

MEMORIAL[®]
HERMANN
Community Benefit
Corporation

We Are the Memorial Hermann Community Benefit Corporation

Four Pillars

To advance Memorial Hermann's vision of creating healthier communities, the Memorial Hermann Community Benefit Corporation (CBC) implements initiatives that work with other health care providers, government agencies, business leaders and community stakeholders that are designed to improve the overall quality of life in our communities. Our 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, our work takes us outside of our campuses and into the community.

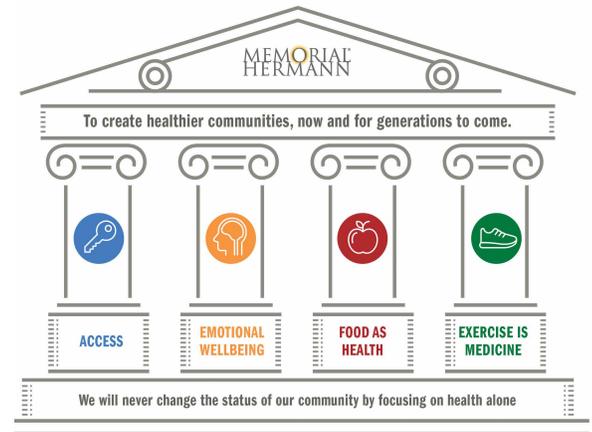
To prioritize this work, Memorial Hermann conducts Community Health Needs Assessments (CHNAs) every 3 years. The studies include data collection and analysis for Harris, Fort Bend, Montgomery and Brazoria counties, which comprise the majority of Memorial Hermann discharges. Following the CHNAs, implementation plans are developed that target strategies to address the health needs identified.

Mission

Our mission is to implement solutions that promote good health for the individual, the health system and the community. We collaborate with others as well as create signature, evidence-based ways to improve the communities where people live, work, learn and play.

Values

- We embrace innovative approaches.
- We measure the outcomes of each effort.
- We are committed to understanding the key drivers of health and promoting evidence-based and culturally appropriate work that meets the needs and interests of the communities served.
- We focus upstream by addressing the social determinants of health—specifically access, nutrition, exercise and emotional well-being—and continuing to build a web of partnerships across Houston that will transform population health.



Keeping Kids Healthy and in School, Where They Can Learn

Education is the pathway out of poverty. With education and health care intertwined, Memorial Hermann began Health Centers for Schools in 1996, embracing a vision of keeping children healthy and feeling well so they can stay in school, learn, perform well academically and move toward a future that is bright.

School-based health care is a unique model of care in which access to health is provided where children and teens spend the majority of their time—at school! Our program has received numerous awards and has been recognized by the U.S. Departments of Education and Health and Human Services as one of the nation’s best models of successful collaboration between a health system and surrounding school districts.

Memorial Hermann’s school-based health program supports the primary medical, dental and mental health needs of children and teenagers through 10* clinics located in diverse areas of Greater Houston. Services offered include sick and injury care, general and sports physicals, immunizations, chronic care, mental health therapy, nutritional guidance and navigation. Three mobile dental clinics rotate among the centers, providing restorative and preventive dental care and keeping kids on 6-month recall visits. Clinics operate year-round, even during the summer months and holidays when schools are closed, and care is provided regardless of insurance status or the ability to pay.

Serving entire feeder patterns and touting academic as well as clinical outcomes, barriers to care including insurance, transportation and requiring working parents to take time off of work for appointments, are removed through school partnerships and coordinated care.

Students perform better when they show up for class healthy and ready to learn. Our school-based health centers ensure that pre-kindergartners through high schoolers can get flu shots, have annual physicals, have their teeth examined and eyes checked or speak to a mental health counselor in a safe, nurturing place—without the barriers that families too often face.

(over)



Please see the back for Health Center locations and map.

