



# Implementation Strategy

## 2022

**Memorial Hermann Health System  
Memorial Hermann Sugar Land Hospital  
2022 Implementation Strategy**

**Executive Summary**

**Introduction & Purpose**

Memorial Hermann Sugar Land 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 Sugar Land Hospital 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 Sugar Land Hospital'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 Sugar Land Hospital CHNA report at the following link:  
<https://memorialhermann.org/locations/sugar-land/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 Sugar Land Hospital**

Memorial Hermann Sugar Land Hospital is a 179 bed, full-service acute care facility that brings together the ultimate in healthcare technology, expertise and healing for families in Fort Bend County. While quality and safety are the core values at Memorial Hermann Sugar Land, it is the Family Caring for Family environment that distinguishes itself from others. The hospital's team of highly trained, affiliated doctors provides leading-edge care in pediatrics with the Children's Memorial Hermann pediatric emergency room, sports medicine with the IRONMAN Sports Medicine Institute and over 87 disciplines and specialties to deliver award-winning care close to home, including: Cancer Services, Convenient Care Center, Heart & Vascular Care, Imaging Center, Joint Center, Neuroscience Services, Pelvic Floor Health Centers, Physical & Occupational Therapy, Robotic Surgery, Sleep Center, Wound Care, and Weight Loss.

## Summary of Implementation Strategies

### Implementation Strategy Design Process

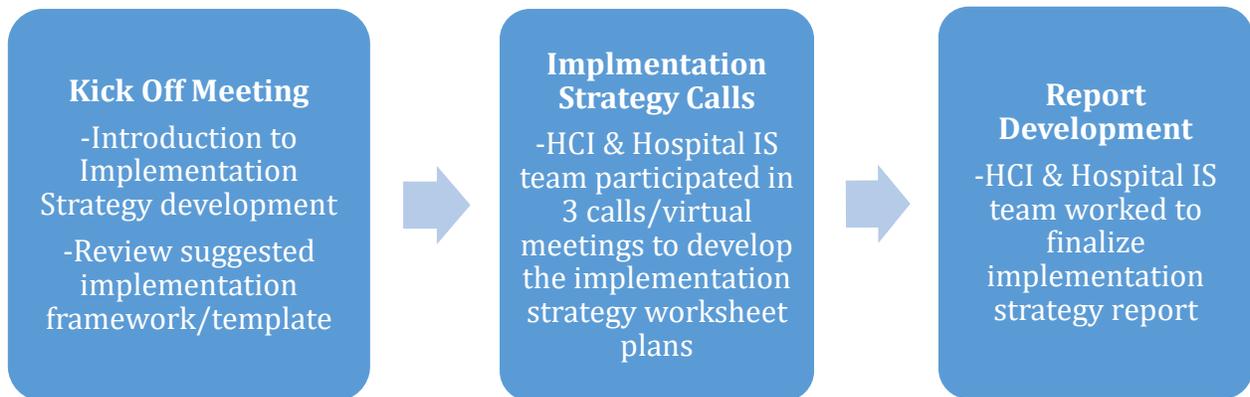
Memorial Hermann Sugar Land Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

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 Sugar Land Hospital and other hospital leadership.

During initial planning meetings, representatives from HCI and Memorial Hermann Sugar Land 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 Sugar Land 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 Sugar Land Hospital Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be implemented by Memorial Hermann Sugar Land 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"> <li>○ Strategy: Increase and improve the capacity of health care services, systems, and infrastructure.</li> </ul>
Emotional Well-Being:	<p>Mental Health and Mental Disorders</p> <ul style="list-style-type: none"> <li>○ Strategy: Increase awareness and availability of mental health services in the community to improve quality of life for patients, family members, and employees.</li> </ul>
Food as Health:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> <li>○ Strategy 1: Provide educational opportunities related to diabetes prevention.</li> <li>○ Strategy 2: Provide education and awareness opportunities related to heart disease and stroke prevention.</li> <li>○ Strategy 3: Provide support and educational opportunities to reduce the incidence of overweight/obesity.</li> </ul>
Exercise is Medicine:	<p>Diabetes, Heart Disease, Stroke, Obesity/Overweight</p> <ul style="list-style-type: none"> <li>○ Strategy: Provide services and support to impact healthy living through physical activity.</li> </ul>

