



Implementation Strategy 2022

**Memorial Hermann Health System
Memorial Hermann Northeast Hospital
2022 Implementation Strategy**

Executive Summary

Introduction & Purpose

Memorial Hermann Northeast Hospital is pleased to share its Implementation Strategy Plan, which follows the development of its 2022 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this plan was approved by the Memorial Hermann Board of Directors on September 29, 2022.

This report summarizes the plans for 2022-2024 to provide community benefit programming that addresses the prioritized health needs identified in its 2022 CHNA. These include:

Memorial Hermann Pillars	Memorial Hermann Health System Prioritized Health Needs
Access:	Access to Healthcare
Emotional Well-Being:	Mental Health and Mental Disorder
Food as Health:	Diabetes, Heart Disease, Stroke, Obesity/Overweight
Exercise is Medicine:	Diabetes, Heart Disease, Stroke, Obesity/Overweight

The following additional significant health needs emerged from a review of the primary and secondary data: Older Adults and Aging; Cancers; Children's Health; and Women's Health. With the need to focus on the prioritized health needs described in the table above, these topics are not specifically prioritized efforts in the 2022-2024 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).

Memorial Hermann Northeast provides community health prevention and education initiatives that lay outside the scope of the programs and activities outlined in this Implementation Strategy. These initiatives are offered through a variety of venues to thousands of Houston residents seeking more information about their health.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in Memorial Hermann Northeast'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 Memorial Hermann Northeast 's CHNA report at the following link:
<https://memorialhermann.org/locations/northeast/community-health-needs-assessment>.

Memorial Hermann Health System

Charting a better future. A future that's built upon the HEALTH of our community. At Memorial Hermann, this is the driving force as we strive to redefine and deliver health care for the individuals and many diverse populations we serve. Our 6,700 affiliated physicians and 29,000 employees practice the highest standards of safe, evidence-based, quality care to provide a personalized and outcome-oriented experience across our more than 270 care delivery sites. As one of the largest not-for-profit health systems in Southeast Texas, Memorial Hermann has an award-winning and nationally acclaimed Accountable Care Organization, 17* hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area. Memorial Hermann-Texas Medical Center is one of the nation's busiest Level I trauma centers and serves as the primary teaching hospital for McGovern Medical School at UTHealth Houston. For more than 115 years, our focus has been the best interest of our community, contributing more than \$411 in FY 20 through school-based health centers, neighborhood health centers, a nurse health line and other community benefit programs. Now and for generations to come, the health of our community will be at the center of what we do—charting a better future for all.

**Memorial Hermann Health System owns and operates 14 hospitals and has joint ventures with three other hospital facilities, including Memorial Hermann Surgical Hospital First Colony, Memorial Hermann Surgical Hospital Kingwood and Memorial Hermann Rehabilitation Hospital-Katy. These facilities comprise 13 separate hospital licenses..*

Mission Statement

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

Vision

To create healthier communities, now and for generations to come.

Our Values

Community: We value diversity and inclusion and commit to being the best healthcare provider, employer and partner.

Compassion: We understand our privileged role in people's lives and care for everyone with kindness and respect.

Credibility: We conduct ourselves and our business responsibly and prioritize safety, quality and service when making decisions.

Courage: We act bravely to innovate and achieve world-class experiences and outcomes for patients, consumers, partners and the community.

The extensive geographic coverage and breadth of service uniquely positions Memorial Hermann to collaborate with other providers to assess and create healthcare solutions for individuals in Greater Houston's diverse communities; to provide superior quality, cost-efficient, innovative and compassionate care; to support teaching and research to advance the health professionals and health care of tomorrow; and to provide holistic health care that addresses the physical, social, psychological and spiritual needs of individuals. An integrated health system, Memorial Hermann is known for world-class clinical expertise, patient-centered care, leading-edge technology and innovation. Supporting and guiding the System in its impact on overall population health is the Memorial Hermann Community Benefit Corporation.

