



**MEMORIAL HERMANN  
SUGAR LAND HOSPITAL**

2019  
Implementation  
Strategy

MEMORIAL<sup>®</sup>  
HERMANN  
Sugar Land

## Executive Summary

### Introduction & Purpose

Memorial Hermann Sugar Land Hospital (MH Sugar Land) 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 27<sup>th</sup>, 2019.

This report summarizes the plans for MH Sugar Land 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 Sugar Land 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 Sugar Land'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 Sugar Land's CHNA report at the following link: [www.memorialhermann.org/locations/sugar-land/community-health-needs-assessment-sugar-land/](http://www.memorialhermann.org/locations/sugar-land/community-health-needs-assessment-sugar-land/).

## Memorial Hermann Sugar Land Hospital

Memorial Hermann Sugar Land Hospital is a 149 bed, full-service acute care facility that brings together the ultimate in healthcare technology, expertise and healing for families in Fort Bend County. The hospital's team of highly trained, affiliated doctors provide leading-edge care in pediatrics with the Children's Emergency Department, sports medicine with the IRONMAN Sports Medicine Institute and over 87 disciplines and specialties to deliver award-winning care close to home.

### 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 Sugar Land Implementation Strategy

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

- **Pillar 1: Access to Care**
  - Nurse Health Line
  - ER Navigation and Third-Party Program Assistance
  - OneBridge Health Network
- **Pillar 2: Emotional Wellbeing**
  - Mental Health and Substance Abuse
- **Pillar 3: Food as Health**
  - Diabetes Education Outreach
  - Food Insecurity Screening
  - Provide Heart Disease/Stroke Education Outreach
- **Pillar 4: Exercise is Medicine**
  - School Physical Activity Facilitation

The Action Plan presented below outlines in detail the individual strategies and activities MH Sugar Land 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 Sugar Land Hospital: 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 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 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.	# of calls will be consistent with the counties represented in MHSL's CHNA (Fort Bend, Harris, and Wharton)	32,377	34,504	39,085	37,173	% Callers satisfied with the NHL	97% report the service as good or excellent.	98.41% report the service as good or excellent.	98% report the service as good or excellent.
						% Callers who followed the NHL Advice	97% report following the advice of the nurse.	95.08% report following the advice of the nurse.	98% report following the advice of the nurse.
						% Callers who were diverted from the ER	99% report they will use the service again.	99.46% report they will use the service again.	99% report they will use the service again.
<b>Activity Notes (if necessary):</b>						<b>Outcomes Notes (if necessary):</b>			
<b>Resources:</b>									

- NHL management and operations (currently funded through DSRIP)

**Collaboration:**

- 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: ER Navigation and Third-Party Program Assistance**

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 2.A.1 Navigate uninsured and Medicaid patients that access the ER for primary care treatable and avoidable issues to a medical home.	# of Encounters	654	2,765	2,183	2,052	Decline in ER Visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals	6 mo: -64.4	6 mo: -70%	6 mo: -72.4%
	# of Referrals	904	2,878	2,522	2,136		12 mo: -52.0	12 mo: -60%	12 mo: -63.2%
Activity 2.A.2 Provide on-site inpatient/outpatient (including Emergency Center) services to assist patients with connecting to third party programs (Medicaid, disability, affordable care coverage, etc.).	# Patients screened	7,500	926	883	943	# patients assisted and qualified for assistance  \$ Certified Dollars	136	883 screened and eligible for assistance	943 screened and eligible for assistance
			Assisted	Assisted	Assisted		\$11,690,705		
<b>Activity Notes</b> (if necessary):						<b>Outcomes Notes</b> (if necessary):			
<b>Resources:</b> <ul style="list-style-type: none"> <li>• Staff and benefits</li> <li>• IT; operating costs</li> </ul>									

- RCA data

**Collaboration:**

- MH Community Benefit Corporation
- Greater Houston Safety-Net Providers
- RCA



**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 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
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	0 – New Program	104	95	97	# of patients navigated	10	2	4
						# of patients treated by specialists	10	1	7
						\$s of specialty services provided	\$22,802.82	\$235.00	\$131,701.75
<b>Activity Notes</b> (if necessary):					<b>Outcomes Notes</b> (if necessary):				
<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• OneBridge Health Network Support Staff and Operations</li> <li>• Hospital Staff communications/marketing to Providers</li> <li>• Providers’ donation of time</li> </ul>									
<p><b>Collaboration:</b></p> <ul style="list-style-type: none"> <li>• MH Community Benefit Corporation</li> <li>• Greater Houston Safety-Net Providers</li> </ul>									

**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: Mental Health and Substance Abuse**

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Memorial Hermann Psychiatric Response Team: Memorial Hermann Psychiatric Response Team, a mobile assessment team, works 24/7 across the System and provides behavioral health expertise to all acute care campuses, delivering services to ERs and inpatient units.	# of patients	426	479	671	640	# ED patients referred to outpatient care	234	432	216
Activity 1.A.2 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	3,332	2,554	2,592	# PCP Referrals	566	438	321
Activity 1.A.3 Memorial Hermann Integrated Care Program:	# of patients	213	656	386	229	# Substance abuse	649	386	229