**An 11th clinic, serving Humble Independent School District, is coming soon!*

Locations

Alief Health Center

12360 Bear Ram #T-1
Houston, TX 77072

Burbank Health Center

315 Berry Road
Houston, TX 77022

Elrod Health Center

6230 Dumfries Drive
Houston, TX 77096

Hogg Health Center

1100 Merrill Street
Houston, TX 77009

Kruse Health Center

400 Park Lane
Pasadena, TX 77506

Lamar Health Center

1002 E. Stadium Dr.
Rosenberg, TX 77471

Nimitz Health Center

2003 W.W. Thorne St. #TM-01
Houston, TX 77073

Sharpstown Health Center

7504 Bissonnet Street
Houston, TX 77074

Terry Health Center

5500 Avenue N
Rosenberg, TX 77471

WAVE Health Center

1500 Main Street
Houston, TX 77587

Humble Health Center

1700 Wilson Road
Humble, TX 77338



Beyond the Basics

The Memorial Hermann Community Resource Centers (CRCs), located near several Memorial Hermann hospitals, help improve overall health through assistance with health and social service connections, applications and education. Our team helps with medical insurance applications and community clinic linkages. We help with access to food through SNAP applications, referrals to community pantries and provision of emergency onsite pantries. We help with social service connections, supporting housing, utility, legal, financial, behavioral health and other related needs.



Providing welcoming spaces for patients and community members, our community health workers brainstorm ideas with clients to help them meet their needs and eliminate barriers which often can lead to ever-evolving services and connections. We are here to help individuals and families improve their overall health, well-being and quality of life.

The CRCs' goal is to reduce the impact of social determinants of health (SDoH) barriers for individuals, families and the community by bridging health care with social services in a one-stop location.

Services provided at the CRCs include:

Eligibility Services

- Assistance completing Texas Benefits applications to include SNAP, Medicaid, CHIP, CHIP Perinatal, TANF and Medicare Savings Plans
- Assistance completing Harris Health Financial Assistance application (Gold Card)

Linkage to Primary Health Services

- Referrals and assistance linking to primary and specialty care providers
- Community clinic staff are onsite to assist with eligibility and scheduling of appointments

Health Literacy

- Education on various health, wellness and social service topics
- Disease self-management workshops

Food Resources

- Onsite food pantry
- Referrals to community pantries
- Assistance with completing SNAP applications

Clinical Pharmacy

- Medication assistance referrals
- Medication management
- Chronic disease education

Social Service Resources/Referrals

- Basic needs
- Behavioral health
- Employment/vocational training
- Financial assistance
- Financial literacy
- Legal services
- Transportation

Locations

Community Resource Center at Memorial Hermann Southwest Hospital
 Medical Plaza 1 Professional Building
 777 Southwest Freeway, Suite 110
 Houston, TX 77074
 713.456.6814
MHResourceCenter@memorialhermann.org

Community Resource Center at Memorial Hermann Greater Heights Hospital
 Medical Plaza 2 Professional Building
 1740 West 27th Street, Suite 331
 Houston, TX 77008
 713.314.8100
MHResourceCenterGH@memorialhermann.org

Community Resource Center at Memorial Hermann Northeast Hospital
 18838 S. Memorial Drive, Suite 104
 Humble, TX 77338
 713.814.2470
MHResourceCenterNE@memorialhermann.org

Future Community Resource Center coming to the Memorial Hermann Southeast Hospital Campus!

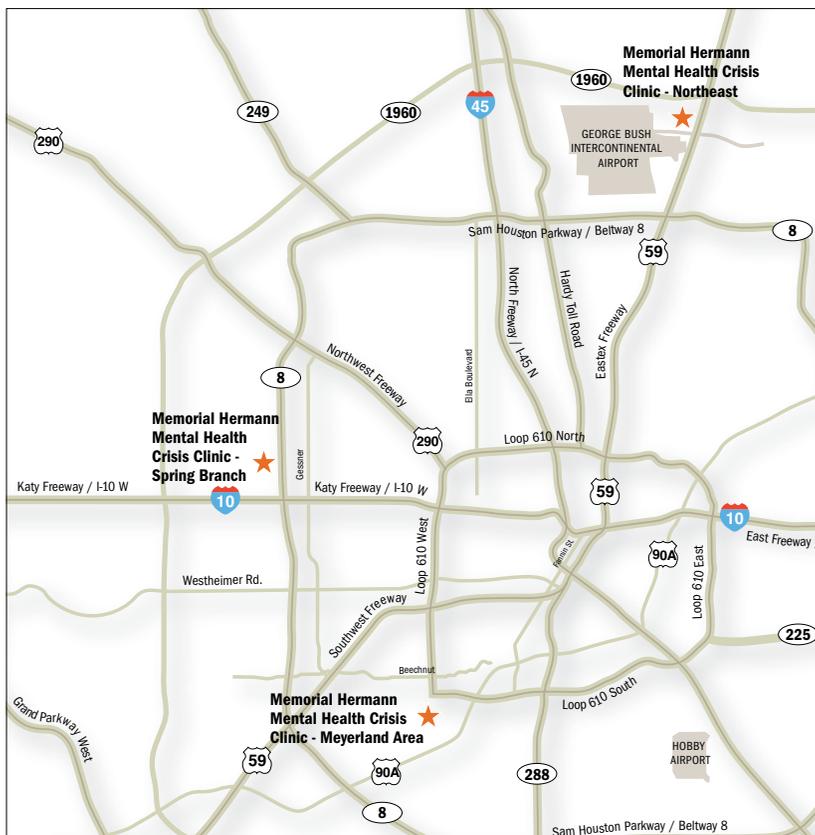
Closing the Gap in Community Mental and Behavioral Health

