1.) MISSION STATEMENT
Memorial Hermann Health System’s mission is to provide high quality health services in order to improve the health of the people in Southeast Texas. Memorial Hermann’s vision is to be the preeminent health system in the United States by advancing the health of those we serve through trusted partnerships with physicians, employees and others to deliver the best possible health solutions while relentlessly pursuing quality and value.

2.) OVERVIEW OF MEMORIAL HERMANN HEALTH SYSTEM
Memorial Hermann Health System is the largest not-for-profit healthcare system in Southeast Texas and serves the greater Houston community through Memorial Hermann-Texas Medical Center, the teaching hospital for The University of Texas Medical School at Houston, and home of one of the nation’s busiest Level I trauma centers; (8) suburban hospitals; (3) premier Heart & Vascular Institutes; TIRR Memorial Hermann, one of the nation’s top rehabilitation and research hospitals; Memorial Hermann Rehabilitation Hospital - Katy; Children’s Memorial Hermann Hospital; the Memorial Hermann Sports Medicine Institute; the Mischer Neuroscience Institute; (7) cancer centers; (23) imaging centers; (9) breast care centers; (7) sports medicine and rehabilitation centers; (7) wound care centers; (9) palliative care centers (21) diagnostic laboratories; PaRC, a substance abuse treatment center; (1) retirement/nursing center; (1) home health agency; and a hospice program. Memorial Hermann operates the Life Flight® air ambulance program and one of two of the city’s only burn treatment centers.

3.) DESCRIPTION OF THE COMMUNITY SERVED
Population Size: Memorial Hermann serves “greater Houston,” a multi-county area in southeast Texas—where several counties are without hospital district services. The 5th largest metropolitan area in the United States, greater Houston is one of the fastest growing with a population of 6 million.

Demographics: A source of strength in a global economy, Houston prizes its racial and ethnic diversity. According to U.S. Census 2010 estimates, Houston is 25.6% White, 43.8% Hispanic, 23.7% Black or African American, 0.7% Native American, and 6.2% Asian/Pacific Islander. More than 45% of individuals ages five and up are living in homes where English is not the primary language. Per capita income is $25,927. In Houston, 21.5% of all residents are living below the poverty line—21% higher than the rate for Texas.

Major Employers: Rated as a global city, Houston’s economy has a broad industrial base in energy, manufacturing, aeronautics, and transportation. It is also a leader in the health care sector and oilfield equipment. The largest employers in the community include: Memorial Hermann Health System (20,248 employees); The University of Texas M.D. Anderson Cancer Center (15,000 employees); ExxonMobil (13,000 employees); Shell Oil Company (13,000 employees); and Kroger Company (12,000 employees).
Key Community Health Assessment Findings: The greater Houston area is one of the hardest hit areas in the “uninsured” healthcare crisis—thirty percent of Houston’s residents are uninsured. In comparison, Texas’s uninsured rate—the highest ever recorded in the nation—is 28.8%. Houston’s fast-growing Hispanic population accounts for a large percentage of uninsured residents. The rising rate of obesity is the single biggest threat to the greater Houston area—more than one in four greater Houston residents is obese. Health education and prevention and increased access to healthcare are vital to improving the overall health of residents whose leading causes of health issues are mental health problems, diabetes, obesity (adult), obesity (children), substance abuse, heart disease/stroke, cancer and high blood pressure. The most prevalent chronic diseases are diabetes, obesity, high blood pressure, cancer, heart failure and asthma. Only 28.4% of the population, age 25+, has a college degree. So vital to the well-being of individuals and families, the Houston area’s unemployment rate is 6.1%—down from its highest level in February 2010 at 8.6%.

