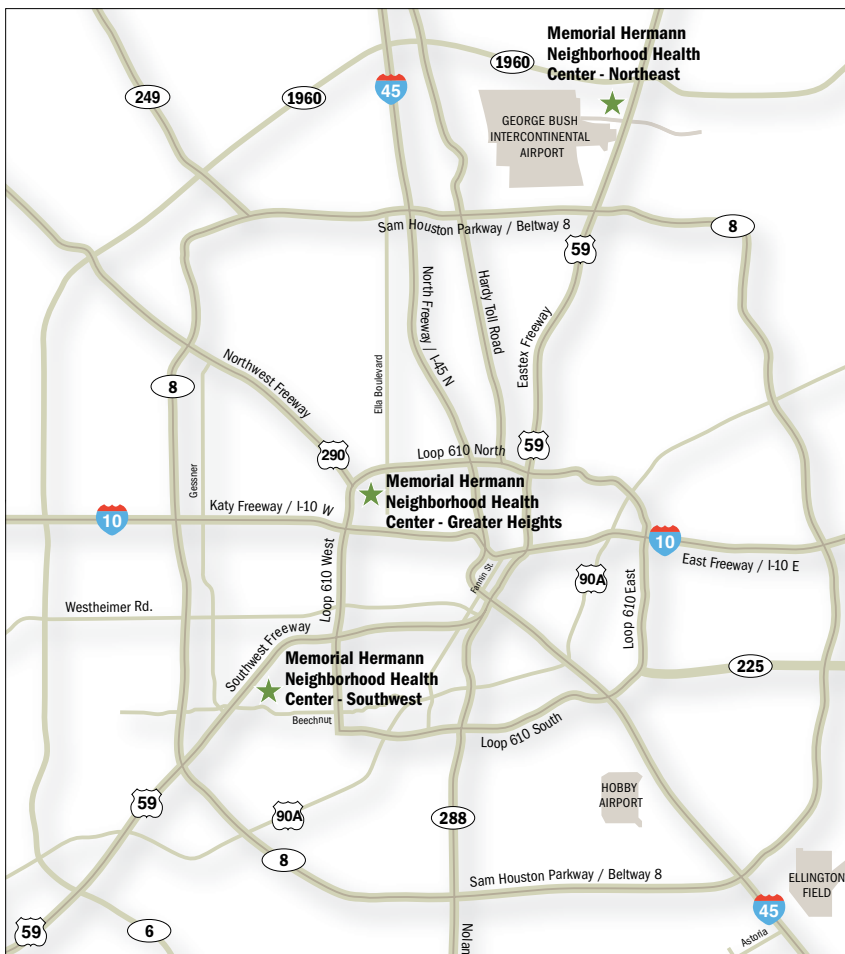
# Bridging a gap for quality medical homes

For many people without access to health insurance, an emergency room is often the place they frequent to receive care. To help bridge the gap for individuals and families without private health insurance who do not qualify for sliding-scale federal poverty levels at area federally qualified health centers (FQHCs), Memorial Hermann Neighborhood Health Centers (NHCs) provide preventive, acute and chronic care at affordable rates.

While the NHCs work closely with Memorial Hermann hospitals to accept and treat patients who access emergency rooms for primary care needs, all patients are welcome. An essential step in establishing the NHC

as a patient's primary care medical home is educating patients on how to access the health care delivery system and the importance of maintaining wellness and good health.

Staffed by physicians and nurse practitioners, the NHCs provide services that include wellness exams, sports physicals, immunizations, acute care, injury care, chronic disease management, minor procedures, joint injections and diagnostic laboratory services. The NHCs are open six to seven days a week, with extended hours of operation, for walk-ins as well as scheduled appointments, providing high-quality, affordable health care services.



### Locations

#### Memorial Hermann Neighborhood Health Center–Northeast

19333 Hwy. 59 N., Ste. 280  
Humble, TX 77338  
832.658.5530

#### Memorial Hermann Neighborhood Health Center–Greater Heights

1800 W. 26th St. #103  
Houston, TX 77008  
713.957.8400

#### Memorial Hermann Neighborhood Health Center–Southwest

7600 Beechnut, Ste. A  
Houston, TX 77074  
713.456.4280

# Lower health care costs increase benefits of wellness.

Improved access to appropriate health care services leads to better community health and reduced costs. Access to comprehensive, affordable health insurance is one of the largest barriers to health care access and contributes to disparities in health. Memorial Hermann provides coordinated and comprehensive care for uninsured community members.

## **ER and Inpatient Navigation**

Community health workers help manage the use of inpatient and emergency-center care, while promoting expanded use of preventive and primary care, by assisting patients in locating an appropriate medical home, accessing medications and food, and ensuring they understand their health condition and next steps prior to discharge. These four steps, with post-discharge follow-ups, are essential to reducing recidivism in the ERs and inpatient units.

Connections include:

- Assistance finding a primary care clinic or primary care provider, and assistance scheduling appointments
- Health education, including information about available community resources and the importance of primary care
- Assistance with prescription discount programs
- Assistance with food resources
- Assistance applying for Medicaid, Harris Health Financial Assistance and other indigent-care county programs
- Assistance applying for CHIP/CHIP perinatal resources
- Follow up to ensure needs are met

## **Pathways for Health, Pathways for Costs**

The Pathways for Health, Pathways for Costs program proactively engages patients who are being discharged from the ER or hospital who are identified as having limited support structures in place to manage their health issues. Connecting these patients with clinical and social support services sooner allows for more effective decision-making, reduced overall costs and improved overall health.

### **Program Benefits \***

- Increased access to care
- Increased health-related knowledge
- Improved adherence to treatment plans
- Increased access to food
- Increased health insurance knowledge

\* What Works for Health. (2019) Robert Wood Johnson Foundation



# Contribution to the community

Memorial Hermann addresses upstream health issues by focusing on related social determinants of health and building partnerships across Greater Houston to improve population health. Our commitment to advancing health drives initiatives to improve the health and quality of life of the community, including millions in uncompensated care and community benefits.

In fiscal year 2023, Memorial Hermann contributions totaled \$470,246,420 and were distributed in the following areas:



## Financial Assistance and Government Programs

**\$313,563,873**

At-cost charity care, the unreimbursed cost of Medicaid and means-tested government programs



## Health Professionals Education

**\$68,152,135**

Education and training of medical and allied health professionals, nurses, students, interns, residents and fellows



## Subsidized Health Services

**\$69,543,417**

Clinical services provided in response to community need, despite financial loss incurred, including the Air Ambulance Program, End Stage Renal Disease Program (ESRD) and Obstetrics and Delivery Program



## Research

**\$2,905,338**

Research dollars serving community needs



## Cash and In-Kind Contributions for Community Benefit

**\$16,081,657**

Contributions to Memorial Hermann affiliates for community-benefit programs, community education and targeted initiatives, and sponsorship of other organizations.

**Contribution  
to the  
Community**

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