



# Implementation Strategy 2022

**Memorial Hermann Health System  
Memorial Hermann Katy Hospital  
2022 Implementation Strategy**

**Executive Summary**

**Introduction & Purpose**

Memorial Hermann Katy 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:

<b>Memorial Hermann Pillars</b>	<b>Memorial Hermann Health System Prioritized Health Needs</b>
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 Katy 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 Katy'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 Katy's CHNA report at the following link:  
<https://memorialhermann.org/locations/katy/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 Katy Hospital**

Serving the Katy area for 40 years, Memorial Hermann Katy Hospital is known for providing world-class clinical expertise, patient-centered care and leading-edge technology close to home. Nationally recognized for patient safety and quality, Memorial Hermann Katy features a 208-bed facility and a medical staff with disciplines spanning 38 specialties, including children's services, diabetes self-management, digestive health, heart and vascular care, neuroscience services, orthopedics, physical therapy, Sports Park – Katy, surgical services, and women's services. Our affiliated, board-certified physicians and healthcare professionals employ advanced medical equipment and state-of-the-art technology to address the community's healthcare needs, from routine outpatient visits to complex inpatient procedures.

The Memorial Hermann Katy's ER Emergency Room offers services 24/7 and the Chest Pain Center is fully accredited to provide fast, effective treatment for heart attack patients, and separate minor care and acute trauma areas ensure that efficient care is available when needed. With the only Level III trauma center in Katy, TX, Memorial Hermann Katy is equipped to stabilize patients for transfer to Memorial Hermann-Texas Medical Center and Children's Memorial Hermann Hospital when a higher level of care is required. Memorial Hermann Life Flight ensures fast transfer to the Texas Medical Center.

## Summary of Implementation Strategies

### Implementation Strategy Design Process

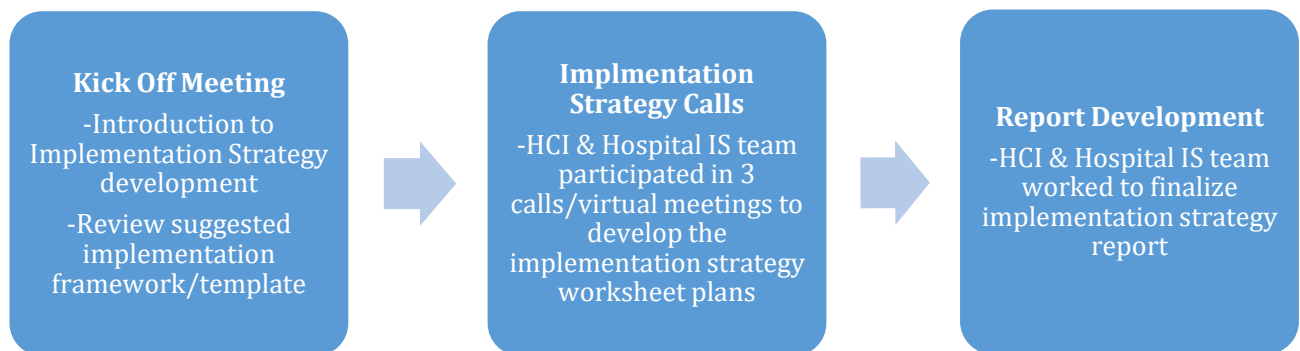
Memorial Hermann Katy Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

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 Katy Hospital leadership.

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

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Katy 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"> <li>○ Strategy: Improve and expand opportunities for patient interactions to educate, provide access, and reduce costs for healthcare.</li> </ul>
Emotional Well-Being:	<p>Mental Health and Mental Disorders</p> <ul style="list-style-type: none"> <li>○ Strategy: Increase awareness and accessibility of mental health services in the community to improve quality of life for patients, family members, and employees.</li> </ul>
Food as Health:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> <li>○ Strategy: Reduce the incidence of chronic disease through education opportunities.</li> </ul>
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> <li>○ Strategy 1: Promote health and reduction of diabetes and overweight/obesity through physical activity opportunities.</li> <li>○ Strategy 2: Promote health and the reduction of heart disease and stroke through education opportunities.</li> </ul>

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Katy 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 Katy Hospital 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: 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
<b>Activity:</b> Nurse Health Line - Provide a 24/7 free resource via the that community members (uninsured and insured) within the MHHS 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 MH Katy’s primary service area (Harris, Fort Bend, Austin, & Waller)	LVM Reporting	33,731	35,418	41,193
		% 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%

