



Implementation Strategy

2022

**Memorial Hermann Health System
TIRR Memorial Hermann
2022 Implementation Strategy**

Executive Summary

Introduction & Purpose

TIRR Memorial Hermann 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).

TIRR Memorial Hermann 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 TIRR Memorial Hermann 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

TIRR Memorial Hermann's CHNA report at the following link:
<https://memorialhermann.org/services/specialties/tirr/about-us/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.

TIRR Memorial Hermann

Continually recognized as one of America's Best Hospitals by U.S. News & World Report, TIRR Memorial Hermann is a national leader in medical rehabilitation and research providing a comprehensive continuum of medical rehabilitation for individuals who have experienced traumatic brain injury, stroke, spinal cord injury, limb loss, orthopedic or trauma injuries, cancer and other neurological injuries in its 134-bed facility. Some of the world's leading physicians in rehabilitation medicine provide care at TIRR Memorial Hermann. TIRR Memorial Hermann offers comprehensive inpatient and outpatient care, as well as a community wellness program, that address the individual needs of each patient who has experienced catastrophic injuries or illnesses.

Summary of Implementation Strategies

Implementation Strategy Design Process

TIRR Memorial Hermann 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 TIRR Memorial Hermann Hospital leadership.

During initial planning meetings, representatives from HCI and TIRR Memorial Hermann 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 TIRR Memorial Hermann 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



TIRR Memorial Hermann Implementation Strategy

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

While TIRR Memorial Hermann’s service area has the same priority needs identified in the CHNA, as a medical rehabilitation and research specialty 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 TIRR Memorial Hermann in all four pillars, however, within the Food as Health Pillar the hospital will not be addressing the focal areas of Diabetes and Obesity/Overweight. TIRR Memorial Hermann 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 Texas Medical Center.

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, 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 stroke education and support, increasing awareness of risk factors.
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy: Have multiple opportunities/offers for community members to become more active within with community, by having different options for engagement and interaction with exercise.

The Action Plan presented below outlines in detail the individual strategies and activities TIRR Memorial Hermann 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.

TIRR Memorial Hermann 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: Increase and improve the capacity of health care services, systems, infrastructure

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 greater Houston 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 the 12-counties that TIRR serves	LVM Reporting	39,392	41,362	48,861
		% 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: Expansion of outpatient rehabilitation locations across Houston with new facility in Southeast Houston.	TIRR Finance	Volume/Encounters	Financial Review	N/A	2,000	2,276
Activity: Internal TIRR triage escalation procedure-circle	Outpatient Medical Clinic	# of patients call/contact-average per day/counts	Outpatient Medical Clinic	50	50	50

<p>Activity: Social Work team provides resources that may assist with coverage to uninsured patients at time of admission:</p> <ol style="list-style-type: none"> 1) Harris county gold card (or equivalent county indigent health care program) 2) Comprehensive Rehabilitation Services program for those that have had a Traumatic Brain or Spinal Injury 3) Education on applying for social security disability if appropriate 4) Education on applying for Affordable Care Act especially if in enrollment period window 5) Utilizing GoodRx or other prescription assistance program as needed 6) Referrals to Rehabilitations Services Volunteer Project program for "charity" therapy and durable medical equipment if appropriate 7) Any other diagnosis specific programs that patient may be eligible (NeuroAssistance foundation for SCI, etc.) 	TIRR Finance	# of patients evaluated for resource assistance	Finance Review of patients admitted	1,500	1,500	1,600
<p>Activity: Draw from philanthropic funds to provide coverage for uninsured patients TIRR</p> <p>Excellence Fund (larger costs = medication, durable medical equipment)</p>	MH Foundation	Funds allocated for services	MH Review of Vallbona/ Weil Fund and TIRR Excellence Fund	\$10,000	\$10,000	\$1,010

<p>Activity: Independent Living Research Utilization staff provides training, technical assistance (TA), and materials on a number of topics and in a variety of formats - including on-location, online, and on-demand trainings, webinars and teleconferences.</p>	TIRR ILRU	# of persons assisted/attending online webinars	Capture count of persons who attend online webinars or who are assisted through ILRU	1700	1700	1,735
<p>Anticipated Outcomes:</p> <ul style="list-style-type: none"> • Short-Term: Increase ability for patients to have access to appropriate healthcare interventions • Long-Term: Improve the overall outcomes of patients as well as their ability to seek out and acquire appropriate healthcare options when needed 						
<p>Target/Intended Population(s):</p> <ul style="list-style-type: none"> • Patients with disabilities • Previous TIRR established patients 						
<p>Resources:</p> <ul style="list-style-type: none"> • Nurse Health Line • Therapy staff, leadership • OMC nurses • Social Work and Case management teams • Staffing: TIRR OP sites—onsite social workers assisting with financial and transportation resources, OMC Nurses, Assistant Nurse Managers @ TIRR • MH Foundation • TIRR Foundation 						
<p>Collaboration Partners:</p> <ul style="list-style-type: none"> • UTMB Health • HCA Healthcare • Methodist Southeast Hospitals • Houston Physician Hospital • 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
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	2,617
		# Substance abuse screenings completed		N/A	2,592	2,617
		# PCP Referrals		438	321	359
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	53,941
		# Unique patients screened for depression (using PHQ9)		N/A	15,764	13,961

Anticipated Outcomes:

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

Target/Intended Population(s):

- Inpatients/outpatients
- Families/caregivers

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, Overweight/Obesity

Strategy: Provide stroke education and support, increasing awareness of risk factors

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
Activity: Offer a Stroke Support Group	Community Outreach Team	Sessions Offered	Team Report	6	6	10

Anticipated Outcomes:
Heart Disease/Stroke

- Short-Term: Increase the ability of patients to have support within the community space as it related to heart disease and stroke
- Long-Term: Reduce the associated risks of heart disease and stroke by encouraging and providing support within the community

Target/Intended Population(s):

- Patients in the community impacted by these conditions

Resources:

- Staff hours and space

Collaboration Partners:

- TIRR Locations
- Other MHHS Locations offering similar services

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, Overweight/Obesity

Strategy: Have multiple opportunities/offers for community members to become more active within with community by having different options for engagement and interaction with exercise

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1 Projected	Process Measure Y1 Actual
<p>Activity: Provide opportunity for community members to participate in adapted physical activity including sports leagues. (Participating in physical activity and on a team has a proven profound positive effect on weight management, mental health, healthy social skill development, independence and more for this population.)</p>	<p>Therapy Recreation Staff</p>	<p>Total # of participants</p>	<p>TR/ Adaptive Sports</p>	<p>85</p>	<p>85</p>	<p>151/Sports 284 patients/in therapeutic recreation outings</p>

Anticipated Outcomes:

- Short-Term: Increase participation among community members to partake in exercise-based initiatives
- Long-Term: Reduce the incidence of diabetes, heart disease/stroke and obesity in the community and among TIRR patients

Target/Intended Population(s):

- Youth/Adults
- Community
- Adaptive sports: anyone with physical disability and/or chronic health condition, aging population

Resources:

- Therapy Staff
- Uniforms, equipment
- Travel-air, land

Collaboration Partners:

- CATAPULT (local organization)
- City of Pasadena
- City of Houston Parks/Recreation
- Harris County Houston Sports Authority (collaborative physical activity programming)
- City of Pearland (adaptive rec programs)

- Harris County Present 2 (partnership with parks/community center)
- Achilles Foundation