



Implementation Strategy

2022

**Memorial Hermann Health System
Memorial Hermann Greater Heights Hospital
2022 Implementation Strategy**

Executive Summary

Introduction & Purpose

Memorial Hermann Greater Heights Hospital 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 Greater Heights 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 Greater Heights'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 Greater Heights's CHNA report at the following link: <https://memorialhermann.org/locations/greater-heights/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 Greater Heights Hospital

Serving the Greater Heights community for over 55 years, Memorial Hermann Greater Heights Hospital is known for providing award-winning care to families in the community. Memorial Hermann Greater Heights focuses on service line growth & creating intentional partnerships to address the unique community needs. Memorial Hermann Greater Heights is committed to advancing health and personalizing the care of those we serve through excellent clinical quality, caring service, and outstanding physician engagement.

More than 600 affiliated, board-certified physicians and healthcare professionals employ advanced medical equipment and state-of-the-art technology to address the community's healthcare needs. Memorial Hermann Greater Heights provides a wide range of medical specialties, including heart and vascular, cancer treatment, total joint replacement, rehabilitation, and women's care. When emergencies arise, Memorial Hermann Greater Heights's Emergency Room offers services 24/7. The Chest Pain and Stroke Centers are fully accredited to provide fast, effective treatment for heart attack and Stroke patients.

Memorial Hermann Greater Heights' 260-bed facility features a Family Birthing Center, a 22-bed intensive care unit, 10 Operating rooms, an 8-bed Cardiovascular ICU as well as a Medical Surgical and Inpatient Rehab unit. In addition to a full complement of inpatient services Greater Heights offers an Outpatient Testing Center, Cancer Treatment Center, and Adult and Pediatric Outpatient therapy through the Memorial Hermann TIRR network.

Summary of Implementation Strategies

Implementation Strategy Design Process

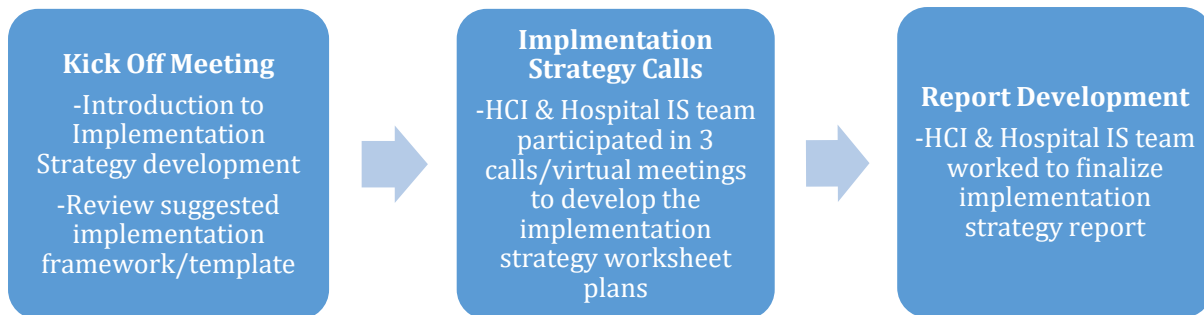
Memorial Hermann Greater Heights Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

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 Greater Heights Hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Greater Heights Hospital 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 Greater Heights Hospital 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 Greater Heights Hospital Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Greater Heights Hospital 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: Provide access to nutritious foods and increase prevention and education opportunities related to healthy food and its impact on chronic disease.
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy 1: Reduce the proportion of individuals who have diabetes and/or are overweight/obese through physical activity opportunities. ○ Strategy 2: Reduce the incidence of heart disease and stroke through the provision of prevention education.

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Greater Heights Hospital 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 Greater Heights Hospital Implementation Strategy Action Plan

Pillar 1: Access to Healthcare

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 Projected	Process Measure Y1 Actual
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 MGHG's primary service area (Harris)	LVM Reporting	33,731	35,418	35,744
		% Callers satisfied with the NHL (rating good or excellent)		98%	98%	98%
		% Callers who followed the NHL Advice		95%	95%	95%
		% Callers who will use the service again		99%	99%	99%
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	4,803	4,803	3,833
		# of Referrals		6,000	6,000	4,158
		Decline in ER visits post ER Navigation		6 month - 71.8%	6 month - 71.8%	6 month – 69.7%

		Intervention as opposed to pre at 6, 12, and 18-month intervals		12 month - 63% 18 month - 57%	12 month - 63% 18 month - 57%	12 month - 60.3% 18 month - 55.1%
Activity: My Health Advocate by connecting Diabetes patients to case management to prevent readmission.	Case Management	# of CHF patients screened # of COPD patients screened # of Diabetes patients screened	My Health Advocate (Population Health Organization)	Calendar Year 2022 data	Calendar Year 2022 +2%	91 94 124 <i>*67 total referrals enrolled with MHA</i>
Activity: Neighborhood Health Center Northwest - Provision of low cost cash clinic on hospital campus.	Neighborhood Health Center - Northwest	Patient visits	Clinic HER--eCW	4,954	5,053	4,873
Activity: Community Resource Center - Provide education and eligibility application assistance for healthcare services for uninsured and under-insured patients and community members.	Community Benefit Corporation – Community Resource Center- Greater Heights (CRC-GH)	# of completed applications	LVM electronic database	637	701	771