The lack of community mental health programs means patients wait until their situations become crises before reaching out for care. Three Memorial Hermann Mental Health Crisis Clinics located in Meyerland, Spring Branch and Humble operate as “urgent care” options for individuals experiencing mental health and behavioral concerns. Available for walk-ins early mornings, late evenings and two Saturdays a month, the clinics offer emergency medicine prescriptions, brief counseling, solution-focused intervention, psychosocial assessments and safety planning. They also can connect patients to social services.



The clinics are not designed to provide continuous outpatient mental health care. Instead, the clinic staff provides immediate care and works with patients to arrange an appointment with an outpatient provider.

Each clinic has a care team of licensed professionals that works to alleviate the urgent issue that prompted the visit, understand the patient’s unique psycho-social circumstances and place the patient on a pathway to improved emotional and mental health. The team empowers patients with education that includes coping mechanisms and interventions that patients and families can readily implement, supporting compliance with their mental health treatment plans and promoting long-term, improved health outcomes.



Locations

Memorial Hermann Mental Health Crisis Clinic—Spring Branch
 10780 Westview Drive
 Suite C
 Houston, TX 77043
 Phone: 713.338.6422

Memorial Hermann Mental Health Crisis Clinic—Meyerland Area
 4850 W. Bellfort
 Houston, TX 77035
 Phone: 713.338.6422

Memorial Hermann Mental Health Crisis Clinic—Northeast
 18838 S. Memorial Drive
 Suite 106
 Humble, TX 77338
 Phone: 713.338.6422

Any Time, Any Medical Question or Concern, Call Our 24/7 Nurse Health Line

The Nurse Health Line is a free telephone triage service created for the residents of Greater Houston who are experiencing a health concern and are unsure of what to do or where to go. Whether there are immediate health concerns; questions about a particular condition, recent clinic visit or hospital visit; or questions about where to go for medical care, the Nurse Health Line (NHL) is here to help any time, day or night.



Experienced bilingual nurses use their training and expertise to conduct assessments by phone 24/7. They do not diagnose or treat, but rather help callers make decisions about their care utilizing nationally recognized, standardized protocols. They also provide health education/information and provide resources to Federal Qualified Health Centers (FQHCs).

Taking over 10,000 calls a month, the NHL serves residents, health plans and a variety of agencies, all with the goal of increased education and improved care transitions. The NHL is becoming an essential extension of programs (including Harris County's Emergency Corps [HCEC], Northwest Community Health [NWCH] and the City of Houston's ETHAN-Emergency Telehealth and Navigation Program) dedicated to assessing the appropriate level of care, supporting residents' health conditions in real time, meeting them where they are in the health continuum and working to keep them out of the hospital.

Nurse Health Line

713.338.7979

Call when:

- You don't know if you need to go to the ER.
- You can't get in contact with your physician's office.
- You wonder which FQHC is best for you.
- You can't remember how to change a dressing.
- You are worried you may have given your child too much medicine.
- You recently had surgery and are in pain or bleeding.
- You are concerned about a health issue.

If you have a life-threatening condition and need emergency medical care, go to the nearest ER or call 911.

Here is what callers think of the NHL:

- 97% report following the health information of the nurse.
- 99% report they will use the service again.
- 97% report the service as good or excellent.