A 2012 Community Health Needs Assessment conducted by Memorial Hermann identified the following six health priorities:

- Education and prevention for diseases and chronic conditions
- Address issues with service integration, such as coordination among providers and the fragmented continuum of care
- Address barriers to primary care, such as affordability and shortage of providers
- Address barriers to mental healthcare, such as access to services and shortage of providers
- Decrease health disparities by targeting specific populations
- Increased access to affordable dental care

Approach Used to Determine Major Health and Social Needs: In order to determine Major Health and Social Needs, Memorial Hermann established the parameters and scope of the Community Needs Assessment. Data was analyzed from numerous sources including: Texas Department of State Health Services; Behavioral Risk Factor Surveillance System (BRFSS); F as in Fat Report; How Obesity Threatens America’s Future; United States Census Bureau; The Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute; The State of Health in Houston and Harris County 2012; The Health of Houston Survey: A First Look at 2010; Safety Net Review Key Informant Study Results; and Houston Hospitals Emergency Department Use Study.

In addition, an opinion survey was sent to 550 health organization professionals in the greater Houston area, 11 in-depth qualitative surveys were conducted with community health leaders and information was collected from Memorial Herman Hospital CEOs and their staff. All of this information was compiled and the priorities listed above were identified. Beginning July 1, 2013, each Memorial Hermann Hospital’s Community Health Needs Assessment will reside on its website.

The end result of the assessment process was the development of a strategic plan for each Memorial Hermann Hospital to address the major needs identified. Beginning July 1, 2013, these implementation plans will also reside on each hospital’s website. The Implementation Strategies detail the rationale for each of the six health priorities, the current services and activities supporting each priority, and the planned objectives and activities determined by leadership to further support each priority.

4.) COMMUNITY BENEFIT PROGRAMS
The largest not-for-profit, community-owned, health system in Southeast Texas, Memorial Hermann is uniquely positioned to collaborate with other providers to assess and create health care 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 which addresses the physical, social, psychological and spiritual needs of individuals.
In the greater Houston area where a staggering 30% are uninsured, Memorial Hermann serves the financially needy in our community. Budgeted to provide $339 million in charity care charges for FY 2012, actual charity care charges were $356 million. This represents a cost of $117 million using the IRS 990 schedule H reporting.

Memorial Hermann also participates in governmental-sponsored indigent health care programs. These include Medicaid and various other local programs. These programs account for over 14% of our patient volume based on charges. Additionally, in collaboration with other safety net providers in the community, Memorial Hermann has been able to assist the Harris County Hospital District in furthering their mission in the area of community based clinics for the indigent.

Contributions beyond charity, Medicaid, and other means tested programs in 2012 were $5 million in community benefit operations, $36 million in health professions education, 28 million in subsidized health services, 4.5 million in research, and $1.4 million in cash and in-kind contributions for community health.

It is through its subsidiary, the Memorial Hermann Community Benefit Corporation (MHCBC), that Memorial Hermann implements community benefit programs that work with other healthcare providers, government agencies, business leaders and community stakeholders to ensure that all residents of the greater Houston area have access to the care they need to improve their quality of life and the overall health of the community. Ongoing collaborators to address Houston’s health and social issues and improve its well-being include Gateway to Care, area school districts, Texas Health Institute, M.D. Anderson Cancer Center, The University of Texas Health Science Center at Houston School of Public Health, social service agencies, institutes of higher education, and professional associations. Memorial Hermann Community Benefit Programs are designed to provide care for uninsured and underinsured children; to reach those Houstonians needing low cost care; to support the existing infrastructure of non-profit clinics and FQHCs; and to educate individuals and their families on how to access the healthcare available to them. Committed to making the greater Houston area a healthier and more vital place to live, Memorial Hermann Healthcare System supports the following initiatives:

- **Memorial Hermann Health Centers for Schools**, established in 1995, offers access to primary medical and mental health services to more than 40,000 children at 49 schools across three school districts in the Greater Houston area. The focus is on uninsured and at-risk students. Numerous outcomes are measured—both clinical and academic. In 2012, among the six school-based clinics, asthma exacerbations, emergency room visits and hospitalizations were reduced by 84%.

