



Community Health Implementation Strategy

Memorial Hermann Surgical Hospital Kingwood

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Surgical Hospital

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At-a-Glance Summary

Community Served 	Memorial Hermann Surgical Hospital Kingwood, serving 1,356,193 persons living in 14 zip codes in Harris, Montgomery, and Liberty 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

Implementati
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 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 nutritious 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 preventative wellness outpatient services and navigation care coordination.

Our Hospital and the Community Served

Memorial Hermann Surgical Hospital Kingwood

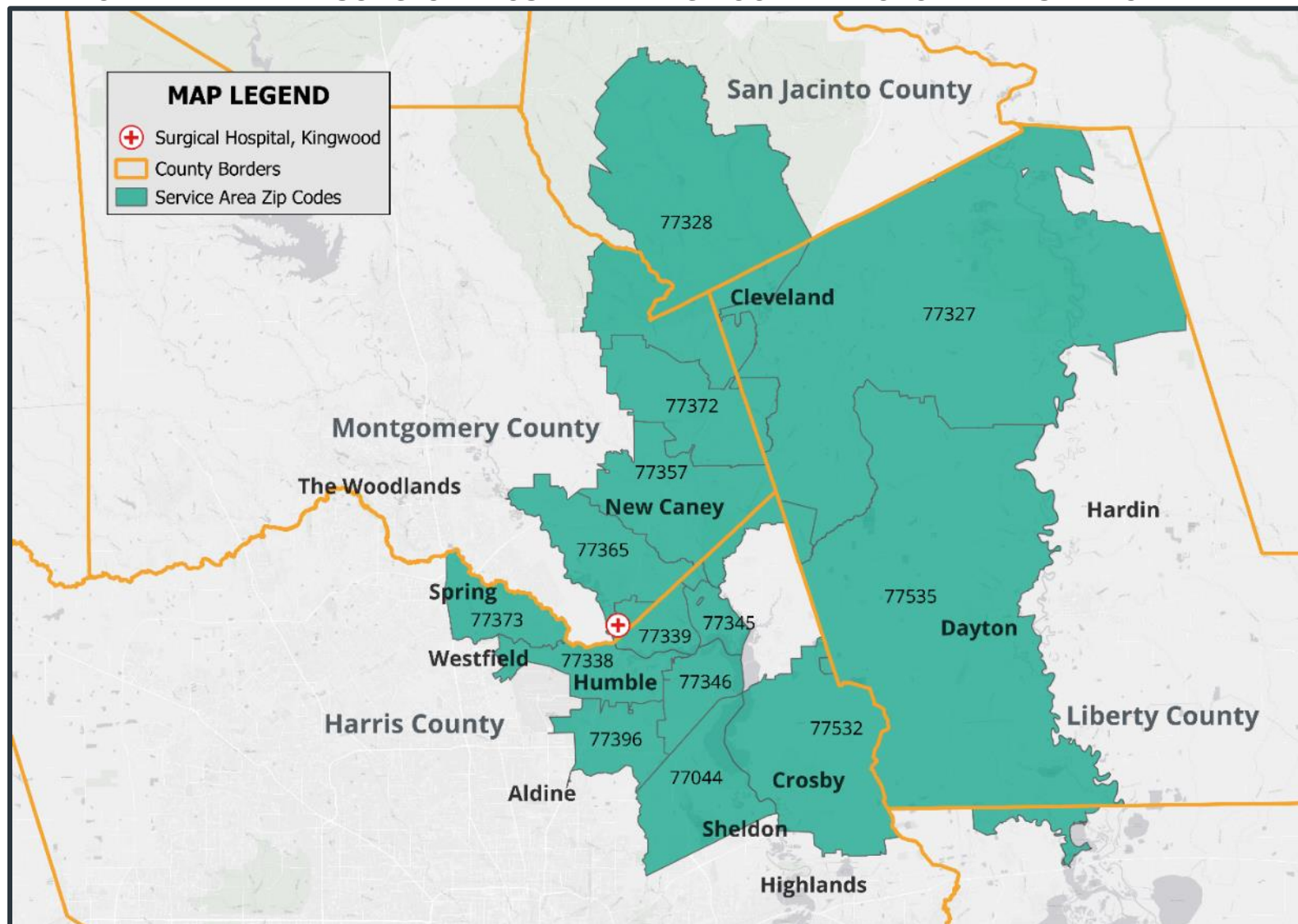
Memorial Hermann Surgical Hospital Kingwood is a part of Memorial Hermann Health System (MHHS), one of the largest nonprofit health systems in Texas, with 17* hospitals and more than 6,600 affiliated physicians, 34,000 employees across 270 care delivery sites throughout the Greater Houston area.

Located in northeast Houston, Memorial Hermann Surgical Hospital Kingwood has been serving patients since 2007. A 10-bed facility, built upon a partnership with physicians, Memorial Hermann Health System, and United Surgical Partnership International, Memorial Hermann Surgical Hospital Kingwood emphasizes physician participation while integrating the extensive resources of Southeast Texas' largest non-profit health system with the experience of an international leader in the short-stay surgical hospital industry. Our state-of the art equipment allows surgeons to perform procedures in the specialty areas of: ENT, General, GI, Gynecology, Ophthalmology, Orthopedic, Pain, Plastic, Podiatry, Spine, and Urology.

Description of the Community Served

Memorial Hermann Surgical Hospital Kingwood Metropolitan Service Area (MSA) has a population of approximately 1,356,193 persons serving 14 zip codes in Harris, Montgomery, and Liberty counties. See Appendix A Supplementary Findings for secondary data related to health care needs throughout the region.

FIGURE 1. MEMORIAL HERMANN SURGICAL HOSPITAL KINGWOOD 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 on 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 also 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 Kingwood 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 Benefit team began subsequent work on implementation planning. Hospital contacts and participants were identified, and representation included Memorial Hermann Surgical Hospital Kingwood, and other hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Surgical Hospital Kingwood 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 Kingwood 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 Kingwood 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 outline

Memorial Hermann Surgical Hospital Kingwood Implementation Plan

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- 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	• Administration • Montgomery County Food Bank	52 pounds of food	• 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.

- n/a

Collaboration Partners (Internal and External):

- Meals on Wheels (state funded); Cereal drive partnership with Montgomery County food bank; United Surgical Partners International collaborates with Healthy Over Hungry (founded by Children's Hospital of Michigan)

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 ED
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

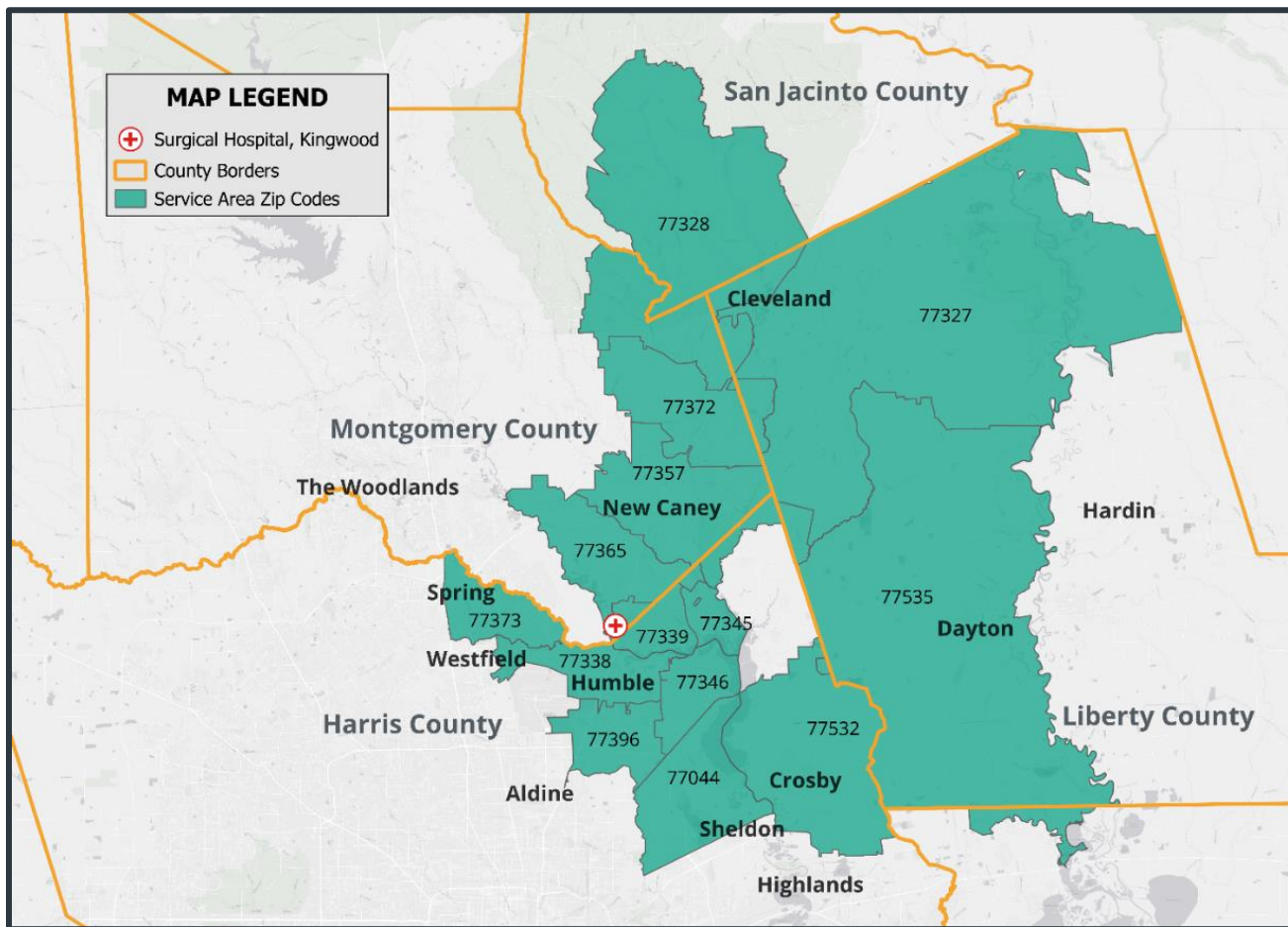
Nurse Health Line	Community Benefit Corporation Nurse Health Line	• 36,838 calls • 98% • 95% • 99%	• Number—calls by county consistent with the counties represented in Kingwood’s CHNA • Percent—callers satisfied with the NHL (rating good or excellent) • Percent—callers who followed the NHL Advice • Percent—callers 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 healthcare. 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			

Appendices

Appendix A: Memorial Hermann Surgical Hospital Kingwood Supplementary Findings

The primary service area for Memorial Hermann Surgical Hospital Kingwood includes 14 zip codes in Harris, Montgomery, and Liberty counties.