The Memorial Hermann Community Benefit Corporation (CBC) implements initiatives that work with other healthcare providers, government agencies, business leaders and community stakeholders that are designed to improve the overall quality of life in our communities. The work is built on the foundation of four intersecting pillars: Access to Health Care, Emotional Wellbeing, Food as Health and Exercise is Medicine. These pillars are designed to provide care for uninsured and underinsured; to reach those Houstonians needing low-cost care; to support the existing infrastructure of non-profit clinics and federally qualified health centers; to address mental and behavioral care services through innovative access points; to work against food insecurity and physical inactivity; and to educate individuals and their families on how to access the services needed by and available to them. Funded largely by Memorial Hermann with support by various partners and grants, the work takes us outside of our campuses and into the community.

Memorial Hermann Northeast

A 242-bed facility, Memorial Hermann Northeast Hospital has been caring for families in the Lake Houston and Kingwood area for more than 30 years, offering world-class care close to home. Its nearly 700 affiliated doctors span a wide variety of disciplines and are supported by 1,300 plus employees and nearly 100 volunteers. Memorial Hermann Northeast serves as the official healthcare provider to passengers traveling through Houston's nearby George Bush International Airport.

Specialties and services at Memorial Hermann Northeast include an outpatient radiation cancer center; a \$10 million expansion of women's services including the Family Life Center with labor, delivery, and postpartum care along with maternal fetal medicine for high-risk pregnancies and an Obstetric Emergency Department; Neonatal ICU; Convenient Care Centers in Kingwood and Summer Creek each with an ER, outpatient imaging, physical therapy, and a primary care practice. Additionally, the hospital features digestive health – expanded endoscopy services; heart and vascular; lung and respiratory health; neurosciences; orthopedics and sports medicine, physical therapy and rehab, sleep disorders, and wound care with hyperbaric medicine.

Summary of Implementation Strategies

Implementation Strategy Design Process

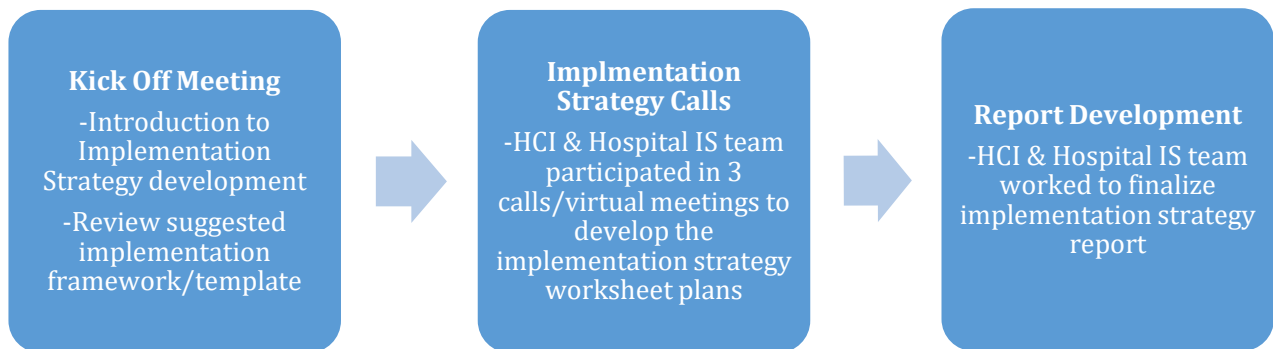
Memorial Hermann Northeast Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

Following the identification of the six priority health needs, the Community Benefit team began subsequent work on implementation planning. Hospital contacts and participants were identified and representation included Memorial Hermann Northeast Hospital hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Northeast Hospital reviewed the hospital's most recent implementation plan (2019-2022), noting strengths and areas of improvement to inform the development of the new implementation plans.

Hospital representatives from Memorial Hermann Northeast Hospital were invited to participate in an Implementation Strategy Kick-Off meeting. The meeting was offered on June 21, 2022, and June 23, 2022, two separate times to accommodate schedules. A total of eighty participants attended from Memorial Hermann Health System. Following the initial planning meetings, Conduent HCI hosted a series of virtual meetings and email exchanges to finalize the implementation strategy report as shown in Figure 1.

