



Implementation Strategy 2022

**Memorial Hermann Health System
Memorial Hermann The Woodlands Medical Center
2022 Implementation Strategy**

Executive Summary

Introduction & Purpose

Memorial Hermann The Woodlands Medical Center 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 The Woodlands Medical Center 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 The Woodlands Medical Center 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 The Woodlands Medical Center CHNA report at the

following link: <https://memorialhermann.org/locations/woodlands/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 The Woodlands Medical Center

For more than 35 years, Memorial Hermann The Woodlands Medical Center continues to provide family- and patient-centered care, trusted to the many communities served in Montgomery County, north Harris County and beyond. Regularly investing in campus expansions and renovations to meet the needs of the growing communities, Memorial Hermann The Woodlands is currently working on a \$254 million South Tower major expansion project. The campus consists of a 397-bed main hospital and four professional office buildings, but once the new South Tower opens in May 2023 that number increases to a total of 457 beds. A team of nearly 1,300 affiliated physicians provide care, representing more than 90 medical specialties, supported by more than 3,000 employees and 125 volunteers. Memorial Hermann The Woodlands is also the second largest employer in Montgomery County and the leading healthcare employer.

Memorial Hermann The Woodlands is a designated Level II trauma center and, after more than a decade, are still the first and only hospital in Montgomery County granted Magnet® status – an international distinction for nursing excellence and quality care by the American Nurses Credentialing Center. From wellness to complex procedures, Memorial Hermann The Woodlands provides an impressive depth and breadth of services, including advanced trauma care, a heart and vascular institute, the Mischer Neuroscience Center for outpatient care as it relates to the brain, spine and central nervous system and the Neurosciences Patient Care Unit with a neurological ICU and epilepsy seizure monitoring unit. It is also home to TIRR Memorial Hermann outpatient and inpatient medical rehabilitation ranked No. 1 in Texas by U.S. News & World Report. Area families appreciate the renovated Family Birth Center, the Children’s Memorial Hermann neonatal ICU able to care for newborns at any gestational age and the variety of affiliated, full-time pediatric sub-specialists right on campus.

Summary of Implementation Strategies

Implementation Strategy Design Process

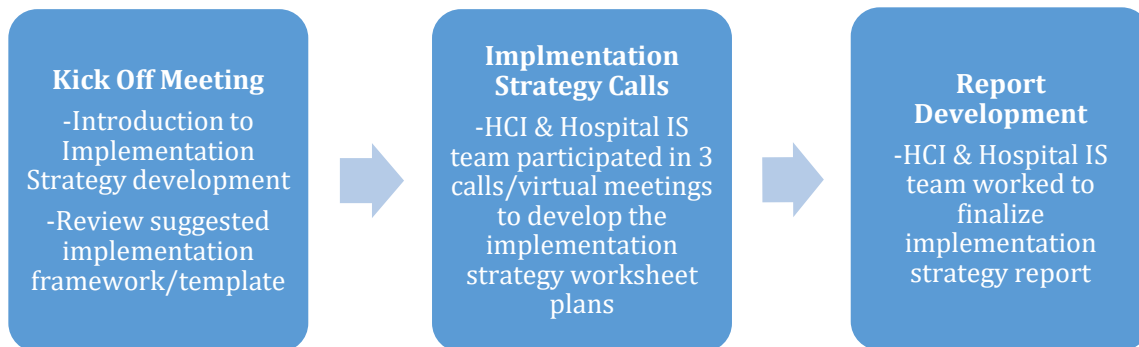
Memorial Hermann The Woodlands Medical Center is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

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 The Woodlands hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann The Woodlands Medical Center 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 The Woodlands Medical Center 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 The Woodlands Medical Center Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann The Woodlands Medical Center 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 1: Improve & expand patient interactions and opportunities for health education, timely delivery of care, and cost reduction measures to expand access to healthcare.
Emotional Well-Being:	<p>Mental Health and Mental Disorders</p> <ul style="list-style-type: none"> ○ Strategy 1: 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 1: Increase the proportion of individuals who receive diabetes and heart diseases/stroke prevention education. ○ Strategy 2: Reduce the proportion of individuals who are overweight or obese in the community through education & outreach.
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, heart disease/stroke or who are overweight or obese through education on the importance of physical activity and exercise.

