

MEMORIAL HERMANN HEALTH SYSTEM

**2021 ANNUAL REPORT
OF COMMUNITY BENEFITS PLAN**

**PREPARED FOR
THE TEXAS DEPARTMENT
OF STATE HEALTH SERVICES**

MEMORIAL HERMANN HEALTH SYSTEM, HOUSTON TX

- **MEMORIAL HERMANN SOUTHWEST HOSPITAL**
- **MEMORIAL HERMANN NORTHWEST HOSPITAL**
- **MEMORIAL HERMANN SOUTHEAST HOSPITAL**
 - **MEMORIAL HERMANN PEARLAND HOSPITAL**
- **MEMORIAL HERMANN THE WOODLANDS MEDICAL CENTER**
- **MEMORIAL HERMANN MEMORIAL CITY HOSPITAL**
- **MEMORIAL HERMANN KATY HOSPITAL**
- **MEMORIAL HERMANN SUGARLAND HOSPITAL**
- **MEMORIAL HERMANN - TEXAS MEDICAL CENTER**
 - **MEMORIAL HERMANN HOUSTON ORTHOPEDIC AND SPINE HOSPITAL**
 - **MEMORIAL HERMANN CYPRESS HOSPITAL**
 - **CHILDREN'S MEMORIAL HERMANN HOSPITAL**
- **MEMORIAL HERMANN NORTHEAST HOSPITAL**
- **TIRR MEMORIAL HERMANN**
- **MEMORIAL HERMANN REHABILITATION HOSPITAL – KATY**
- **MEMORIAL HERMANN SURGICAL HOSPITAL KINGWOOD**
- **MEMORIAL HERMANN SURGICAL HOSPITAL FIRST COLONY**

1) OUR MISSION, VISION AND VALUES

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.*

Our Mission

Memorial Hermann Health System is a non-profit, values-driven, community-owned health system dedicated to improving health.

Our 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.

2) MEMORIAL HERMANN COMMUNITY BENEFIT CORPORATION

To advance Memorial Hermann's vision of creating healthier communities, 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. Our work is built on the foundation of four intersecting pillars – Access to Health Care, Emotional Well-being, Food as Health, and Exercise is Medicine.

CBC programs 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 close the gap in mental and behavioral care services; 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, our work takes us outside of our campuses and into the community.

To prioritize this work, Memorial Hermann conducts Community Health Needs Assessments (CHNAs) every 3 years. The studies include data collection and analysis for the 12 counties which comprise the majority of Memorial Hermann discharges. Following the CHNAs, implementation plans are developed that target strategies to address the health needs identified.

3) DESCRIPTION OF THE COMMUNITY SERVED

Population Size – Memorial Hermann serves “Greater Houston”, a nine-county region along the Gulf Coast in Southeast Texas where several counties are without hospital district services. Spanning more than 10,000 square miles, an area only slightly smaller than the State of Massachusetts, Greater Houston is geographically flat with inadequately sized natural drainage, making it particularly susceptible to catastrophic flooding events. Home to roughly 7 million people, the Greater Houston Metropolitan Service Area is the 5th largest in the U.S. and continues to be one of the fastest growing. This sustained growth has strained health and social infrastructure, with some communities lacking easy and reliable access to healthy foods, safe roads, affordable and secure housing, and adequate sidewalks and rainwater runoff systems.

Demographics – One of the most racially/ethnically diverse metropolitan areas in the nation, no one racial or ethnic groups hold a majority in Greater Houston. Made up of 36% White, 38% Hispanic, 17% Black, and 8% Asian, nearly 1 in 4 residents are foreign born contributing to a wide variety of cultures and ethnicities present in the region. Roughly 40% of residents speak languages other than English at home. Immigration is a major part of our identity. Houston is home to the nation's fourth-largest Hispanic population and the nation's ninth-largest Asian population. Such diversity leads to unique health disparities and community needs. 27% of the total populations are minors and 11% are over 65 years of age, resulting in a potential workforce (18-64 years) of approximately 4.3 million individuals. Despite this possibility for economic success, only 33% of the 25+ years of age population have a college degree or higher, readying them for

Houston's growth business and industry opportunities. There are pockets of poverty throughout the area and some residents face tough economic challenges which can affect their health and the health of their family. The median household income hovers at \$69,000 and the per capita income is roughly \$35,000. Fourteen percent of all residents fall at or below the Federal Poverty Threshold.

