

MEMORIAL HERMANN SUGAR LAND HOSPITAL NURSING ANNUAL REPORT

FY 2020-2021



MEMORIAL[®]
HERMANN
Sugar Land

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Message from the Vice President and Chief Nursing Officer

It is with great honor that I recognize the many nursing accomplishments for the FY 2020-2021 Memorial Hermann Sugar Land Hospital. This annual report is a comprehensive summary of the achievements and advancements obtained by nursing and the many healthcare partners who shape our excellent care.

As Fort Bend County's only facility to have been awarded the Malcolm Baldrige Award®, we continue to embrace a culture of excellence. The prestigious award is known for its dedication to performance excellence. This national recognition has positioned us for our next level of excellence as we continue our journey to Magnet Recognition®. Our culture of high reliability and service embraces the very essence of a Magnet-designated facility.

Through our shared governance model, we empower our nurses on the front line to engage in the assessment, deployment, learning and integration of exceptional patient care. Our nurses are committed to exceptional patient care, and it is demonstrated in our core values of safety and family caring for family. We are uniquely positioned as a fast-growing urban community that provides outstanding care to a very diverse population of patients.

We continue to align our priorities with the strategic planning process of the organization, local community and national best practices. Our motto in nursing is Drawn to Excellence. We are drawn to benchmark data and best practices to guide our daily journey for exceptional care.

Our commitment to our Fort Bend community and surrounding communities is, without question, one of our most important nursing responsibilities. The daily pride that nurses and other healthcare providers demonstrate is a commitment to excellence. I am proud to stand with such dedicated nurses every day. Please celebrate with me all the wonderful works that this team of dedicated nursing staff and healthcare providers have achieved.

Sincerely,

Seleria Fletcher



Seleria Fletcher, MSN, RN, NPJ-BC, NEA-BC

Vice President - Chief Nursing Officer

Memorial Hermann Sugar Land

Memorial Hermann Sugar Land Hospital Professional Nursing Practice

Nursing Mission

To inspire nurses to work collaboratively to advance the health of the community through shared leadership, evidence-based practice and compassionate care.

Nursing Vision

To be the preeminent workplace where the practice of professional nursing excels.

Professional Practice Model

A Professional Practice Model (PPM) is a conceptual frame work for nurses and is the driving force of care provided by nurses along with their interdisciplinary partners. The schematic design embodies the values, beliefs, concepts and systems for nursing practice, and it supports and integrates with the mission and vision of nursing. The PPM was developed by the shared governance Nurse Practice Council with collaboration from leaders. It depicts how nurses practice, collaborate, communicate and develop professionally to provide the highest quality care to patients, families and the community.

At Memorial Hermann Sugar Land Hospital, our PPM empowers nurses to advance nursing practice and deliver a higher quality of care through Collaboration, Leadership, Family Caring for Family, Evidence-Based Practice, High Reliability, Teamwork and Compassion. The core principle guiding our practice is the emphasis on the relationships established through patient-centered care.



Nursing Theory

The theoretical/practice framework stylized within the nursing services at Memorial Hermann Sugar Land is structured upon Jean Watson's Theory of Caring and Patricia Benner's Novice to Expert theory as a foundational design. All theorists have a profound effect on the patient-centered care provided by Memorial Hermann Sugar Land nurses.

Nursing Theorists:

Jean Watson and Patricia Benner

Watson's caring science helps our nurses embrace the positive energy that flows from a cohesive mind, body and spirit and is mutually rewarding to the patient and the nurse. The primary concept is caring; it is a theoretical framework that enhances nursing practice, management, education and research. The theory assumes that health professionals make social, moral and scientific contributions to humankind and that nurses' caring ideals can affect human development. Watson's theory is concerned with promoting health, preventing illness, caring for the sick and restoration of health. Watson's initial 10 caritive factors have evolved and been updated to the 10 caritas:

- Humanistic-altruistic system of values (practicing loving-kindness/compassion for self and others)
- Enabling faith-hope (being authentically present)
- Cultivation of sensitivity to self and others (beyond ego-self to authentic presence)
- Helping-trusting, human caring relationship (sustaining a loving, trusting and caring relationship)
- Expression of positive and negative feelings (authentically listening and expression of feelings)