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann The Woodlands Medical Center 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 The Woodlands Medical Center 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 & expand patient interactions and opportunities for health education, timely delivery of care, and cost reduction measures to expand access to healthcare.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity 1.1: My Health Advocate - Navigation/support services through My Health Advocate (multi visits with patients, ensure compliance with discharge plans).	Case Management: Linda Kuitert/ Kim Wyers	# of total referrals # enrolled w/My Health Advocate (MHA)	MHA Report	363 referrals 99 COVID referrals 41 enrolled in MHA (11.3%) 18 COVID enrolled in MHA	350 referrals 52 enrolled in MHA (15%)	350 referrals 70 enrolled in MHA (20%)	350 referrals 88 enrolled in MHA (25%)
Activity 1.2: 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 MHTW’s primary service area (Montgomery and Harris) % Callers satisfied with the NHL	LVM Reporting	36,615 98%	38,446 98%	40,277 98%	42,107 98%

		(rating good or excellent) % Callers who followed the NHL Advice % Callers who will use the service again		95% 99%	95% 99%	95% 99%	95% 99%
Activity 1.3: 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 # of Referrals Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals	LVM Reporting	1,353 3,230 First year of implementation	1,353 3,230 6 month - 71% 12 month - 62% 18 month - 57%	1,353 3,230 6 month - 71% 12 month - 62% 18 month - 57%	1,353 3,230 6 month - 71% 12 month - 62% 18 month - 57%
Activity 1.4: Interfaith Community Clinic Support - Ancillary support for under-insured or non-insured patients who meet qualifications for service. Services include lab draws, mammograms, imaging, etc.	Business Development: Lisa Pugh	Costs associated with free imaging, lab work, and screenings provided for clinic patients.	Spreadsheet	\$60k monthly \$720 annually	\$60k monthly \$720 annually	\$60k monthly \$720 annually	\$60k monthly \$720 annually
Activity 1.5: Transportation Voucher Program - Provide free	Operations Administrator:	# of taxi vouchers	Taxi	275 Annually	275	275	275

transportation services through taxi vouchers/ Lyft for patients to return home following care when they do not have another means to get home.	Chelsea Arrington	# of Lyft Orders	OLOS Lyft	0 Annually	25	50	75
Activity 1.6: Community outreach/education - Preventative safety in partnership with Kailee Mills Foundation (seat belts) and Allie's Way (texting and driving).	Trauma Program: Melanie Bradshaw	# of Events	Flyers of Events	4 Annually	4	5	5
		# of attendees at events	Reported attendees from event organizers	100 Annually	150	200	250

Anticipated Outcomes:

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

Target/Intended Population(s):

- Patients without PCP
- Uninsured/underinsured
- Multi visit patients coming through ED (typically lacking social support)
- Populations not from the area/from the U.S.
- ESL populations
- Older adults without access to transportation to PCP
- Underfunded MVC patients
- High School & college age students
- Drivers of motor vehicles

Resources:

- NE Community Resource Center
- Interfaith Community Clinic
- Canopy staff and volunteers
- Hospital staff to help with referrals & follow-up (lab tech, business office, patient services)
- ED navigators, IT, ED collaboration
- Nurse Health Line

Collaboration Partners:

- Montgomery County Safe Sleep Coalition
- Kailee Mills Foundation: financial assistance for medical and/or funeral expenses and counseling services
- Allie's Way Foundation

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	Process Measure Y2	Process Measure Y3
Activity: 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	548	486	486	486
Activity: 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

Activity: 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
Activity: <i>Trauma Support Groups:</i> Trauma Survivor Support Group that is organized within the Trauma Survivor's Network (TSN) to help aid patients suffering from traumatic injuries to re-assimilate back into their day to day world.	Trauma Program: Melanie Bradshaw	# of trauma survivors/family members that join MHTW's TSN site	Member list on TSN website	4	10	15	25
		# of patients/family members that attend	Roster of attendance	0	0	4	10
Activity: <i>Canopy Support Groups:</i> Support Groups - Cancer Support (Spanish), Men's Lunch, Modern Widows Club, Life In Between, Survivorship Support Group Hobby Clubs - Mah Jongg, Camera Club, Coffee & Support Others - All about Moms Support Group, Parkinson's Support Group	Canopy: Marcella Herrera	# of programs related to support	Sign-in logs	29	35	40	40
		# of Activities/ Meetings		70	75	80	80
		Attendance of Support Groups		Average attendance 10.4	Average attendance 12	Average attendance 15	Average attendance 15
Anticipated Outcomes: <ul style="list-style-type: none"> • Short-Term: Increase awareness and connections of mental health programs and resources • Long-Term: Improve mental health of patients, family members, employees, and community members 							

Target/Intended Population(s):

- Employees
- Inpatients/outpatients
- Families/caregivers
- Pregnant mothers, prenatal, postpartum, parenting
- Patients and/or family members and caregivers of patients who have sustained traumatic injury

Resources:

- Trauma Survivors Network Website
- Human Resources - Behavioral Health Services Employees
- Operating Resources – Computers, EMR, and other documentation tools
- Capital Resources – Offices and other facilities
- Health coaching offered virtually to MH employees

Collaboration Partners:

