



Community Health Implementation Strategy

Memorial Hermann Surgical Hospital First Colony

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HERMANN
Surgical Hospital

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At-a-Glance Summary

Community Served 	Memorial Hermann Surgical Hospital First Colony, serving 3,013,193 persons living in 63 zip codes in Harris and Fort Bend counties.	
Significant Community Health Needs Being Addressed 	The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital’s most recent Community Health Needs Assessment (CHNA).	
	Health Care Priorities ● Access to Care ● Chronic Conditions Prevention and Management ● Maternal & Infant Health ● Mental Health & Substance Use	Non-Medical Drivers of Health Priorities ● Access to Healthy Food ● Economic Opportunity ● Educational Access

Implementation
on Strategy
Goals for
FY26-FY28



Over the next three years, the hospital will implement and closely monitor a series of programs, activities, and milestones aligned with its established priorities. The following snapshot outlines these initiatives, many of which include overlapping secondary objective.

Access to Care

- 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

Access to Healthy Food

- To expand access to nutritious food for food insecure populations across Greater Houston by increasing the number of patients and community members receiving emergency food support and participating in food and nutrition education programs at each Memorial Hermann campus, helping families redirect limited income toward other essential needs and reduce overall cost burden.

Mental Health & Substance Use

- Memorial Hermann Health System will implement initiatives that connect and care for the community, including those who are experiencing mental health challenges: access to appropriate psychiatric and behavioral health specialists; reducing unnecessary ER visits; increase connection to more appropriate preventive wellness outpatient services and navigation care coordination.

Our Hospital and the Community Served

Memorial Hermann Surgical Hospital First Colony

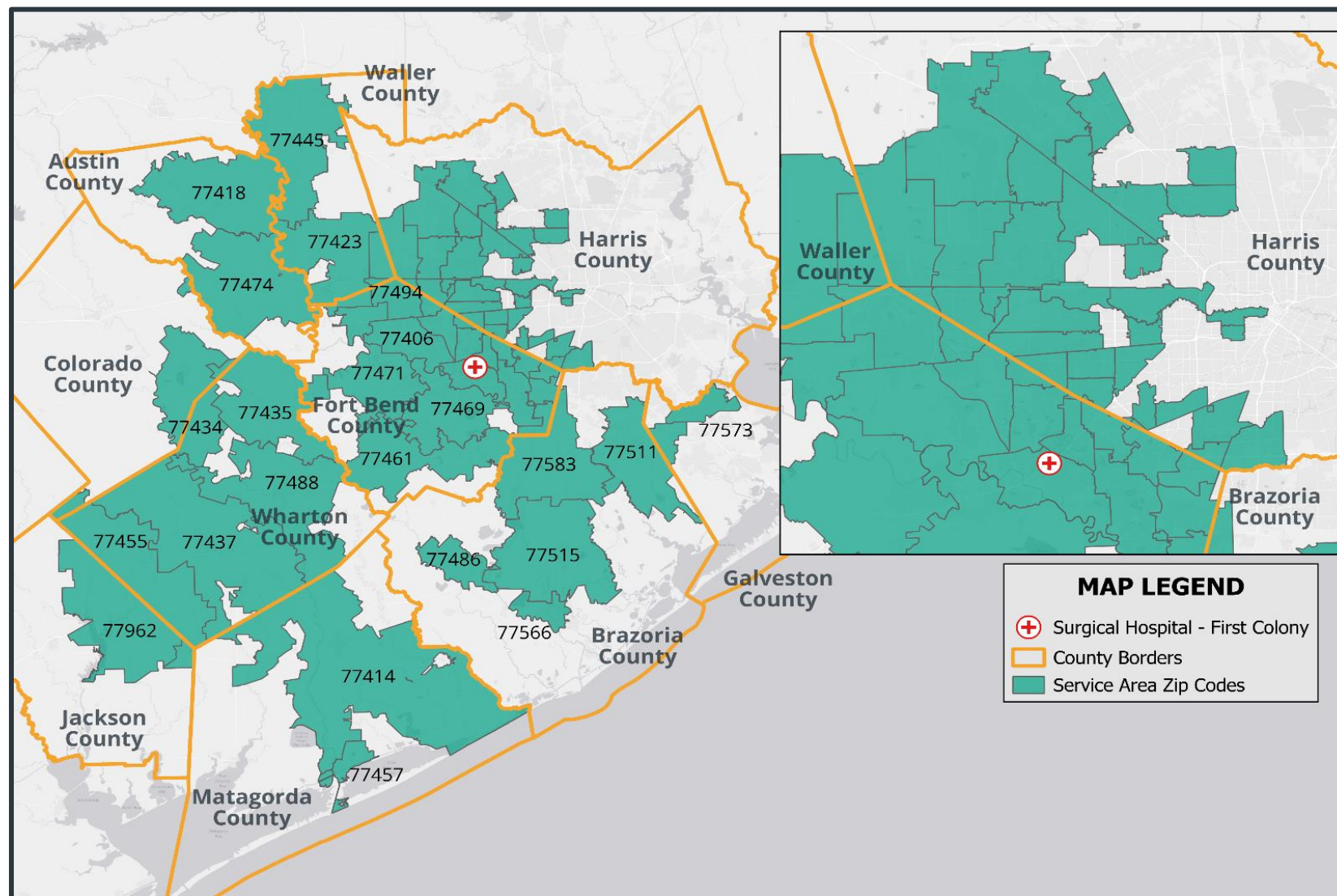
Memorial Hermann Surgical Hospital First Colony is a part of Memorial Hermann Health System (MHHS), one of the largest nonprofit health systems in Texas, with 17* hospitals and more than 6,600 affiliated physicians, 34,000 employees across 270 care delivery sites throughout the Greater Houston area.

Memorial Hermann Surgical Hospital First Colony has been serving Sugar Land and surrounding communities since opening the doors in 2003. Memorial Hermann Surgical Hospital First Colony's mission is to care for every patient and their family as if they were our own in this six-inpatient bed facility. Memorial Hermann Surgical Hospital First Colony is a trusted source of surgery, imaging, and services for physicians across the Sugar Land area. Patients come to this hospital for personalized health and wellness through education and compassionate care. The staff stays up-to-date on advanced health care options, treatments, and procedures to optimize the health and wellness of each patient. Memorial Hermann Surgical Hospital First Colony's commitment to service and clinical quality excellence in patient care has earned Press Ganey scores that rank among the highest in the area and a 5-star rating by CMS.

Description of the Community Served

Memorial Hermann Surgical Hospital First Colony Metropolitan Service Area (MSA) has a population of approximately 3,013,193 persons serving 63 zip codes in Harris and Fort Bend counties. See Appendix A Supplementary Findings for secondary data related to health care needs throughout the region.

FIGURE 1. MEMORIAL HERMANN SURGICAL HOSPITAL FIRST COLONY METROPOLITAN SERVICE AREA BY ZIP CODES



Source: MHHS facilities values from Claritas (2024)

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in June 26, 2025. The CHNA report includes:

- description of the community assessed consistent with the hospital's service area;
- description of the assessment process and methods;
- data, information and findings, including significant community health needs;
- community resources potentially available to help address identified needs; and
- impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, communityhealth@memorialhermann.org.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors or health care services, and health-related social and community needs that have an impact on health and well-being.



Significant Needs the Hospital Does Not Intend to Address

Memorial Hermann Health System (MHHS) did not elect to explicitly prioritize the following health needs that emerged from the primary and secondary data with the 2025 implementation plan to include: Immunizations & Infectious Diseases and Community (Environment, Prevention, & Safety). However, they are related to the selected priority areas and will be interwoven in the forthcoming Implementation Strategy and in future work addressing health needs through strategic partnerships with community partners.

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

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

Following the identification of the seven priority health needs, the Community Health team began subsequent work on implementation planning. Hospital contacts and participants were identified, and representation included Memorial Hermann Surgical Hospital First Colony, and other hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Surgical Hospital First Colony reviewed the hospital's most recent implementation plan (2023-2025), noting strengths and areas of improvement to inform the development of the new implementation plans.

Hospital representatives from Memorial Hermann Surgical Hospital First Colony were invited to participate in an Implementation Strategy Kick-Off meeting. The meeting was held on July 16, 2025 for all 13 facility hospital representatives. A total of 26 participants attended. Following the initial planning meetings, several implementation strategy office support hours were held to support the development of initial goals and objectives.

The Implementation Plan presented on the following pages outlines in detail the individual strategies and activities Memorial Hermann Surgical Hospital First Colony will implement to address the health needs identified through the CHNA process that the facility is best resourced to address. The following components are outlined in detail in the tables that follow:

- 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
- 4)** Any planned collaboration to support the work outlined.

Memorial Hermann Surgical Hospital First Colony Implementation Plan

Community Priority: Access to Care

- **Primary Prioritized Need Area:** Access to Care
- **Secondary Prioritized Need Area:** Economic Opportunity
-

FY26-FY28 Goal: 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.

FY26 Objective: Increase awareness/knowledge of health topics and connections to resources for expanded access to healthcare

FY26 KPIs:

- Percent- patients were contacted 3 times in the 30 days post-op
- Percent – patients assisted, receiving connection to HH, SNF or rehab Hospital

Strategic Approach

Programs/Activities	Owner	Baseline	Milestones/ Measures of Success FY26
Total Joint Patient – Post-Op Follow Up	Total Joint Program Coordinator	98% Contacted	• Percent- patients were contacted 3 times in the 30 days post-op
Improving access to Home Health, Skilled Nursing and Rehab	Case Management	7% Assisted	• Percent- patients assisted, receiving connection to HH, SNF or rehab Hospital

Target/Intended Population(s):

- Homebound individuals; low-income individuals; elderly/ aging adults

Please provide any additional insights or explanations on the initiative(s) listed.

- Total Joint Patient Post- Op Follow Up- Conduct post-op follow-up phone calls 3 times a month for total joint patients to identify and refer patients needing immediate care
- Improving access to Home Health, Skilled Nursing and Rehab- Provide assistance to help establish care by helping with access to home health, skilled nursing, and rehabilitation placement as needed.

Collaboration Partners (Internal and External):

- Greater Houston Safety-Net Providers; USPI (United Surgical Partners International): provides educational marketing materials for colonoscopy screening; Partnership with Community-based organizations that send volunteers to elderly patients home lacking support systems

Community Priority: Access to Healthy Food

- **Primary Prioritized Need Area:** Access to Health Food
- **Secondary Prioritized Need Area:** Chronic Condition Prevention and Management
-

FY26-FY28 Goal: To expand access to nutritious food for food insecure populations across Greater Houston by increasing the number of patients and community members receiving emergency food support and participating in food and nutritious education programs at each Memorial Hermann campus, helping families redirect limited income toward other essential needs and reduce overall cost burden.

FY26 Objective: Provide awareness and access to nutritious foods to reduce food insecurity and promote the reduction of chronic disease.

FY26 KPIs:

- Number – referrals to Meals on Wheels
- Number- cereal drives per year
- Number- pounds of food collected
- Number - audits of diabetic meal postings in cafeteria line

Strategic Approach

Programs/Activities	Owner	Baseline	Milestones/ Measures of Success FY26
Meals on Wheels Education	Total Joint Program Coordinator	100% referrals	• Number – referrals to Meals on Wheels
Summer Cereal Drive	• Senior Administration • Montgomery County Food Bank	52 pounds of food	• Number- cereal drives per year • Number- pounds of food collected
Advertising Diabetic Meal Plans	Cafeteria Manager	n/a – New Program	• Number - audits of diabetic meal postings in cafeteria line

Target/Intended Population(s):

- Patients; Low-income community members; Elderly/aging population, homebound; Youth/children and families; Low-income students qualifying for free and reduced school lunch program

Please provide any additional insights or explanations on the initiative(s) listed.

- Expand Diabetic meal plan postings in the cafeteria (both inpatient and community members).
- Provide Meals on Wheels information & directions on how to sign up during total joint class.
- Host summer cereal food drive (for children/families receiving school meals) during summer months in coordination with East Fort Bend Human Needs Ministry.