- Creative problem-solving caring process (full use of self; all ways of knowing/doing/being)
- Transpersonal teaching learning (authentic teaching-learning, stay within others' frame of reference)
- Supportive, protective and/or corrective mental, social, spiritual environment (create healing environments at all levels)
- Human needs assistance (respectfully assisting with basic needs, intentional caring consciousness of touch)
- Existential-phenomenological-spiritual forces (allowing for a miracle)

Patricia Benner is infamous for her nursing theory of Novice to Expert and Professional Advancement Model. Her model is one of the most useful frameworks for assessing nurses' clinical experience and expertise at different states of professional growth and is incorporated into our Professional Nurse Advancement Program (PNAP). The major concepts of Benner's theory are that nursing knowledge and skills go through five stages through the continuum of nursing advancement. According to Benner's theory, each level of nursing is dependent on the previous level and therefore enhances the experience and profession of nursing overall.

- Novice
- Advance beginner
- Competent
- Proficient
- Expert

Transformational Leadership

Transformational Leaders empower nurses to be innovative, accountable, collaborative, compassionate and result-oriented by advocating for resources, enhancing partnerships and achieving positive outcomes.

Chief Nursing Officer (CNO) Communication and Transparency

CNO Forum

- Established to provide opportunities for our nurses to communicate openly with the CNO regarding ideas and concerns related to quality, nursing, service and nursing development.

Clinical Leader Forums (CLF)

- Established to provide front-line leaders with the opportunity to bring ideas and concerns to the forefront and work collaboratively with the CNO and unit leaders to identify solutions. CLF is a nursing strategy to developing the next-level frontline leaders.

Chat with the Chiefs

- Established by the CNO and COO based on frontline feedback identifying the need to discuss issues with the senior leaders. Discussions include input from nursing regarding the strategic direction of the organization.

Shared Governance Councils

- These councils represent the body of nursing. The aim of the councils is to guide practice change and innovation in collaborations with nursing leaders and the CNO. The multiple governance councils represent the voice of nursing for improvements and change.

Mentoring for the Future

As Memorial Hermann Sugar Land Hospital continues to evolve in our rapidly changing healthcare market, finding someone from who you can learn has never been more important. Mentorship is a way to gain wisdom—in a safe space—from those who have gone before you. Our Nursing Mentorship Programs were supported and promoted by the CNO.

Pathways to Leadership Mentoring Program 2020 Class Participants

The Program is designed to identify and develop high potential talent for leadership roles. Each applicant was selected after a rigorous application process that involved them explaining their desire to lead. The class participants are actively engaged in monthly learning and development. Our class participants are Analisa Gomez, Kim Matthews, Hiral P., Tabitha W., Gina H., Jessica D., Christopher G., Sabrina Bondzinski, Enda Benita, Andy K., Shenita F., Teresa A., Mallory Hearn, Meagan Decker, Jennifer K., Quantico M., Megan B., Lemone Brady and Matt Perez.



Memorial Hermann Health System Nurse Executive Leadership Academy (NELA)

A formal executive program geared toward nurses, NELA’s purpose is to prepare System nurse leaders for additional promotional opportunities and/or increased responsibilities within the organization by completing a structured development program that includes building relationships, completing a structured development program and collaborating across the System. Our CNO, Seleria Fletcher, MSN, RN, NPD-BC, NEA-BC, is a graduate of the NELA program.

Women Leaders of Memorial Hermann Mentoring Circles Graduates

This is another developmental program for frontline nurse leaders. Recent graduates are Pamela Bourassa, MSN, RN; Heena Ali, MSN, RN; Christine Potter, MSN, RN; and Yasmin Pesnani, MSN, RN.



Exemplary Professional Practice

Strive to promote exemplary professional practice by collaborating with physicians, nurses, patients and communities to identify healthcare needs, using resources to deliver high-quality patient care and achieve operational excellence while advancing health outcomes.

Professional Nurse Advancement Program

Memorial Hermann Sugar Land values the contribution of our nurses in numerous ways. The Professional Nurse Advancement Program (PNAP) is a clinical advancement-incentive program available to our full-time (FT) or part-time (PT) registered nurses (RNs) who have direct patient care responsibilities for greater than 50 percent of their shifts/days.

The PNAP program consists of two levels: PNAP-P (Proficient) and PNAP-E (Expert), rewarding our nurses for evaluating the level of nursing professionalism for themselves and their peers throughout the organization. Nurses are supported by encouraging the continuous pursuit of their education and becoming certified in their specialty practices. Memorial Hermann Sugar Land has over **64 nurses** who participated in the PNAP program for FY20-21.