FIGURE 1. MEMORIAL HERMANN SURGICAL HOSPITAL KINGWOOD PRIMARY SERVICE AREA

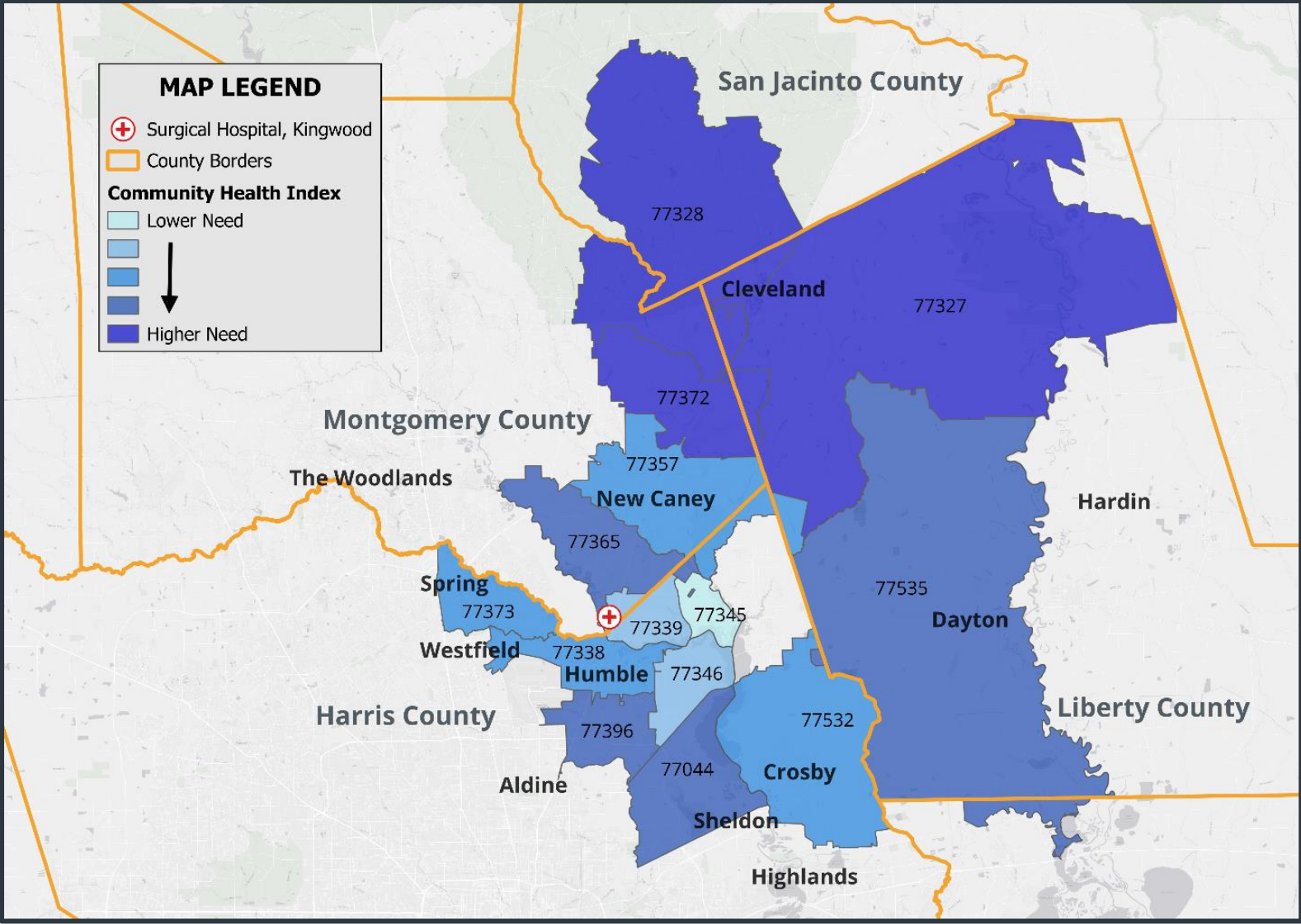


Key Findings: Access to Care

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 Memorial Surgical Hospital Kingwood service area, the zip codes with the highest CHI scores are:

- 77328 (CHI = 89.6)
- 77372 (81.2)
- 77327 (74.3)

FIGURE 2. COMMUNITY HEALTH INDEX BY ZIP CODE: MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA



The 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 Memorial Surgical Hospital Kingwood service area, the zip codes with the greatest healthcare needs, based on this index score, are:

- 77327 (VVI = 1.26)
- 77328 (1.19)
- 77372 (1.15)
- 77357 (1.05)

MAP LEGEND

- + Surgical Hospital, Kingwood
- County Borders
- Vizient Index**
- Lower Need
-
-
-
- Higher Need

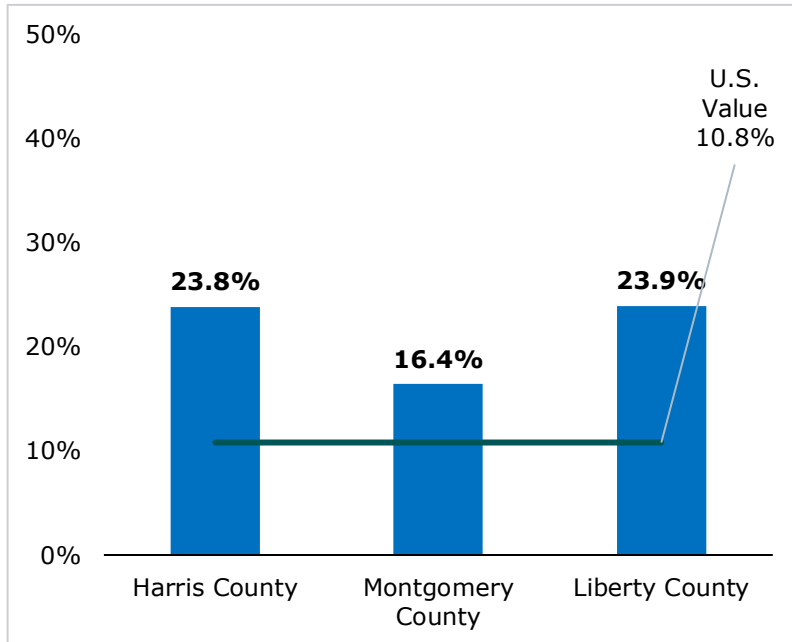
Map Labels:

- San Jacinto County
- Montgomery County
- Harris County
- Liberty County
- Hardin
- Dayton
- Crosby
- Sheldon
- Highlands
- Aldine
- Westfield
- Spring
- The Woodlands
- New Caney
- Humble
- Cleveland

ZIP Codes: 77328, 77327, 77372, 77357, 77365, 77373, 77339, 77345, 77338, 77346, 77396, 77044, 77532, 77535, 77328, 77327, 77372, 77357, 77365, 77373, 77339, 77345, 77338, 77346, 77396, 77044, 77532, 77535.

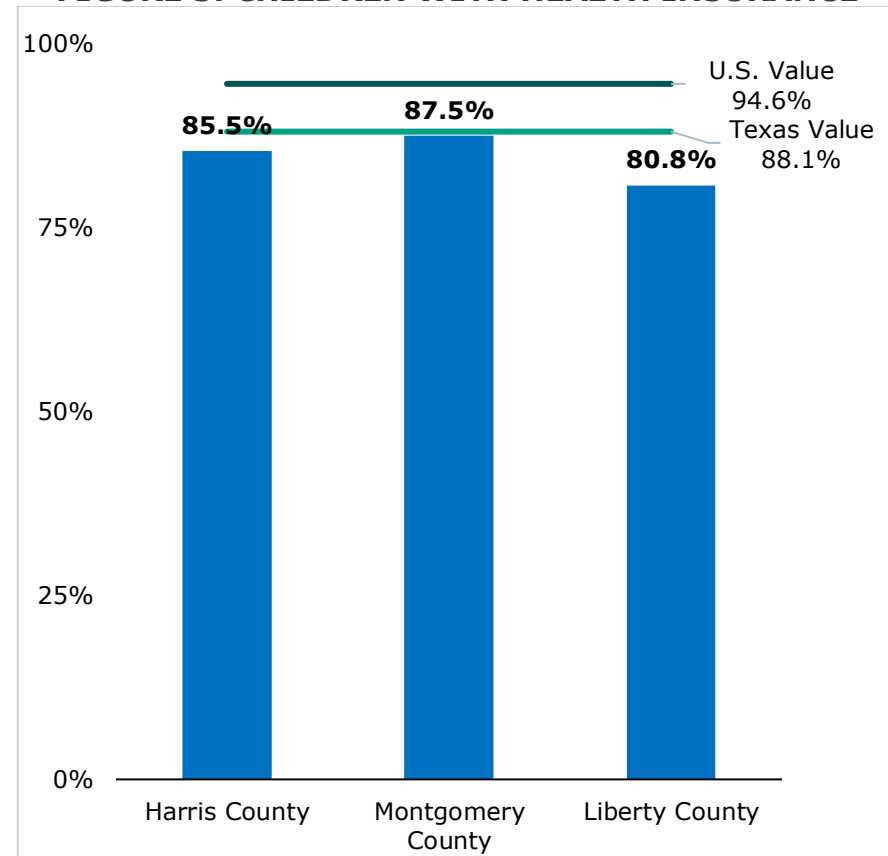
The following figures illustrate indicators of concern in Harris and/or Montgomery and/or Liberty counties, based on scoring of secondary data related to **Access to Health Care**.

FIGURE 4. ADULTS WITHOUT HEALTH INSURANCE



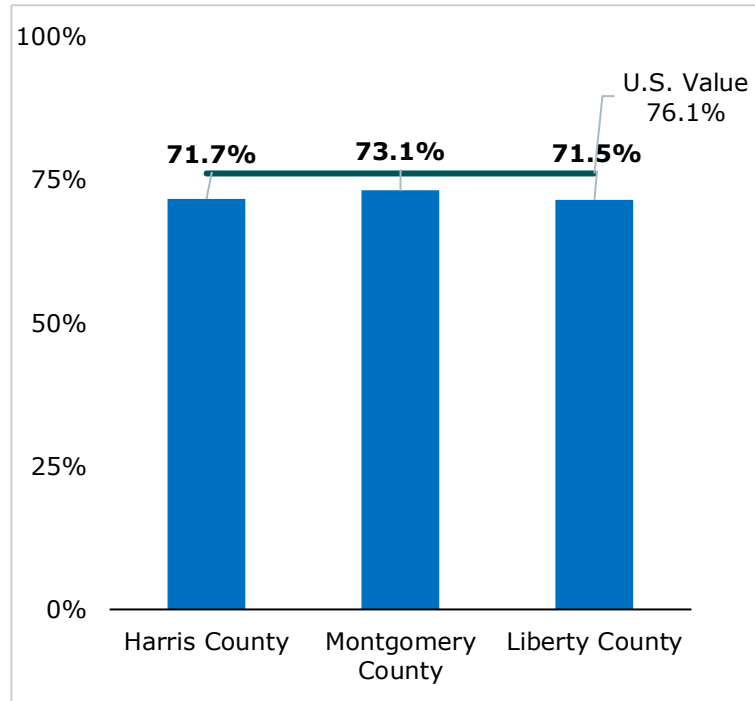
CDC – PLACES (2022)