Add Years to Your Life, One Step at a Time

Focusing on helping residents to self-manage their health and wellness with exercise and physical activity programming, Memorial Hermann collaborates with partners across the region. Working together, we activate park features and promote safe, engaging, culturally appropriate opportunities for people to get fit within their own neighborhoods and communities.

Promoting Physical Activity

Physical activity is promoted through a variety of programs, all with the goal of providing education on the benefits of regular exercise from emotional well-being to support in combating chronic diseases and health complications.



- **Soccer for Success** is an after-school program that uses soccer as a tool to not only encourage elementary and middle school students to embrace an active, healthy lifestyle, but also nurtures personal growth beyond sports.
- **Pathway to Clark Park** is a 1.1-mile safe, beautified path between our School-Based Health Center at Burbank Middle School and Clark Park, encouraging school, student and family park engagement.
- **StepHEALTHY Walking Club** promotes social engagement and physical activity to improve health and wellness. Every month during their fun and engaging StepHEALTHY Celebration of Life Social, the walkers share stories about how they have improved their health and quality of life since they started walking with the group.
- **Walk with a Doc** moves behavior change out of the clinical setting and into an energized walk in the park, with a brief presentation on combating chronic diseases. Dancing with a Doc is a new spinoff of the popular walking program, and it combines a Zumba workout with a presentation on mental health topics.
- **StepHEALTHY Connects** recruits members of the StepHEALTHY Walking Club to become certified professional group fitness instructors. We fund certifications and insurance for one year, as well as mentor and train members on how to create business opportunities for their economic growth.
- **StepHEALTHY Seniors in Motion**, in addition to providing senior socialization, is designed to improve strength and flexibility as it exemplifies the impact physical activity has on improving the performance of daily tasks and activities, regardless of age.

Creating a Culture of Food Health in Houston

We are tackling the problem of food insecurity, defined as not having enough food in the fridge and pantry, or inconsistent access to high-quality, nutritious foods, through initiatives that bolster greater food access and elevate the connection between dietary patterns and health.



- Food insecurity screening:** We incorporate food insecurity screenings into our efforts through two evidence-based questions, always with the goal of reducing food insecurities and freeing up purchasing dollars for other needs. Patients identified as food insecure receive support in applying for benefits, a referral to the Houston Food Bank and guidance on questions to ask for food pantry referral. Patients discharged from our hospitals with Community Resource Centers are provided with basic food care packages.
- Food distributions:** In collaboration with Wesley Community Center, food distribution occurs bi-monthly. To maintain sustainability, we utilize the Train-a-Trainer model and partner with the area's community groups to plan and manage the program.
- Increased access to food:** Through the Houston Food Bank's "Food for Change Food Rx" program, school-based clinic families who are educated by our dietitians on utilizing affordable whole foods in the daily diet to promote health and disease prevention, have access to at least 30 pounds of free fruits and vegetables plus additional whole foods twice a month.
- Culture of food health:** With a garden as a focal point, The Culture of Food Health at Clark Park supports the community in the broader efforts of educating on healthy eating habits and agricultural empowerment, while increasing opportunities for food access. The initiative offers access to locally grown produce, nutritional cooking demonstrations, and opportunities to gain agricultural skills for at-home gardening.
- Partnerships:** To increase access to fresh and affordable food throughout the community, Memorial Hermann forges partnerships amongst local entities that connect families with nutritional foods. We support Urban Harvest's "Double Up Houston" program, which doubles SNAP purchasing power. We support Wesley Community Center's healthy food program with additional personnel. We collaborate with Common Threads to provide youth with snack cooking demonstrations while enhancing nutritional literacy. We are always a willing partner to test the Houston Food Bank's initiatives to promote healthy food access.
- USDA's SNAP (Supplemental Nutrition Assistance Program) enrollment:** SNAP provides nutrition benefits to supplement the food budget of low-income families so they can purchase healthy food and move toward self-sufficiency. All of our programs provide access to Community Health Workers to assist people in enrolling for SNAP benefits.

Bridging a Gap for Quality Medical Homes

For many people without access to health care coverage, an emergency room is often the place they receive care. To help bridge the gap for individuals and families without private health insurance and not qualifying for sliding-scale federal poverty levels at area federally qualified health centers (FQHCs), Memorial Hermann Neighborhood Health Centers (NHCs) provide preventative, acute and chronic care at affordable rates.

