



MEMORIAL HERMANN SURGICAL HOSPITAL KINGWOOD

2019
Implementation
Strategy

**MEMORIAL
HERMANN**
Surgical Hospital
Kingwood

Executive Summary

Introduction & Purpose

Memorial Hermann Surgical Hospital Kingwood (MH Kingwood) is pleased to share its Implementation Strategy Plan, which follows the development of its 2019 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this assessment was approved by the Memorial Hermann Health System Board of Directors on June 27th, 2019.

This report summarizes the plans for MH Kingwood to develop and collaborate on community benefit programs that address the 4 Pillar prioritized health needs identified in its 2019 CHNA. These include:

Memorial Hermann Health System's CHNA Pillar Priorities

- Pillar 1: Access to Healthcare
- Pillar 2: Emotional Well-Being
- Pillar 3: Food as Health
- Pillar 4: Exercise Is Medicine

The following additional significant health needs emerged from a review of the primary and secondary data: Older Adults and Aging; Cancers; Education; Transportation; Children's Health; Economy. With the need to focus on the prioritized health needs described in the table above, these topics are not specifically prioritized efforts in the 2019-2022 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).

MH Kingwood provides additional support for community benefit activities in the community that lay outside the scope of the programs and activities outlined in this Implementation Strategy, but those additional activities will not be explored in detail in this report.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in MH Kingwood's 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 MH Kingwood's CHNA report at the following link: www.memorialhermann.org/locations/memorial-hermann-surgical-hospital-kingwood/.

Memorial Hermann Surgical Hospital Kingwood

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 Healthcare System, and United Surgical Partnership International, MH Kingwood emphasizes physician participation while integrating the extensive resources of Southeast Texas' largest not-for-profit healthcare system with the experience of an international leader in the short-stay surgical hospital industry.

Vision

Memorial Hermann will be the preeminent health system in the U.S. by advancing the health of those we serve through trusted partnerships with physicians, employees and others to deliver the best possible health solutions while relentlessly pursuing quality and value.

Mission Statement

Memorial Hermann is a not-for-profit, community-owned, health care system with spiritual values, dedicated to providing high quality health services in order to improve the health of the people in Southeast Texas.

Memorial Hermann Health System

One of the largest not-for-profit health systems in the nation, Memorial Hermann Health System is an integrated system with an exceptional affiliated medical staff and more than 26,000 employees. Governed by a Board of community members, the System services Southeast Texas and the Greater Houston community with more than 300 care delivery sites including 19 hospitals; the country's busiest Level 1 trauma center; an academic medical center affiliated with McGovern Medical School at UTHealth; one of the nation's top rehabilitation and research hospitals; and numerous specialty programs and services.

Memorial Hermann has been a trusted healthcare resource for more than 110 years and as Greater Houston's only full-service, clinically integrated health system, we continue to identify and meet our region's healthcare needs. Among our diverse portfolio is Life Flight, the largest and busiest air ambulance service in the United States; the Memorial Hermann Physician Network, MHMD, one of the largest, most advanced, and clinically integrated physician organizations in the country; and, the Memorial Hermann Accountable Care Organization, operating a care delivery model that generates better outcomes at lower costs to consumers. Specialties span burn treatment, cancer, children's health, diabetes and endocrinology, digestive health, ear, nose and throat, heart and vascular, lymphedema, neurosurgery, neurology, stroke, nutrition, ophthalmology, orthopedics, physical and occupational therapy, rehabilitation, robotic surgery, sleep studies, transplant, weight loss, women's health, maternity and wound care. Supporting the System in its impact on overall population health is the Community Benefit Corporation. At a market share of 26.1% in the 'expanded' greater Houston area of 12 counties, our vision is that Memorial Hermann will be a preeminent integrated health system in the U.S. by advancing the health of those we serve.

Summary of Implementation Strategies

Implementation Strategy Design Process

Stakeholders from the 13 hospital facilities in the Memorial Hermann Health System were invited to participate in an Implementation Strategy Kick-Off event hosted by Memorial Hermann's Community Benefit Department and Conduent Healthy Communities Institute (HCI) on May 6, 2019. During this half-day event, participants reviewed Memorial Hermann's CHNA, were introduced to the 2019 MH Implementation Strategy Template and worked in groups to begin drafting their new implementation strategies for their respective hospitals. After the Kick-Off event, each hospital engaged in a series of three bi-weekly technical assistance calls with the Conduent HCI team and representatives from the MH Community Benefit Department to further develop and refine their implementation strategy.

Memorial Hermann Kingwood Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be taken on by MH Kingwood to directly address the Four Pillars and relevant focal areas identified in the CHNA process. They include:

- **Pillar 1: Access to Care**
 - Nurse Health Line
 - Physician Navigation Program
 - OneBridge Health Network
- **Pillar 2: Emotional Wellbeing**
 - Mental Health and Substance Abuse
- **Pillar 3: Food as Health**
 - Cereal Drive
 - Food Insecurity Assessment
 - Heart Walk
- **Pillar 4: Exercise is Medicine**
 - School Athletic Physicals

The Action Plan presented below outlines in detail the individual strategies and activities MH Kingwood 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 Surgical Hospital Kingwood: Implementation Strategy Action Plan

PILLAR 1: ACCESS TO HEALTHCARE

Goal Statement: From 2019-2021, 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.