FIGURE 5. CHILDREN WITH HEALTH INSURANCE



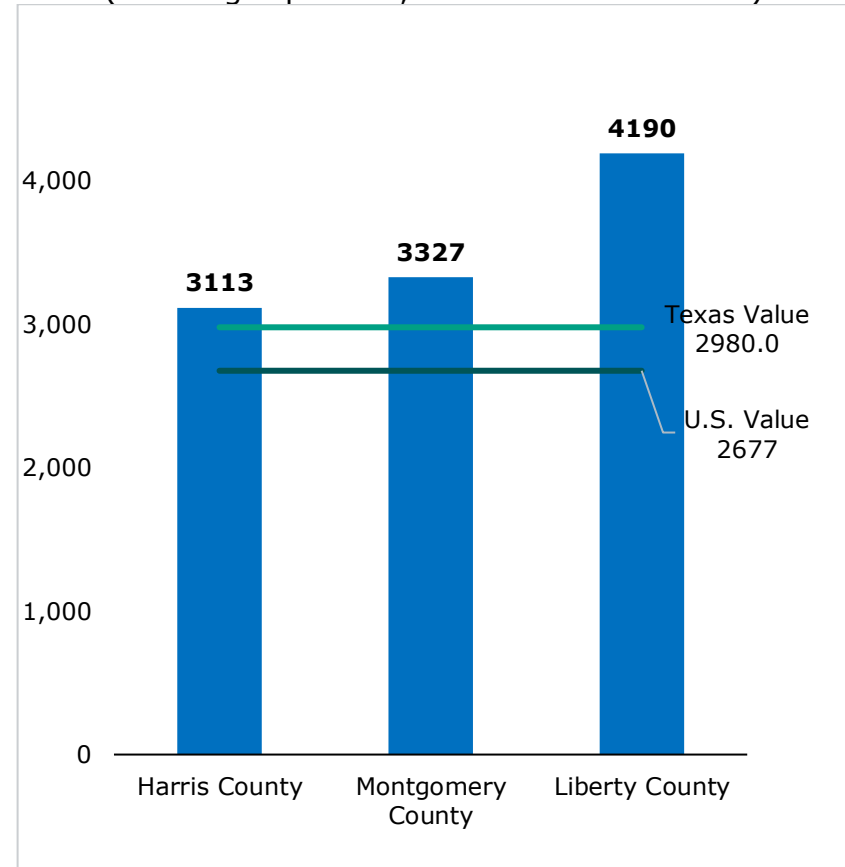
American Community Survey (2023)

FIGURE 6. ADULTS WHO HAVE HAD A ROUTINE CHECKUP



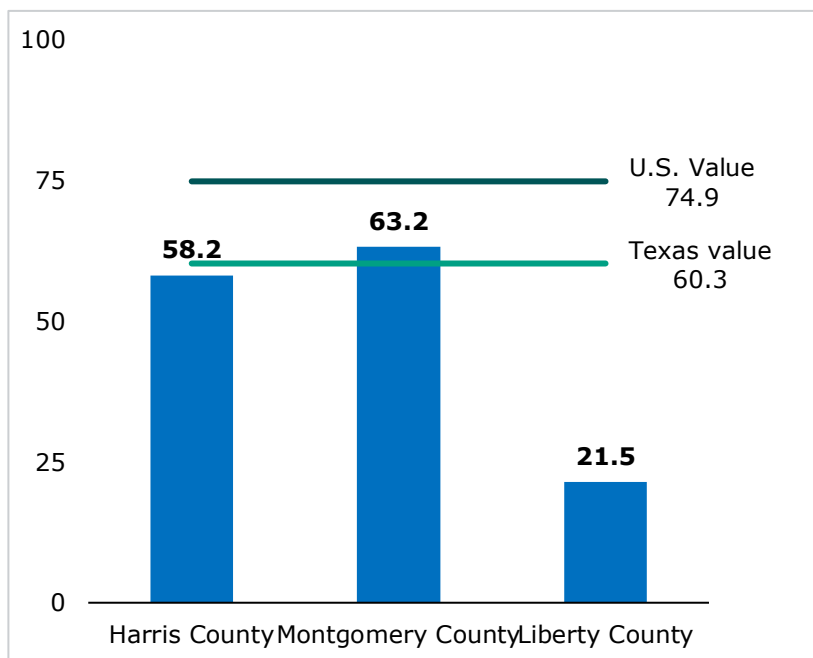
CDC – PLACES (2022)

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



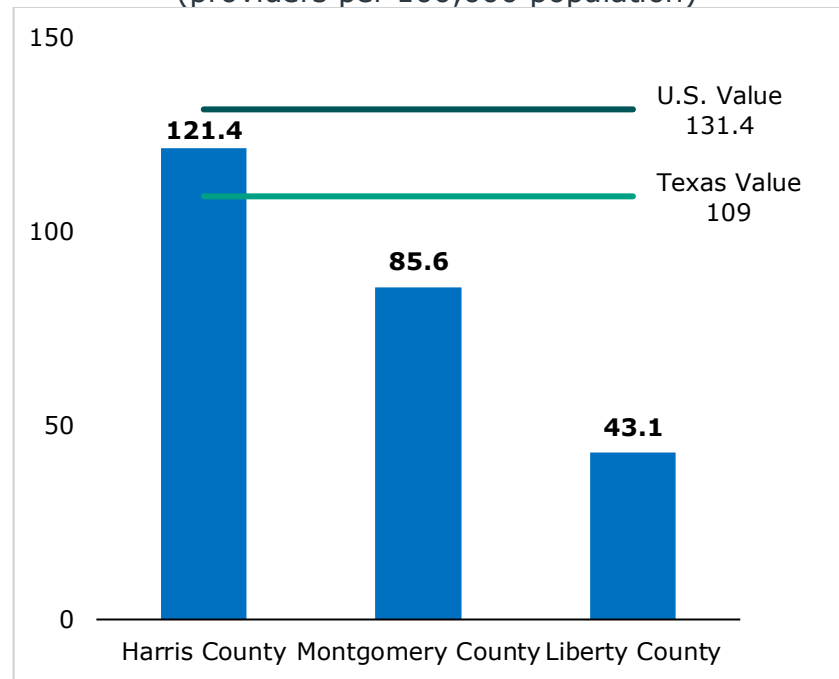
Centers for Medicare & Medicaid Services (2022)

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



County Health Rankings (2021)

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

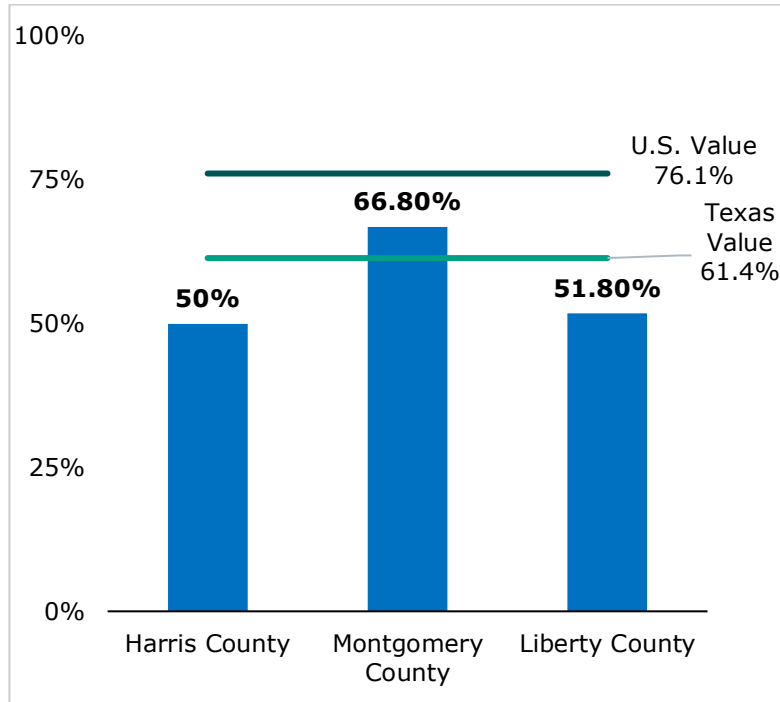


County Health Rankings (2023)

Key Findings: Maternal & Infant Health

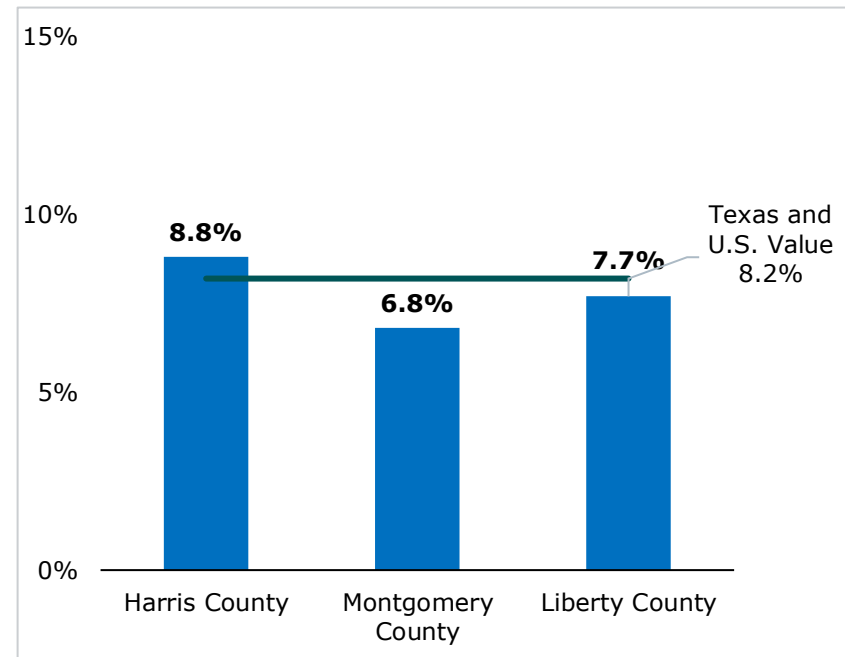
The following figures illustrate indicators of concern in Harris and/or Montgomery and/or Liberty counties, based on scoring of secondary data related to Maternal and Infant Health.

FIGURE 10. MOTHERS WHO RECEIVED EARLY PRENATAL CARE



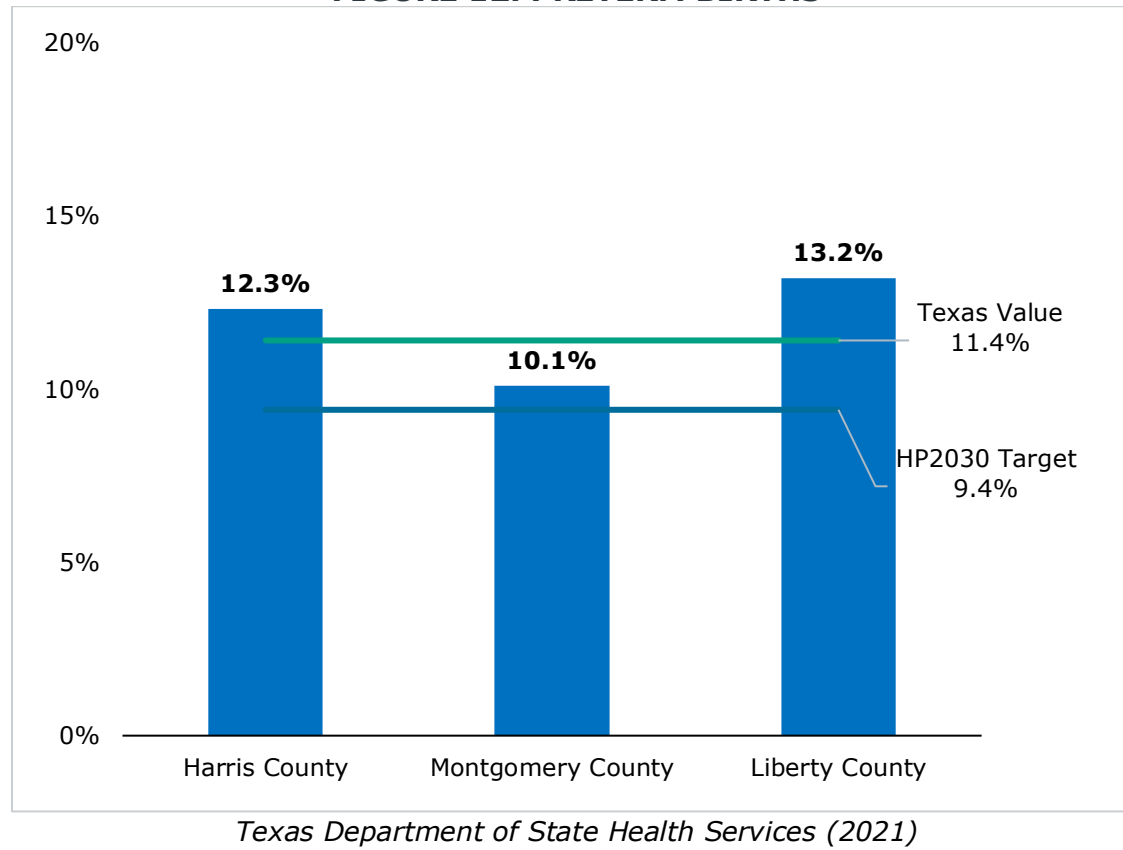
Texas Department of State Health Services (2020)

