



## **MEMORIAL HERMANN SURGICAL HOSPITAL FIRST COLONY**

2019  
Implementation  
Strategy

MEMORIAL<sup>®</sup>  
HERMANN  
Surgery Center

## Executive Summary

### Introduction & Purpose

Memorial Hermann Surgical Hospital First Colony (MH First Colony) is pleased to share its Implementation Strategy Plan, which follows the development of its 2019 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this assessment was approved by the Memorial Hermann Health System Board of Directors on June 27<sup>th</sup>, 2019.

This report summarizes the plans for MH First Colony to develop and collaborate on community benefit programs that address the 4 Pillar prioritized health needs identified in its 2019 CHNA. These include:

#### Memorial Hermann Health System's CHNA Pillar Priorities

- Pillar 1: Access to Healthcare
- Pillar 2: Emotional Well-Being
- Pillar 3: Food as Health
- Pillar 4: Exercise Is Medicine

The following additional significant health needs emerged from a review of the primary and secondary data: Older Adults and Aging; Cancers; Education; Transportation; Children's Health; Economy. With the need to focus on the prioritized health needs described in the table above, these topics are not specifically prioritized efforts in the 2019-2022 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).

MH First Colony provides additional support for community benefit activities in the community that lay outside the scope of the programs and activities outlined in this Implementation Strategy, but those additional activities will not be explored in detail in this report.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in MH First Colony'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 MH First Colony's CHNA report at the following link: [www.memorialhermann.org/locations/first-colony-surgical-hospital/](http://www.memorialhermann.org/locations/first-colony-surgical-hospital/).

## Memorial Hermann Surgical Hospital First Colony

Memorial Hermann Surgical Hospital First Colony, formerly Sugar Land Surgical Hospital, is a physician-health system partnership located in Fort Bend County. Patients who come to MH First Colony may receive treatment for a wide number of medical conditions at this 6 inpatient bed facility. Surgical services at MH First Colony include orthopedics, hand surgery, spine surgery, otolaryngology/ENT, colorectal & general surgery, gastroenterology, podiatry, and pain management. MH First Colony also offers imaging and inpatient services.

### Vision

Memorial Hermann will be the preeminent health system in the U.S. by advancing the health of those we serve through trusted partnerships with physicians, employees and others to deliver the best possible health solutions while relentlessly pursuing quality and value.

### Mission Statement

Memorial Hermann is a not-for-profit, community-owned, health care system with spiritual values, dedicated to providing high quality health services in order to improve the health of the people in Southeast Texas.

### Memorial Hermann Health System

One of the largest not-for-profit health systems in the nation, Memorial Hermann Health System is an integrated system with an exceptional affiliated medical staff and more than 26,000 employees. Governed by a Board of community members, the System services Southeast Texas and the Greater Houston community with more than 300 care delivery sites including 19 hospitals; the country's busiest Level 1 trauma center; an academic medical center affiliated with McGovern Medical School at UTHealth; one of the nation's top rehabilitation and research hospitals; and numerous specialty programs and services.

Memorial Hermann has been a trusted healthcare resource for more than 110 years and as Greater Houston's only full-service, clinically integrated health system, we continue to identify and meet our region's healthcare needs. Among our diverse portfolio is Life Flight, the largest and busiest air ambulance service in the United States; the Memorial Hermann Physician Network, MHMD, one of the largest, most advanced, and clinically integrated physician organizations in the country; and, the Memorial Hermann Accountable Care Organization, operating a care delivery model that generates better outcomes at lower costs to consumers. Specialties span burn treatment, cancer, children's health, diabetes and endocrinology, digestive health, ear, nose and throat, heart and vascular, lymphedema, neurosurgery, neurology, stroke, nutrition, ophthalmology, orthopedics, physical and occupational therapy, rehabilitation, robotic surgery, sleep studies, transplant, weight loss, women's health, maternity and wound care. Supporting the System in its impact on overall population health is the Community Benefit Corporation. At a market share of 26.1% in the 'expanded' greater Houston area of 12 counties, our vision is that Memorial Hermann will be a preeminent integrated health system in the U.S. by advancing the health of those we serve.