Collaboration Partners (Internal and External):

- Meals on Wheels (state funded)
- Cereal drive partnership with East Fort Bend Human Needs Ministry

Community Priority: Mental Health and Substance Use

- **Prioritized Need Area:** Mental Health and Substance Use

FY26-FY28 Goal: Memorial Hermann Health System will implement initiatives that connect and care for the community, including those who are experiencing mental health challenges: access to appropriate psychiatric and behavioral health specialists; reducing unnecessary ER visits; increase connection to more appropriate preventative wellness outpatient services and navigation care coordination.

FY 26 Objective: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees being served.

FY26 KPIs:

- Percent – decrease of patients needing evaluation in ER
- Number – unique patients evaluated via programs
- Number – referrals to programs
- Number – patients engaged by program type
- Number – attendees to community events
- Number—NHL calls from primary service area
- Percent – NHL caller satisfaction measures
- Percent—increased education from NHL call

Strategic Approach

Programs/Activities	Owner	Baseline	Milestones/ Measures of Success FY26
Memorial Hermann 24/7 Psychiatric Response Team	Behavioral Health Division	Baseline TBD post-FY26	• Percent - decrease # of patients evaluated in the ER
Memorial Hermann Mental Health Crisis Clinics: Community Setting	Behavioral Health Division	Baseline TBD post-FY26	• Number - unique patients evaluated
Memorial Hermann Collaborative Care Program (CoCM)	Behavioral Health Division	Baseline TBD post-FY26	• Number - referrals received from PCP • Number - patients engaged in CoCM services

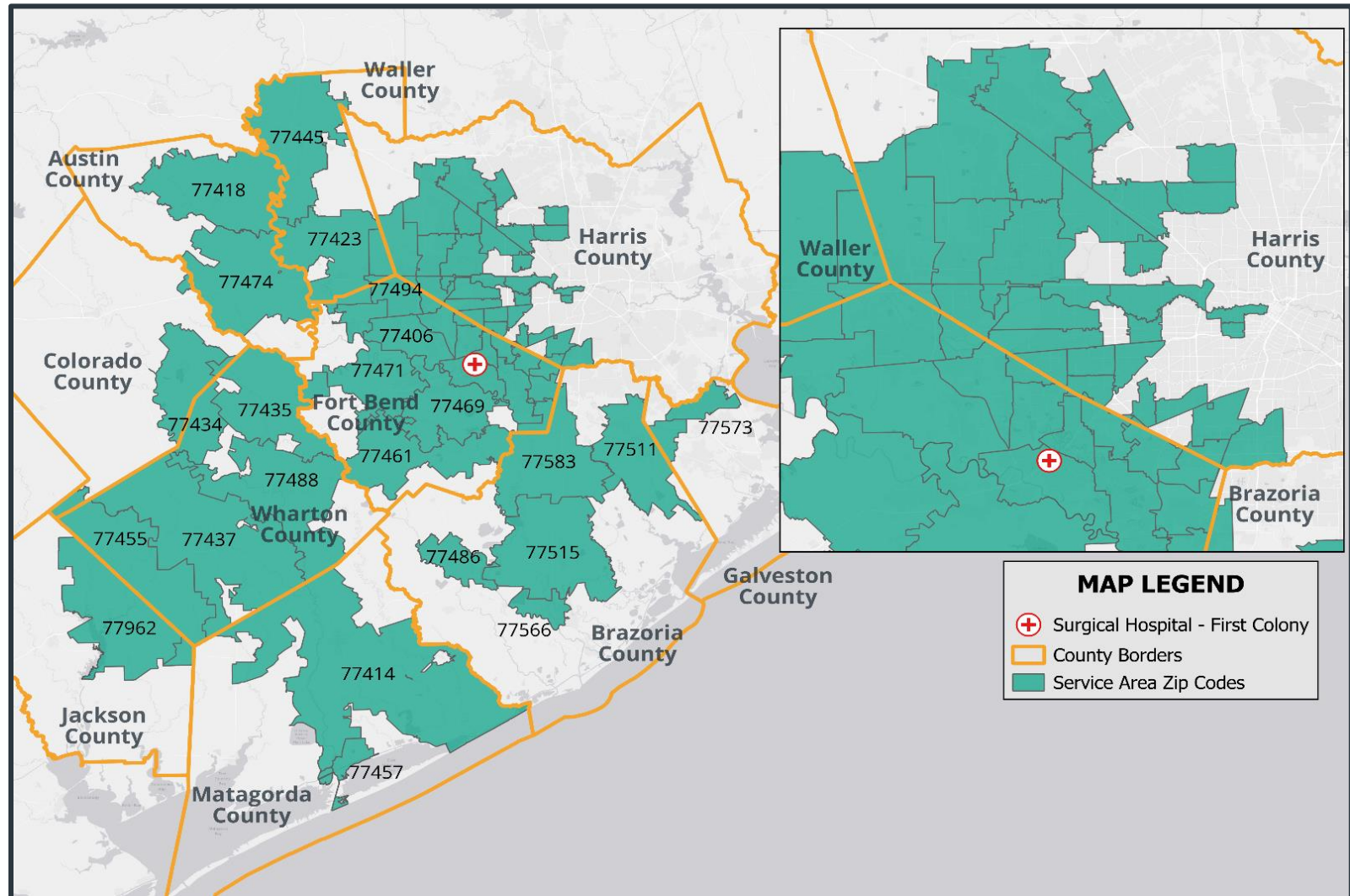
Nurse Health Line	Community Benefit Corporation Nurse Health Line	39,085 calls	• Number—calls from counties comprising First Colony’s primary service area • Percent—callers satisfied with the NHL (rating good or excellent) • Percent—callers who followed the NHL Advice • Percent—callers who will use the service again
Target/Intended Population(s): • Broader Greater Houston community; parents and students within HISD area; homebound individuals; low-income individuals; elderly/aging adults			
Please provide any additional insights or explanations on the initiative(s) listed. • Memorial Hermann Psychiatric Response Team, and on demand virtual psychiatry works 24/7 across the System and provides behavioral health expertise to all acute care campuses, delivering services to ERs and inpatient units. • Memorial Hermann Mental Health Crisis Clinics (MHCCs) are outpatient specialty clinics open to the community, meant to serve individuals experiencing mental health challenges or those needing more immediate access to outpatient providers to meet their behavioral health needs. • Memorial Hermann Collaborative Care Program (CoCM) strives to facilitate systematic coordination of general and behavioral health care. Integrating physical and behavioral health services; facilitating seamless access to care. • Human Resources - Behavioral Health Services Employees • Operating Resources – Computers, EMR, Virtual technology, and other documentation tools • Capital Resources – Offices and other facilities • 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.			
Collaboration Partners (Internal and External): • Collaboration with all the Memorial Hermann facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other community partners;			

Appendices

Appendix A. Memorial Hermann Surgical Hospital First Colony Supplementary Findings

The MSA for Memorial Hermann Surgical Hospital First Colony includes 63 zip codes in Harris and Fort Bend counties.

FIGURE 1. MEMORIAL HERMANN SURGICAL HOSPITAL FIRST COLONY PRIMARY MSA



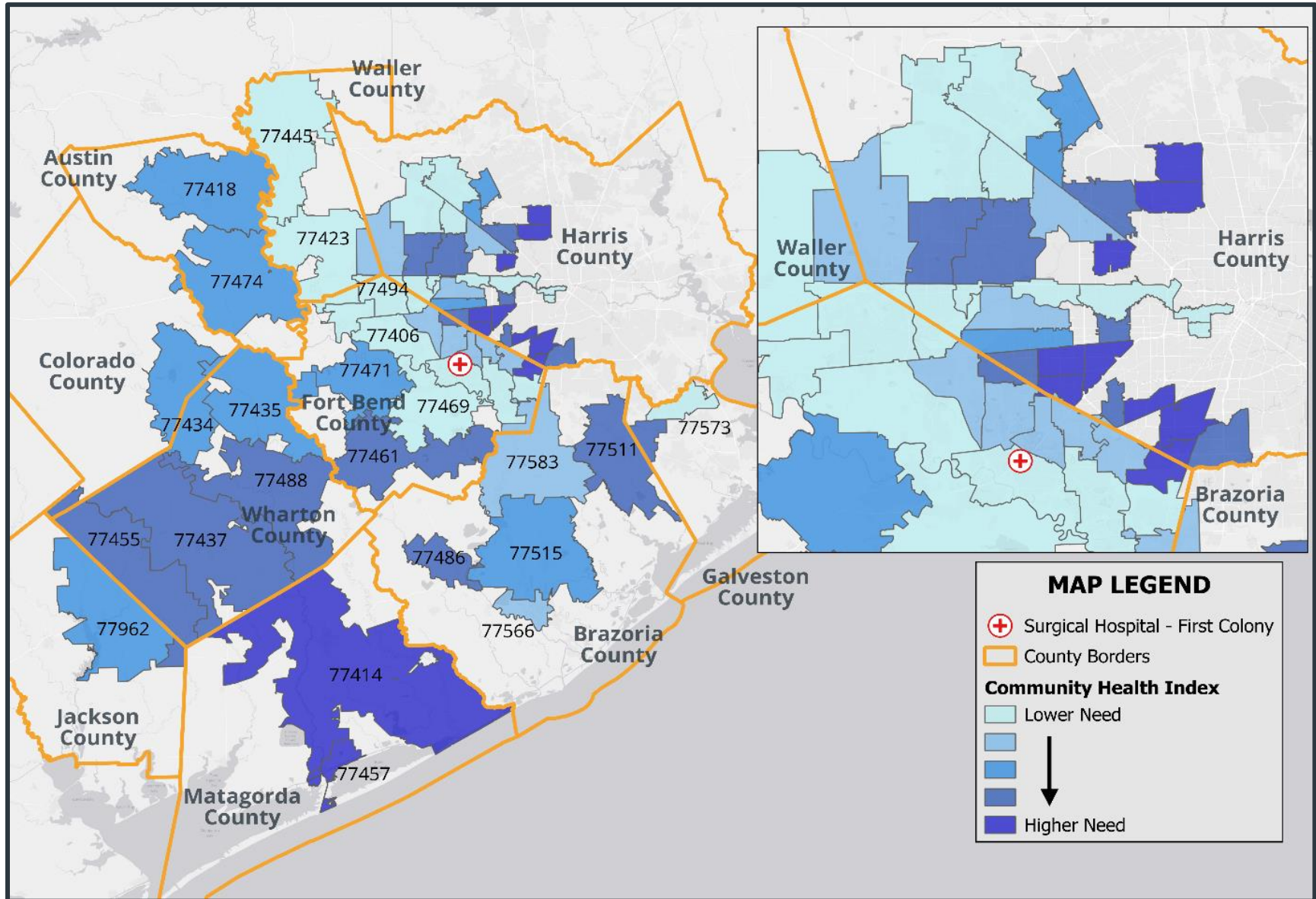
Key Findings: Access to Health Care

The Community Health Index (CHI) can help to identify specific geographies with greater health care needs, based on widely available data on non-medical drivers of health. This index can be helpful in planning where greater access to care may be needed.