Figure 1: Implementation Strategy Work Schedule



Memorial Hermann Northeast Hospital Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Northeast Hospital to directly address the health needs identified in the CHNA process. They include:

Memorial Hermann Pillars	Memorial Hermann Health System Prioritized Health Needs
Access:	<p>Access to Healthcare</p> <ul style="list-style-type: none"> ○ Strategy 1: Improve and expand opportunities for patient interactions to educate, provide access, and reduce costs for healthcare needs. ○ Strategy 2: Increase access to programs and resources that provide patients and community members the opportunity to improve and maintain their health through strategic partnerships.
Emotional Well-Being:	<p>Mental Health and Mental Disorders</p> <ul style="list-style-type: none"> ○ Strategy: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees.
Food as Health:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy: Reduce the proportion of individuals who have diabetes, heart disease/stroke or who are overweight/obese through education on nutrition as it relates to chronic disease.
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> ○ Strategy: Reduce the proportion of individuals who have diabetes, heart disease/stroke or who are overweight or obese through education on the importance of physical activity and exercise.

The Action Plan presented below outlines in detail the individual strategies and Memorial Hermann Northeast 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 Northeast Hospital Implementation Strategy Action Plan

Pillar 1: Access

Goal Statement: From 2022-2024, 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.

Hospital Focus Area/Priority: Access To Healthcare

Strategy 1: Improve and expand opportunities for patient interactions to educate, provide access, and reduce costs for healthcare needs

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity 1.1: 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.	Community Benefit Corporation - Nurse Health Line	# of calls from counties comprising MHNE's primary service area (Harris, Liberty, & Montgomery)	LVM Reporting	36,838	38,680	40,522	42,364
		% Callers satisfied with the NHL (rating good or excellent)		98%	98%	98%	98%
		% Callers who followed the NHL Advice		95%	95%	95%	95%
		% Callers who will use the service again		99%	99%	99%	99%

Activity 1.2: ER Navigation - Navigating uninsured and Medicaid patients that access the ER for primary care treatable and avoidable issues to a medical home.	Community Benefit Corporation – ER Navigation	# of Encounters	LVM – Navigation Database	2,259	2,259	2,259	2,259
		# of Referrals		3,394	3,394	3,394	3,394
		Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals		6 month - 70%	6 month - 70%	6 month - 70%	6 month - 70%
				12 month - 61%	12 month - 61%	12 month - 61%	12 month - 61%
		18 month - 56%	18 month - 56%	18 month - 56%	18 month - 56%	18 month - 56%	18 month - 56%
Activity 1.3: School-Based Clinics & partnership with Humble, Aldine, and Houston (Burbank Clinic) ISDs to provide healthcare to students who are uninsured.	Community Benefit Corporation – Health Centers for Schools MHNE Pharmacy	# of Pharmaceuticals	Pharmaceutical Logs	225	300	400	500
Activity 1.4: Project Mammogram partnership—free mammograms to detect cancer early-on and connect with cancer resources.	Outpatient Imaging: Emily Cushing	# of Screenings annually	Radnet, Penrad, & HQ reports	180	184	188	192
Activity 1.5: Provide free transportation services through taxi vouchers/ Lyft for patients to return home following care when they do not have another means to get home.	Case Management: Vickie Tanner	# of taxi vouchers	Taxi & OLOS Lyft	609	48	36	24
		# of Lyft Orders		0	600	624	648

Anticipated Outcomes:

- Short-Term: Increase awareness/knowledge of health topics and resources for expanded access to healthcare
- Long-Term: Improve overall health outcomes

Target/Intended Population(s):

- Patients without a PCP
- People without transportation
- ESL population
- Low-income / underinsured & uninsured
- Elderly/aging population/ 55+
- School age children

Resources:

- Nurse Health Line: staff, informational materials
- ER Navigator: staff, informational materials
- Neighborhood Health Center operations
- 211 (for patients to call)
- Family Callers: call patients after discharge to provide education/connect them to further care
- School-Based Clinics' staff

Collaboration Partners:

- Family Promise of Lake Houston
- Area: FQHCs: Avenue 360, Legacy, Lone Star Hope Clinic, HAAM, Mission Northeast, Texas Work Source,
- The Homeless Depot
- Houston Area Agency on Aging
- United Way
- 211
- ESD 11 EMS
- Harris County Emergency Corp EMS (HCEC EMS)
- Aldine, Humble, and Houston ISDs
- Lyft

Pillar 1: Access

Goal Statement: From 2022-2024, 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.