- Tri-County Mental Health
- Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other community partners
- UTHealth Trauma & Resiliency Center
- Mental Health Guide Houston

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 and Heart Disease/Stroke

Strategy 1: Increase the proportion of individuals who receive diabetes and heart diseases/stroke prevention education.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Stroke Support Group – System led support group to provide resources and education for stroke patients to focus on food & exercise.	Stroke Coordinator: Erika Sirchia	# of Attendees	System	20	30	40	50
Activity: Diabetes Support Group – System led support group to provide resources and education to individuals diagnosed with Diabetes to focus on food & exercise.	Diabetes: Chelsea Arrington	# of Attendees	System	39	45	50	55
Activity: Community outreach/education - Provide diabetes education and prevention information at Health Fairs and outreach events.	Diabetes: Chelsea Arrington	# of Events	Event Tracking	1	1	2	3

Anticipated Outcomes:

- Short-Term: Increase awareness/knowledge of healthier options for food choices as it relates to diabetes and heart disease/stroke patients
- Long-Term: Reduce the burden of living with a diabetes diagnosis, or poor cardiovascular health, improve quality of life, reduce mortality from heart disease and stroke

Target/Intended Population(s):

- Employees
- Women Shelter population
- Community

Resources:

- Employee benefits: health insurance, flexible spending accounts, Wellthy, Noom partnership (weight loss program benefit to TW employees)
- Montgomery County Food Bank
- Diabetes educators and nutrition team members

Collaboration Partners:

- Shelters: MOCO Woman's shelter, Harris & Montgomery County
- NAM- rent/utility assistance

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: Obesity/Overweight
Strategy 2: Reduce the proportion of individuals who are overweight or obese in the community through education & outreach.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Community outreach/education - Provide Obesity Screenings at local Health Fairs	Business Development: Lisa Pugh	# of Health Fairs where Obesity Screening offered	Spreadsheet	5	7	9	10
Activity: Canopy Nutrition & Cooking Classes – provide no cost coaching and education classes for cancer patients/family members Keyes Ingredients Healing Meals	Canopy: Marcella Herrera	# of Classes offered Avg. # of Attendees per class	Sign-in Log	4 10.4	5 12	6 15	6 15
Activity: Bi-monthly Weight Support Groups	Bariatric Coordinator: Michael Tellier	# of Attendees	Zoom Attendance Log	68	75	85	95

Anticipated Outcomes:

- Short-Term: Increase knowledge by providing educational opportunities to live a healthier life
- Long-Term: Reduced incidence of overweight/obesity

Target/Intended Population(s):

- Employees
- People with obesity aged 16 and over who are pre/post bariatric surgery
- Community
- Family members/caregivers

Resources:

- Bariatric coordinators, marketing/comm team, Employee Health
- Bariatric Surgery RN Coordinator (obesity/overweight)- Bariatric Surgery Dietitian
- Canopy staff, Canopy volunteers, Diabetes education

Collaboration Partners:

- Shelters: MOCO Woman's shelter, Harris & Montgomery County
- NAM- rent/utility assistance

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 and Stroke, and Obesity/Overweight

Strategy: Reduce the porportion of individuals who have diabetes, heart disease/stroke or who are overweight or obese through education on the importance of physical activity and exercise.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Community outreach/education: Provide BEFAST symptoms, CPR demonstrations, AED demonstrations, Watchman presentations at retirement facilities, health fairs, & community events	Business Devleopment: Lisa Pugh Chest Pain Coordinator & Stroke Coordinator	# of Events	Event Spreadsheet	4	5	6	7
Activity: Provide peer support group through Mended Hearts support program	Cardiac Rehab: Dana Clark	# of patient interactions & education opportunities	Patient list managed by Mended Hearts	0	20	40	60
Activity: Provide free Tai Chi for Older Adults	Trauma Porgram: Melanie Bradshaw	# of Attendees	Roster of Attendance	0	50	60	75
Activity: Canopy Exercise Classes- Gentle Yoga, Tai Chi, Chair Yoga	Canopy: Marcella Herrera	# of Classes	Sign-in Logs	5	7	8	8
		Avg. # of Attendees		7.9	10	12	15

Anticipated Outcomes:

- Short-Term: Increase opportunities for individuals to participate in physical activity/exercise
- Long-Term: Reduction in incidence of chronic disease

Target/Intended Population(s):

- Individuals diagnosed with Cancer
- Older Adults/Elderly populations/persons at increased fall risk
- Community

Resources:

- Marketing/comm, speakers for group
- Nursing staff, marketing/communications, stroke coordinator, heart coordinator, injury prevention coordinator
- Cardiac rehab coordinator's time, volunteers that do outreach

Collaboration Partners:

- Canopy
- Mended Hearts
- Local ISDs
- Trauma Program