Nurse Residency Program

The Nurse Residency Program (NRP) at Memorial Hermann is a comprehensive transition-to-practice program for new graduate RNs. The NRP uses Vizient/AACN NRP and the Memorial Hermann Clinical Development Specialty Core Curricula.

In March 2019, under the direction of Seleria Fletcher, our CNO, Memorial Hermann Health System achieved ANCC Practice Transition Accreditation Program (PTAP) designation with Distinction for our NRP.

Our nurse residents continue to be instrumental in leading practice change through their Evidence-Based Practice approach to care.

Structural Empowerment

Create a positive culture of nurses advancing practice through shared decision-making, professional development and advancing the health of the community.



Shared Governance

As part of the journey toward Excellence and our Magnet Designation, the CNO in collaboration with nursing staff re-ignited our shared governance model at Memorial Hermann Sugar Land. The model is a collaborative approach that supports interprofessional leadership from every level of the organization. Our unit-based practice councils (UPCs) facilitate communication of needs from the frontline staff of every department to the larger hospital-wide councils. There are eight hospital-wide councils, each with its own bylaws, goals and members. The chairs of various UPCs and hospital-wide councils meet in one forum, the NPC, in order to debrief their work, coordinate efforts, collaborate and communicate needs across the councils.

Our shared governance councils are supported by our Executive and Nurse Executive Council. The foundation provided by leadership allows nurses to be empowered to guide their clinical practice.

Memorial Hermann Sugar Land Marsters Award Winners FY20 and FY21



Carolyn Sullivan,
RN, BSN



Sabrina Bondzinski,
RN, BSN

Targeted Goals for RN Certification

In 2018, our certified nurses rate was 23%. The CNO and nursing leadership made a strategic effort to support the clinical advancement of nursing certifications by:

- Providing onsite and virtual certification review workshops
- Using ANCC Success Pays program to pay upfront cost for certification exams
- Promoting certification reimbursement

Today, Memorial Hermann Sugar Land has over 31 percent (160 nurses) of its nursing staff certified in a nursing specialty practice.

Marsters Award for Nursing Excellence

After making so many trips to the hospital that their entire family was on a first-name basis with the staff, Linda and Frank H. Marsters III established the Marsters' Nursing Excellence Award at Memorial Hermann Sugar Land Hospital. Created to recognize the quality, family-centered care received by their extended family, the Marsters presented the first 2014 award to Lori Foster, BSN, during the Nurses Week celebration at the hospital. Through Lori's commitment to excellence, she is now the manager for our Emergency Department.

Winners of the annual award exemplify patient-family centeredness, community and professional involvement, system participation and leadership in work performance. Recipients of the Marsters' Nursing Excellence Award receive a crystal keepsake and cash award at the ceremony.



FY2021 Winner:
Women's Services

Excellence in Nursing

Nursing awards and recognition comprise a significant part of professional development. As our nurses continually strive to excel in their profession, we want to acknowledge and celebrate their many achievements along the way.

DAISY Award for Extraordinary Nursing Winners 2019-2020

The DAISY (Diseases Attacking the Immune System) Award is an international recognition program that honors and celebrates the skillful, compassionate care nurses provide every day. The DAISY Foundation was established by the family of J. Patrick Barnes after he died from complications of the autoimmune disease ITP in 1999. The DAISY Award is presented to individual nurses, nurse leaders and nursing teams to honor and recognize the skill and compassionate care that exemplifies the kind of behaviors that our patients, their families and our staff recognize as an outstanding role model.

Our Hospital's 2019-2020 Honorees:

- Susanna Anderson, BSN, RN -
1st Quarter FY2019
- Kim Tran, BSN, RN, CPN -
2nd Quarter FY2019
- Sabrina Bondzinski, BSN, RN, CVRN-BC -
3rd Quarter FY2019
- Christina West, BSN, RN -
4th Quarter FY2019
- John Brown III, BSN, RN -
1st Quarter FY2020
- Susan Isaac, BSN, RN, RNC-MNN -
2nd Quarter FY2020
- Jessa Agnes, BSN, RN -
3rd Quarter FY2020
- Danny Alvarez, BSN, RN -
4th Quarter FY2020

DAISY Team Award

The DAISY Team Award recognizes that, while an idea to achieve better patient and family outcomes may start with one individual, it often takes an entire team to implement successfully. The DAISY Team Award is designed to honor collaboration by two or more people, led by a nurse, who identify and meet patient and/or patient family needs by going above and beyond the traditional role of nursing.