COVID-19 in Greater Houston – During the COVID-19 pandemic, more than 1,540,000 individuals in the Greater Houston region were infected with the virus and 15,500 did not survive their illness. Residents of color and low-income communities have been hit disproportionately hard throughout the region. Food insecurity spiked during the pandemic with nearly 30% of Greater Houston households reporting “often” or “sometimes” not having enough to eat. Those rates have reduced since that peak but remain at an average of 15%. Houston has ranked among the top three cities in the nation for evictions filed during the pandemic and evictions have risen since the expiration of eviction protection policies and court orders. For industries struggling prior to the shutdown, COVID-19 made things worse, and a full recovery is likely several years away.

Major Employers – The Houston area's unemployment rate spiked during 2020 due to the COVID-19 pandemic at 7.6% but ended 2021 at 4.8%. Home to more than 20 Fortune 500 company headquarters, the energy industry dominates the Houston economy, but grocery stores (Walmart, Kroger, and San Antonio-based H-E-B) and healthcare (Memorial Hermann, MD Anderson, and Methodist) are the largest employers, along with McDonald's and United Airlines. These healthcare organizations are collaborators with Memorial Hermann on community improvement efforts. Reducing poverty and strengthening existing graduation rates (currently 75% for Houston high schoolers) is paramount to supporting all sector's continued strength and prosperity.

Key Community Health Assessment Findings – 15% of the total Harris County population is food insecure. Combined with this is the rising rate of obesity as the single biggest threat to the Greater Houston area – 34% of Houston area adults are overweight, increasing the risk of dying from cancer, heart disease, stroke, diabetes, liver disease, and kidney disease. Nutrition and exercise play a major role in chronic conditions with diabetes being a key focus of many community initiatives. The increase in population over the past five years has placed a tremendous burden on existing public health, social and healthcare infrastructure, a trend that encumbers pursuing a healthy lifestyle among residents. With 20% of the Houston area population self-reporting five or more poor mental health days – a rate which has greatly trended higher during the COVID-19 pandemic – the need for increased access to behavioral health care remains significant.

4) 2019 COMMUNITY HEALTH NEEDS ASSESSMENT

Improving the health of a community is essential to enhancing the quality of life for residents in the region and supporting future social and economic well-being. In 2013, 2016, and again in 2019, Memorial Hermann engaged in a community health planning process that was two-fold: 1) A community needs assessment (CHNA) to identify the health-related needs and strengths of the community and 2) a strategic

implementation plan (SIP) to identify major health priorities, develop goals and select strategies and identify partners to address these priority issues across the community.

Approach Used to Determine Major Health and Social Needs - The CHNA findings resulted from the analysis of an extensive set of secondary data (over 100 indicators from national and state data sources) and primary data collected from community leaders, non-health professionals, and organizations serving the community at large, vulnerable populations, and/or populations with unmet health needs.

Memorial Hermann Health System's CHNA Priorities - In March 2019, stakeholders from the 13 hospital facilities in the Memorial Hermann Health System completed a survey to prioritize the significant health issues, based on criteria including health impact and risk as well as consideration of Memorial Hermann's strategic focus. The following four topics were identified as priorities to address:

- Access to Health Care (addressing Access to Health Services, Lack of Health Insurance, and Low-Income/Underserved)
- Emotional Well-Being (addressing Mental Health and Substance Abuse)
- Exercise Is Medicine (addressing Obesity)
- Food as Health (addressing Diabetes, Food Insecurity, and Heart Disease/Stroke)

Implementation strategies to address these priorities were adopted September 2019. The resulting implementation strategies balance the individuality of the different hospitals with the system strategy of collectively supporting community objectives to achieve the necessary alignment and leverage to impact true community change.

The 2022 Community Health Needs Assessments are underway and will be adopted June 2022.