FIGURE 11. BABIES WITH LOW BIRTHWEIGHT



Texas Department of State Health Services (2020)

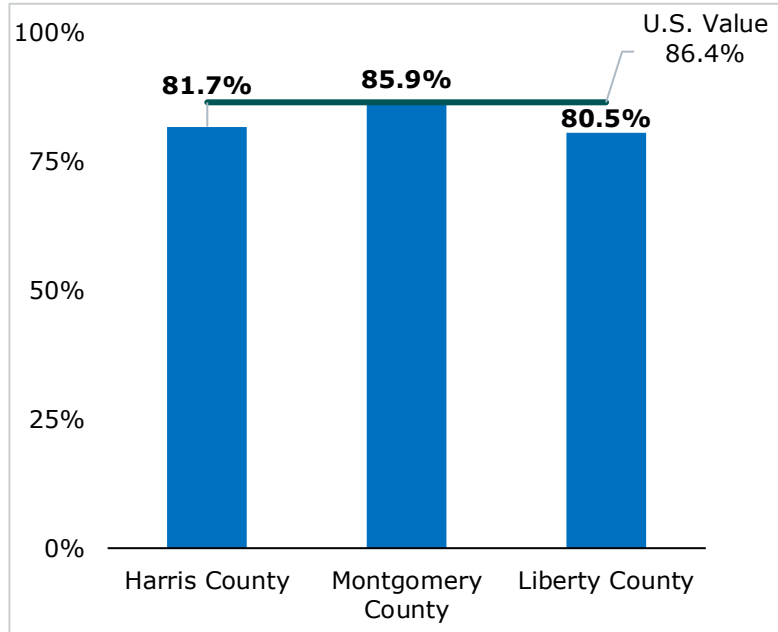
FIGURE 12. PRETERM BIRTHS



Key Findings: Chronic Condition Prevention & Management

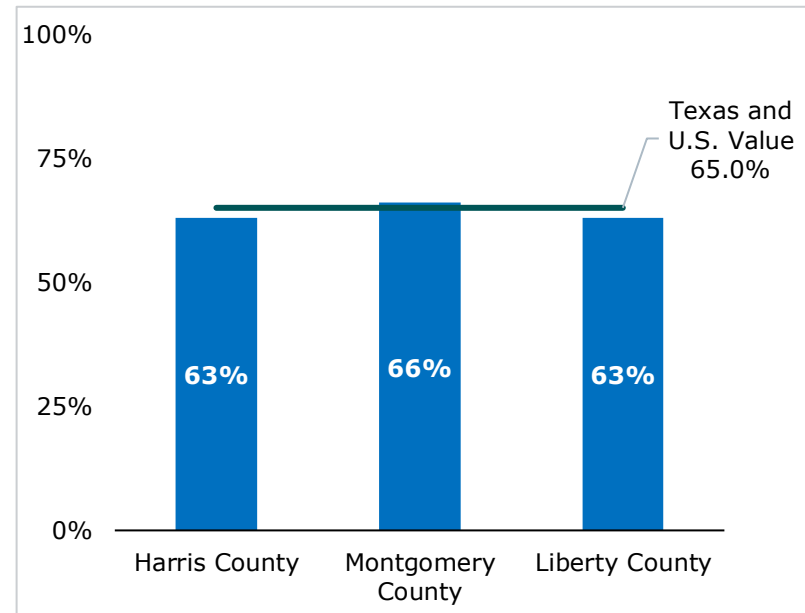
The following figures illustrate indicators of concern in Harris and/or Montgomery and/or Liberty counties, based on scoring of secondary data related to Chronic Condition Prevention & Management.

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

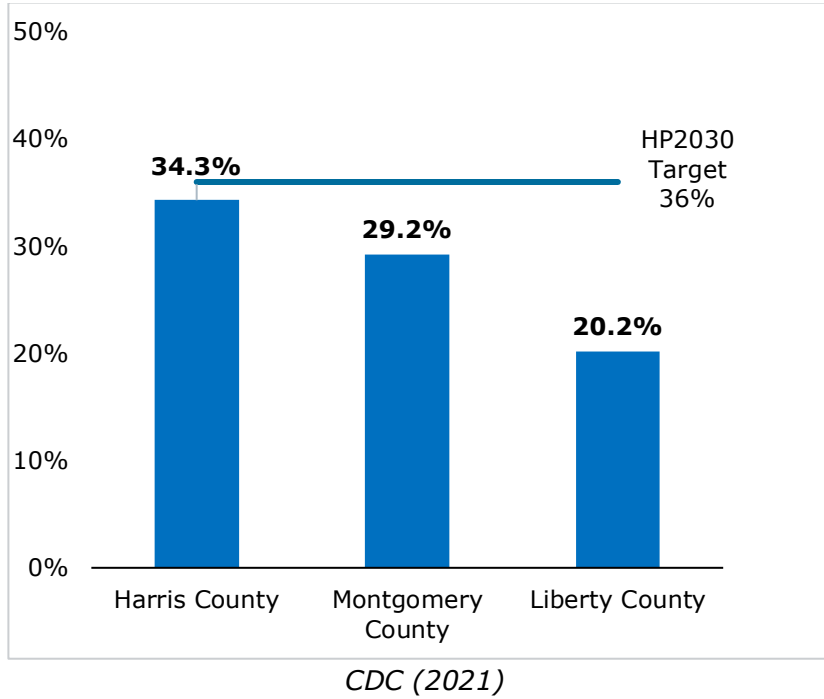


FIGURE 16. ADULTS 20+ WITH DIABETES

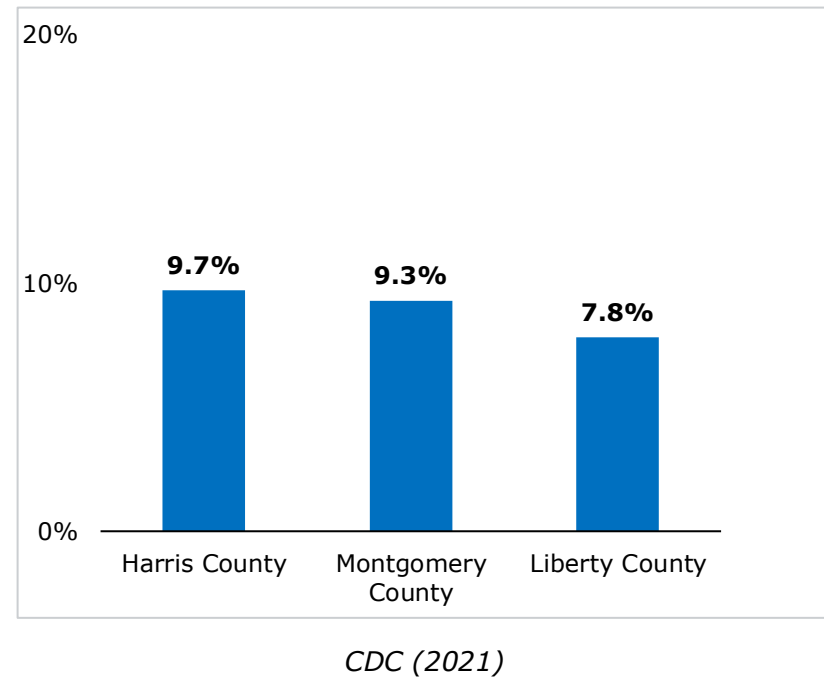
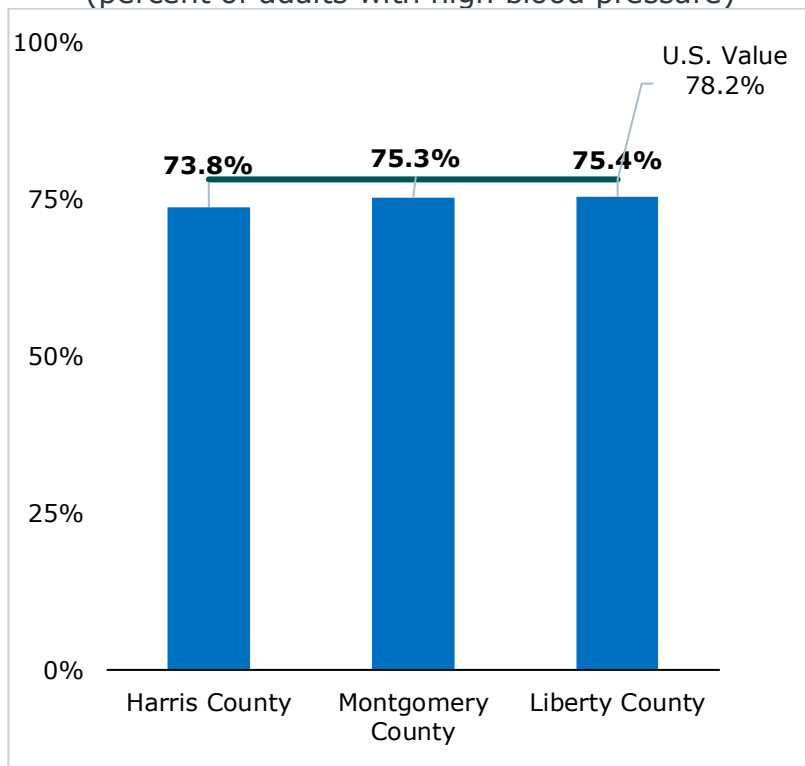
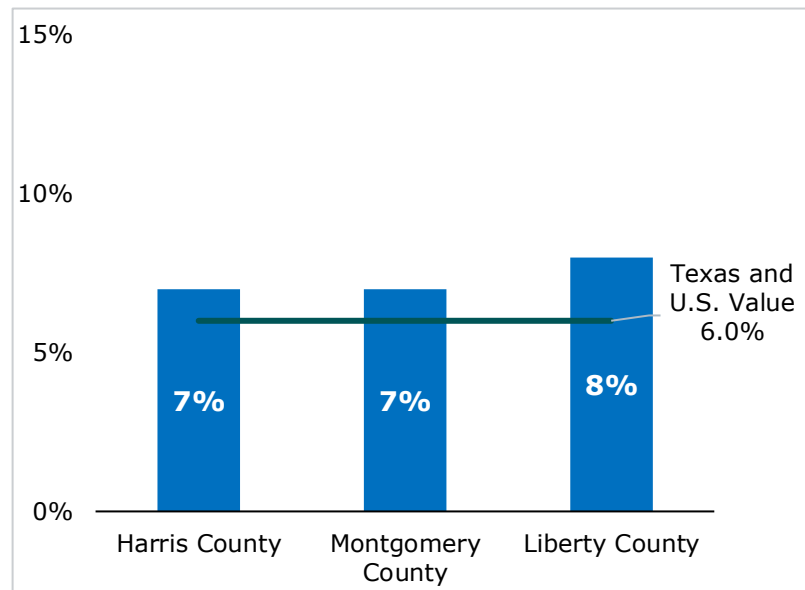