Across the Surgical Hospital First Colony MSA, the zip codes with the highest CHI scores are:

- 77036 (CHI = 97.4)
- 77099 (95.4)
- 77045 (94.3)
- 77038 (93.5)
- 77088 (93.4)

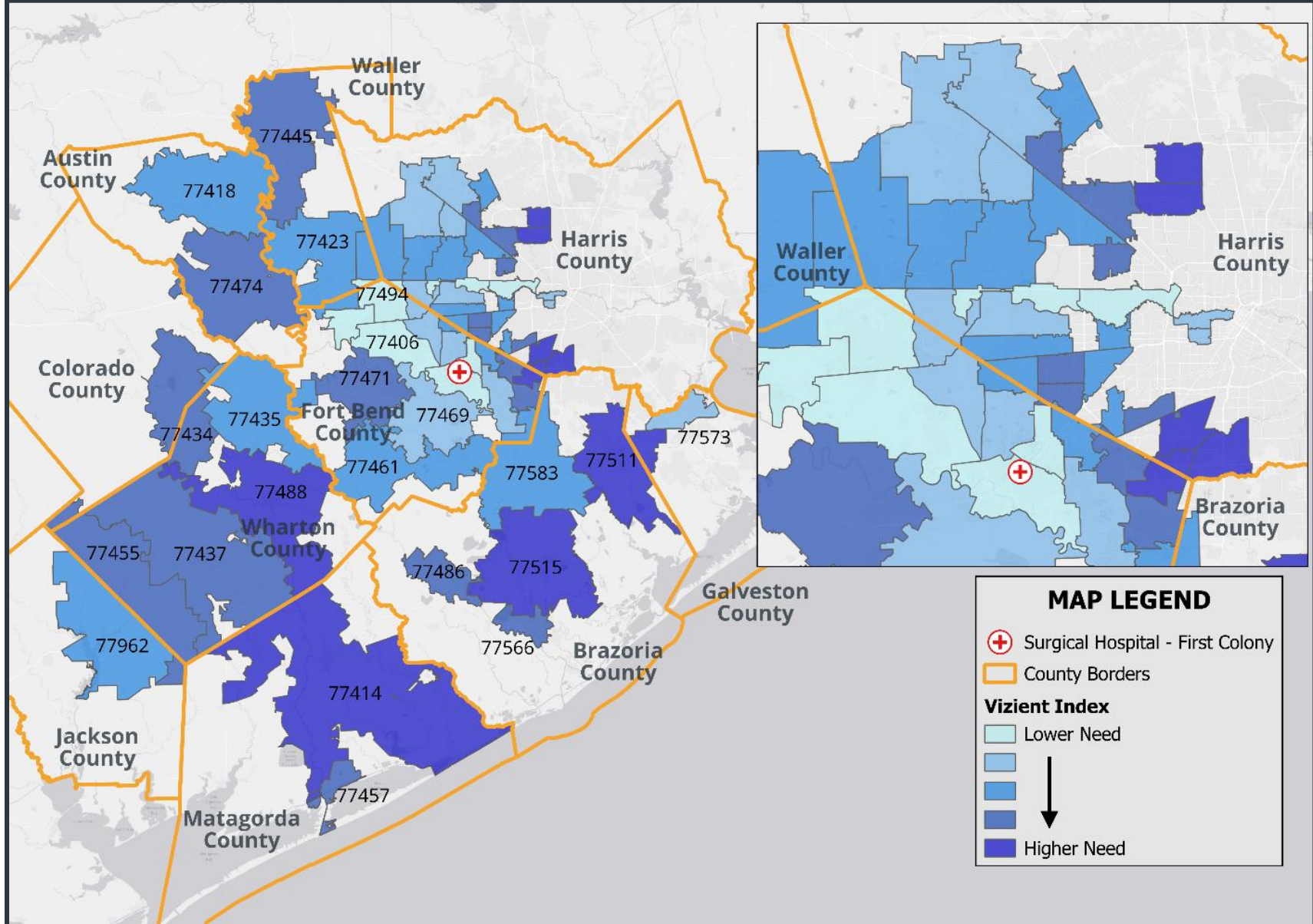
**FIGURE 2. CONDUENT HEALTHY COMMUNITIES INSTITUTE'S COMMUNITY HEALTH INDEX BY ZIP CODE:
SURGICAL HOSPITAL FIRST COLONY MSA**



The 2024 Vizient Vulnerability Index (VVI) similarly identifies social needs and obstacles by calculating a score based on nine domains: economy, education, healthcare access, neighborhood resources, housing, clean environment, social environment, transportation, and public safety. Across the Surgical Hospital First Colony MSA, the zip codes with the greatest healthcare needs, based on this index score, are:

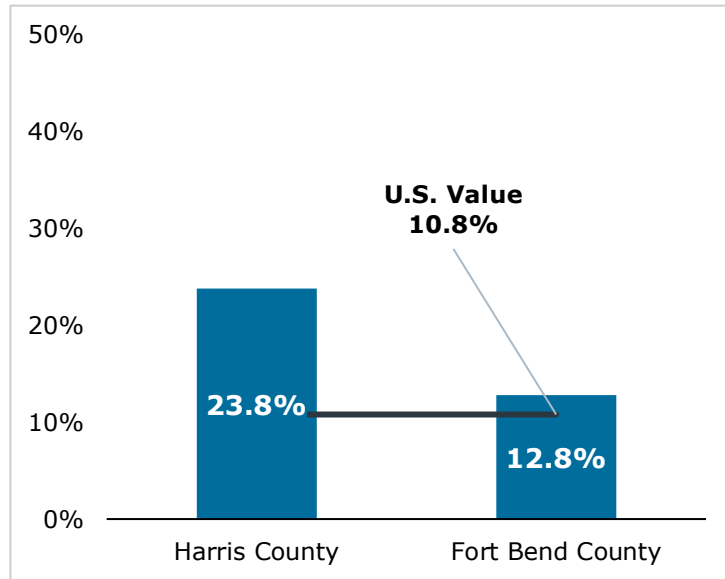
- 77088 (VVI = 0.99)
- 77047 (0.76)
- 77053 (0.71)
- 77038 (0.68)

FIGURE 3. VIZIENT SCORE BY ZIP CODE: SURGICAL HOSPITAL FIRST COLONY MSA



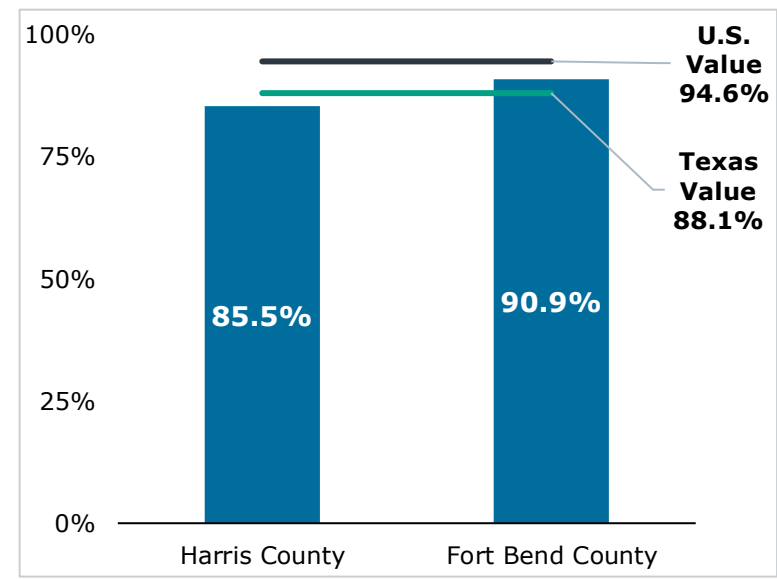
The following figures illustrate indicators of concern in Harris and/or Fort Bend counties, based on scoring of secondary data related to **Access to Health Care**.

FIGURE 4. ADULTS WITHOUT HEALTH INSURANCE



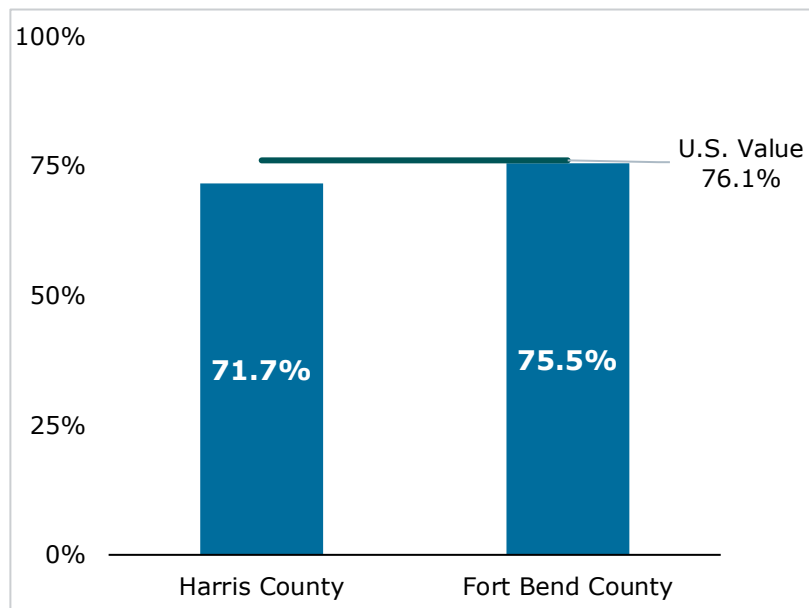
CDC – PLACES (2022)

FIGURE 5. CHILDREN WITH HEALTH INSURANCE



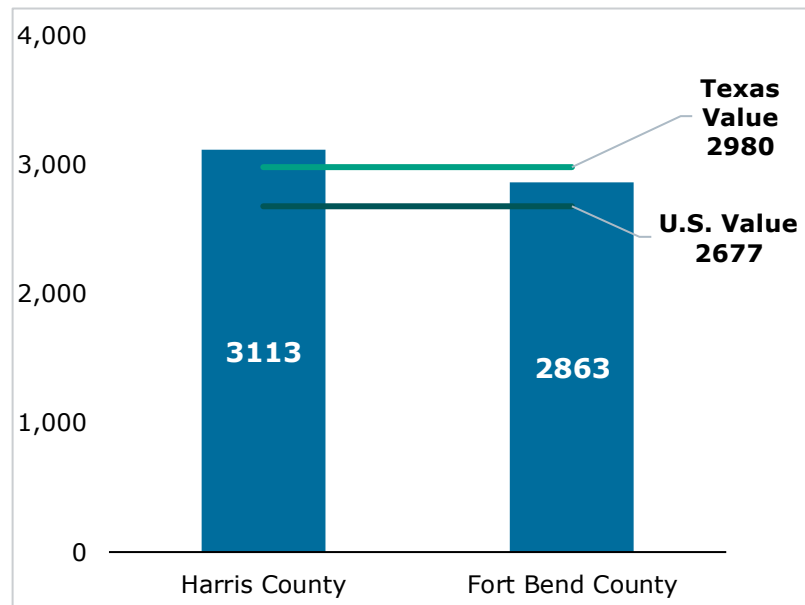
American Community Survey (2023)

FIGURE 6. ADULTS WHO HAVE HAD A ROUTINE CHECKUP



CDC – PLACES (2022)

**FIGURE 7. PREVENTABLE HOSPITAL STAYS: MEDICARE POPULATION
(discharges per 100,000 Medicare enrollees)**



Centers for Medicare & Medicaid Services (2022)

FIGURE 8. PRIMARY CARE PROVIDER RATE (providers per 100,000 population)

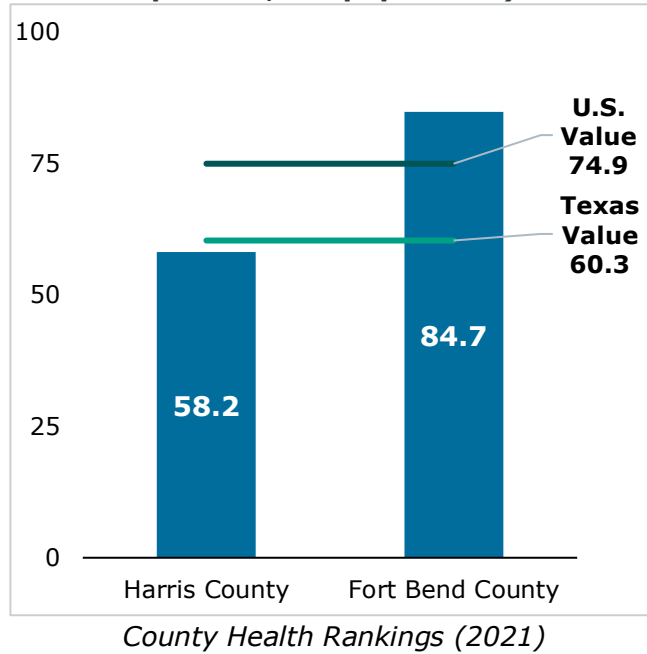
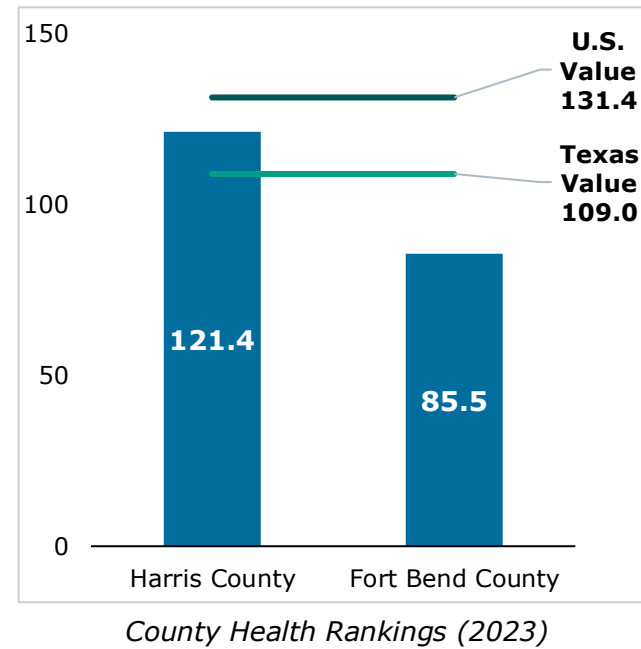