5) COMMITMENT TO THE COMMUNITY

In FY 2020 (latest financial information available), Memorial Hermann community contributions totaled **\$411,328,145** and were distributed within the following areas:

- **\$284,781,850**
Financial Assistance and Government Programs
Charity care at cost, the unreimbursed cost of Medicaid, and means-tested government programs
- **\$7,600,000**
Community Health Improvement Services and Community Benefit Operations
Programs and initiatives developed to improve access to care
- **\$56,706,246**
Health Professions Education
Education and training of medical and allied health professionals, nurses, students, interns, residents and fellows
- **\$39,546,136**
Subsidized Health Services

Clinical services provided in response to community need despite financial loss incurred, including the Air Ambulance Program, End Stage Renal Disease Program (ESRD), and obstetrics and delivery program

- **\$7,642,142**

- Research***

- Research dollars serving the community

- **\$15,051,711**

- Cash and in-kind contributions for community benefit***

- Community education and awareness initiatives and sponsorship of other organizations

Additionally, Memorial Hermann provides programs to the community for health education and prevention for diseases and chronic conditions, support groups, nutrition and fitness classes, screening for disease, education for current and future health professionals, and community events that promote awareness of health awareness of health issues to the public.

6) COMMUNITY BENEFIT PROGRAMS

Our work is built on the foundation of four intersecting pillars, identified through the CHNA process: Access to Health Care, Food as Health, Exercise is Medicine, and Emotional Wellbeing. These pillars represent efforts to improve access through programming, education and social service support; promoting the importance of a healthy diet through screening and creating access to nutritious foods; fostering improved health through exercise with culturally appropriate activities; and addressing emotional wellbeing through innovative access points. Strategically, Memorial Hermann is focusing upstream on health issues by addressing the social determinants of health and continuing to build the web of partnerships across Houston that will transform population health. Ongoing collaborators to address Houston's health and social issues and improve its well-being include area school districts and foundations, Avenue CDC, Children at Risk, Community Centered Health Home, Harris Health, Houston Health Department, Houston Food Bank, Houston Parks and Recreation and the Houston Parks Board, Urban Harvest, Texas Health Institute, The University of Texas Health Science Center at Houston School of Public Health, federally qualified health centers and private not-for-profit clinics and social service agencies.

Committed to making the Greater Houston Area a healthier and more vital place to live, Memorial Hermann operates the following initiatives:

Health Centers for Schools - Education is the pathway out of poverty. With education and health care intertwined, Memorial Hermann began Health Centers for Schools in 1996, embracing a vision of keeping children healthy and feeling well so they can stay in school, learn, perform well academically, and move toward a future that is bright.

School-based health care is a unique model of care in which access to health is provided where children and teens spend much of their time—at school! Memorial Hermann's school-based health program supports the primary medical, dental, and mental health needs of children and teenagers through 10 clinics located in diverse areas of Greater Houston. Services offered include sick and injury care, general and sports physicals, immunizations, chronic care, mental health therapy, nutritional guidance, and navigation. Three mobile dental clinics rotate among the centers, providing restorative and preventive dental care and keeping kids on 6-month recall visits. Clinics operate year-round, even during the summer months and holidays when schools are closed, and care is provided regardless of insurance status or the ability to pay.

Serving entire feeder patterns and touting academic as well as clinical outcomes, barriers to care including insurance, transportation and requiring working parents to take time off work for appointments, are removed through school partnerships and coordinated care.

Students perform better when they show up for class healthy and ready to learn. Our school-based health centers ensure that pre-kindergartners through high schoolers can get flu shots, have annual physicals, have their teeth examined and eyes checked or speak to a mental health counselor in a safe, nurturing place—without the barriers that families too often face.

ER and Inpatient Navigation - Managing the use of inpatient and ER care, while promoting more preventive and primary care, community health workers (CHWs) assist patients with locating an appropriate/accessible medical home, access to medications and access to food and ensure they understand their health condition and next steps, all prior to discharge. These four steps, with follow-ups post-discharge, are the keys to reducing recidivism in the ERs and on the inpatient units.

OneBridge Health Network - Each of our CHW programs works closely with Houston's safety-net community, and to close the loop in their needs for specialty care within their patient populations, our OneBridge Health Network was created. Federally Qualified Health Center partners can be connected to volunteer specialists to address debilitating conditions that, if treated, can return the patient to feeling well and to an improved quality of life.

OneBridge verifies the patients qualify for the specialty care, ensures pre-specialty visit testing is completed, provides navigation support for other quality-of-life needs and ensures seamless transition from referring primary care provider to specialist and back to primary care provider.