The Action Plan presented below outlines in detail the individual strategies and activities Memorial Hermann Sugar Land Hospital 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**

**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: Increase and improve the capacity of health care services, systems, infrastructure**

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<b>Activity: Nurse Health Line-</b> 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 will be consistent with the counties represented in MHSL’s CHNA (Fort Bend, Harris, and Wharton)	LVM Reporting	39,085	41,039	42,994	44,948
		% 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%

<b>Activity:</b> 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 Reporting	2,183	2,052	2,052	2,052
		# of Referrals		2,522	2,100	2,100	2,100
		Decline in ER visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals		6 month - 70%			
				12 month - 60%			
		18 month - 53%	18 month - 53%	18 month - 53%	18 month - 53%		
<b>Activity:</b> Memorial Hermann Health Centers for Schools – Terry Clinic	Community Benefit Corporation – MHSL Pharmacy	# of Pharmaceuticals Dispensed	Pharmacy Logs	312	312	312	312
<b>Activity:</b> Provide Orthopedic community education classes	Performance Excellence	# of Events	Event Sign-in Sheets	N/A	2 events	3 events	3 events
<b>Activity:</b> Provide Medicaid and Social Service enrollment/support through Med Data	Business Office	# of People Enrolled	Enrollment Data	494	500	505	510
<b>Anticipated Outcomes:</b>							
<ul style="list-style-type: none"> <li>• Short-Term: Increase awareness and knowledge of where to access services and connect patients/community to quality care</li> <li>• Long-Term: Improve overall health outcomes of patients</li> </ul>							
<b>Target/Intended Population(s):</b>							
<ul style="list-style-type: none"> <li>• General public</li> <li>• Uninsured/underinsured &amp; low-income populations</li> <li>• Inpatient/outpatient populations, community members</li> <li>• Greater Houston community</li> </ul>							

- Low income populations

**Resources:**

- ER Navigation and Nurse Health Line staff and operations
- Staff- nurses, program coordinators
- Med Data
- School Based Health Center staff and operations

**Collaboration Partners:**

- Del Webb
- Central Fort Bend Chamber
- Fort Bend Chamber
- Fort Bend County EMS
- Sugar Land EMS
- City of Sugar Land
- Greater Houston Safety-Net Providers

**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
<b>Memorial Hermann Psychiatric Response Team</b> 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	275	216	216	216
<b>Memorial Hermann Mental Health Crisis Clinics</b> 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

<b>Memorial Hermann Integrated Care Program</b> - 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.	MH Behavioral Health	# of patients	CARE4	N/A	52,091	52,091	52,091
		# Unique patients screened for depression (using PHQ9)		N/A	15,764	15,764	15,764
<b>Activity:</b> Offer free postpartum supportive group for new moms	Performance Excellence	# of attendees	Meeting attendance records	147	150	155	160
<b>Anticipated Outcomes:</b> <ul style="list-style-type: none"> <li>• Short-Term: Increase awareness of mental health programs and connections to resources</li> <li>• Long-Term: Improve mental health of patients, family members, employees, and community members</li> </ul>							
<b>Target/Intended Population(s):</b> <ul style="list-style-type: none"> <li>• Women, Mothers, New Moms</li> <li>• Sugar Land Community</li> <li>• Greater Houston Area</li> </ul>							
<b>Resources:</b> <ul style="list-style-type: none"> <li>• Women’s Navigator</li> <li>• Internal Marketing</li> <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 Partners:</b> <ul style="list-style-type: none"> <li>• Guest Speakers</li> <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 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**

**Strategy 1: Provide educational opportunities related to diabetes prevention**

<b>Programs/Activities</b>	<b>Responsible</b>	<b>Evaluation Measures</b>	<b>Data Source</b>	<b>Baseline</b>	<b>Process Measure Y1</b>	<b>Process Measure Y2</b>	<b>Process Measure Y3</b>
Activity: Provide diabetes educational classes (community resource classes) quarterly (how to manage stress, weight, portion control, grocery store walk-throughs looking at labels).	Education	# of events	Event sign-in sheets	4	5	6	12