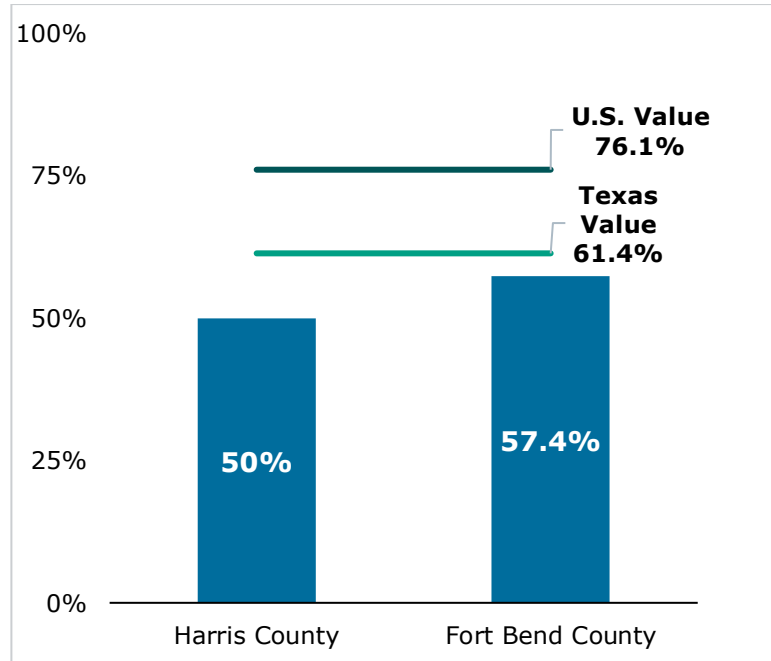
FIGURE 9. NON-PHYSICIAN PRIMARY CARE PROVIDER RATE (providers per 100,000 population)



Key Findings: Maternal & Infant Health

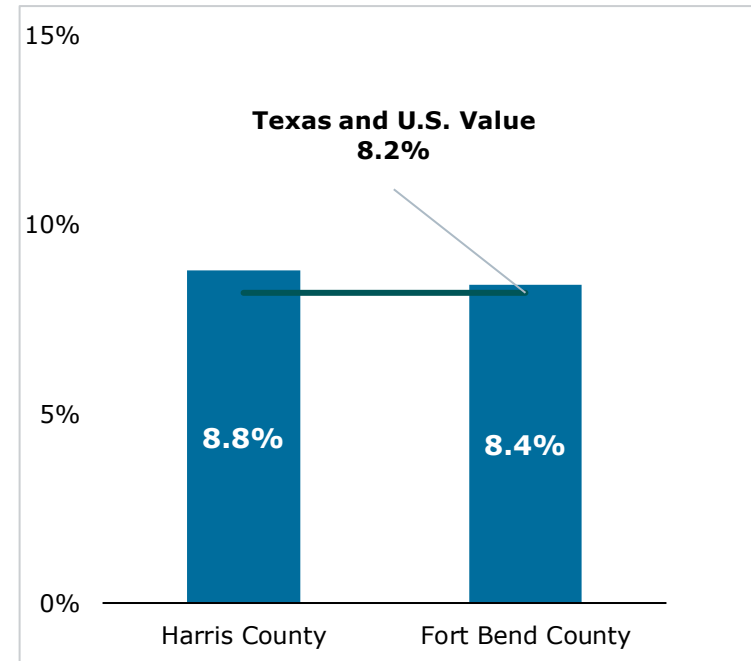
The following figures illustrate indicators of concern in Harris and/or Fort Bend counties, based on scoring of secondary data related to Maternal and Infant Health.

FIGURE 10. MOTHERS WHO RECEIVED EARLY PRENATAL CARE



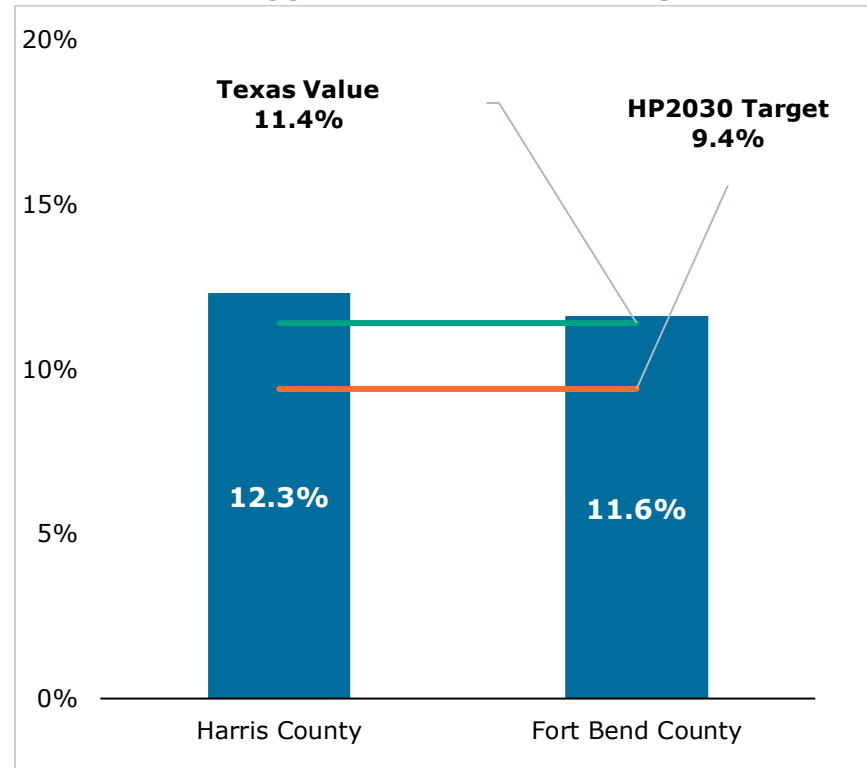
Texas Department of State Health Services (2020)

FIGURE 11. BABIES WITH LOW BIRTHWEIGHT



Texas Department of State Health Services (2020)

FIGURE 12. PRETERM BIRTHS

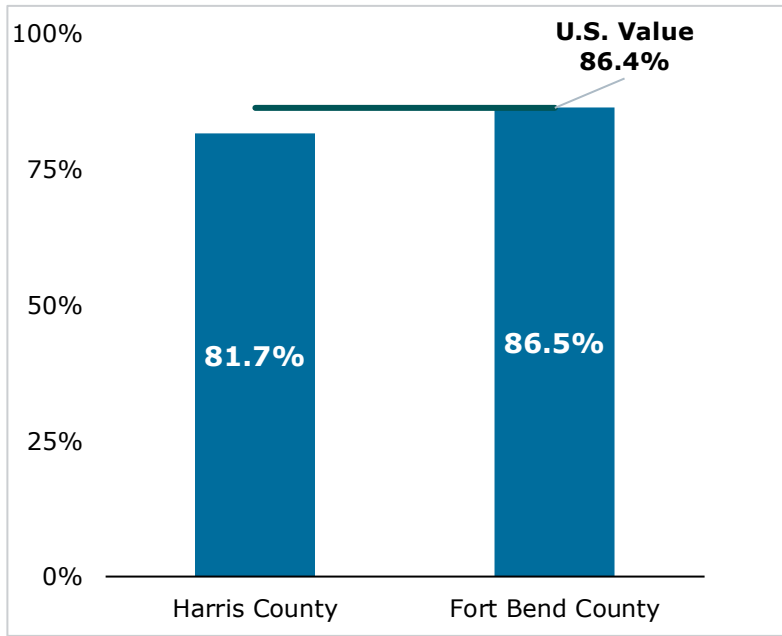


Texas Department of State Health Services (2021)

Key Findings: Chronic Condition Prevention & Management

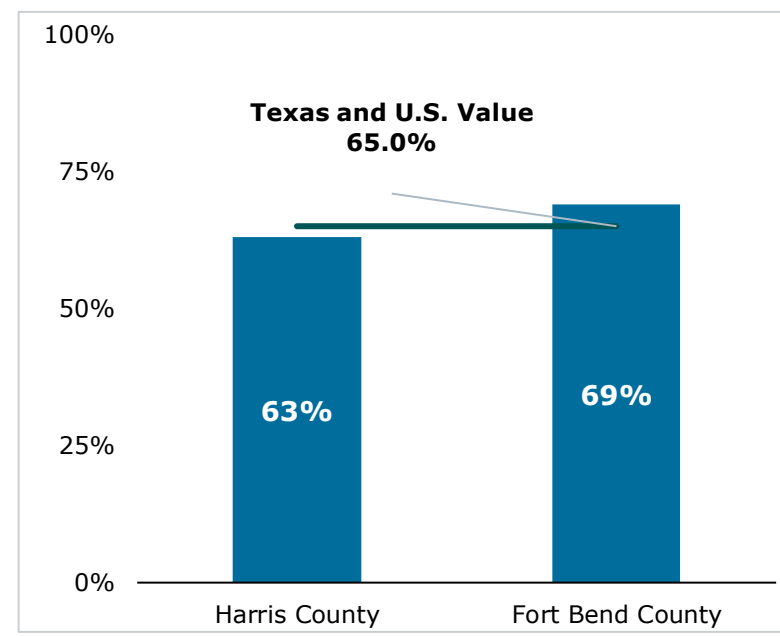
The following figures illustrate indicators of concern in Harris and/or Fort Bend counties, based on scoring of secondary data related to Chronic Condition Prevention & Management.