## Summary of Implementation Strategies

### Implementation Strategy Design Process

Stakeholders from the 13 hospital facilities in the Memorial Hermann Health System were invited to participate in an Implementation Strategy Kick-Off event hosted by Memorial Hermann's Community Benefit Department and Conduent Healthy Communities Institute (HCI) on May 6, 2019. During this half-day event, participants reviewed Memorial Hermann's CHNA, were introduced to the 2019 MH Implementation Strategy Template and worked in groups to begin drafting their new implementation strategies for their respective hospitals. After the Kick-Off event, each hospital engaged in a series of three bi-weekly technical assistance calls with the Conduent HCI team and representatives from the MH Community Benefit Department to further develop and refine their implementation strategy.

### Memorial Hermann First Colony Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be taken on by MH First Colony to directly address the Four Pillars and relevant focal areas identified in the CHNA process. They include:

- **Pillar 1: Access to Care**
  - Nurse Health Line
  - Physician Navigation Program
  - OneBridge Health Network
- **Pillar 2: Emotional Wellbeing**
  - Mental Health and Substance Abuse
- **Pillar 3: Food as Health**
  - Access to Food
  - Heart Walk
- **Pillar 4: Exercise is Medicine**
  - Physical Activity

The Action Plan presented below outlines in detail the individual strategies and activities MH First Colony 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 Surgical Hospital First Colony: Implementation Strategy Action Plan

### PILLAR 1: ACCESS TO HEALTHCARE

**Goal Statement: From 2019-2021, 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.**

#### Focal Area 1: Access to Health Services

#### Strategy 1.A: Nurse Health Line

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 1.A.1 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.	# of calls from counties comprising First Colony's primary service area	32,216	32,216	32,216	32,216	% Callers satisfied with the NHL  % Callers who followed the NHL Advice  % Callers who were diverted from the ER
<b>Resources:</b>						
<ul style="list-style-type: none"> <li>NHL management and operations (currently funded through DSRIP)</li> </ul>						
<b>Collaboration:</b>						
<ul style="list-style-type: none"> <li>MH Community Benefit Corporation</li> <li>Greater Houston Safety-Net Providers</li> </ul>						

**PILLAR 1: ACCESS TO HEALTHCARE**

**Goal Statement: From 2019-2021, 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.**

**Focal Area 2: Lack of Health Insurance**

**Strategy 2:A: Physician Navigation Program**

<b>Activities</b>	<b>Process Measures</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Outcomes</b>
Activity 2.A.1 Physician Match Program: Physicians at the hospital may provide services to patients without insurance. Hospital matches physician contribution.	# of patients treated	8	8	8	8	Contributed \$ from total procedures provided
<b>Resources:</b> <ul style="list-style-type: none"><li>• Business Office Manager</li><li>• Physicians</li></ul>						
Notes: Often the un/under-insured community accesses care through an ER. MH Surgical Hospitals received ER waivers in 2018, thus volumes are low.						
<b>Collaboration:</b> <ul style="list-style-type: none"><li>• Physician offices</li></ul>						

**PILLAR 1: ACCESS TO HEALTHCARE**

**Goal Statement: From 2019-2021, 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.**

**Focal Area 3: Low Income/Underserved**

**Strategy 3:A: OneBridge Health Network**

<b>Activities</b>	<b>Process Measures</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Outcomes</b>
Activity 3.A.1 Provide OneBridge Health Network to connect uninsured patients, meeting eligibility criteria, including a referral from a PCP, with the specialty care connections they need to get well.	# of physicians onboarded and/or # facility surgeries provided	0-New program	Implementation year	2	3	# of patients navigated  # of patients treated by specialists  \$s of specialty services provided
<b>Resources:</b> <ul style="list-style-type: none"><li>• OneBridge Health Network Support Staff and Operations</li><li>• Hospital Staff communications/marketing to Providers</li><li>• Providers' donation of time</li></ul>						
<b>Collaboration:</b> <ul style="list-style-type: none"><li>• MH Community Benefit Corporation</li><li>• Greater Houston Safety-Net Providers</li></ul>						