Hospital Focus Area/Priority: Access To Healthcare

Strategy 2: Increase access to programs and resources that provide patients and community members the opportunity to improve and maintain their health through strategic partnerships

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity 2.1: Food Pantry-within Community Resource Center – Northeast. Food provided through Houston Food Bank, also food donation drives. Healthy recipes provided, along with education cards that go along with food. Also provide education on healthy grocery shopping.	Community Benefit Corporation Community Resource Center - NE Christalyn Williams	Pounds of food given	Spreadsheet	1,133 lbs.	1,303 lbs.	1,499 lbs.	1,724 lbs.
Activity 2.2: Community Garden – Produce grown will contribute to Community Resource Center –Northeast (CRC-NE) Food Pantry and be available to clients of CRC-NE.	Administration: Nikki Roux	Pounds of produce donated	Spreadsheet	0 lbs.	20 lbs.	24 lbs.	28 lbs.
Activity 2.3: Community Resource Centers - Assistance with Gold Card applications for Harris County Indigent Care.	Community Resource Center - NE Christalyn Williams	# of completed apps	Spreadsheet	250	275	303	333
Activity 2.4: Neighborhood Health Center Northeast - Provision of low cost cash clinic on hospital campus.	Neighborhood Health Center - NE	Visits	eCW	5,205	5,309	5,415	5,523

<p>Anticipated Outcomes:</p> <ul style="list-style-type: none">• Short-Term: Providing and increasing access to insurance and nutritious food for community members• Long-Term: Improve overall health through financial, food, employment, and insurance connections
<p>Target/Intended Population(s):</p> <ul style="list-style-type: none">• People without access to healthcare• People with low educational attainment• People without transportation• ESL population• Low-income/underinsured & uninsured• Elderly/aging population/ 55+
<p>Resources:</p> <ul style="list-style-type: none">• Community Resource Center Operations
<p>Collaboration Partners:</p> <ul style="list-style-type: none">• Urban Harvest• Houston Food Bank

Pillar 2: Emotional Wellbeing

Goal Statement: From 2022-2024, 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.

Hospital Focus Area: Mental Health and Mental Disorders

Strategy: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: 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.	MH Behavioral Health	# ED patients referred to outpatient care	CARE4	521	447	447	447
Activity: 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. Includes substance abuse screenings.	MH Behavioral Health	# of patients	CARE4	2,554	2,592	2,592	2,592
		# Substance abuse screenings completed		N/A	2,592	2,592	2,592
		# PCP Referrals		438	321	321	321

<p>Activity: Memorial Hermann Integrated Care Program Memorial Hermann Integrated Care Program (ICP) strives to facilitate systematic coordination of general and behavioral healthcare. The program integrates evidenced based tools into the EMR for providers to screen patients for depression and suicide and refer to a behavioral health specialist efficiently.</p>	<p>MH Behavioral Health</p>	<p># of patients</p> <p># Unique patients screened for depression (using PHQ9)</p>	<p>CARE4</p>	<p>52,091</p> <p>15,764</p>	<p>52,091</p> <p>15,764</p>	<p>52,091</p> <p>15,764</p>	<p>52,091</p> <p>15,764</p>
<p>Anticipated Outcomes:</p> <ul style="list-style-type: none"> • Short-Term: Increase awareness and connections of mental health programs and resources offered • Long-Term: Improve mental health of patients, family members, employees, and community members 							
<p>Target/Intended Population(s):</p> <ul style="list-style-type: none"> • Inpatients/outpatients • Families/caregivers 							
<p>Resources:</p> <ul style="list-style-type: none"> • Human Resources - Behavioral Health Services Employees • Operating Resources – Computers, EMR, and other documentation tools • Capital Resources – Offices and other facilities • Trauma Survivors Network Website 							
<p>Collaboration Partners:</p> <ul style="list-style-type: none"> • Tri-County Mental Health • Mental Health Guide Houston • Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other Community Partners • UTHealth Trauma Resiliency Center for PTSD support (mental health) 							

Pillar 3: Food as Health

Goal Statement: From 2022 – 2024, 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.