Pathways for Health, Pathways for Costs – Pathways for Health, Pathways for Costs engages under- and uninsured patients who are being discharged from the hospital, who clinicians think will be back due to not having the support structures in place to follow through with their health issue post-discharge. Pathways are designed to identify patients, assist them in scheduling and understanding their upcoming outpatient procedures, and assess for other needs or barriers to care. Our initial effort is a paracentesis pathway in which patients admitted for abdominal distortion, liver disease or ascites are placed on regular outpatient schedules. This means they no longer postpone their care, not only avoiding costly ER visits and emergency procedures, but remaining more in control of their health, with the opportunity to enjoy an improved quality of life.

The Memorial Hermann Community Resource Centers (CRCs) – The CRCs, located near several Memorial Hermann hospitals, help improve overall health through assistance with health and social service connections, applications, and education. Our team helps with medical insurance applications and community clinic linkages. We help with access to food through SNAP applications, referrals to community pantries and provision of on-site pantries. We help with social service connections, supporting housing, utility, legal, financial, and behavioral health needs, and other related needs.

Providing welcoming spaces for patients and community members, our Community Health Workers brainstorm ideas with clients to help them meet their needs and eliminate barriers which leads to ever evolving services and connections. We are here to help individual and families with their overall health and wellbeing to help improve their quality of life.

The CRCs' goal is to reduce the impact of social determinants of health (SDoH) barriers for individuals, families, and the community by bridging health care with social services in a one-stop location.

Nurse Health Line - The Nurse Health Line is a free telephone triage service created for the residents of Greater Houston who are experiencing a health concern and are unsure of what to do or where to go. Whether there are immediate health concerns; questions about a particular condition, recent clinic visit or hospital visit; or questions about where to go for medical care, the Nurse Health Line (NHL) is here to help any time, day or night.

Experienced bilingual nurses use their training and expertise to conduct assessments by phone 24/7. They do not diagnose or treat but rather help callers make decisions that will support a positive outcome. Nationally recognized standardized protocols are applied.

Taking over 10,000 calls a month, the NHL continues to serve residents, health plans and a variety of agencies, all with the goal of increased education and improved care transitions. The NHL is becoming an essential extension of programs (including Harris County's Emergency Corps [HCEC], Northwest Community Health [NWCH] and the City of Houston's ETHAN-Emergency Telehealth and Navigation Program) dedicated to assessing the appropriate level of care, supporting residents' health conditions in real time, meeting them where they are in the health continuum and working to keep them out of the hospital.

Mental Health Crisis Clinics - The lack of community mental health programs means patients wait until their situations become crises before reaching out for care. Three Memorial Hermann Mental Health Crisis Clinics located in Meyerland, Spring Branch and Humble operate as "urgent care" options for individuals experiencing mental health and behavioral concerns and with nowhere to turn for access. Available for walk-ins early mornings, late evenings and Saturdays, services offered include emergency medicine administration, brief counseling, solution-focused intervention, psychosocial assessments, and safety planning, along with connecting patients to social services.

The clinics are not designed to provide continuous outpatient follow-up for mental health needs; rather, they serve as part of the mental health safety net as an alternative to expensive emergency room care that these individuals often turn to, which is ill-equipped to meet their needs. Mental Health Crisis Clinic staff provide the immediate care and then work with patients to establish an appointment with an outpatient provider.

Each clinic is staffed by a care team of licensed professionals with the objectives to alleviate the urgent issue that prompted the visit, understand the patient's unique psycho-social circumstances, and place the patient on a pathway to achieve their goals and improve their emotional and mental health. The team empowers patients with education that includes coping mechanisms and interventions that patients and families can readily implement, supporting compliance with their mental health treatment plans and promoting long-term, improved health outcomes.

Food as Health - We are tackling the problem of food insecurity, defined as not having enough food in the fridge and pantry, or inconsistent access to high-quality, nutritious foods, through initiatives that bolster greater food access and elevate the connection between dietary patterns and health.

- Food insecurity screening: We incorporate food insecurity screenings into our efforts through two evidence-based questions, always with the goal of reducing food insecurities and freeing up purchasing dollars for other needs. Patients identified as food insecure receive support in applying for

benefits, a referral to the Houston Food Bank and guidance on questions to ask for an appropriate food pantry referral. Discharged patients at our hospitals with Community Resource Centers are provided with a basic food care package.