<p><b>Activity:</b> ER Navigation - Navigating uninsured and Medicaid patients that access the ER for primary care treatable and avoidable issues to a medical home.</p>	Marketing	# of pieces of collateral given out at events	LVM Reporting	20 pieces of collateral per event x 3 events per year (150 total)	30 pieces of collateral	ER Navigation provided interventions to 1,205 patients, providing them with 1,240 referrals
<p><b>Activity:</b> Partnership with Christ Clinic for Uninsured Patients - Case Management refers uninsured discharged patients to Christ Clinic to ensure follow-up appointments are made as well as kept in order to prevent readmissions.</p>	Case Management	# of referrals per month	Care4 & Christ Clinic database	10 patients referred per month  5 of referred patients per month kept follow-up appointments	40 patients referred per month  20 of referred patients per month kept follow-up appts	11 patients referred per month  3 of referred patients per month kept follow-up appts
<p><b>Activity:</b> Provide Mammogram Saturday Screenings to Community &amp; Katy ISD Staff at least once per year.</p>	Marketing	# of mammograms preformed	CARE4	One mammogram day per year with 30 mammos preformed	30 mammograms preformed	90 mammograms preformed over two events

**Anticipated Outcomes:**

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



**Target/Intended Population(s):**

- Inpatient/outpatient populations
- Community members
- Staff
- Youth & educators
- Katy ISD

**Resources:**

- Nurse Health Line: materials (flyers, magnets), staffing
- Athletic Trainers, cardiologists
- Case management
- Community symposiums: marketing materials, dieticians/cardiologist/PCP time
- ER Navigator: staff, informational materials
- Nurse Health Line management and operations

**Collaboration Partners:**

- Katy ISD
- Christ Clinic
- Physician partners
- MH Community Benefits Corporation
- 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: Increase awareness and accessibility 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
<b>Memorial Hermann Psychiatric Response Team</b> - 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	602	537	557
<b>Memorial Hermann Mental Health Crisis Clinics</b> - 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	2,617
		# Substance abuse screenings completed		N/A	2,592	2,617
		# PCP Referrals		438	321	359

<b>Memorial Hermann Integrated Care Program -</b> 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	53,941
		# Unique patients screened for depression (using PHQ9)		N/A	15,764	13,961

**Anticipated Outcomes:**

- Short-Term: Increase awareness and connections of mental health programs and resources offered
- Long-Term: Improve mental health of patients, family members, employees, and community members

**Target/Intended Population(s):**

- Inpatient/outpatient populations
- Community members
- Staff

**Resources:**

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

**Collaboration Partners:**

- 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, Obesity/Overweight**

**Strategy: Reduce the incidence of chronic disease through education opportunities**

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
<b>Activity:</b> Offer free, monthly Diabetes Support Group to discharged patients with diabetes as well as to community members, virtually for now.	Diabetes Education	# of attendees	222-CARE/ Attendance roster	3 attendees per month	5 attendees per month	3 attendees per month
<b>Activity:</b> Offer quarterly community nutrition classes & education with Christ Clinic via recipes and hand outs.	Clinical Nutrition	# of attendees # of recipes given out	Sign-in sheet	10 attendees 5 recipes given out	12 attendees 7 recipes given out	No longer doing this activity.
<b>Activity:</b> Offer nutrition education (handouts, ask a dietician and food models for portion sizes & nutrition balance) at community health fairs throughout the year.	Clinical Nutrition	# of attendees # of handouts given out	Sign-in sheet	125 attendees 80 handouts	130 attendees 90 handouts	380 attendees 276 handouts
<b>Activity:</b> Celebrate National Nutrition Month annually in March for employees, patients and visitors. Set-up tables in Café with recipes, healthy eating handouts and OP Diabetes Educator Contact Information. Host food drive for Katy Christian Ministries.	Clinical Nutrition	# of handouts given out Amount of food donated	Counting of handouts and food donated by Clinical Nutrition	20 handouts 15 food items	25 handouts 20 food items	24 handouts 18 food items
<b>Activity:</b> Host an annual “What’s Your Gut Telling You” symposium to community that includes GI, Colorectal Surgeon and Dietitian speaking. Healthy recipes provided to attendees.	Marketing	# of attendees	222-CARE/ Attendance roster	15 attendees	20 attendees	15 attendees