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.						screenings completed	652	330	207
						# Unique Patients Screened for Depression (using either PHQ9 or PSC-17 or Edinburg tools)			
Activity 1.A.4 Memorial Hermann Psychiatric Response Case Management: Memorial Hermann Psychiatric Response Case Management (PRCM) program provides intensive community-based case management services for individuals with chronic mental illness who struggle to maintain stability in the community	# of unique patients	182	206	136	71	% Reduced readmissions	57%	42%	76%
						# of PCP Referrals	165	58	71
						# Complete housing assessments	151	111	71
<b>Activity Notes</b> (if necessary):						<b>Outcomes Notes</b> (if necessary):			
<b>Resources:</b>									
<ul style="list-style-type: none"> <li>• Human Resources - Behavioral Health Services Employees</li> <li>• Operating Resources – Computers, EMR, and other documentation tools</li> <li>• Capital Resources – Offices and other facilities</li> </ul>									
<b>Collaboration:</b>									
<ul style="list-style-type: none"> <li>• Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other Community Partners</li> </ul>									

**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: Diabetes**

**Strategy 1:A: Diabetes Education Outreach**

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Provide Diabetes Education presentations to local school districts, 55+ neighborhoods, local employers, and community groups, featuring the Diabetes Educator, as well as Diabetes healthy food cooking demonstrations.	# events	3	6	No activity due to the pandemic	No activity due to the pandemic	Positive Change in participant knowledge, based on pre/post event surveys  # of participants	90%  4,745	No activity due to the pandemic	No activity due to the pandemic
<b>Activity Notes</b> (if necessary):	8/5 Reading MS Health Fair (30), 10/5 Superhero Day (650), 11/8 Sugar Plum Market (2,000), 1/25 Veranda Health Fair (15), 2/29 FBISD STEAMfest (2,000), 3/5 Wertheimer MS Health Fair (50)					<b>Outcomes Notes</b> (if necessary):	90% stated they have a good understanding of the information that they received and planning on making changes in their lifestyle.		

**Resources:**

- Diabetes Staff and Operations
- Hospital Staff communications/marketing to participants
- Providers’ donation of time

**Collaboration:**

- FBISD/LCISD
- Del Webb Community/Senior Groups in community
- Local Neighborhoods

- Local YMCAs
- MH Employer Solutions

### 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: Food Insecurity

#### Strategy 2:A: Food Insecurity Screening

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 2.A.1 Screen for food insecurity via ER staff and care managers and connect patients to area Food Banks for SNAP eligibility and food pantry connections.	# of patients screened	44,010	48,869	46,078	50,441	# of SNAP applications completed by Houston Food Bank for Hospital's service area counties	15,205 (Harris and Fort Bend)	16,179 (Harris and Fort Bend)	14,976 (Harris and Fort Bend)
	# of patients reporting food insecurity	138	237	295	62				
<b>Activity Notes</b> (if necessary):						<b>Outcomes Notes</b> (if necessary):			

#### Resources:

- Staff time to interview and navigate patients
- Staff time to compile reports

#### Collaboration:

- Community Benefit Corporation
- Houston Food Bank

**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 3: Heart Disease/Stroke**

**Strategy 3:A: Provide Heart Disease/Stroke Education Outreach**

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 3.A.1 Provide Heart Disease/Stroke Education presentations to 55+ neighborhoods, local employers and community groups, featuring Heart Disease and Stroke speakers, as well as Heart Healthy food cooking demonstrations.	# events	3	5	5	6	Positive change in participant knowledge, based on pre/post event surveys  # of participants	Pre and post data not collected this year.  320	Surveys were not collected  323	Surveys were not collected  171
<b>Activity Notes :</b>	7/10 Del Webb (Dr. Chauhan, H&V conditions, 100 attendees), 10/31 YMCA Seniors (Stroke Education, 55 attendees), 11/21 YMCA Seniors Cooking Demo (Heart Health, 45 attendees), 2/5 Missouri City Seniors (Dr. Desai, Heart Health, 20 attendees) 2/27, YMCA Seniors (Dr. Desai, Heart, 100 attendees) CANCELLED EVENTS: Heart Health Seminar 3/18, Del Webb Dr. Desai, Heart), YMCA Seniors 5/28 (Stroke Education)					<b>Outcomes Notes</b> (if necessary):			
<b>Resources:</b>									
<ul style="list-style-type: none"> <li>• Heart Disease/Stroke Staff and Operations</li> <li>• Hospital Staff communications/marketing to participants</li> <li>• Providers' donation of time</li> </ul>									
<b>Collaboration:</b>									
<ul style="list-style-type: none"> <li>• Del Webb Community/Senior Groups in community</li> <li>• Local Neighborhoods</li> <li>• Local YMCAs</li> </ul>									

- MH Employer Solutions

#### 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 Physical Activity Facilitation**

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Provide discounted school physicals for local school districts for all student athletes, with the proceeds going back into the school sports funding.	# of participants receiving free physicals	5,000	0	No activity due to pandemic	4,349	\$ proceeds going back to school sports funding	0	No activity due to pandemic	4,349
Activity 1.A.2 Support boot camps at MH School-Based Health Centers in LCISD for students at-risk of chronic diseases.	# of participants	10	0	No activity due to pandemic	No activity due to pandemic	Participant retention	0	No activity due to pandemic	No activity due to pandemic
<b>Activity Notes :</b>	For FY20, we were unable to do any physicals or Boot Camp due to COVID-19. Additionally, we are not planning on doing them in response to CDC and local recommendations.			<b>Outcomes Notes:</b>		This affected a dozen high schools in the SL market and their accompanying middle and junior high schools, accounting for close to 10,000 students.			

**Resources:**

- ATH Staff and Operations
- Hospital Staff communications/marketing to participants
- Memorial Hermann Health Centers for Schools

**Collaboration:**

- LCISD
- Wharton ISD
- Needville ISD
- Industrial ISD
- Brazos ISD
- Columbia-Brazoria ISD
- East Bernard ISD
- Hallettsville ISD
- Sacred Heart School