- **The Memorial Hermann Mobile Dental Clinic**, established in 2000, has two dental vans and provides access to preventative and restorative dental services at all six Health Centers for Schools’ sites and is accessible as a “dental home” for uninsured and underinsured students. In 2012, through 1,846 visits, 25.4% of children aged 4-11 and 25.4% of adolescents aged 12+ experienced cavities at recall. These outcomes are significant not only given that 80% of initial patients are diagnosed with caries, 33% with five or more caries, but these percentages are significantly lower that Healthy People 2020 Objectives for oral health.

- Serving the community since 2008, the **Memorial Hermann ER Navigation** program places four certified Community Health Workers in three Memorial Hermann ERs to help the uninsured, who disproportionately use emergency rooms for healthcare, ‘navigate’ the complex health system, obtain a medical home, schedule appointments, secure needed social services and cope with future healthcare concerns. Navigated ER patients experience fewer ER visits post intervention covering program costs ten-fold.

- **The Memorial Hermann Community Outreach Personal Empowerment (COPE)** program employs social workers to meet with non-resource, repeat (5+ ER visits/ 3+ admissions) patients to help them navigate the healthcare system, establish a medical home and improve their health. Data indicates a cost savings from ER visits, observation and inpatient costs of $7345 per patient—1,835 have been enrolled since 2008.
• **Memorial Hermann Neighborhood Health Centers** are clinics open extended hours, strategically located near busy emergency centers and accept cash and Medicaid. Designed to serve as a “medical home” to uninsured working families, the centers provide **over 12,000** medical visits annually and include treatment of routine acute problems, preventative care and chronic conditions. Of the patients served each year, **65%** are established.

• **Physicians of Sugar Creek** is a Memorial Family Practice Residency Training site for 42 family practice residents and provides a sliding fee based scale to the working poor of Fort Bend County. The National Committee for Quality Assurance (NCQA) has designated this residency program and family practice as a “Recognized Medical Home”.

• **The Physician Health Network (PHN)**, established in 2005 through a collaborative with Gateway to Care, is made up of over **800** providers including individual physicians and organizations such as hospitals, diagnostic centers and labs to serve more than **5,000** indigent patients in need of specialty care in order to regain their health and become productive citizens. To date, a conservative **$21.7 million** of medical services have been donated.

• **Interfaith Community Clinic** is a private not-for-profit volunteer based health care clinic. Its mission is to provide short-term medical care, dental care, and social service referrals for indigent persons who do not have private health insurance and are not eligible for Medicaid. Opened in 1996, the Clinic specifically concentrates on providing services to Montgomery County residents who are not eligible for other programs and have nowhere else to turn. Memorial Hermann has supported the clinic since inception with operational funds, and Memorial Hermann-The Woodlands provides an additional $60,000/month in ancillary services.

• **Community Health Prevention and Education Initiatives** are offered by Memorial Hermann through each of its hospitals and PaRC, its substance abuse treatment center. These initiatives offer free screenings and support groups through a variety of venues to **thousands** of Houston residents seeking more information about their health.

5.) **PARTNERSHIPS**
Memorial Hermann Health System’s community partnerships include: health related organizations, physicians groups, research and educational institutes, businesses, nonprofits, and government organizations to identify, raise awareness and to meet community health needs. Below are just a few of the partnerships:

• **Cancare of Houston** — Memorial Hermann supports this one-on-one hospital visitation program that is staffed by volunteers whose mission it is to support patients and their families to create hope where there is none so that no one suffers alone.

• **Children at Risk** — MHCBC supports a Policy Coordinator for a Food in Schools initiative with the goal of increasing the Universal Free Breakfast program by connecting 3,610 students to 649,728 meals.

• **Covenant House** — For more than 17 years, Memorial Hermann has partnered with and provided free linen services for Covenant House, a child care agency that provides emergency shelter, counseling, vocational and educational services, health care and legal information to homeless and runaway youth at no cost.