**Anticipated Outcomes:**

- Short-Term: Increase awareness of diabetes prevention materials and increase knowledge on how to prevent diabetes
- Long-Term: Reduce diabetes rates, improving the health of the community

**Target/Intended Population(s):**

- 55+
- Diabetes: community members
- Aging Populations
- Women of childbearing age and families
- Uninsured/underinsured & low-income populations

**Resources:**

- Diabetic education information guides
- Food measuring plates
- Community partners

**Collaboration Partners:**

- Physician Liaisons
- Internal Marketing
- System Diabetes Educators

**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: Heart Disease/Stroke**

**Strategy 2: Provide education and awareness opportunities related to heart disease and stroke prevention**

<b>Programs/Activities</b>	<b>Responsible</b>	<b>Evaluation Measures</b>	<b>Data Source</b>	<b>Baseline</b>	<b>Process Measure Y1</b>	<b>Process Measure Y2</b>	<b>Process Measure Y3</b>
<b>Activity:</b> Memorial Hermann Sugar Land Community outreach events: annual wellness expo, stroke education classes, Heart screening EKG's (partnership with Sugar Land EMS)	Performance Excellence	# of Events/ People Reached	Event Sign-in Sheets	2 events	3 events	3 events	Reach 100 people

**Anticipated Outcomes:**

- Short-Term: Increase awareness and knowledge of the signs and symptoms of stroke and acute myocardial infarction
- Long-Term: Decrease the incidence of heart disease and stroke, improving the health of the community

**Target/Intended Population(s):**

- Community members
- Students
- Older/Aging populations/Adults

**Resources:**

- Stroke Coordinator

**Collaboration Partners:**

- SETRAC Southeast Texas Regional Advisory Council (injury prevention, stroke)
- Fort Bend EMS
- Sugar Land EMS

**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:** Obesity/Overweight

**Strategy 3:** Provide support and educational opportunities to reduce the incidence of overweight/obesity

Programs/Activities	Responsible	Evaluation Measures	Data Source	Baseline	Process Measure Y1	Process Measure Y2	Process Measure Y3
<b>Activity:</b> Offer monthly Bariatric support groups with other Memorial Hermann hospitals	Performance Excellence	# of attendees	Event attendance records	20	25	30	35
<b>Activity:</b> Provide nutrition education to the community (table at health fairs, grocery store tours, UT Stomp Out Fair)	Nutritional Services	# of events	Event Sign-in Sheets	1 event	2 events	3 events	3 events

**Anticipated Outcomes:**

- Short-Term: Increase awareness and knowledge by providing educational opportunities to live a healthier life through healthy nutrition and weight
- Long-Term: Reduce the incidence of overweight/obesity in the community

**Target/Intended Population(s):**

- People with obesity aged 16 and over who are pre/post bariatric surgery
- Greater Houston community
- Family members/caregivers
- Obese/overweight population

**Resources:**

- RN Navigator
- Clinical Dietitian

**Collaboration Partners:**

- MHHS Partners

**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/Stroke, Overweight/Obesity**

**Strategy: Provide services and support to impact healthy living through physical activity**

<b>Programs/Activities</b>	<b>Responsible</b>	<b>Evaluation Measures</b>	<b>Data Source</b>	<b>Baseline</b>	<b>Process Measure Y1</b>	<b>Process Measure Y2</b>	<b>Process Measure Y3</b>
<b>Activity:</b> Physicals with ISD- Provide discounted school physicals for local school districts for all student athletes, with the proceeds going back into the school sports funding.	Athletic Outreach	# of participants receiving free physicals	Events attendance record	5,000	5,500	6,000	6,500

**Anticipated Outcomes:**

- Short-Term: Remove financial barriers often restricting sports participation among children from low-income families
- Long-Term: Increase the habit of physical activity as a way of life, leading to a healthier future

**Target/Intended Population(s):**

- Children/Youth students & student athletes

**Resources:**

- Athletic Outreach staff and operations
- Hospital Staff communications/marketing to participants

**Collaboration Partners:**

- Lamar Consolidated ISD
- Bay City ISD
- Needville ISD
- Louise ISD
- Columbia-Brazoria ISD
- East Bernard ISD
- El Campo ISD