FIGURE 13. CHOLESTEROL TEST HISTORY



CDC – PLACES (2021)

FIGURE 14. HYPERLIPIDEMIA: MEDICARE POPULATION



Centers for Medicare & Medicaid Services (2022)

FIGURE 15. ADULTS 20+ WHO ARE OBESE

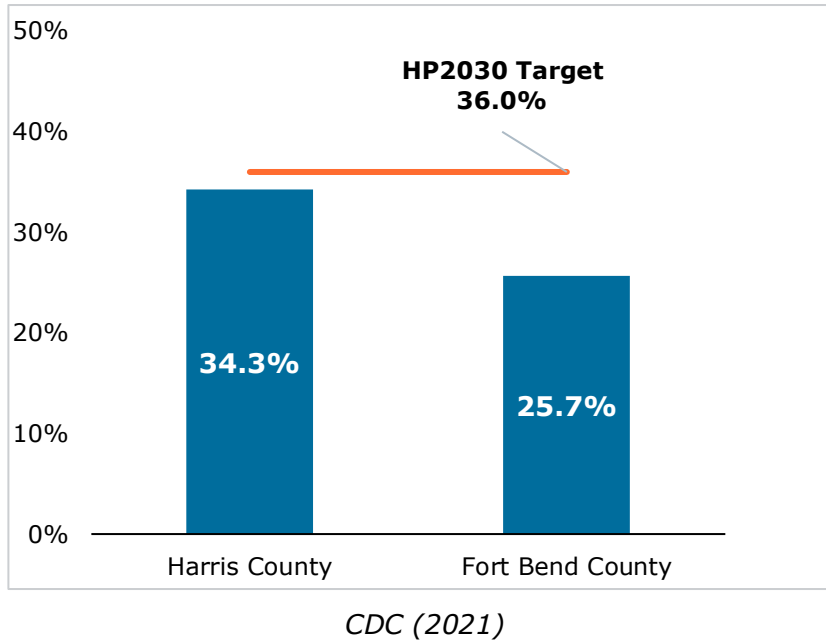


FIGURE 16. ADULTS 20+ WITH DIABETES

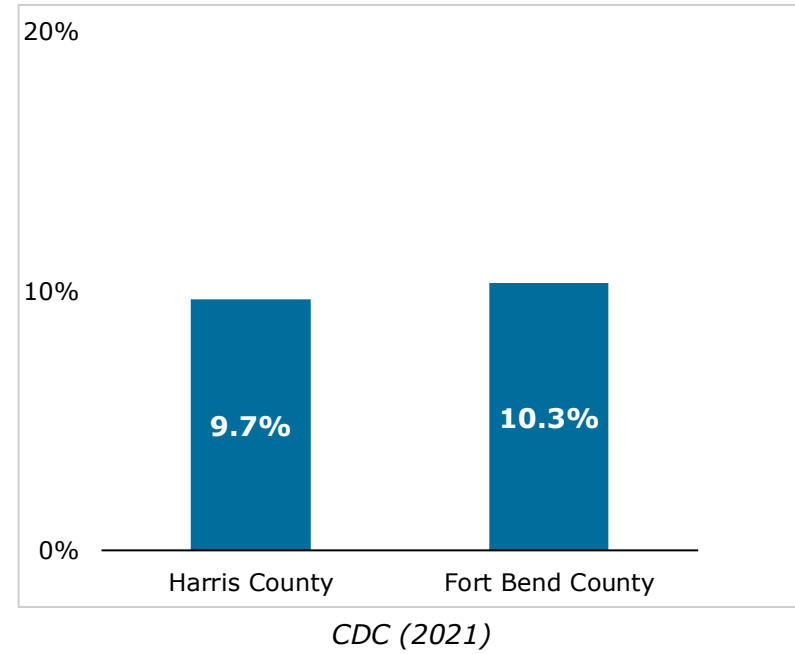
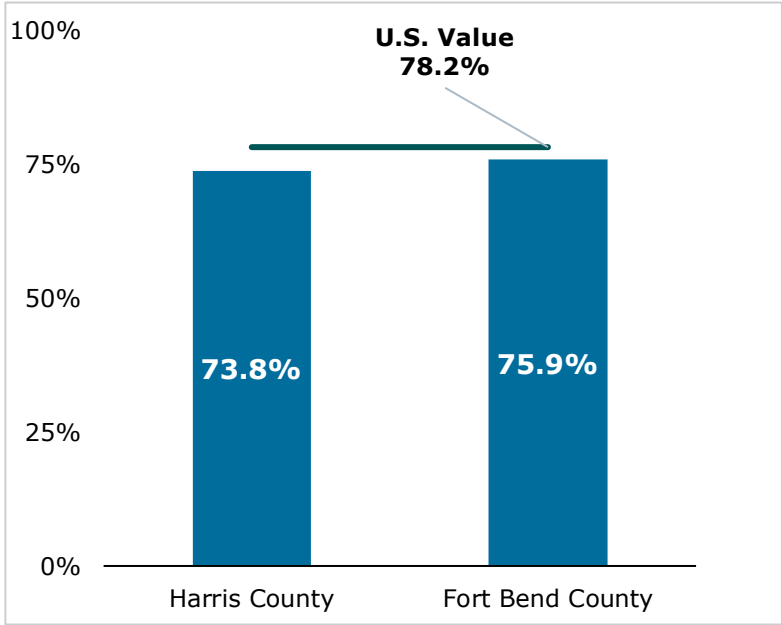
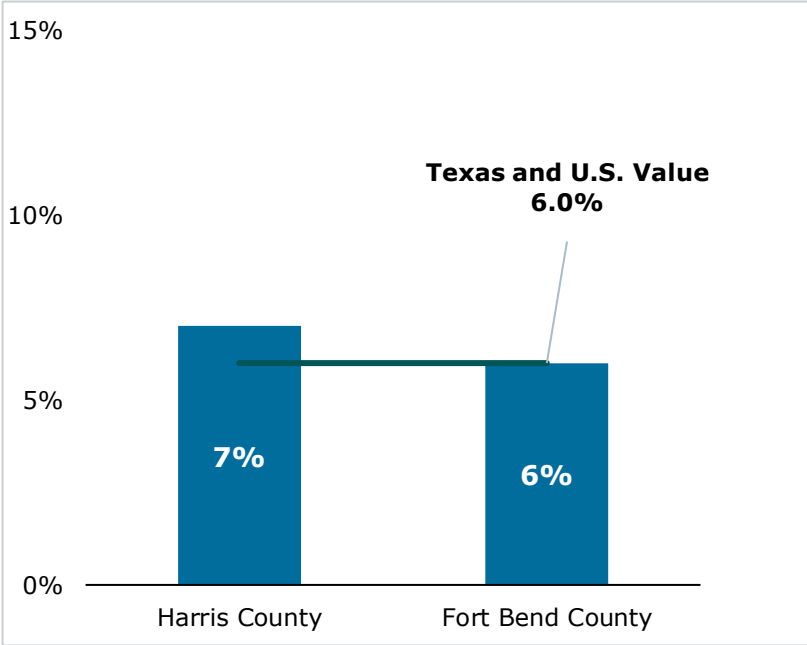


FIGURE 17. ADULTS WHO HAVE TAKEN MEDICATION FOR HIGH BLOOD PRESSURE
(percent of adults with high blood pressure)



CDC (2021)

FIGURE 18. STROKE: MEDICARE POPULATION



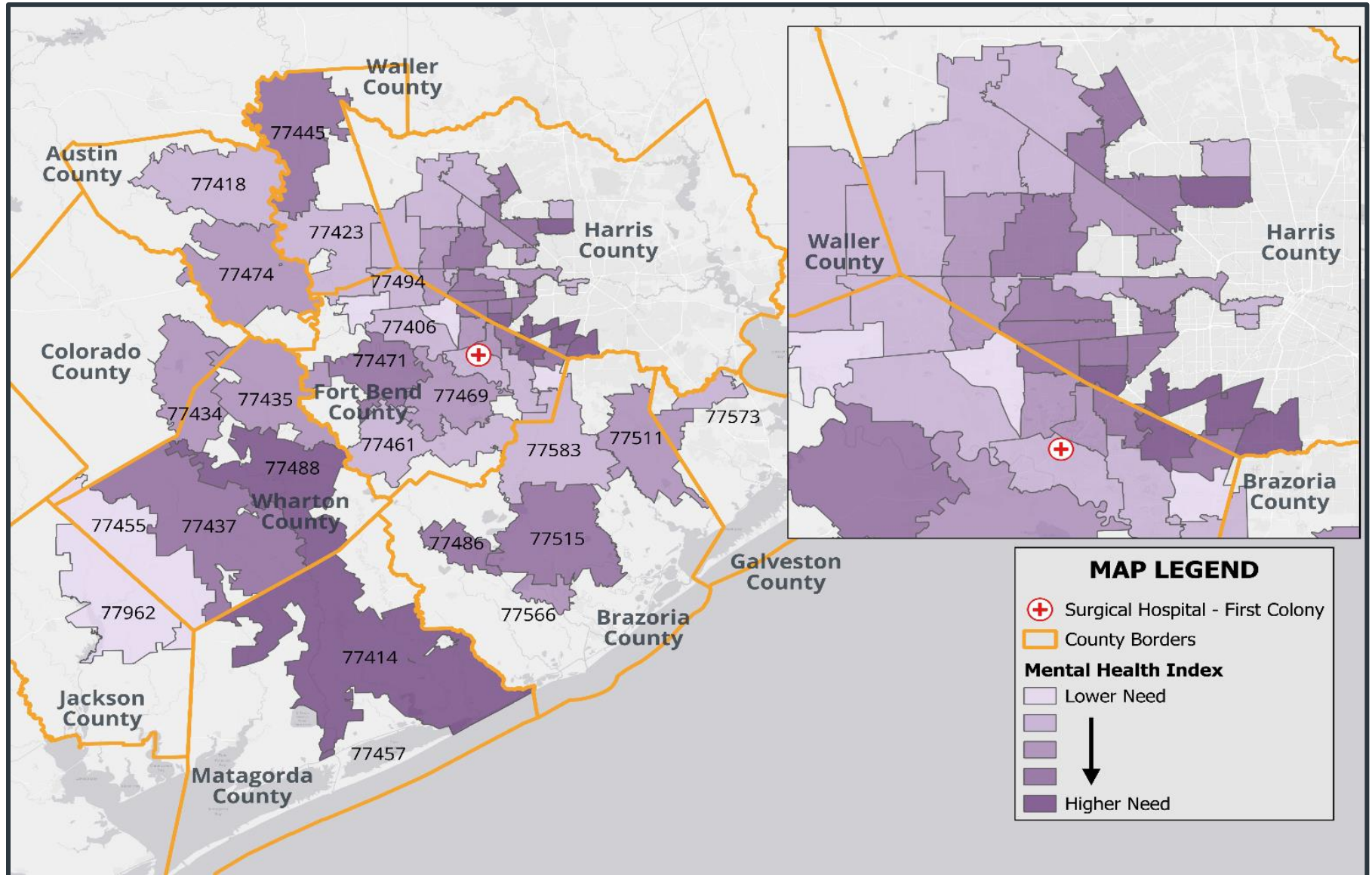
Centers for Medicare & Medicaid Services (2022)

Key Findings: Mental Health & Substance Use

The Mental Health Index (MHI) can help to identify specific geographies with greater needs regarding mental health, based on widely available data on non-medical drivers of health. Across the Surgical Hospital First Colony MSA, the zip codes with the highest MHI scores are:

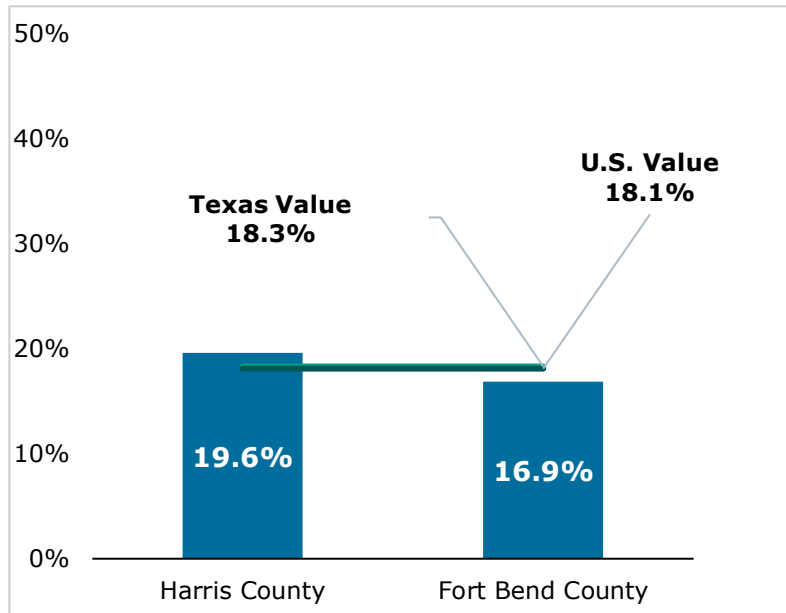
- 77071 (MHI = 91.9)
- 77088 (90.7)
- 77414 (89.1)
- 77045 (87.6)

**FIGURE 19. CONDUENT HEALTHY COMMUNITIES INSTITUTE'S MENTAL HEALTH INDEX BY ZIP CODE:
SURGICAL HOSPITAL FIRST COLONY MSA**



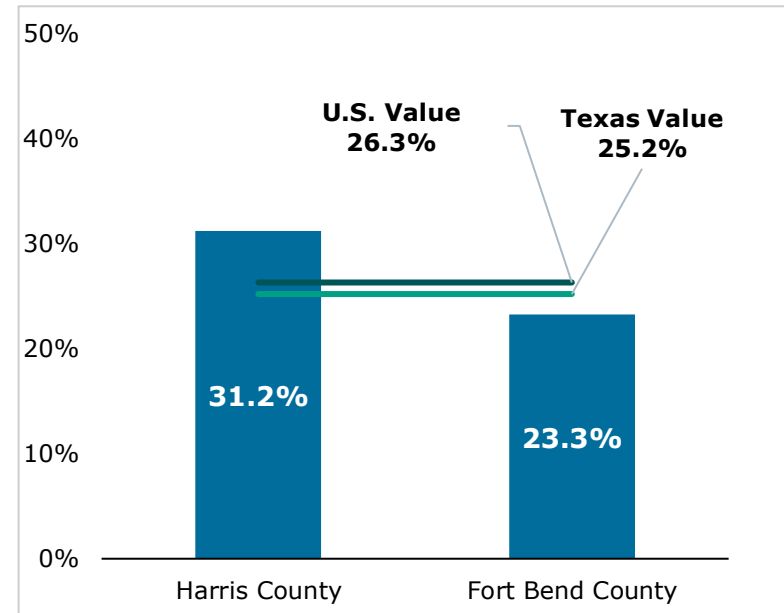
The following figures illustrate indicators of concern in Harris and/or Fort Bend counties, based on scoring of secondary data related to Mental Health and Substance Use.