New Knowledge, Innovations and Improvement

Advancing quality health care, nurse engagement and community health by promoting awareness, communication of Evidence-Based Practice, research and new technology to create innovative solutions.

Research and Evidence-Based Practice

Nursing-led Evidence-Based Practice and research projects help us to advance health and improve the quality of nursing care. Memorial Hermann offers an Evidence-Based Practice program presented by the system nurse scientist, Dr. JoAnn Mick, PhD, RN, NEA-BC, NPD-BC, Evidence-Based Practice (CH). The program consists of a 5-month program where participants are introduced to clinical inquiry through development of a PICO question, conducting literature searches, appraising evidence and completing an evidence summary table, identifying a practice recommendation, developing a poster of the project plan and sharing the project plan. Participants are given the option to work in groups based on common project ideas, or they may choose to work independently. Some of the most recent projects are listed below:

- “IV Access: Best Practices to Promote Patient Comfort, Safety and Satisfaction by Margaux Paylim, BSN, RN; Emma Grysinski, BSN, RN; Amy Pham, BSN, RN; Hibba Shammass, BSN, RN; and Alex Solano, BSN, RN
- “Transport of Isolation Patients and Best Practices for Cleaning of Equipment” by Arianna Flaviani, BSN, RN; Danielle Damian, BSN, RN; and Cameron Lutz, BSN, RN
- “Admission Medication Reconciliation to Promote Patient Safety” by Heather Payne, BSN, RN; Ethan Briscoe, BSN, RN; Jessica Le, BSN, RN; and Karina Robles, BSN, RN
- “Managing Compassion Fatigue Among Medical-Surgical Nurses” by Maria Guzman, BSN, RN; Rukhsar Ali BSN, RN; Stacy Gallegos, BSN, RN; and Janet Sunday, BSN, RN

Innovations in Practice Council

The iGenerate community at Memorial Hermann Sugar Land is an active means for change that improves productivity and reduced costs and impacts the patient, facility and employee partner. The council focuses on Evidence-Based Practice around the campus and works to challenge all disciplines to evaluate their current practice for potential improvements.

MHSL Fall 2019 Campaign Winner

Megan Decker—CDU Clinical Coordinator

Megan identified an innovative process to allow for the removal of a large amount of daily paper waste in her unit. This process capitalized on the relatively short stay of the patients in her unit and improved efficiencies and reduced paper waste and costs.

MHHS Consumer Experience Campaign Winners

January 2020

James Greene—Director of Customer Experience and

Terri Dalton—Director of Business Office

James and Terri were instrumental in improving the process for patient access. James and Terri developed an idea to leverage technological capabilities to allow for over-the-phone or virtual pre-registration for patients. This was a patient satisfier, as it allowed for patients, especially those traveling long distances, to pre-register prior to coming to the hospital. This idea is still in the developmental phase.

MHHS Winter 2021 Campaign Winner

Xiaorong Zhang—RN 5E Med-Surg

Xiaorong identified an innovative approach to improving patient care that allowed for a reduction in medication waste and improved efficiency on the clinical unit.

COVID-19 Response

As we settled into the new year, things quickly shifted. In February, Fort Bend County was sadly introduced to the pandemic. Our county had one of the first COVID-19 patients identified and publicly reported.

Memorial Hermann Sugar Land Hospital sits in the center of Fort Bend County, and we received our first COVID-19 patient by late February. In March 2020, the first major surge of the COVID pandemic reached record numbers. For the first time, our hospital had more patients with the COVID-19 virus than any other condition.

Organizational Change:

1. Frequent communication
2. COVID-19 dedicated unit
3. Swabbing stations

Strategic Organizational Change:

1. Team-based nursing
2. “Angel” nurses





About Our Nurses



429

Number of Nurses



31%

Percentage of Certified Nurses



62

Number of PNAP Participants



89%

Percentage of Certified Nurses with BSN / Higher Degree



76%

Percentage of RNs with >5 Years' Experience



3

Nursing Research Projects



20

Number of Nurse Residents in the Nurse Residency Program

Empirical Outcomes

The focus of our collective efforts in nursing contribute to positive outcomes in patient satisfaction, nursing satisfaction and nursing-sensitive quality indicators. We utilize empirical outcomes to advance nursing practice and improve patient outcomes.