FIGURE 17. ADULTS WHO HAVE TAKEN MEDICATION FOR HIGH BLOOD PRESSURE
(percent of adults with high blood pressure)



CDC (2021)

FIGURE 18. STROKE: MEDICARE POPULATION



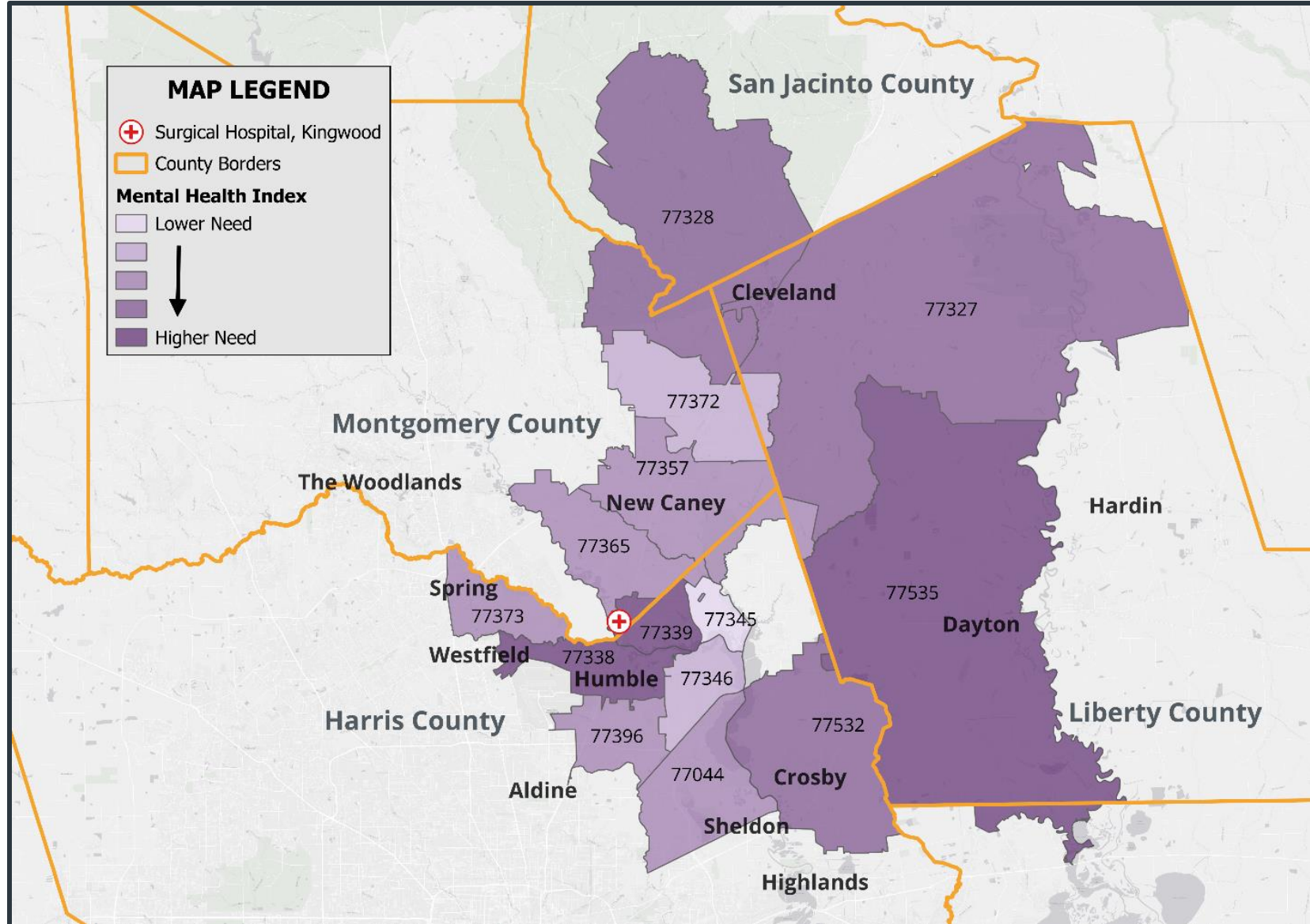
Centers for Medicare & Medicaid Services (2022)

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 Memorial Surgical Hospital Kingwood service area, the zip codes with the highest MHI scores are:

- 77339 (MHI = 68.4)
- 77338 (60.9)

FIGURE 19. MENTAL HEALTH INDEX BY ZIP CODE: MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA



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

FIGURE 20. ADULTS WHO DRINK EXCESSIVELY

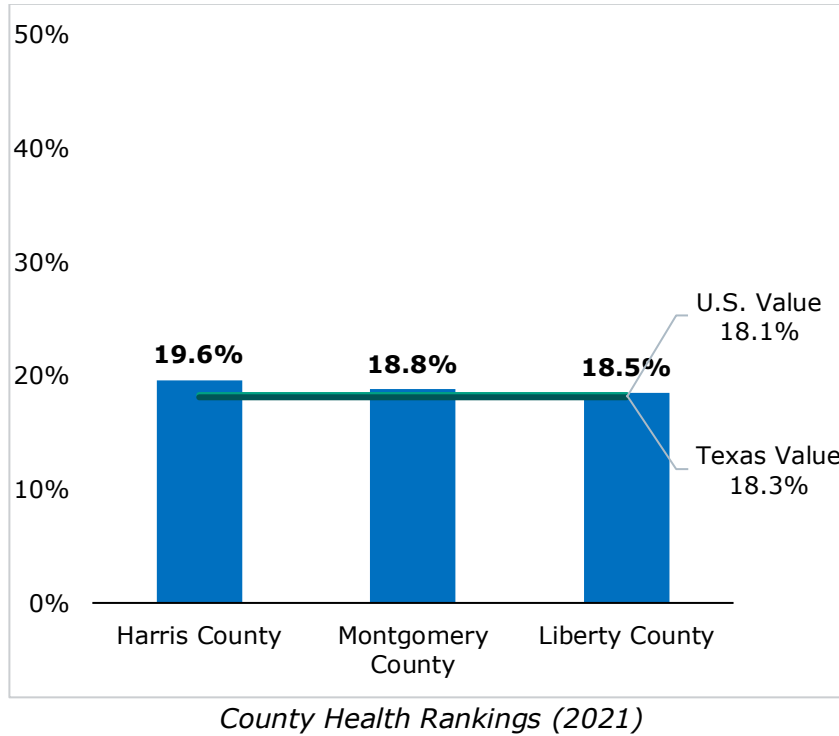


FIGURE 21. ALCOHOL-IMPAIRED DRIVING DEATHS
(percent of driving deaths involving alcohol)

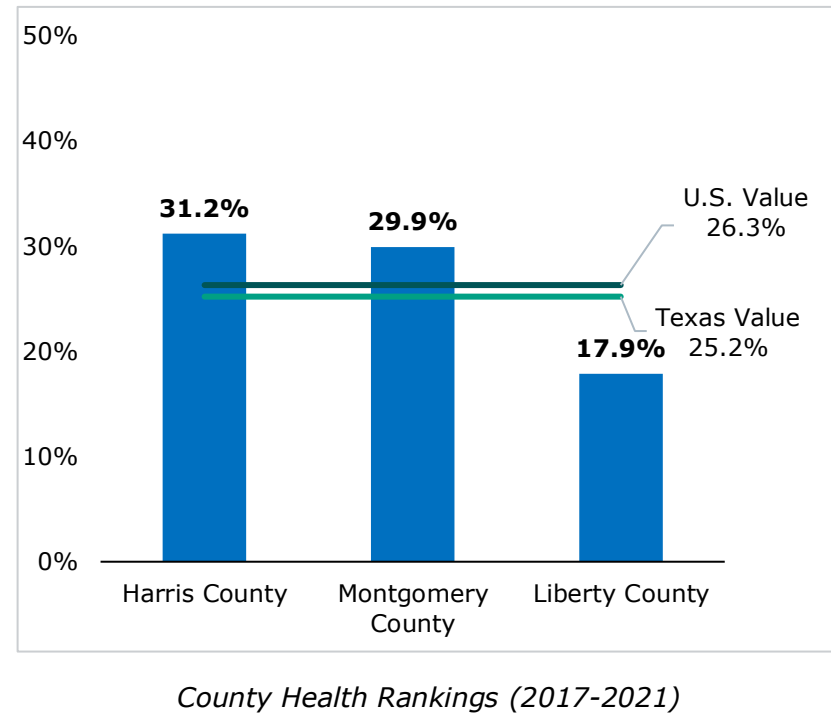
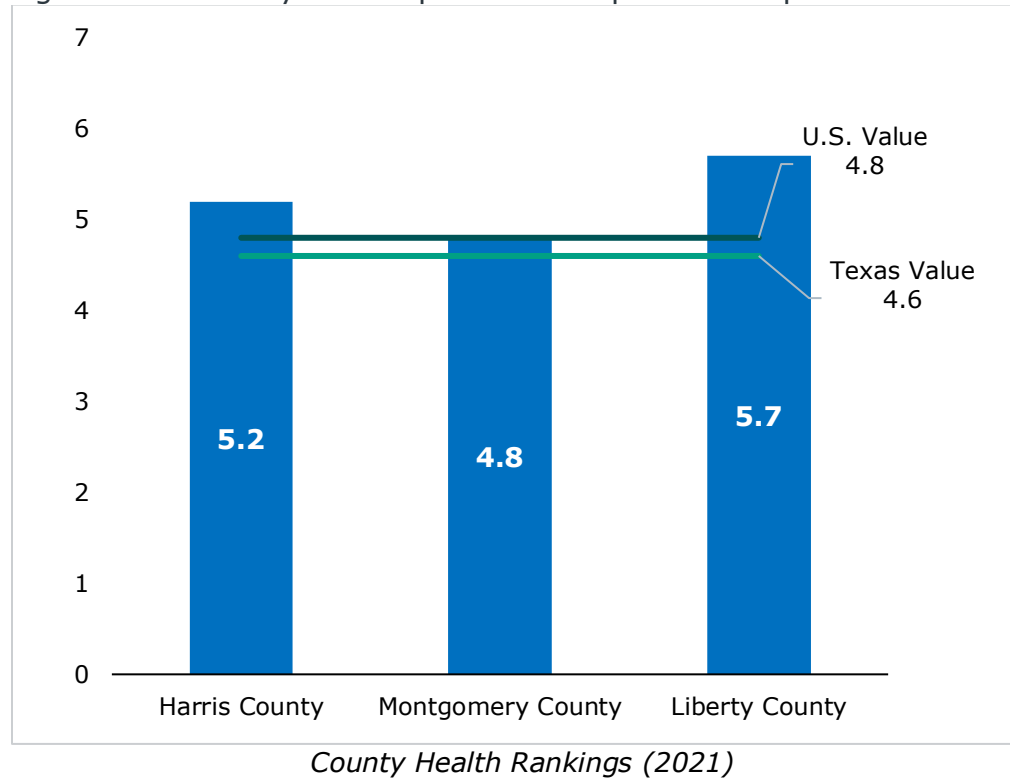