FIGURE 20. ADULTS WHO DRINK EXCESSIVELY



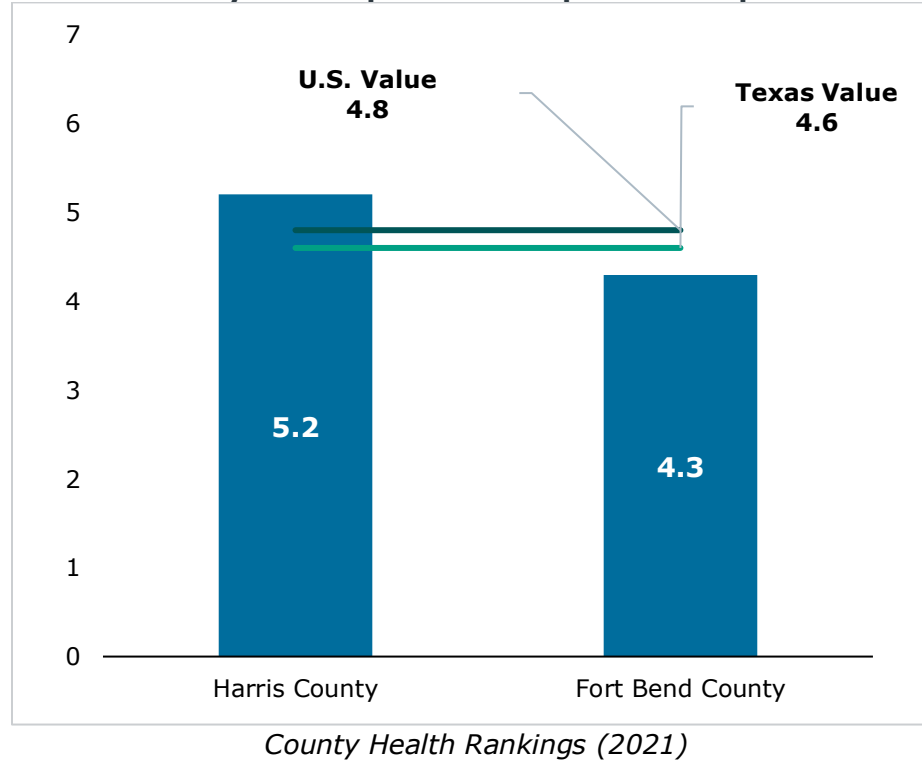
County Health Rankings (2021)

**FIGURE 21. ALCOHOL-IMPAIRED DRIVING DEATHS
(percent of driving deaths involving alcohol)**



County Health Rankings (2017-2021)

FIGURE 22. POOR MENTAL HEALTH DAYS
(average number of days out of past 30 with poor self-reported mental health)

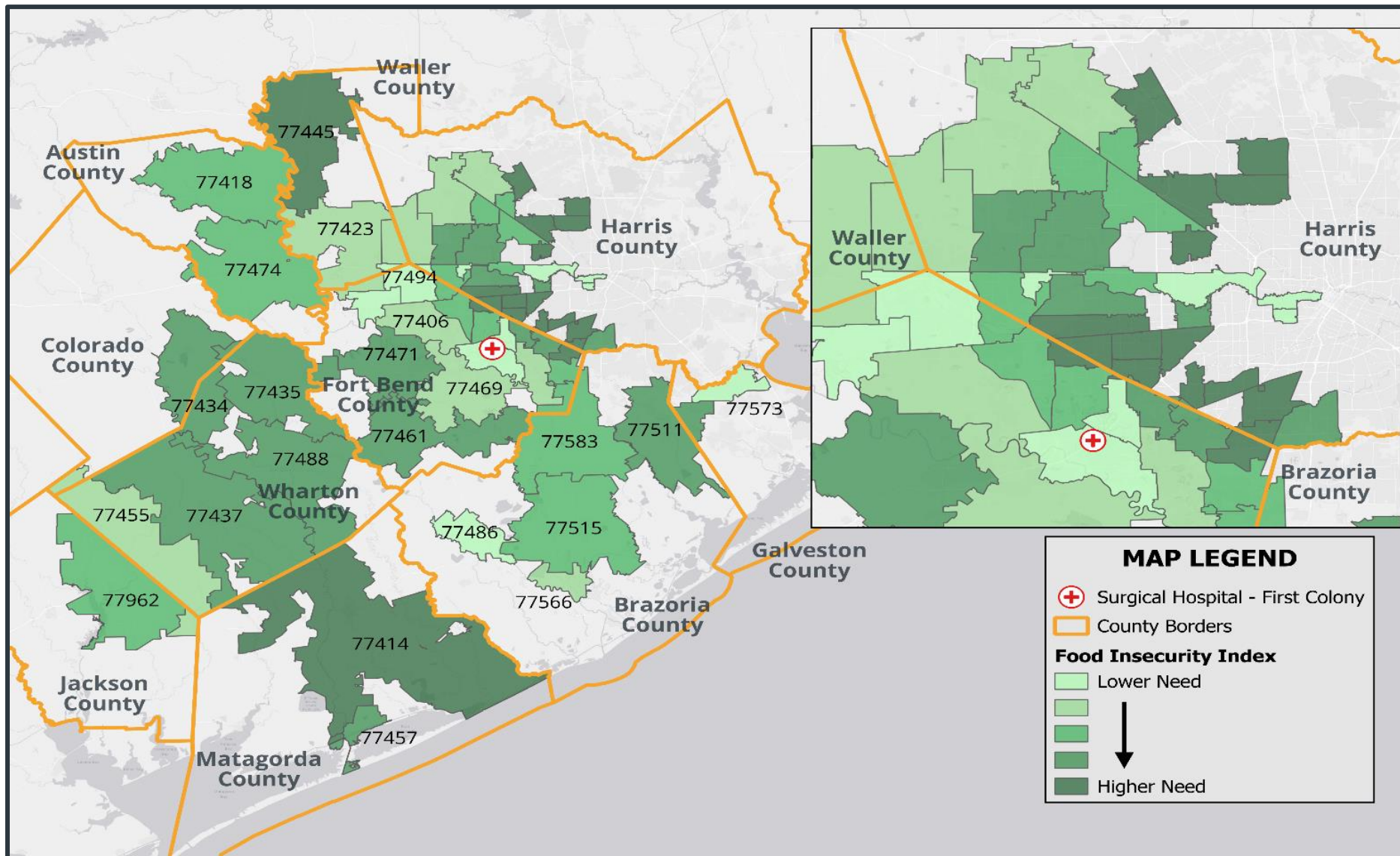


Key Findings: Access to Healthy Food

The Food Insecurity Index (FII) can help to identify specific geographies with greater needs regarding food access, based on widely available data on non-medical drivers of health. Across the Surgical Hospital First Colony MSA, the zip codes with the highest FII scores are:

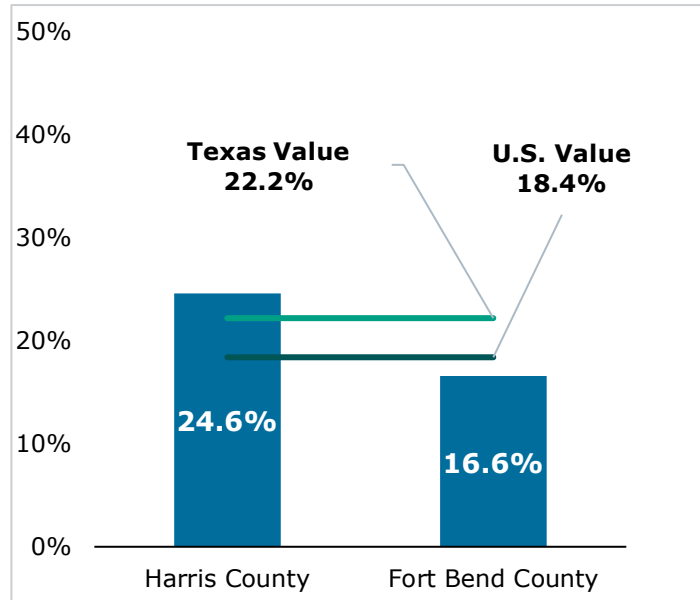
- 77099 (FII = 97.8)
- 77038 (97.7)
- 77036 (97.5)
- 77072 (97.1)
- 77035 (95.5)

**FIGURE 23. CONDUENT HEALTHY COMMUNITIES INSTITUTE'S FOOD INSECURITY INDEX BY ZIP CODE:
SURGICAL HOSPITAL FIRST COLONY MSA**



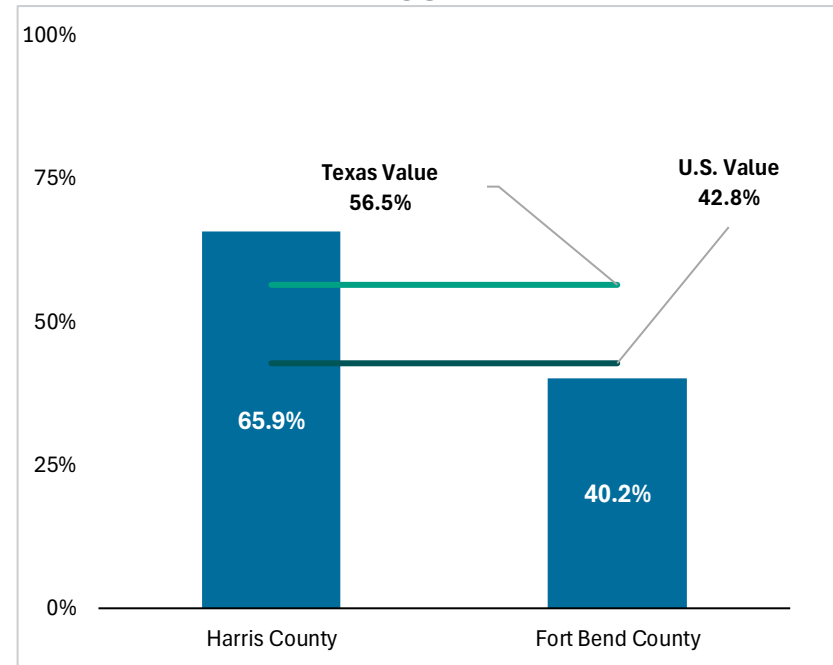
The following figures illustrate indicators of concern in Harris and/or Fort Bend counties, based on scoring of secondary data related to Access to Healthy Food.