**PILLAR 2: EMOTIONAL WELLBEING**

**Goal Statement: From 2019-2021, 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.**

**Focal Area: Mental Health and Substance Abuse**

<b>Activities</b>	<b>Process Measures</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Outcomes</b>
Activity 1.A.1 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.	# of patients	4,286	4,286	4,286	4,286	# PCP Referrals
Activity 1.A.2 Memorial Hermann Integrated Care Program: Memorial Hermann Integrated Care Program (ICP) strives to facilitate systematic coordination of general and behavioral healthcare. This program embeds a Behavioral Health Care Manager (BHCM) into primary and specialty outpatient care practices. Includes depression and substance abuse screenings.	# of patients	213	214	215	216	# Substance abuse screenings completed  # Unique Patients Screened for Depression (using either PHQ9 or PSC-17 or Edinburg tools)



**Resources:**

- Human Resources – Behavioral Health Services Employees
- Operating Resources – Computers, EMR, and other documentation tools
- Capital Resources – Offices and other facilities

**Collaboration:**

- 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 2019 – 2021, 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.**

**Focal Area 1: Food Insecurity**

**Strategy 1:A: Access to Food**

<b>Activities</b>	<b>Process Measures</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Outcomes</b>
Activity 1.A.1 Summer Food Drive – Healthy Over Hungry Cereal Drive. Goal is to provide a healthy, well-balanced breakfast for children and families struggling with food insecurity during the summer months.	# of days food drive is promoted	10	10	10	10	# of pounds of food collected
Activity 1.A.2 Screen for food insecurity and connect patients to Food Bank for SNAP eligibility and food pantry connections.	# of individuals screened for food insecurity	0 – New Program	Implementation Year	Inpatient Discharges # 360	Inpatient + Outpatient Discharges # 7,200	# of referrals made to food bank
<b>Resources:</b> <ul style="list-style-type: none"><li>• Budget for staff incentive cereal breakfasts</li><li>• Staff time to collect and coordinate w/ food bank</li><li>• UPSI Cerner IT support</li><li>• Staff time to ask Food Insecurity questions and refer</li></ul>						
<b>Collaboration:</b> <ul style="list-style-type: none"><li>• East Fort Bend County Human Needs Ministry Food Bank (need to close the loop on referrals and reporting back on referral metrics)</li></ul>						

**PILLAR 3: FOOD AS HEALTH**

**Goal Statement: From 2019 – 2021, 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.**

**Focal Area 2: Heart Disease/Stroke**

**Strategy 2:A: Heart Walk**

<b>Activities</b>	<b>Process Measures</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Outcomes</b>
Activity 2.A.1 American Heart Association- Heart Walk – Goal is to create awareness in the community around heart health activities and raise funds.	# of participants	10	12	15	18	\$ Funds Raised
<b>Resources:</b> <ul style="list-style-type: none"><li>• Staff participation and sponsorship</li></ul>						
<b>Collaboration:</b> <ul style="list-style-type: none"><li>• American Heart Association</li></ul>						

**PILLAR 4: EXERCISE IS MEDICINE**

**Goal Statement: From 2019 – 2021, Memorial Hermann will implement initiatives that promote physical activities that promote improved health, social cohesion, and emotional well-being.**

**Focal Area: Obesity**

**Strategy 1:A: Physical Activity**

<b>Activities</b>	<b>Process Measures</b>	<b>Baseline</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Outcomes</b>
Activity 1.A.1 Turkey Trot - Collaborating with Memorial Hermann Outreach/ Bariatrics Program to host an educational tent, creating awareness around obesity- prevention and obesity-related health risk factors.	# of participants	New Program	Implementation Year	200	400	# of flyers distributed and educational engagement on benefits and recommendations around physical activity
<b>Resources:</b> <ul style="list-style-type: none"><li>• Staff to work at information table at event</li><li>• Printing for educational flyers for distribution</li></ul>						
<b>Collaboration:</b> <ul style="list-style-type: none"><li>• MH Sports Medicine Outreach/Bariatrics Program</li></ul>						