FIGURE 22. POOR MENTAL HEALTH DAYS
(average number of days out of past 30 with poor self-reported mental health)

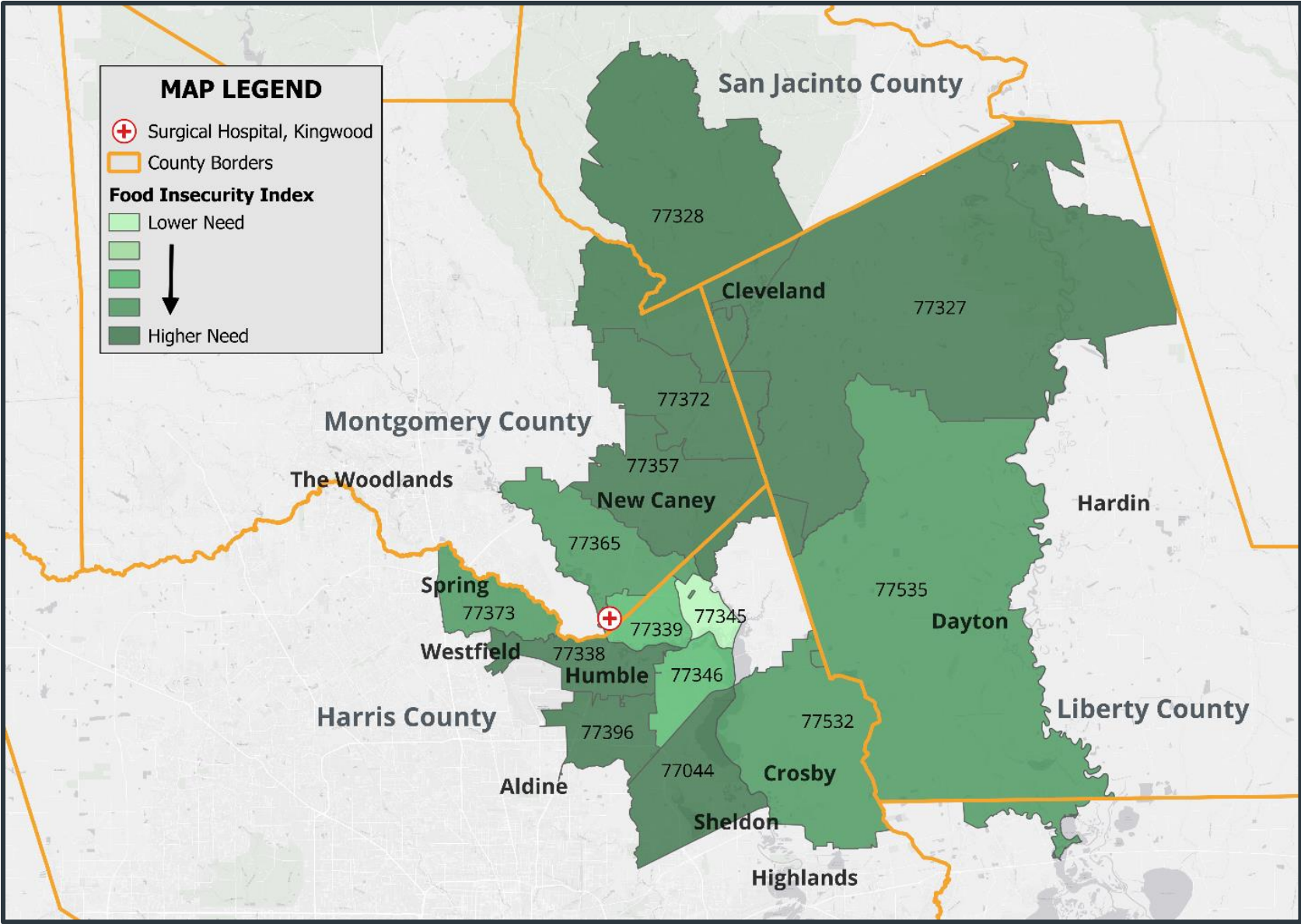


Access to Healthy Food: Memorial Hermann Surgical Hospital Kingwood

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 Memorial Surgical Hospital Kingwood service area, the zip codes with the highest FII scores are:

- 77328 (FII = 88.3)
- 77044 (86.3)
- 77327 (86.0)
- 77338 (85.7)

FIGURE 23. FOOD INSECURITY INDEX BY ZIP CODE: MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA



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

FIGURE 24. CHILD FOOD INSECURITY RATE

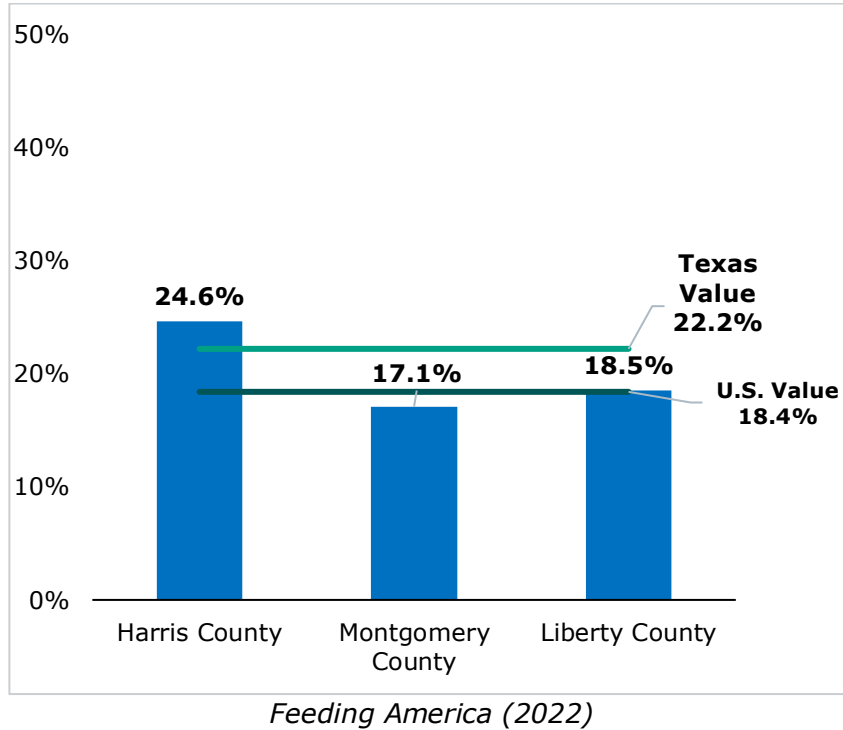
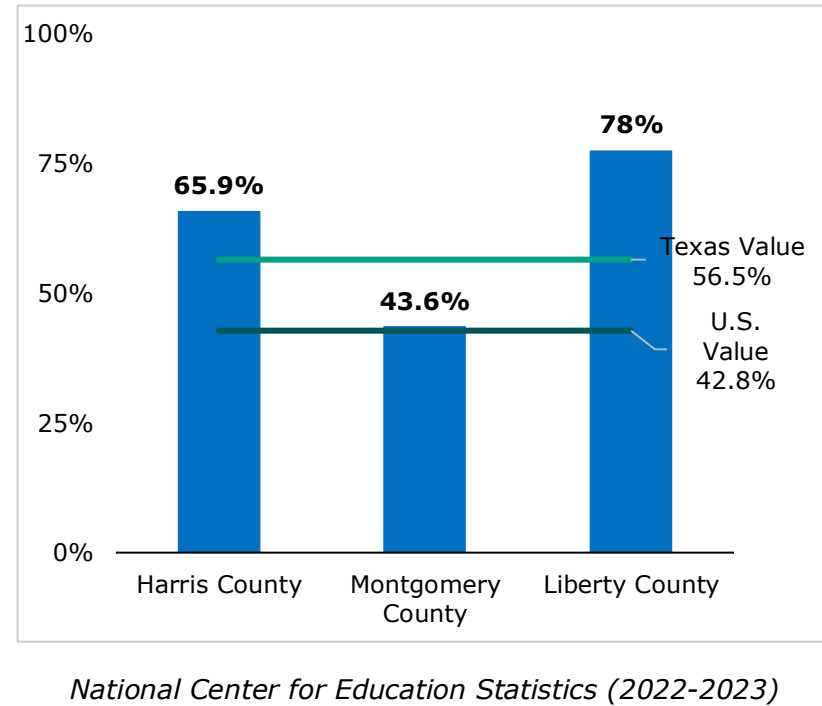