FIGURE 24. CHILD FOOD INSECURITY RATE



Feeding America (2022)

FIGURE 25. STUDENTS ELIGIBLE FOR FREE LUNCH PROGRAM



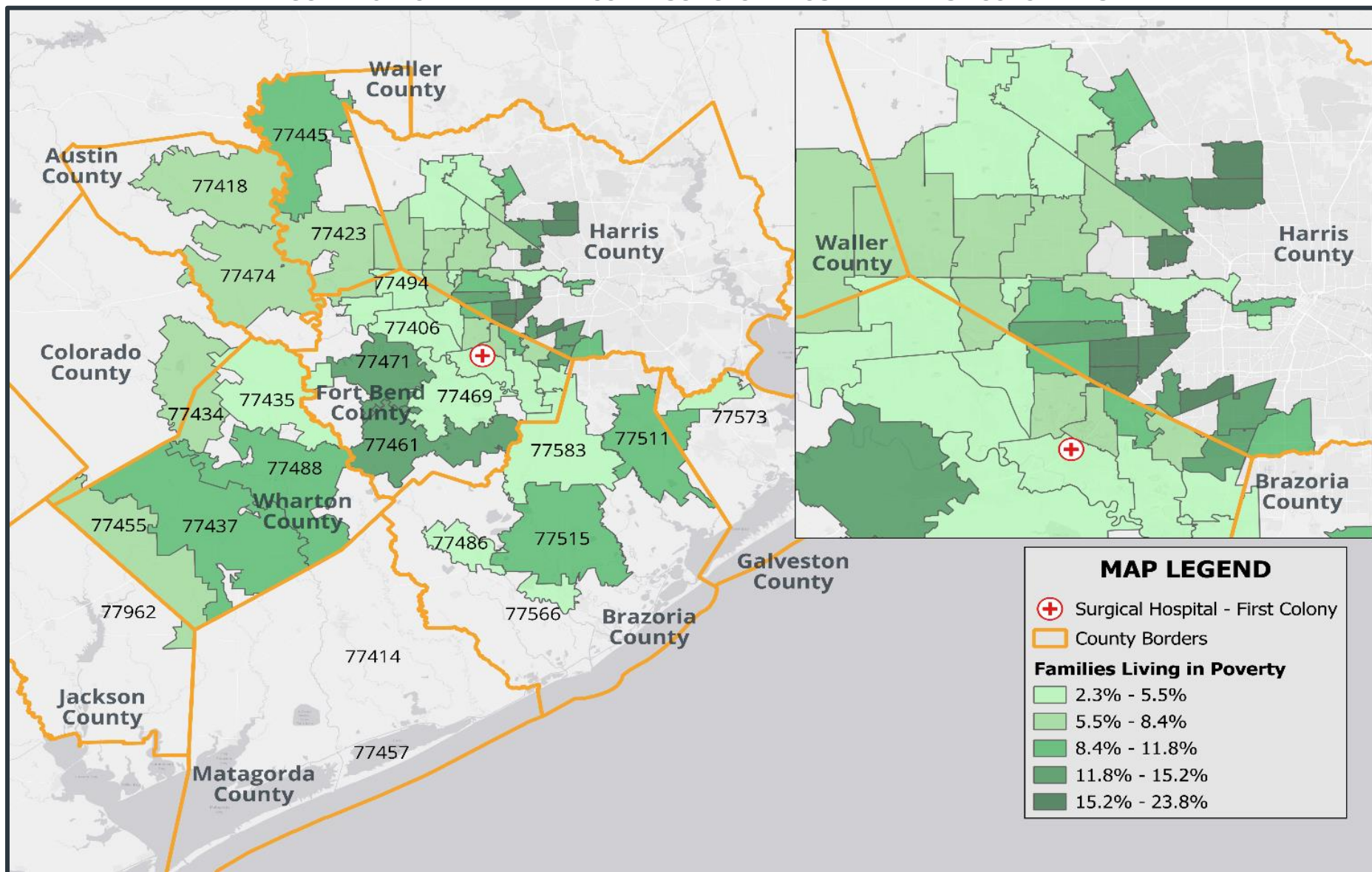
National Center for Education Statistics (2022-2023)

Key Findings: Economic Opportunity

Across Texas, the overall rate of families living below the federal poverty level is 10.8%. Across the Surgical Hospital First Colony MSA, the highest percentages of households below the federal poverty level are in zip codes:

- 77099 (23.8%)
- 77036 (23.5%)
- 77038 (23.3%)
- 77072 (21.3%)
- 77080 (20.2%)

FIGURE 26. POVERTY BY ZIP CODE: SURGICAL HOSPITAL FIRST COLONY MSA

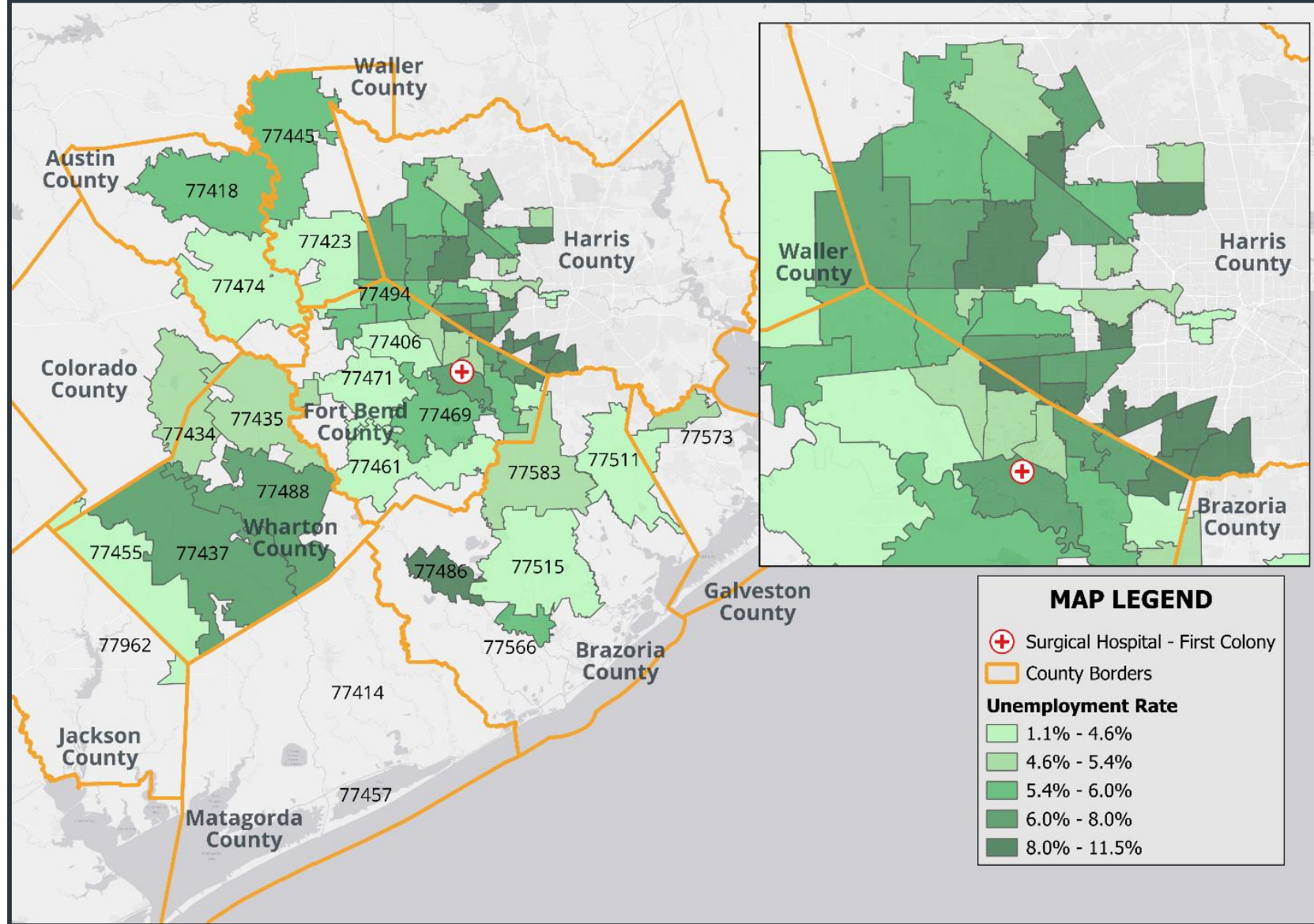


Claritas (2024)

Across Texas, the overall rate of unemployment is 4.7%. Across the Surgical Hospital First Colony MSA, the highest levels of unemployment are in zip codes:

- 77047 (11.5%)
- 77086 (11.5%)
- 77071 (11.4%)
- 77045 (11.2%)

FIGURE 27. UNEMPLOYMENT BY ZIP CODE: SURGICAL HOSPITAL FIRST COLONY MSA

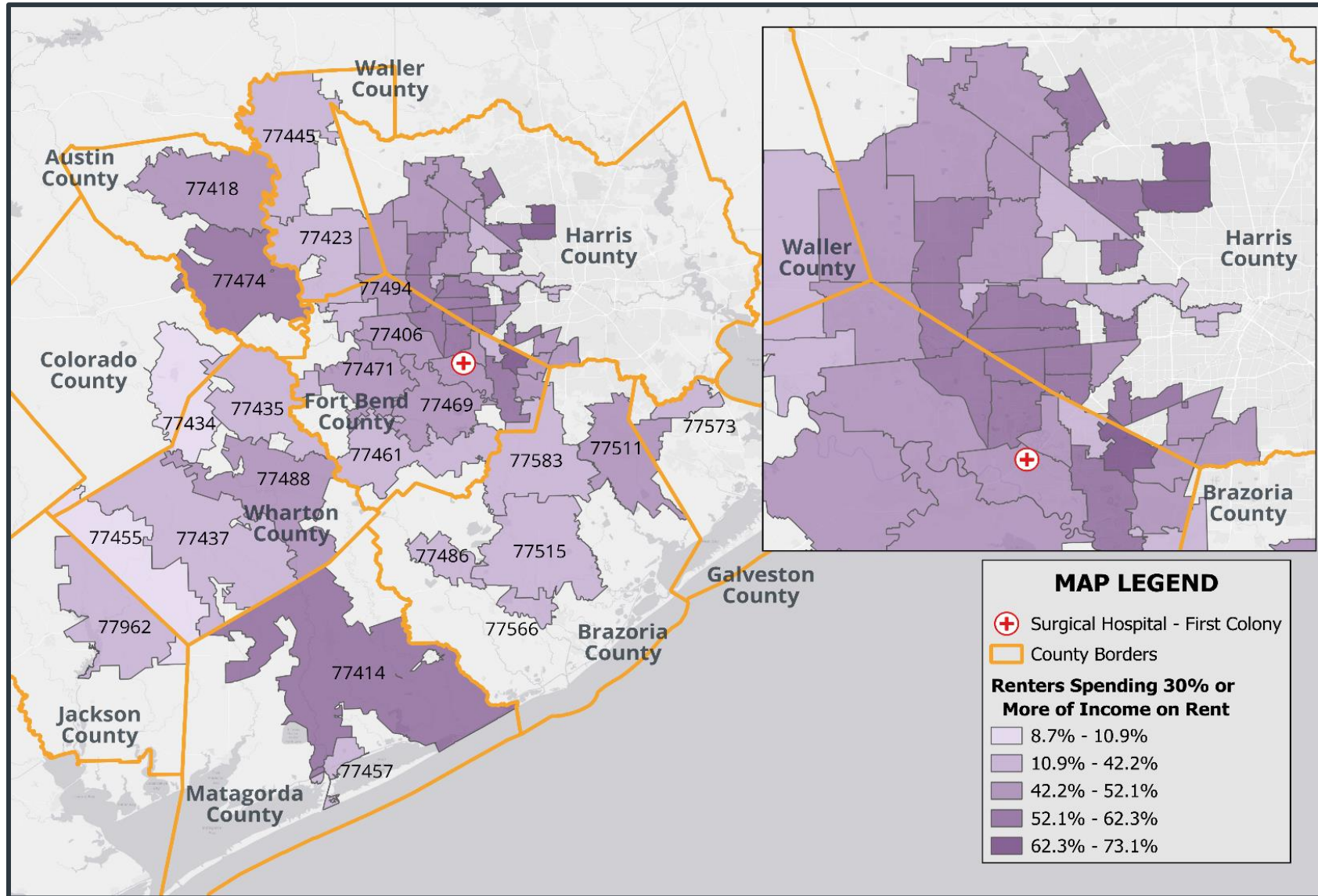


Claritas (2024)