- Food distributions: Distributions occur twice monthly in collaboration with Houston Food Bank and Wesley Community Center.
- Increased access to food: Through the Houston Food Bank's Food for Change Food Rx program, school-based clinic families who are educated by our dietitians on utilizing affordable whole foods in the daily diet to promote health and disease prevention have access to at least 30 pounds of free fruits and vegetables plus additional whole foods twice a month.
- Culture of food health: With a community garden as a focal point to excite the community, increase connections, and support the broader effort of educating on healthy eating habits, the Culture of Food Health at Clark Park is preparing to promote agricultural empowerment, while increasing opportunities for food access.
- Partnerships: To increase access to fresh and affordable food throughout the community, Memorial Hermann forges partnerships that connect families with nutritional foods. We support Urban Harvest's Double Up Houston program, which doubles SNAP purchasing power, we support Wesley Community Centers' pantry with additional personnel, and we are always a willing partner to test the Houston Food Banks' initiatives to promote healthy food access.
- USDA's SNAP (Supplemental Nutrition Assistance Program) enrollment: SNAP provides nutrition benefits to supplement the food budget of low-income families so they can purchase healthy food and move toward self-sufficiency. All of our programs provide access to Community Health Workers to assist in enrolling for SNAP benefits.

Exercise is Medicine - Focusing on helping residents to self-manage their health and wellness with exercise and physical activity programming, Memorial Hermann collaborates with partners across the region to activate park features and promote safe, engaging, culturally appropriate opportunities for people to get fit within their own neighborhoods and communities.

Promoting Physical Activity

Physical activity is promoted through a variety of programs, all with the goal of providing education on the benefits of regular exercise from emotional wellbeing to support in combating chronic diseases and health complications.

- Soccer for Success is an after-school program that uses soccer as a tool to not only encourage elementary and middle school students to embrace an active, healthy lifestyle, but also nurtures personal growth beyond sports.
- Pathway to Clark Park is a 1.1-mile safe, beautified path between our School-Based Health Center at Burbank Middle School and Clark Park, encouraging school, student, and family park engagement.
- StepHEALTHY Walking Club promotes social engagement and physical activity. Walkers share stories of how they have improved their health and quality of life since they started walking with the group.

- Walk with a Doc and Dancing with a Doc moves behavior change out of the clinical setting and into an energized walk in the park, with a brief presentation on combating chronic diseases.
- StepHEALTHY Connects recruits members of the StepHEALTHY Walking Club to become certified professional group fitness instructors. We fund certifications and insurance for one year, as well as mentor and train members on how to create business opportunities for their economic growth.
- StepHEALTHY Seniors in Motion, in addition to providing senior socialization, is designed to improve strength and flexibility and exemplifies the impact physical activity has on improving the performance of daily tasks and activities, regardless of age.

Memorial Hermann Medical Missions – Financing, facilitating, and encouraging physician led teams into third world countries, Memorial Hermann Medical Missions provides supplies, pharmaceuticals, and travel scholarships for non-physician team members. It facilitates by linking physicians and support teams together; advising on passports, vaccinations, and air travel; and coordinating necessary supplies. It encourages by sharing the knowledge of past experiences; communicating what a medical mission means to a poverty or disaster-stricken area; and coaching on safety practices so that participants feel comfortable in their new surroundings.

Memorial Hermann Neighborhood Health Centers Northwest, Northeast and Southwest - For many low-income people without access to health care coverage or who can't maintain health care coverage, an emergency room is often the place they receive care. To help bridge the gap for individuals and families without private health insurance and not qualifying for sliding-scale federal poverty levels at area FQHCs, Memorial Hermann Neighborhood Health Centers (NHCs) provide preventative, acute and chronic care at affordable rates. For many, the centers are viewed as their only option for medical care.

While the NHCs work closely with Memorial Hermann hospitals to accept and treat patients who access emergency rooms for primary care needs, all patients are welcome. An essential step in establishing the NHC as a patient's primary care home is education on how to access the healthcare delivery system and the importance of maintaining wellness and good health.

Staffed by physicians and nurse practitioners, the NHCs provide services including wellness exams, sports physicals, immunizations, acute care, injury care, chronic disease management, minor procedures, joint injections, and diagnostic laboratory services. The NHCs are open every day with extended hours of operation, for walk-ins as well as scheduled appointments, with a focus on high-quality, affordable health care services that improve health.

Physicians of Sugar Creek - A Family Practice Residency Training site, the clinic provides a sliding fee-based scale to the area's working poor. The National Committee for Quality Assurance (NCQA) has designated this residency program and family practice as a "Recognized Medical Home".