While the NHCs work closely with Memorial Hermann hospitals to accept and treat patients who access emergency rooms for primary care needs, all patients are welcome. An essential step in establishing the NHC as a patient's primary care medical home is education on how to access the health care delivery system and the importance of maintaining wellness and good health.

Staffed by physicians and nurse practitioners, the NHCs provide services including wellness exams, sports physicals, immunizations, acute care, injury care, chronic disease management, minor procedures, joint injections and diagnostic laboratory services. The NHCs are open every day with extended hours of operation, for walk-ins as well as scheduled appointments, with a focus on high-quality, affordable health care services that improve health.



Locations

Memorial Hermann Neighborhood Health Center - Northeast

19333 Hwy. 59 North, Suite 280
Humble, TX 77338
832.658.5530

Memorial Hermann Neighborhood Health Center - Greater Heights

1800 W. 26th St. #103
Houston, TX 77008
713.957.8400

Memorial Hermann Neighborhood Health Center - Southwest

7600 Beechnut, Suite A
Houston, TX 77074
713.456.4280



Lower Health Care Costs Is One of the Benefits of Wellness

Improved access to appropriate health care services leads to better outcomes and reduced costs. Inadequate health insurance is one of the largest barriers to health care access and contributes to disparities in health. Memorial Hermann has developed strategies to provide care for the uninsured that is organized, coordinated and comprehensive.



Proactive interventions include:

ER and Inpatient Navigation

Managing the use of inpatient and emergency center care, while promoting more preventative and primary care, community health workers (CHWs) assist patients with locating an appropriate medical home, accessing medications and food, and ensuring they understand their health condition and next steps, all prior to discharge. These four steps, with follow-ups post-discharge, are the keys to reducing recidivism in the ERs and on the inpatient units.

Connections include:

- Assistance finding a primary care clinic or primary care provider, and assistance scheduling appointments
- Health education, including information about available community resources and the importance of primary care
- Assistance with prescription discount programs
- Assistance with food resources
- Assistance applying for Medicaid, Harris Health Financial Assistance and other indigent-care county programs
- Assistance applying for CHIP/CHIP perinatal resources
- Follow-up until connections are resolved

OneBridge Health Network

OneBridge Health Network was created to close the gap in specialty care within Houston's safety-net community. OneBridge connects Federally Qualified Health Center partners to volunteer specialists to address debilitating conditions that, if treated, can return the patient to an improved quality of life.

OneBridge verifies that patients qualify for specialty care and ensures pre-specialty visit testing is completed and provides navigation support for other quality-of-life needs. OneBridge strives to ensure seamless transition from the referring primary care provider to the specialist and back to the primary care provider.

Pathways for Health, Pathways for Costs

Pathways for Health, Pathways for Costs proactively engages with patients who are being discharged from the ER or hospital but who clinicians think will be back due to not having the support structures in place to deal with his/her health issue. By wrapping clinical and social support services around patients sooner as opposed to later, more effective decisions regarding care can be made, reducing overall costs and improving overall health.

Contribution to the Community

Memorial Hermann focuses on upstream health issues by addressing the related social determinants of health and continuing to build the web of partnerships across Houston that will transform population health. Initiatives are designed to improve the health and quality of life of the Greater Houston community, ensuring that millions in uncompensated care and community benefits are just the beginning of Memorial Hermann's commitment to advancing health. In fiscal year 2021, Memorial Hermann community contributions totaled \$474,836,745 and were distributed in the following areas:



Financial Assistance and Government Programs

\$376,630,237

Charity care at cost, the unreimbursement cost of Medicaid, and means-tested government programs



Health Professionals Education

\$59,183,248

Education and training of medical and allied health professionals, nurses, students, interns, residents and fellows



Subsidized Health Services

\$24,982,542

Clinical services provided in response to community need despite financial loss incurred, including the Air Ambulance Program, End Stage Renal Disease Program (ESRD) and Obstetrics and Delivery Program



Research

\$6,450,325

Research dollars serving the community



Cash and In-Kind Contributions for Community Benefit

\$7,590,393

Contributions to Memorial Hermann affiliates for community benefit programs, community education and targeted initiatives, and sponsorship of other organizations.

Additionally, Memorial Hermann provides programs to the community for health education and prevention of diseases and chronic conditions, support groups, nutrition and fitness classes, screening for disease, education for current and future health professionals, and community events that promote awareness