Across Texas, the overall rate of renters spending at least 30% of their income on rent is 50.7%. Across the Surgical Hospital First Colony MSA, the highest percentages of renters spending at least 30% of their income on rent are in zip codes:

- 77038 (73.1%)
- 77088 (68.8%)
- 77489 (68.1%)

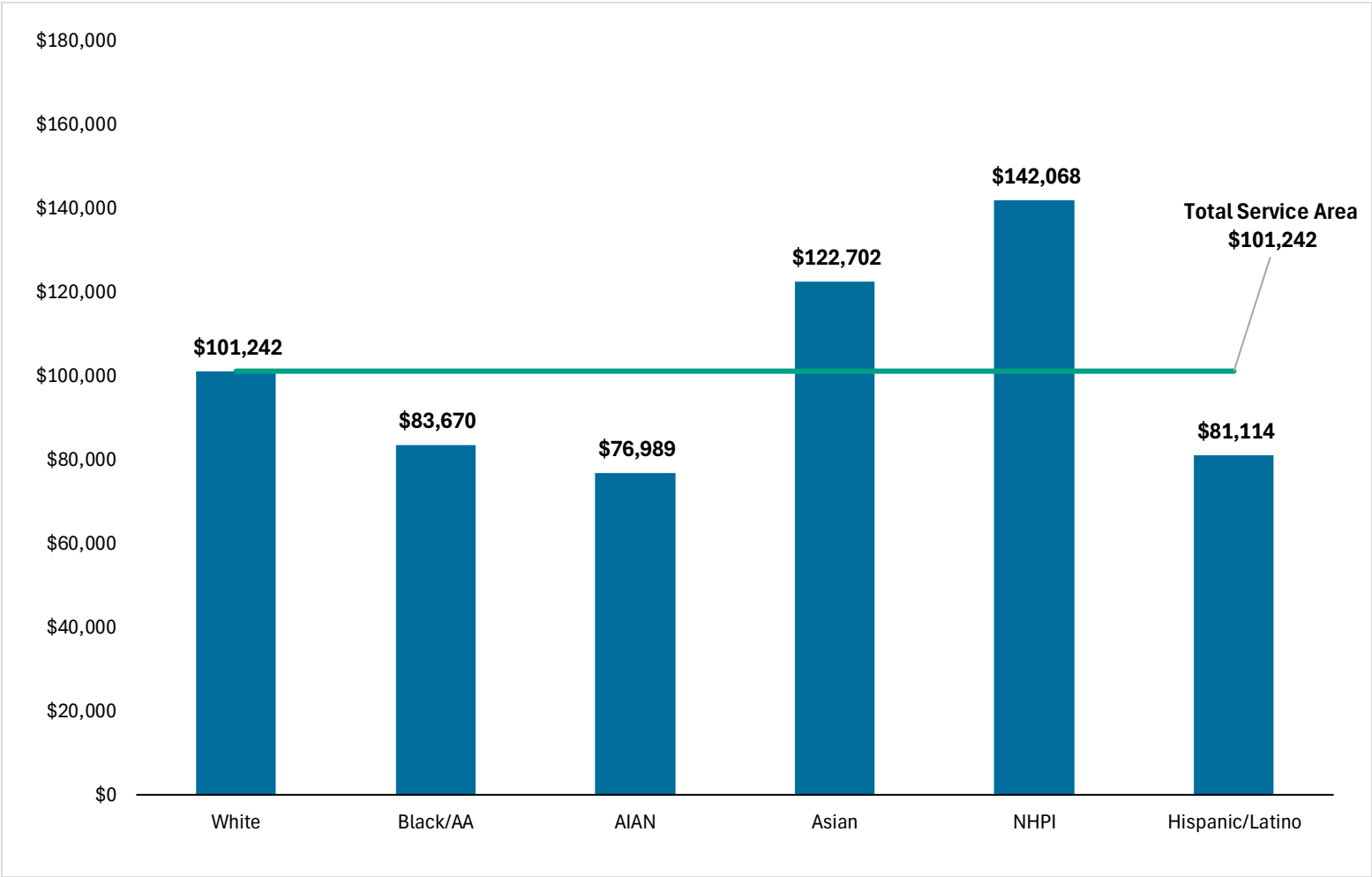
**FIGURE 28. PERCENTAGE OF RENTERS WITH HIGH RENT BURDEN BY ZIP CODE:
SURGICAL HOSPITAL FIRST COLONY MSA**



American Community Survey (2018-2022)

Across the Surgical Hospital First Colony MSA, income differs substantially by race and ethnicity. The median household income for Black/African American, American Indian/Alaskan Native (AIAN), and Hispanic Latino residents of the MSA are both more than \$20,000 lower than the overall median household income.

**FIGURE 29. MEDIAN HOUSEHOLD INCOME BY RACE AND ETHNICITY:
SURGICAL HOSPITAL FIRST COLONY MSA**



Claritas (2024)

Key Findings: Educational Access

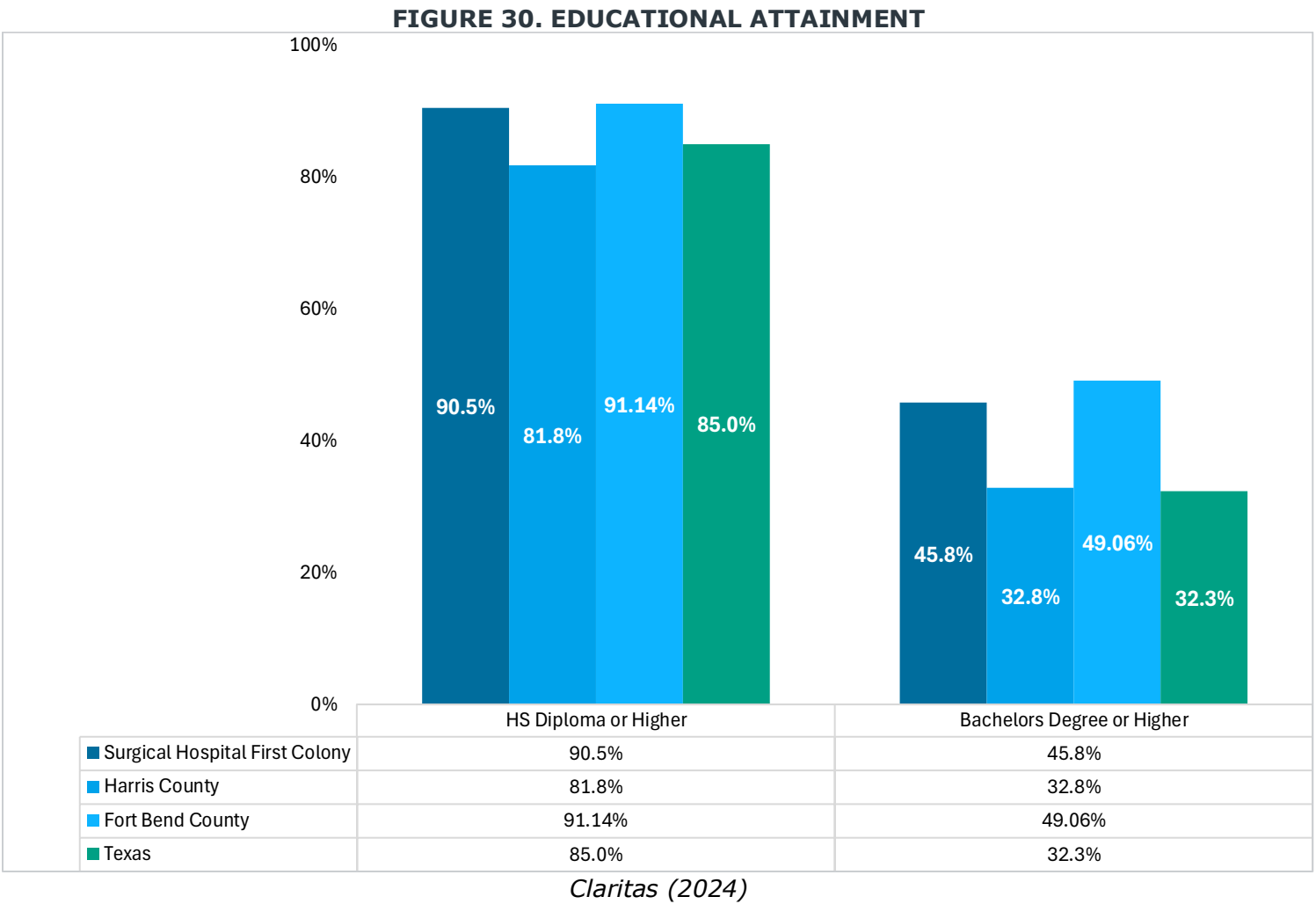
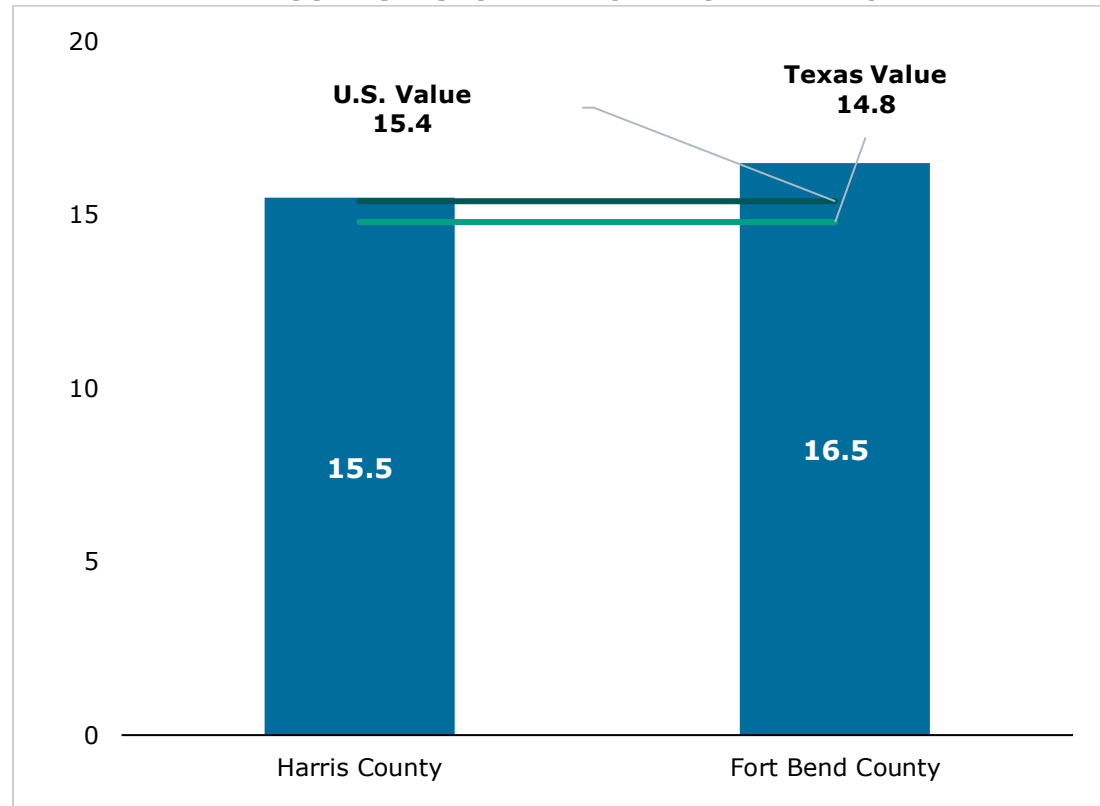


FIGURE 31. STUDENT-TO-TEACHER RATIO



National Center for Education Statistics (2022-2023)