• **Emergency Room Algorithm Study** — Since 2003 Memorial Hermann has been a sponsor and participant in the collection and analysis of emergency department visit data in Harris County hospitals. The purpose of the study is to monitor trends in primary care-related ER use and understand the characteristics of the patients who use ERs for primary care purposes. Emergency Rooms have become major providers of primary care, particularly for low-income uninsured people unable or unwilling to access basic medical services at private or public clinics or doctor's offices. Hospital participation rate has increased from the original 11 hospitals to 25, today.

• **Fisher House Foundation** — Memorial Hermann financially supported this unique private-public partnership that supports America’s military in their time of need by providing ‘comfort homes’ on the grounds of major military and VA facilities to enable family members to be close to loved ones that are undergoing medical care.

• **The Gulf Coast Regional Blood Center** is the recipient of 50+ blood drives per year held at 19 Memorial Hermann locations. As the largest user of blood and blood components in the region, Memorial Hermann
encourages its employees to support the community and give blood, thereby instilling a culture of giving through its 20-year partnership.

- Memorial Hermann supports Project Fit, a national nonprofit organization that provides exemplary fitness programs for students, grades 2nd through 5th within the school curriculum at Fields Elementary School.
- Memorial Hermann supported the funding of an interim CEO for Partners for Community Health, a newly formed organization which consists of area FQHCs and charity clinics.
- Spring Branch Community Health Center is a federally qualified health center with a satellite clinic newly providing preventive and minor restorative dental services. Memorial Hermann provided operational funds for this clinic, Pitner, which does not receive any Federal Funding to support services provided to the surrounding area’s 6,000 units of low income housing, all within a quarter mile of the clinic.
- University of Texas Health Science Houston School of Nursing—Memorial Hermann financially partners with several nursing schools to collaboratively find a solution to increase enrollment of student nurses and relieve the shortage.
- Other Community Partnerships include: United Way of the Texas Gulf Coast, Healthy Living Matters (a citywide collaborative to create policies to reduce childhood obesity), Children’s Museum Life Flight education program, HEARTS (Houston Early Age Risk Testing & Screening Study), Texting and Driving Awareness Campaign, Shattered Dreams (to prevent drunk and distracted driving), Forensic Nursing Team, Cristo Rey Jesuit Corporate Work Study Program, Clinica Hispana, March of Dimes’ Healthy Babies are Worth the Wait, Project Mammogram with the Susan G. Komen Foundation, Katy Area Ride Service, Katy Community Leadership Team for the Heart and Stroke Healthy City Program, In the PINK of Health and numerous social service agencies, institutes of higher education and professional associations.

6.) SUSTAINABILITY
Each initiative and partnership is evaluated against Memorial Hermann Contribution Tenets:
- Provision of primary and/or specialty care for the uninsured and underinsured
- Contribution to the existing infrastructure of non-profit clinics and FQHCs
- Commitment to measurement
- Programmatic inclusion of health education and literacy

Successful program outcomes must demonstrate the short and long term impact on individual lives and/or a population. Philanthropic and community support are critical to sustainability. A grant writer is dedicated to the research and preparation of applicable local, national and federal grants. An integral part of Memorial Hermann’s mission to improve healthcare is the sharing of successful programs with other organizations for replication. Thus Memorial Hermann’s roadmap for sustainability is measurable goals and outcomes, dedicated resources, organizational commitment, and securing additional funding and partnerships.

7.) ANNUAL STATEMENT OF COMMUNITY BENEFITS STANDARD (ASCBS)
Memorial Hermann’s total operating expenses for the most recent completed and audited prior fiscal year were $3.4 billion. The Annual Statement of Community Benefits Standards is submitted to the Hospital Survey Unit, Department of State Health Services, and includes completed worksheets that compute the ratio of cost to charge.

8.) BI-ANNUAL REPORT TO THE COMMUNITY
Memorial Hermann produces bi-annually a Report to the Community. This report can be viewed via the following link: http://www.mhcommunitybenefit.org/.