The true measure of success for any nursing division lies in the measurable, quantitative results shown in its quality data. The skill, education and experience of our professional nurses, coupled with the significant investments we have made in nursing technology and resources, have led to increasingly better outcomes for our patients and a more satisfying work environment for our caregivers.

Memorial Hermann Sugar Land benchmarks nurse-sensitive quality indicators against other Magnet facilities utilizing the National Database of Nursing Quality Indicators (NDNQI). The measures tracked include falls with injury, catheter-associated urinary tract infection (CAUTI), central-line-associated blood stream infection (CLABSI) and hospital-acquired pressure injuries (HAPI). Our goal as a facility is to lead the nation in quality indicators and exceed the mean of other comparable Magnet-designated facilities, utilizing empirical outcomes to advance nursing practice and improve patient outcomes.

Preventing CLABSI and CAUTI

With a focus on high reliability and zero harm, Memorial Hermann Sugar Land has seen a significant reduction in our CLABSI. Focused unit-based council efforts and attention to quality details has significantly reduced harm for patients. Our nursing team, led by our Infection Preventionist, has implemented key strategies for reduction and sustainment. The most notable prevention strategy is the peer-to-peer accountability handoff process. This process requires “eyes on the line” by two nurse providers to ensure the dressing and line are intact. The data is reflective of the great work being performed.

Preventing Patient Falls

At Memorial Hermann Sugar Land, we have re-imagined our initiatives to prevent patient falls, including a commitment to use Key Words at Key Times (KWKT), “foot in the door,” “4 Ps”, and no PASS ZONE. The fall strategies also include a focus on consistency in the use of the John Hopkins tool, completion of the Post-Fall Huddle Form, bedside shift report to verify safety measures and a yellow “Keep Door Open at All Times” sign on every high-risk patient’s door. These measures have been important steps, and evidence has shown significant reduction in patient falls. Memorial Hermann Sugar Land nursing teams are engaged in promoting patient safety and prevention of harm through fall-reduction efforts.

Skin Care: Best Practice HAPI Committee

Ongoing review of quality metrics is essential for improvement of the practice environment and patient outcomes. Memorial Hermann Sugar Land implemented stagers in March 2020. Education was rolled out to all of the departments in September and October 2020. The Emergency Department was included in the education as the entry point for the majority of admissions and documents “Present on Arrival” skin conditions.

Sepsis in the Emergency Department: Best Practices

When it comes to treating sepsis, time is of the essence and the Emergency Department plays a pivotal role in ensuring sepsis treatment is initiated in the Emergency Department. At Memorial Hermann Sugar Land, the Sepsis Dashboard provides pertinent information on all patients being treated with sepsis at our facility. The Emergency Department leadership monitors this dashboard and reviews the cases with the Emergency Department provider and then discusses opportunities for improvement. The Emergency Department manages to follow 3-hour bundle compliance and addresses any fallouts with the provider and nursing staff as necessary.



Community Outreach

When people come to us for health care, they expect quality nursing care and outcomes. Very few know how much our nurses do to advance health and care across our community.

Community Impact and Involvement

Our nurses are involved in a multitude of activities to not only support healthcare initiatives for the organization but also serve as ambassadors to promote the wellbeing of those we serve. Some of the initiatives our nurses volunteer their time to include:

- March of Dimes
- Mom 4 Mom Club
- Breastfeeding classes and newborn care classes
- Joint Camp
- Food drives
- Fort Bend Women's Shelter clothing drive
- Diabetes and Bariatric support groups
- Skeeters Health and Wellness Night
- Pink in the Park
- Superhero Day 2019
- Smart Financial Center vaccine clinics and hospital-based vaccine clinics

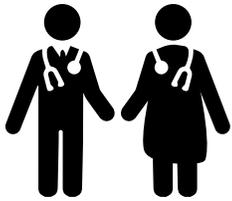


BY THE NUMBERS

ANNUAL DATA FOR FY2020

Memorial Hermann Sugar Land is celebrating 14 years of providing quality care to the Fort Bend community.