FIGURE 25. STUDENTS ELIGIBLE FOR FREE LUNCH PROGRAM

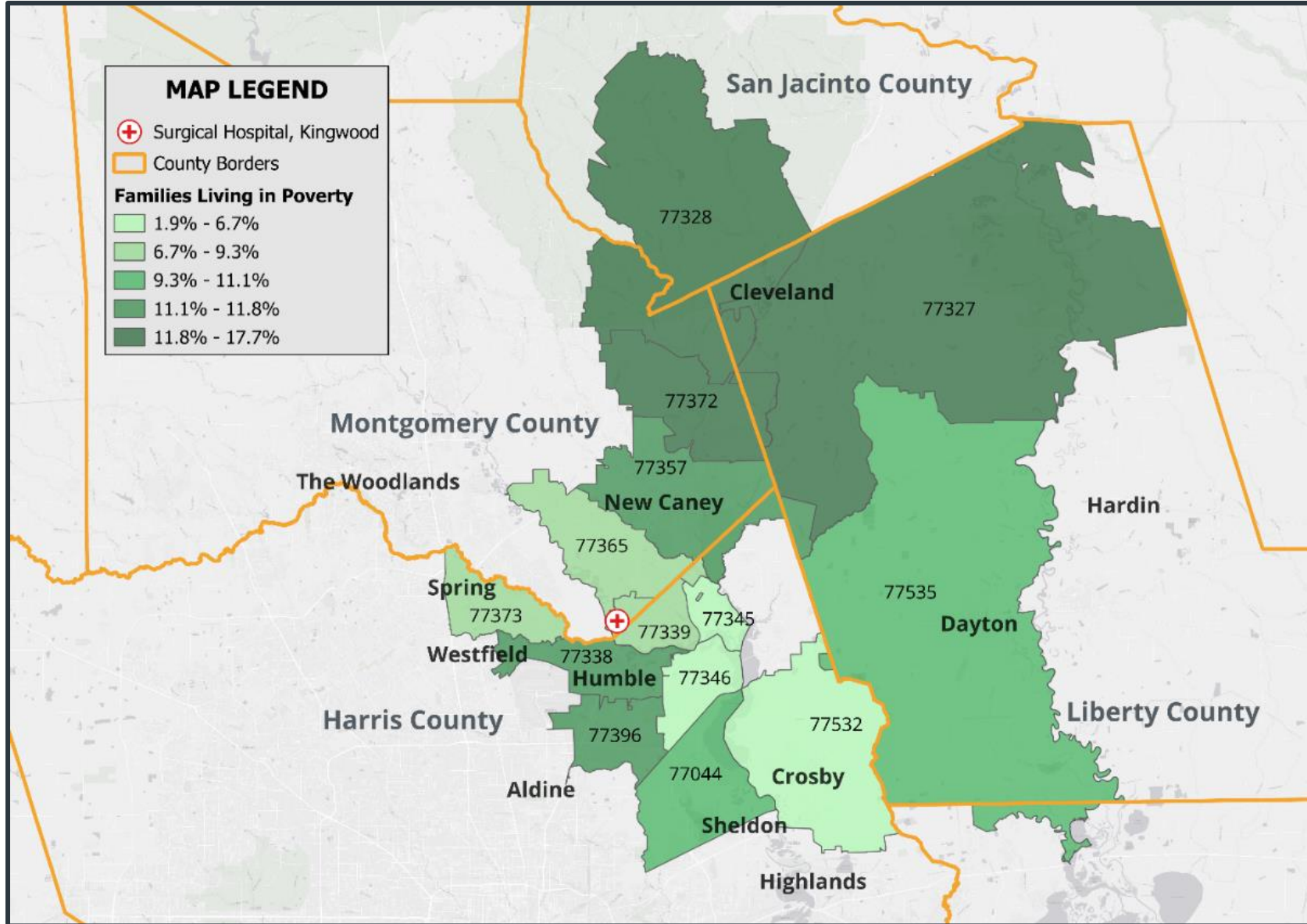


Economic Opportunity: Memorial Hermann Surgical Hospital Kingwood

Across Texas, the overall rate of families living below the federal poverty level is 10.8%. Across the Memorial Surgical Hospital Kingwood service area, the highest percentages of households below the federal poverty level are in zip codes:

- 77328 (17.7%)
- 77327 (15.0%)
- 77372 (12.0%)
- 77396 (11.6%)
- 77357 (11.6%)
- 77338 (11.2%)
- 77044 (10.8%)

FIGURE 26. POVERTY BY ZIP CODE: MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA

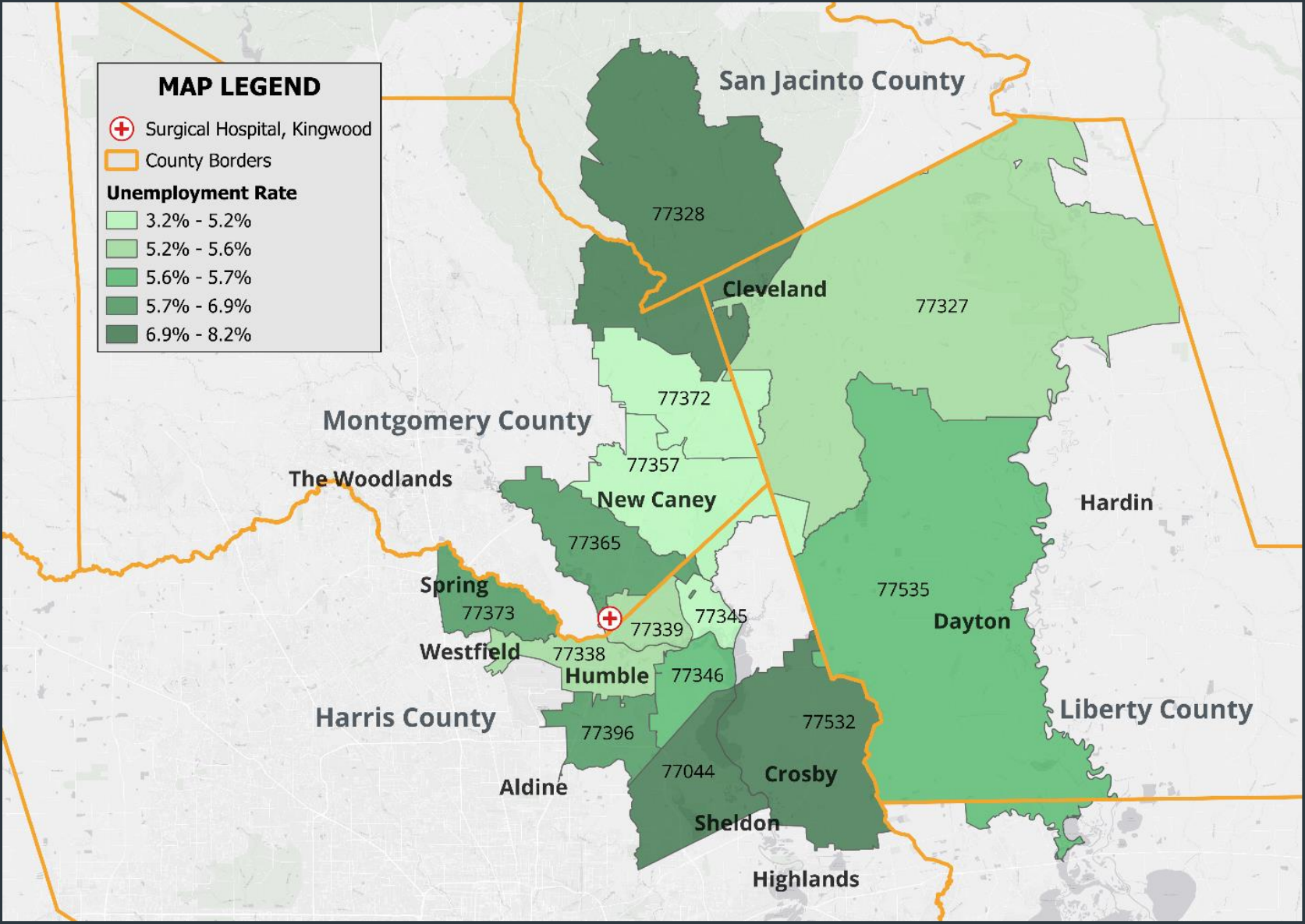


Claritas (2024)

Across Texas, the overall rate of unemployment is 4.7%. Across the Memorial Surgical Hospital Kingwood service area, the highest levels of unemployment are in zip codes:

- 77328 (8.2%)
- 77532 (7.7%)
- 77044 (7.1%)
- 77373 (6.7%)
- 77396 (6.6%)

FIGURE 27. UNEMPLOYMENT BY ZIP CODE: MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA

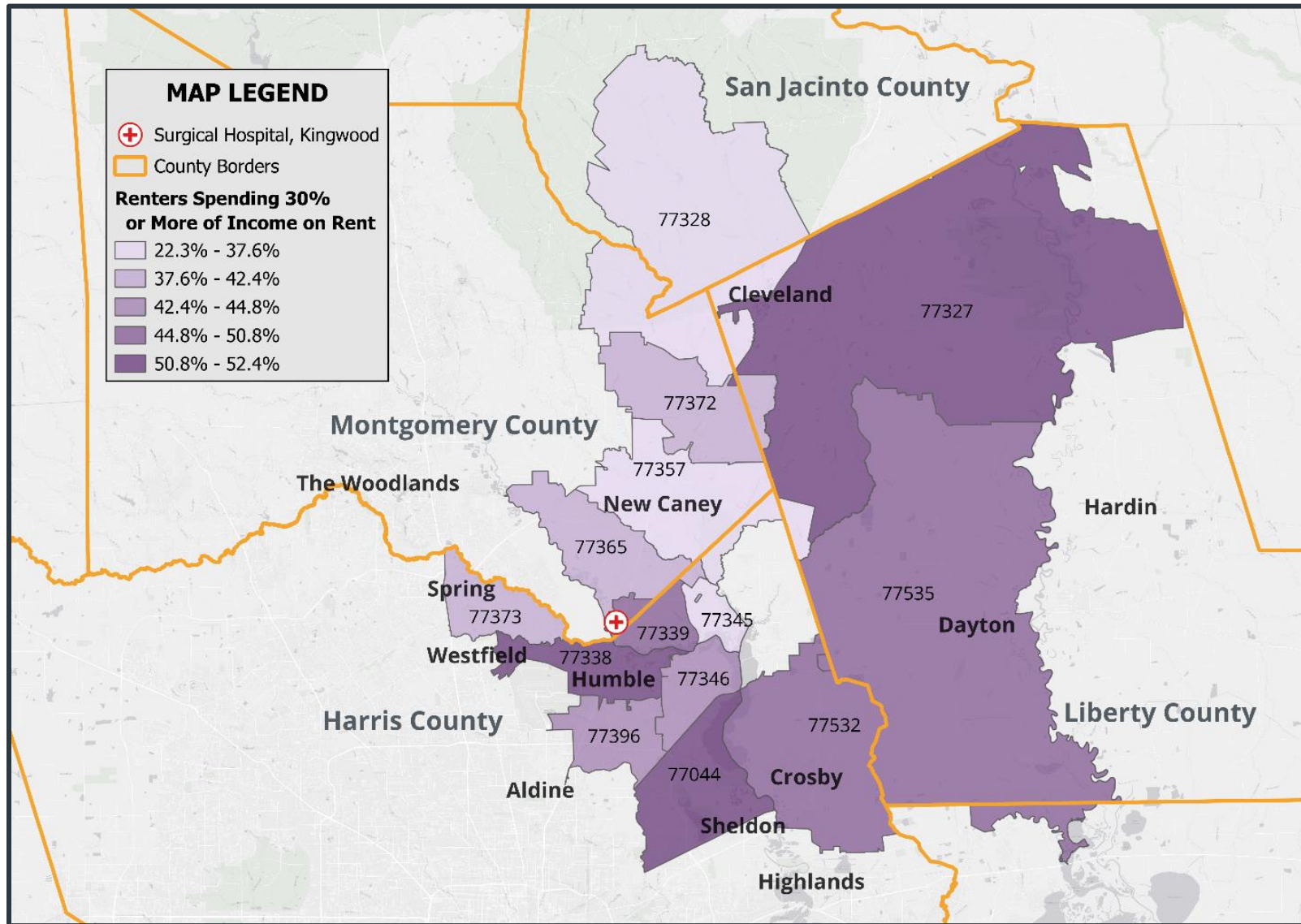


Claritas (2024)

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

- 77338 (52.4%)
- 77044 (51.8%)
- 77327 (51.2%)
- 77535 (50.6%)