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<p>Anticipated Outcomes:</p> <ul style="list-style-type: none">• Short-Term: Increase awareness, knowledge and access for patients and community to navigate health care services• Long-Term: Improve overall health
<p>Target/Intended Population(s):</p> <ul style="list-style-type: none">• Uninsured/underinsured• Older adults• Post-COVID populations• Young mothers• Immigrants/refugees• Greater Heights ER patients with emerging chronic diseases
<p>Resources:</p> <ul style="list-style-type: none">• Nurse Health Line management and operations• Neighborhood Health Center management and operations• Community Resource Center management and operations• Marketing
<p>Collaboration Partners:</p> <ul style="list-style-type: none">• Greater Houston Safety-Net Providers• Harris County Health Department• Ibn Sina & Avenue 360 (FQHC)

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 Projected	Process Measure Y1 Actual
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	355	275	301
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	2617
		# Substance abuse screenings completed		N/A	2,592	2617
		# PCP Referrals		438	321	359

<p>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.</p>	<p>MH Behavioral Health</p>	<p># of patients</p> <p># Unique patients screened for depression (using PHQ9)</p>	<p>CARE4</p>	<p>N/A</p> <p>N/A</p>	<p>52,091</p> <p>15,764</p>	<p>53,941</p> <p>13,961</p>
<p>Anticipated Outcomes:</p> <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 						
<p>Target/Intended Population(s):</p> <ul style="list-style-type: none"> • Harris County community members • Greater Houston Area 						
<p>Resources:</p> <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 						
<p>Collaboration Partners:</p> <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, Heart Disease/Stroke, Overweight/Obesity

Strategy: Provide access to nutritious food and increase prevention and education opportunities related to healthy food and its impact on chronic disease

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
Activity: Food pantry supported by Houston Food Bank Food Drive at the Community Resource Center-Greater Heights (CRC-GH).	CRC-GH	Pounds of Food Distributed to community members/year	Food Bank Activity	6,455 lbs.	6,855 lbs.	4,791
Activity: Expand weekly Farmer’s Market in South Tower Lobby with dissemination of recipe cards and dietician support. *New* Dietitians to attend community events to disseminate recipe cards and provide education	Dietitians	# of farmer’s market event # of participants # of recipe cards distributed	Manual	N/A	Establish baselines	3 500 30 – distributed at YMCA events
Activity: Conduct stroke support group for members within the hospital and the surrounding community. (also represented in Pillar 4)	Performance Excellence-Stroke Coordinator	# events Average # of participants	Manual	10 8	10 8	12 6

Anticipated Outcomes:

- 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):

- Food insecure population
- Non-English-speaking patients

Resources:

- Staff nurses
- Case managers
- Food Bank
- Classroom space
- Operating costs
- Community Resource Center

Collaboration Partners:

- YMCA
- Houston Food Bank
- Morrison

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, Overweight/Obesity

Strategy 1: Reduce the proportion of individuals who have diabetes and/or are overweight/obese through physical activity opportunities.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
Activity: Walk with a Doc and Dancing with a Doc at Clark Park and Highland Parks in Greater Heights's service area	Community Benefit Corporation	Average number of community members participating each month	Manual Reporting	50	52	85

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):

- Community members

Resources:

- Community Benefit Corporation
- Staff
- Physicians

Collaboration Partners:

- Community
- Houston Parks and Recreation Department

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 and Stroke

Strategy 2: Reduce the incidence of heart disease and stroke through the provision of prevention education.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
Activity: Conduct stroke support group for members within the hospital and the surrounding community.	Performance Excellence-Stroke Coordinator	# events Average # of participants	Manual	10 (virtual) 8 (virtual)	10 (in person) 8 (in person)	12 6
Activity: Conduct Mended Hearts support group for members within the hospital and the surrounding community.	Cardiac Rehab	# events Average # of participants	Manual	10 (virtual) 8 (virtual)	10 (in person) 8 (in person)	12 virtual events No recorded attendance
Activity: Conduct amputation support group for members within the hospital and the surrounding community.	Restorix Center for Mobility Prosthetics	# events Average # of participants	Manual	10 (virtual) 8 (virtual)	10 (in person) 8 (in person)	0 – started back in FY23

Anticipated Outcomes:

- Short-Term: Support individuals who have chronic disease with education and activities that lead to a healthier lifestyle
- Long-Term: Reduce the incidence of chronic disease, improve quality of life and reduce mortality

Target/Intended Population(s):

- Community members

Resources: <ul style="list-style-type: none">• Staff time• Operating costs• Marketing
Collaboration Partners: <ul style="list-style-type: none">• Restorix• Cardiac Rehab Staff• Mended Hearts Inc.