Hospital Focus Area: Diabetes, Heart Disease/Stroke, Overweight/Obesity

Strategy: Reduce the proportion of individuals who have diabetes, heart disease/stroke or who are overweight or obese through education on nutrition as it relates to chronic disease.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
Activity: Provide diabetes education services-providing resources on PCPs at discounted rates and discounted monitoring equipment.	Wound Care: Kristin Holland	# of Glucose monitors given at no cost	Diabetes Notes & Inventory	29	35	40	45
Activity: Diabetes Support Group – System led support group to provide resources and education to individuals diagnosed with Diabetes to focus on food & exercise.	Wound Care: Kristin Holland	# of Attendees	System	39	45	50	55
Activity: Community outreach/education: Provide diabetes education and prevention information at Health Fairs and outreach events	Occupational Medicine & Marketing: Heather Ingalls & Kristina Mentakis	# of Health Fairs where diabetes, heart disease and stroke education provided	CBISA	1	3	5	7
Activity: CHF support group & presentations on dietary guidelines	Quality Management: Alison Mitchell & Anita Papuga	# of Attendees	Sign-in Sheets & Event Registration	0	5	10	15

See Also Access to Healthcare, Strategy 2, Activity 2.1 – Food Pantry

See Also Access to Healthcare, Strategy 2, Activity 2.2 – Community Garden

Anticipated Outcomes:

- Short-Term: Increase awareness/knowledge of healthier options for food choices as it relates to diabetic, heart, and stroke populations
- Long-Term: Reduce the burden of living with a diabetes diagnosis, or poor cardiovascular health, improve quality of life, and reduce mortality from chronic disease

Target/Intended Population(s):

- Older/Aging populations
- Employees
- Community members

Resources:

- Staff: full-time dietitians, pharmacists, nurse educators (education, medication needs, foot care, glucometers)

Collaboration Partners:

- Houston Food Bank
- University Place

Pillar 4: Exercise as Medicine

Goal Statement: From 2022 – 2024, Memorial Hermann will implement initiatives that promote physical activities that promote social cohesion, emotional well-being, and the reduction/postponement of chronic disease.

Hospital Focus Area: Diabetes, Heart Disease and Stroke, Overweight/Obesity

Strategy: Reduce the proportion of individuals who have diabetes, heart disease/stroke or who are overweight or obese through education on the importance of physical activity and exercise.

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<p>Activity: Community outreach/education:</p> <ol style="list-style-type: none"> 1. Presentations on healthy eating/exercise to ISD teachers 2. Health Fairs – EKGs, Blood pressure checks, exercise pointers to reduce risk 3. Chest Pain & Stroke Coordinator Community Education sessions 	<p>Marketing: Kristina Mentakis</p> <p>Heart Coordinator: Anita Papuga</p> <p>Stroke Coordinator: LaTriece Jone</p>	# of Events	Spreadsheet	0	3	4	5
<p>Activity: Provide subsidized health and wellness services to employees at on-site Wellness Center (fitness classes, boot camps, body fat percentage, etc.).</p>	<p>Wellness Coordinator: Jessica Labrada</p>	Employee Membership	Authorize.net & Daily Sign-in Sheet	60	70	80	90
<p>Activity: Continue to conduct athletic physicals in public schools (full physicals and EKG); partner with schools to provide a concussion trained PCP or ED physician on site at high school games. Students pay a nominal fee for the physicals that is then donated back to the school system.</p>	<p>Athletic Training/Outreach: Robert Maniscalco</p>	# of Attendees	Final count of receipts/sign-in sheets	9,491	9,500	9,515	9,530

Activity: Stroke support group – System led support group to provide resources and education for Stroke patients to focus on food & exercise.	Stroke Coordinator: LaTriece Jones	# of Attendees	Sign-in Sheets	20	30	40	50
Anticipated Outcomes: <ul style="list-style-type: none"> • Short-Term: Increase opportunities for individuals to not only participate in physical activity/exercise but understand the impact physical activity has on reducing chronic disease • Long-Term: Reduction in incidence of chronic disease 							
Target/Intended Population(s): <ul style="list-style-type: none"> • High admission CHF patients • Employees • Community Members • High School & Middle School Students 							
Resources: <ul style="list-style-type: none"> • CHF education booklet developed at NE implemented system-wide 							
Collaboration Partners: <ul style="list-style-type: none"> • Sports Medicine & Rehab team • Local ISDs – Aldine, Humble, and Houston 							