



Implementation Strategy 2022

**Memorial Hermann Health System
Memorial Hermann Surgical Hospital Kingwood
2022 Implementation Strategy**

Executive Summary

Introduction & Purpose

Memorial Hermann Surgical Hospital Kingwood 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 Surgical Hospital Kingwood 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 Surgical Hospital Kingwood'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 Surgical Hospital Kingwood 's CHNA report at the following link: <https://memorialhermann.org/locations/surgical-hospital-kingwood>.

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 Surgical Hospital Kingwood

Located in northeast Houston, Memorial Hermann Surgical Hospital Kingwood has been serving patients since 2007. A 10-bed facility, built upon a partnership with physicians, Memorial Hermann Healthcare System, and United Surgical Partnership International, Memorial Hermann Surgical Hospital Kingwood emphasizes physician participation while integrating the extensive resources of Southeast Texas' largest not-for-profit healthcare system with the experience of an international leader in the short-stay surgical hospital industry. Our state-of-the-art equipment allows surgeons to perform procedures in the specialty areas of: ENT, General, GI, Gynecology, Ophthalmology, Orthopedic, Pain, Plastic, Podiatry, Spine, and Urology.

Summary of Implementation Strategies

Implementation Strategy Design Process

Memorial Hermann Surgical Hospital Kingwood 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 Surgical Hospital Kingwood Hospital leadership.

During initial planning meetings, representatives from HCI Memorial Hermann Surgical Hospital Kingwood 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 Surgical Hospital Kingwood 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 Surgical Hospital Kingwood Implementation Strategy

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

While Memorial Hermann Surgical Hospital Kingwood’s service area has the same priority needs identified in the CHNA, as a surgical hospital it must focus on addressing conditions related to its expertise and capabilities. The implementation strategy outlined below summarizes the strategies and activities that will be taken on by Memorial Hermann Surgical Hospital Kingwood in all four pillars, however, within the Food as Health Pillar the hospital will not be addressing the focal areas of Heart Disease/Stroke. Memorial Hermann Surgical Hospital Kingwood connects patients through referrals and other supports to address these priorities within the vast support network provided by Memorial Hermann Health System, in particular, nearby Memorial Hermann Northeast Hospital.

Memorial Hermann Pillars	Memorial Hermann Health System Prioritized Health Needs
Access:	<p>Access to Healthcare</p> <ul style="list-style-type: none"> ○ Strategy: Increase and improve the capacity of health care services, systems, and infrastructure.
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 awareness and access to nutritious foods to reduce food insecurity and promote the reduction of chronic disease.
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy: Increase physical activity opportunities to improve mobility and reduce the incidence of chronic disease.

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Surgical Hospital Kingwood 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 Kingwood 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, and infrastructure

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	LVP Reporting	# of calls by county consistent with the counties represented in Kingwood’s CHNA	36,838	38,680	40,522	42,364
			% Callers satisfied with the NHL (rating good or excellent)	98%	98%	98%	98%
			% Callers who followed the NHL Advice	95%	95%	95%	95%
Activity: Conduct post-op follow-up phone calls 3 times a month for total joint patients to identify and refer patients needing immediate care.	Total Joint Program Coordinator	Data tracking log of how many patients were contacted 3 times in the 30 days post op	Excel spreadsheet	100%	100%	100%	100%

Activity: Provide information through a digital marketing “landing page” (Smith & Nephew) for managing knee pain/joint replacement surgery, technology used, and consultation request.	Administrative Assistant	Analytics	Smith & Nephew	30	60	80	100
Activity: Provide assistance to help establish care by helping with access to home health, skilled nursing, and rehabilitation placement as needed.	Case Manager	Data tracking of how many patients were provided assistance to receive HH, SNF, or rehab hospital connections	Electronic Health Record (Cerner)	New Activity	3% assisted	5% assisted	7% assisted

Anticipated Outcomes:

- Short-Term: Increase awareness/knowledge of health topics and connections to resources for expanded access to healthcare
- Long-Term: Improve overall quality of care and health

Target/Intended Population(s):

- Homebound individuals
- Low-income individuals
- Elderly/Aging adults

Resources:

- Educational guidance for patients on how to access surgeon
- Case managers (assist with access to home health, skilled nurses)
- Educational resources embedded in website (FAQ, pre/post op guidelines)
- Funding for patient education guidelines in HER
- Nurse Health Line operations

Collaboration Partners:

- USPI (United Surgical Partners International): provides educational marketing materials for colonoscopy screening
- Partnership with Community-based organizations that send volunteers to elderly patients home lacking support systems
- Greater Houston Safety-Net Providers

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 1: 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 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	15,764

Anticipated Outcomes:

- Short-Term: Increase awareness of mental health programs and connections 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

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, overweight/obesity

Strategy: Provide awareness and access to nutritious foods to reduce food insecurity and promote the reduction of chronic disease

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Establish a plan to provide Meals on Wheels information & directions on how to sign up during total joint class.	Total Joint Program Coordinator	# of referrals to Meals on Wheels	Tracking log kept by Total Joint Program Coordinator	4 per month referred	6 per month referred	8 per month referred	10 per month referred
Activity: Host summer cereal food drive (for children/families receiving school meals) during summer months in coordination with Montgomery County Food Bank.	Administrative Assistant	Pounds collected	Montgomery County Food Bank	110 Pounds	160 Pounds	180 Pounds	200 Pounds
Activity: Expand diabetic meal plan postings in the cafeteria (both inpatient and community members).	Cafeteria Manager	Weekly audits of diabetic meal postings in cafeteria line	Audit Logs	New program	90% compliance	92% compliance	94% compliance

Anticipated Outcomes:

- Short-Term: Increase awareness and access of healthy foods to help people gain knowledge, skills, and abilities to improve health outcomes
- Long-Term: Reduce the burden of diabetes and other chronic diseases and help improve quality of life

Target/Intended Population(s):

- Patients
- Low income
- Community members
- Elderly/aging population, homebound
- Youth/children and families
- Low-income students qualifying for free and reduced school lunch program

Collaboration Partners:

- Meals on Wheels (state funded)
- Cereal drive partnership with Montgomery County food bank
- United Surgical Partners International collaborates with Healthy Over Hungry (founded by Children's Hospital of Michigan)

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, Heart Disease, Stroke, Obesity/Overweight

Strategy 1: Increase physical activity opportunities to improve mobility and reduce the incidence of chronic disease

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Sponsor & participate in American Heart Walk employees/families/community, possible partner.	Materials Manager	Number of participants	Log sheet	12	14	16	18
Activity: Implement support group for total joint replacement patients (i.e., addressing mobility concerns).	Joint Center Program Coordinator	Attendance at quarterly support meetings	Sign in sheets	New program	Increase participation x 2	Increase participation x 2	Increase participation x 2

Anticipated Outcomes:

- Short-Term: Increase awareness and education about the importance of exercise and factors known to prevent chronic disease and improve mobility
- Long-Term: Improve health outcomes and quality of life

Target/Intended Population(s):

- Community members
- Total joint replacement patients

Resources:

- Employees donating time

Collaboration Partners:

- Memorial Hermann Northeast