**Anticipated Outcomes:**

- Short-Term: Increase awareness/knowledge/benefits of healthy, nutritious food
- Long-Term: Reduce the burden and incidence of chronic disease, thereby improving health

**Target/Intended Population(s):**

- Community members
- Older adults/aging populations

**Resources:**

- Diabetes support group: diabetes educators, materials
- Nutrition Food Drive
- In-house nutrition team

**Collaboration Partners:**

- Nutrition contact/vendor
- Christ Clinic

**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: Promote health and reduction of diabetes and overweight/obesity through physical activity opportunities**

<b>Programs/Activities</b>	<b>Responsible</b>	<b>Evaluation Measures</b>	<b>Data Source</b>	<b>Baseline</b>	<b>Process Measure Y1 Projected</b>	<b>Process Measure Y1 Actual</b>
<b>Activity:</b> Sponsor community health events around exercise (i.e. triathlon, runs, walks)	Marketing	# of events sponsored	Sponsorship invoices/event tracking	N/A	1 event	3 events - Katy Triathlon -AHA Heart Walk - Katy ISD Foundation Lime Light Run
<b>Activity:</b> Provide High School physicals in both Fall & Spring in partnership with Katy ISD (nine high schools).	Athletic Trainers	# of physicals performed per high school	High School receipt records	Fall:150 physicals performed per high school  Spring: 300 physicals performed per high school	Fall:150 physicals performed per high school  Spring: 300 physicals performed per high school	Fall: 200 physicals per high school  Spring: 300 physicals per high school
<b>Activity:</b> Offer high school sports physicals in Summer (Aristoi Charter High School)	Athletic Trainers	# of physicals performed	High School receipt records	140 physicals performed	150 physicals performed	130 physicals performed
<b>Activity:</b> Offer discounted Cardiac Screenings for Katy ISD athletes; Spring & Fall (offered for \$150).	Athletic Trainers	# of screenings	222-CARE/Attendance roster	Spring: 24 screenings Fall: 24 screenings	Spring: 24 screenings Fall: 24 screenings	Spring: 16 Screenings  Fall: 4 Screenings

<p><b>Activity:</b> Provide free open gym membership for Memorial Hermann Katy staff to Sports Park gym in partnership with Athlete Training &amp; Health.</p>	<p>Hospital Operations</p>	<p># of MH Katy staff members utilization ATH Sports Park gym</p>	<p>ATH user registry</p>	<p>40 staff members</p>	<p>40 staff members</p>	<p>133 staff members</p>
<p><b>Activity:</b> Provide quarterly free Saturday workout class with Turf Talk with Orthopedic or Sports Medicine Physician partnership with Athlete Training &amp; Health.</p> <p><i>*Event has to be in-person, so dependent on COVID and if System will allow us to market the event.</i></p>	<p>Marketing</p>	<p># of attendees</p>	<p>222-CARE/Attendance roster</p>	<p>0 attendees</p>	<p>30 attendees</p>	<p>0 attendees</p>
<p><b>Anticipated Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Short-Term: Increase physical activity among youth, adults, and community members</li> <li>• Long-Term: Reduce injuries and incidences of chronic diseases among community members</li> </ul>						
<p><b>Target/Intended Population(s):</b></p> <ul style="list-style-type: none"> <li>• Community members/staff</li> </ul>						
<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Physicians</li> <li>• Sports Park</li> <li>• Athletic Trainers</li> </ul>						
<p><b>Collaboration Partners:</b></p> <ul style="list-style-type: none"> <li>• Athlete Training and Health (partner for sports parks)</li> <li>• Katy ISD</li> </ul>						

#### 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:** Promote health and the reduction of heart disease and stroke through education opportunities

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
<b>Activity:</b> Host annual Heart Healthy Symposium (PCP, cardiologists, dieticians, physical therapist speak) symposium for community. Heart healthy recipes provided to attendees.	Marketing	# of attendees	222-CARE/ Attendance roster	15 attendees	20 attendees	25 attendees

**Anticipated Outcomes:**

- Short-Term: Increase awareness and education on the importance of exercise and heart health among community members
- Long-Term: Reduce incidences of heart disease and stroke and improve cardiovascular health in the community

**Target/Intended Population(s):**

- Community members

**Resources:**

- PCP
- Cardiologists
- Dieticians
- Physical Therapists

**Collaboration Partners:**

- PCP
- Cardiologists
- Dieticians
- Physical Therapists