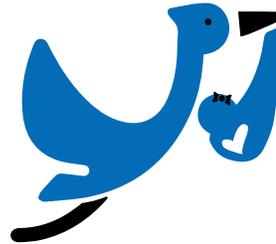
GENERAL FACTS



850+
Affiliated Physicians
on Staff



179
Beds



2,280
Babies Delivered



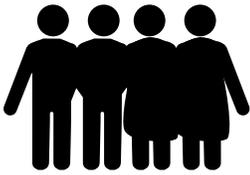
9,645
Admissions



41,827
ER Visits



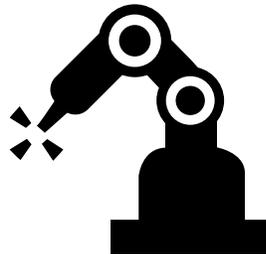
4,739
Surgeries



900
Employees



10,242
Pediatric Patients

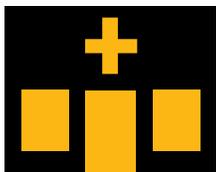


521
Robotic-Assisted Surgeries



IRONMAN
Sports Medicine
Institute

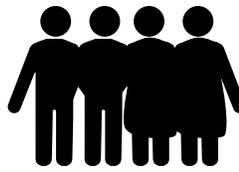
COMMUNITY



2

School-Based
Health Clinics

EMPLOYEE ENGAGEMENT



198

iGenerate Ideas
Submitted

ACCREDITATIONS & AWARDS



Primary Stroke Center



Accredited ADA Outpatient
Diabetes Center



The Joint Commission's Gold
Seal of Approval® in knee
and hip replacement surgery



Metabolic and Bariatric Surgery
Accreditation and Quality Improvement
Program (MBSAQIP) Center of Excellence
by the American College of Surgeons



Accredited Chest Pain Center by
the Society of Cardiovascular
Patient Care



2016 Malcolm Baldrige
National Quality Award

SERVICES

Children's

- NICU
- Dedicated Emergency Center
- Pediatric Intermediate Care Unit
- Pediatric Specialist Services

Heart & Vascular

- STEMI program
- Interventional Cardiology
- Medical Cardiology

Orthopedics

- Hip fracture
- Joint Replacement
- Sports Medicine
- Spine

Other

- Intensive Care Unit
- Diabetes education
- Emergency Center
- Sleep Disorders Center
- Wound Care

General Surgery

- Bariatrics/weight-loss surgery
- ENT
- Gastroenterology
- Robotics
- Urology

Neurosciences

- Spine
- Stroke

Women's

- Birth Center
- High-risk pregnancy
- Pelvic Floor Center
- Classes and support groups

ADDITIONAL LOCATIONS



Memorial Hermann Convenient Care Center at Sienna

8780 Highway 6, Suite B, Missouri City, TX 77459, 281.778.1105



Memorial Hermann Urgent Care at Telfair

1227 Museum Square Dr., Suite A, Sugar Land, TX 77479, 281.265.8125

2020: Our Most Challenging Year for Nursing

Thank you for your continued hard work and dedication to Memorial Hermann Sugar Land Hospital during this extraordinary time. We could not have predicted the pandemic persisting well into the new year while also dealing with weather events. I am in constant admiration of your compassion, strength and courage shown daily. We recognize that our entire workforce has been tasked with continuous change while maintaining our mission and commitment to our purpose.

Let us not lose sight of the many accomplishments that we have achieved this entire fiscal year, including:

- Cared for and treated 3,243 COVID-19 patients
- Administered 48,040 vaccines to our workforce, patients and community
- Opened the Sugar Land Outpatient Pharmacy for patients, employees and visitors
- Recognized by Centers for Medicare and Medicaid as a 5-Star Hospital for safety and quality
- Recognized as one of the Best Maternity Care hospitals for meeting Leapfrog's high standards for safety and quality
- Recognized by Leapfrog Group with an A Safety Rating

COVID-19 has shown us in the simplest of terms that our lives can change dramatically in the blink of an eye. But history has shown us that it is hope that can nourish our minds and strengthen our determination to make things better as we wrestle with unprecedented challenges. We will persevere if we let hope focus our efforts and we continue to trust and support each other. In fact, looking back, 2020 just might have been our best year ever.

Thank you for your dedicated service to our patients and the health of our community. Your support of our hospital, outpatient services and growing number of community-based, offsite services is appreciated and has allowed us to further serve our growing community and its health needs.

Every day, through our words and actions, we create memorable experiences together for our patients and one another.



Malisha Patel
Senior Vice President
and CEO



Seleria Fletcher,
MSN, RN, NPD-BC,
NEA-BC
Vice President,
Chief Nursing Officer



Matthew Kelly
Vice President,
Operations



Chase Ogden
AVP, Finance



Kristel Poffinbarger,
MD
Chief Medical Officer

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713.222.CARE (2273)