Community Health Prevention and Education Initiatives - Offered by Memorial Hermann through each of its hospitals, these initiatives offer free screenings, seminars, and support groups through a variety of venues to thousands of Houston residents seeking more information about their health.

7) PARTNERSHIPS

Partnerships reinforce and strengthen our strategy of focusing upstream and addressing Social Determinates of Health (SDOH), specifically our four pillars of access, nutrition, exercise, and emotional wellbeing. Below are just a few of our partners:

Accountable Health Communities (AHC) / UT School of Public Health / CMS Model

The AHC Model addresses a critical gap between clinical care and community services by testing whether identifying and addressing health-related social needs through screening, referral and navigation impacts healthcare costs and utilization. Memorial Hermann is one of 29 collaboratives participating across the country.

Be-Well Communities - MD Anderson

The Be-Well Communities Model engages communities in ongoing dialogues about the importance of healthy behaviors while creating and advancing community-based strategies that promote health, inclusive of risk reduction for chronic diseases. Partners bring their strengths to the selected communities. Memorial Hermann worked within MD Anderson's collaborative model in the Pasadena community, and current work is ongoing in Acres Homes.

CHILDREN AT RISK

CHILDREN AT RISK uses research and data to drive an advocacy agenda that drives change for children. Memorial Hermann supports the efforts.

Community Centered Health Home

The Community Centered Health Home Model recognizes there are multiple factors that affect a person's health. Partnering with the **Houston Independent School District, Houston Parks and Recreation Department and Avenue CDC**, Memorial Hermann has enabled the activation of a community park with soccer for success, walking groups, safety audits and sidewalk construction, creating "The Walk to Clark Park."

Houston Food Bank / Urban Harvest/ Common Threads/ Wesley Community Center

Our commitment to reducing food insecurities through education, innovation and collaboration has led to the implementation of numerous programs from food distribution within the community and at school-based health centers, to operating food pantries, to Food Rx and other nutritional education programming. These partnerships are also critical components of our park activations.

Interfaith Community Clinic (ICC)

ICC is a not-for-profit, volunteer-based healthcare clinic whose mission is to provide short-term medical care, dental care and social service referrals for indigent persons who do not have private health insurance and are not eligible for federal and state health and social services program support. The Clinic specifically concentrates on providing services to Montgomery County residents. Memorial Hermann has supported the efforts since its opening in 1996.

TOMAGWA Ministries, Inc.

TOMAGWA is a comprehensive family practice center serving low-resource, uninsured families and individuals, while offering access to early intervention for potentially fatal conditions and proper care for chronic illness. The focus is holistic—physically, mentally, emotionally, and spiritually. Memorial Hermann supports the efforts.

8) SUSTAINABILITY

Initiatives supported by Memorial Hermann remove barriers to health care access, increase and strengthen the primary and specialty care infrastructure, provide education and increase health care awareness, and improve the use of preventative medical services.

Memorial Hermann annually supports community benefit programming with a pledge. Grants and contributions supplement this pledge. Several initiatives have expanded through DSRIP (Delivery System Reform Incentive Payment) funding. Our work with community partners has escalated to further sustain the work. Initiatives are evaluated annually on efficiency, effectiveness, and achievement of stated outcomes before the program is included in the operating budget.

Successful program outcomes must demonstrate the short- and long-term impact on individual lives and/or a population. Philanthropic and community support are critical to sustainability. An integral part of Memorial Hermann's mission to improve health care is the sharing of successful programs with other organizations for replication. Thus, Memorial Hermann's roadmap for sustainability is measurable goals and outcomes, dedicated resources, organizational commitment, partnerships, funding, and replication.

9) ANNUAL STATEMENT OF COMMUNITY BENEFITS STANDARD (ASCBS)

Memorial Hermann's total operating expenses for the most recent completed and audited fiscal year (2020) were \$5,190,772,994. The Annual Statement of Community Benefits Standards is submitted to the Hospital Survey Unit, Department of State Health Services, and includes completed worksheets that compute the ratio of cost to charge.

10) REPORT TO THE COMMUNITY

Memorial Hermann produces a Report to the Community. This report can be viewed via the following link: <https://www.memorialhermann.org/giving-back/community-benefit>, along with other Memorial Hermann Community Benefit facts, resources, programs, and partnerships.