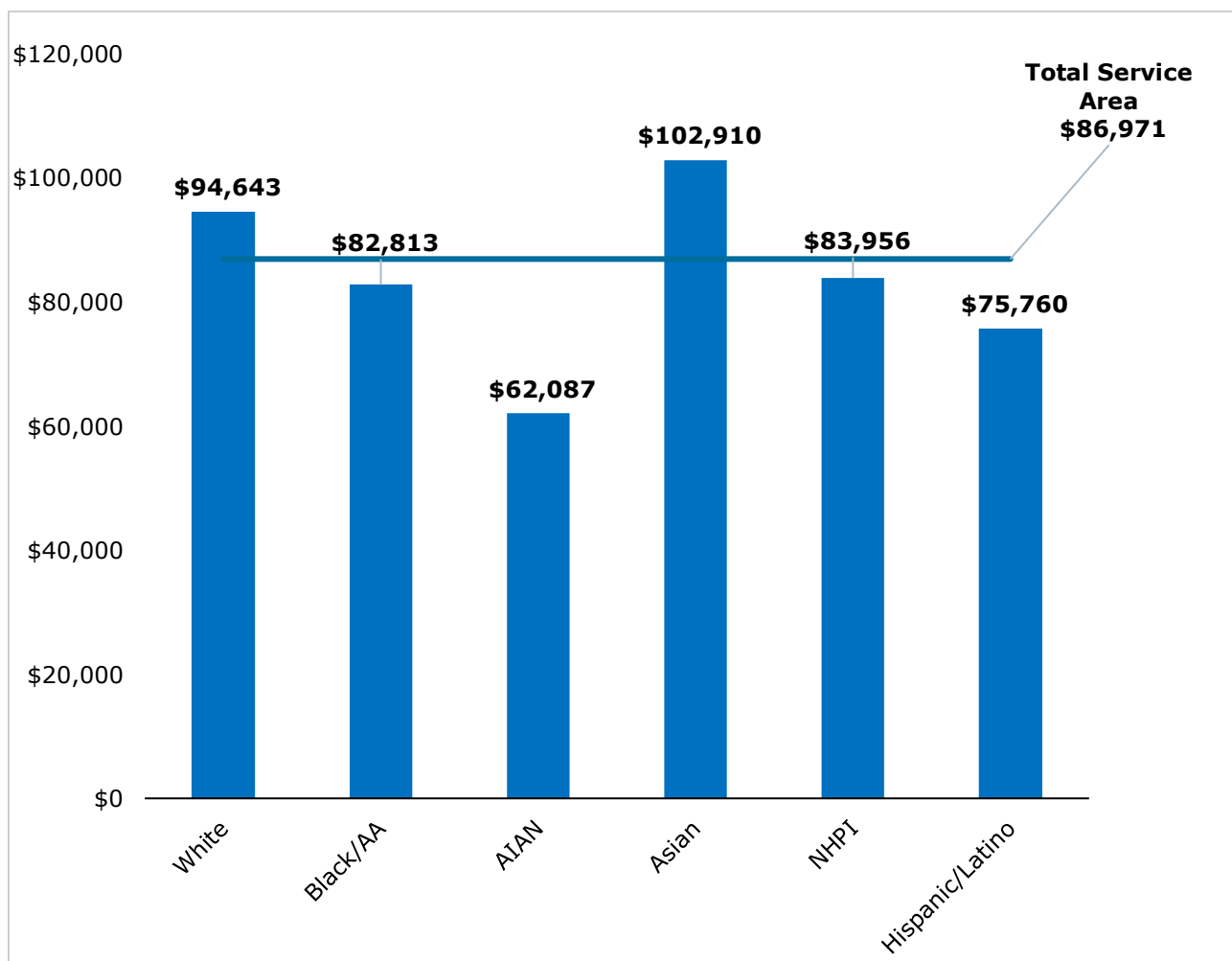
**FIGURE 28. PERCENTAGE OF RENTERS WITH HIGH RENT BURDEN BY ZIP CODE:
MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA**



American Community Survey (2018-2022)

Across the Memorial Surgical Hospital Kingwood service area, income differs substantially by race and ethnicity. The median household income for American Indians/Alaskan Native residents of the service area are more than \$20,000 lower than the overall median household income.

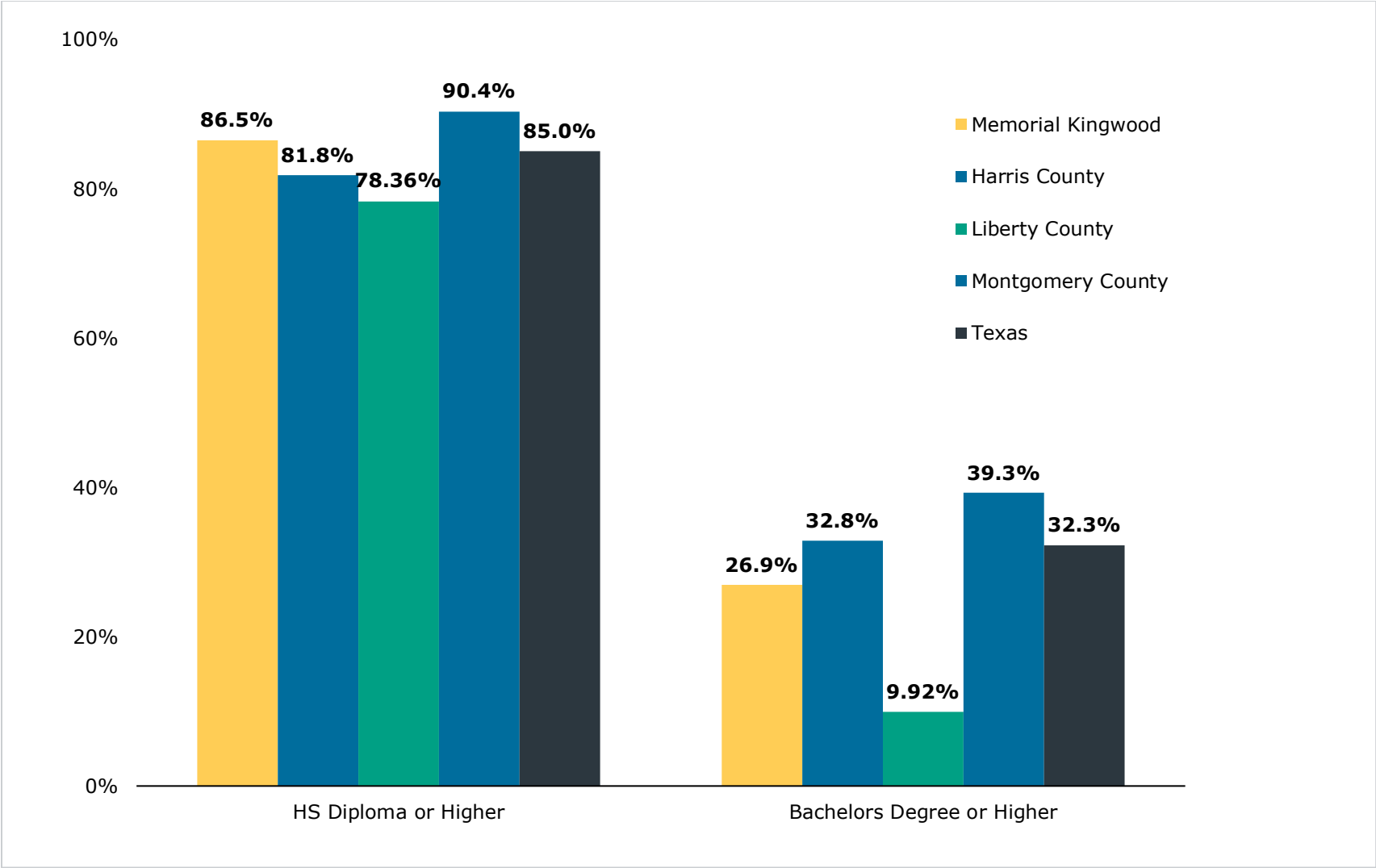
**FIGURE 29. MEDIAN HOUSEHOLD INCOME BY RACE AND ETHNICITY:
MEMORIAL SURGICAL HOSPITAL KINGWOOD SERVICE AREA**



Claritas (2024)

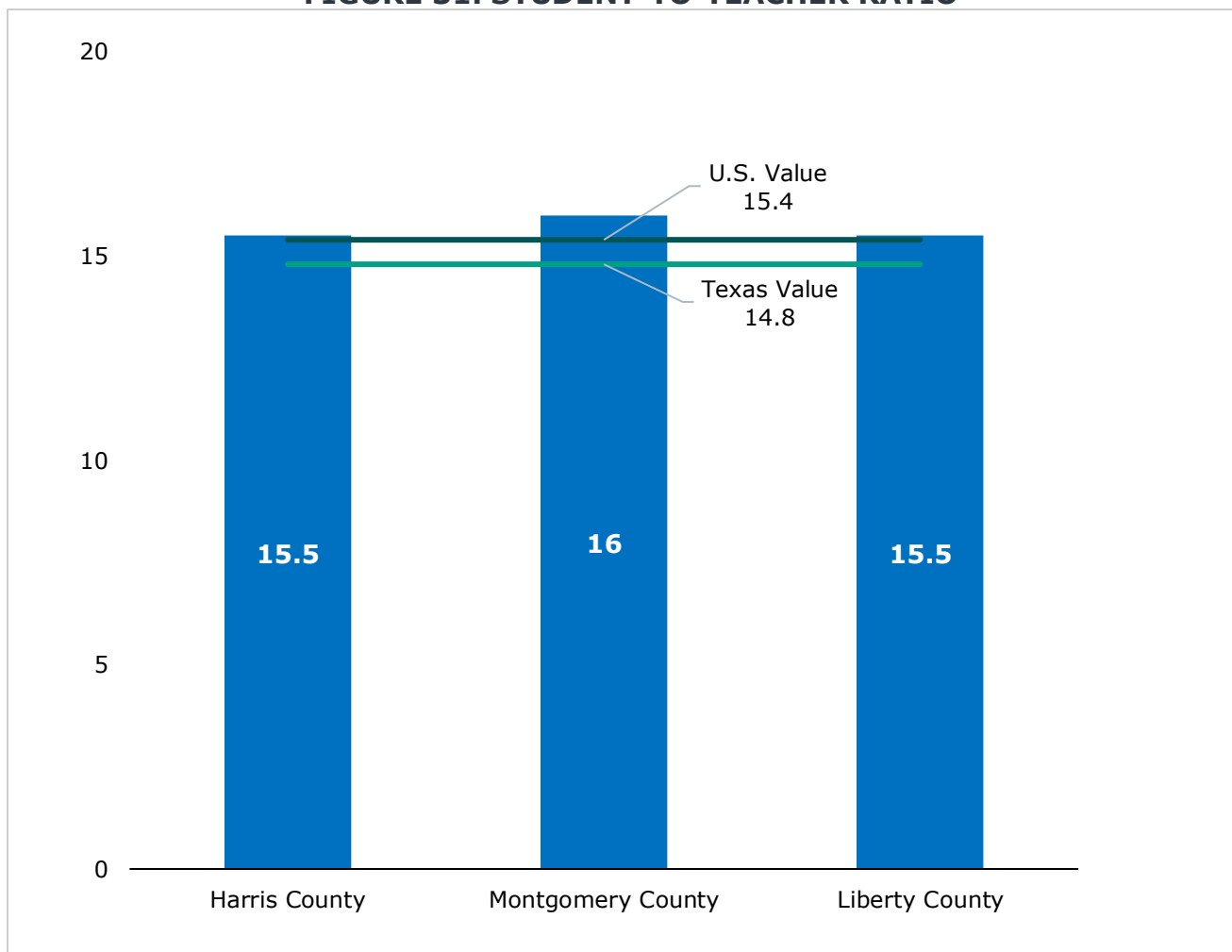
Educational Access: Memorial Hermann Surgical Hospital Kingwood

FIGURE 30. EDUCATIONAL ATTAINMENT



Claritas (2024)

FIGURE 31. STUDENT-TO-TEACHER RATIO



National Center for Education Statistics (2022-2023)