Focal Area 1: Access to Health Services

Strategy 1.A: Nurse Health Line

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
<p>Activity 1.A.1</p> <p>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.</p>	<p># of calls by county consistent with the counties represented in Kingwood’s CHNA</p>	29,037	29,037	29,037	29,037	<p>% Callers satisfied with the NHL</p> <p>% Callers who followed the NHL Advice</p> <p>% Callers who were diverted from the ER</p>
<p>Resources:</p> <ul style="list-style-type: none"> NHL management and operations (currently funded through DSRIP) 						
<p>Collaboration:</p> <ul style="list-style-type: none"> MH Community Benefit Corporation Greater Houston Safety-Net Providers 						

PILLAR 1: ACCESS TO HEALTHCARE

Goal Statement: From 2019-2021, 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.

Focal Area 2: Lack of Health Insurance

Strategy 2:A: Physician Navigation Program

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 2.A.1 Physician Match Program: Physicians at the hospital may provide services to patients without insurance. Hospital matches physician contribution.	# of patients treated	5	5	5	5	Contributed \$ from total procedures provided
Resources: <ul style="list-style-type: none">• Business Office Manager• Physicians						
Notes: Often the general community accesses un/under-insured care through ERs. MH Surgical Hospitals received ER waivers in 2018, thus the volume for this patient population is low.						
Collaboration: <ul style="list-style-type: none">• Physician offices						

PILLAR 1: ACCESS TO HEALTHCARE

Goal Statement: From 2019-2021, 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.

Focal Area 3: Low Income/Underserved

Strategy 3:A: OneBridge Health Network

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 3.A.1 Provide OneBridge Health Network to connect uninsured patients, meeting eligibility criteria, including a referral from a PCP, with the specialty care connections they need to get well.	# of physicians onboarded and/or # facility surgeries provided	New Program	Implementation Year	2	3	# of patients navigated # of patients treated by specialists \$s of specialty services provided
Resources: <ul style="list-style-type: none">• OneBridge Health Network Support Staff and Operations• Hospital Staff communications/marketing to Providers• Providers' donation of time						
Collaboration: <ul style="list-style-type: none">• MH Community Benefit Corporation• Greater Houston Safety-Net Providers						

PILLAR 2: EMOTIONAL WELLBEING

Goal Statement: From 2019-2021, 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.

Focal Area 1: Mental Health and Substance Abuse

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 1.A.1 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	# of patients	4,286	4,286	4,286	4,286	# PCP Referrals
Activity 1.A.2 Memorial Hermann Integrated Care Program: Memorial Hermann Integrated Care Program (ICP) strives to facilitate systematic coordination of general and behavioral healthcare. This program embeds a Behavioral Health Care Manager (BHCM) into primary and specialty outpatient care practices. Includes depression and substance abuse screenings.	# of patients	213	214	215	216	# Substance abuse screenings completed # Unique Patients Screened for Depression (using either PHQ9 or PSC-17 or Edinburg tools)

Resources:

- Human Resources - Behavioral Health Services Employees
- Operating Resources – Computers, EMR, and other documentation tools
- Capital Resources – Offices and other facilities

Collaboration:

- Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other Community Partners

PILLAR 3: FOOD AS HEALTH

Goal Statement: From 2019 – 2021, 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.

Focal Area 1: Food Insecurity

Strategy 1:A: Cereal Drive

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 1.A.1 Summer Food Drive – Healthy Over Hungry Cereal Drive – The goal of the drive is to collect boxes of cereal to provide to the Montgomery County Food Bank.	# of days food drive is promoted	10	10	10	10	# of pounds of food collected

Strategy 1:B: Food Insecurity Assessment

Activity 1.B.1 Screen for food insecurity and connect patients to area Food Banks for SNAP eligibility and food pantry connections.	# of individuals screened for food insecurity	0 – New Program	Pilot screening	Inpatient Discharges # 250	Inpatient + Outpatient Discharges # 7,800	# of referrals made to food bank
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Resources:

- Budget for staff incentive cereal breakfasts
- Staff time to collect and coordinate w/food bank
- Staff time to ask FI questions and refer
- USPI Cerner Team

Collaboration:

- Montgomery County Food Bank (close the loop on referrals and report back on referral metrics)

PILLAR 3: FOOD AS HEALTH

Goal Statement: From 2019 – 2021, 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.

Focal Area 2: Heart Disease/Stroke

Strategy 2:A: Heart Walk

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 2.A.1 Heart Walk – Employees participate in American Heart Walk to raise funds for the American Heart Association.	# of participants	10	12	15	18	\$ Funds Raised
Resources: <ul style="list-style-type: none">• Staff						
Collaboration: <ul style="list-style-type: none">• American Heart Association						

PILLAR 4: EXERCISE IS MEDICINE

Goal Statement: From 2019 – 2021, Memorial Hermann will implement initiatives that promote physical activities that promote improved health, social cohesion, and emotional well-being.

Focal Area: Obesity

Strategy 1:A: School Athletic Physicals

Activities	Process Measures	Baseline	Y1	Y2	Y3	Outcomes
Activity 1.A.1 In collaboration with MH Northeast, continue to conduct athletic physicals in public schools. Students pay a nominal fee that is then donated back to the school system.	# of students per year examined	11,331	11,331	11,331	11,331	\$ funds going back to school sports support
Resources: <ul style="list-style-type: none">• Staff						
Collaboration: <ul style="list-style-type: none">• ISDs• MH Northeast						