



MEMORIAL HERMANN — TEXAS MEDICAL CENTER

2019
Implementation
Strategy

MEMORIAL[®]
HERMANN
Texas Medical Center

Executive Summary

Introduction & Purpose

Memorial Hermann Texas Medical Center (MH TMC) is pleased to share its Implementation Strategy Plan, which follows the development of its 2019 Community Health Needs Assessment (CHNA). In accordance with requirements in the Affordable Care Act and IRS 990 Schedule H requirements, this assessment was approved by the Memorial Hermann Health System Board of Directors on June 27th, 2019.

This report summarizes the plans for MH TMC to develop and collaborate on community benefit programs that address the 4 Pillar prioritized health needs identified in its 2019 CHNA. These include:

Memorial Hermann Health System's CHNA Pillar Priorities

- Pillar 1: Access to Healthcare
- Pillar 2: Emotional Well-Being
- Pillar 3: Food as Health
- Pillar 4: Exercise Is Medicine

The following additional significant health needs emerged from a review of the primary and secondary data: Older Adults and Aging; Cancers; Education; Transportation; Children's Health; Economy. With the need to focus on the prioritized health needs described in the table above, these topics are not specifically prioritized efforts in the 2019-2022 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).

MH TMC provides additional support for community benefit activities in the community that lay outside the scope of the programs and activities outlined in this Implementation Strategy, but those additional activities will not be explored in detail in this report.

The purpose of the CHNA was to offer a comprehensive understanding of the health needs in MH TMC'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 MH TMC's CHNA report at the following link:

www.memorialhermann.org/locations/texas-medical-center/community-health-needs-assessment-tmc/.

Memorial Hermann Texas Medical Center

Founded in 1925, Memorial Hermann Texas Medical Center is the primary teaching hospital for the McGovern Medical School at UTHealth. MH TMC provides leading-edge care in heart, neuroscience, orthopedics, women's health, general surgery, organ transplantation and much more in their 692-bed facility. As one of only two certified Level I trauma centers in the greater Houston area, the hospital provides 24/7 emergency and trauma care. Memorial Hermann Life Flight® provides emergency rescue within a 150-mile radius. MH TMC is also home to Children's Memorial Hermann Hospital. A 342-bed, women and children's hospital serving the community for over 30 years, Children's MH is the primary teaching hospital for the pediatric obstetrics/gynecology programs at McGovern Medical School at UTHealth and is one of the country's largest pediatric hospitals with renowned programs in neurosciences, trauma, orthopedics, cardiac care, and transplantation.

Strengthening orthopedic and spine services in the Greater Houston area with a 64-bed facility is Memorial Hermann Orthopedic & Spine Hospital (HOSH), operating under MH TMC's license. Also operating under MH TMC's license is Memorial Hermann Cypress Hospital. Memorial Hermann Cypress Hospital brings expertise and top medical specialists to the Cypress and Northwest Houston area. Offering advanced medical equipment and state-of-the-art technology in their 80-bed facility to address the community's healthcare needs, ranging from routine outpatient visits to complex inpatient procedures.

Vision

Memorial Hermann will be the preeminent health system in the U.S. 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.

Mission Statement

Memorial Hermann is a not-for-profit, community-owned, health care system with spiritual values, dedicated to providing high quality health services in order to improve the health of the people in Southeast Texas.

Memorial Hermann Health System

One of the largest not-for-profit health systems in the nation, Memorial Hermann Health System is an integrated system with an exceptional affiliated medical staff and more than 26,000 employees. Governed by a Board of community members, the System services Southeast Texas and the Greater Houston community with more than 300 care delivery sites including 19 hospitals; the country's busiest Level 1 trauma center; an academic medical center affiliated with McGovern Medical School at UTHealth; one of the nation's top rehabilitation and research hospitals; and numerous specialty programs and services.

Memorial Hermann has been a trusted healthcare resource for more than 110 years and as Greater Houston's only full-service, clinically integrated health system, we continue to identify

and meet our region's healthcare needs. Among our diverse portfolio is Life Flight, the largest and busiest air ambulance service in the United States; the Memorial Hermann Physician Network, MHMD, one of the largest, most advanced, and clinically integrated physician organizations in the country; and, the Memorial Hermann Accountable Care Organization, operating a care delivery model that generates better outcomes at lower costs to consumers. Specialties span burn treatment, cancer, children's health, diabetes and endocrinology, digestive health, ear, nose and throat, heart and vascular, lymphedema, neurosurgery, neurology, stroke, nutrition, ophthalmology, orthopedics, physical and occupational therapy, rehabilitation, robotic surgery, sleep studies, transplant, weight loss, women's health, maternity and wound care. Supporting the System in its impact on overall population health is the Community Benefit Corporation. At a market share of 26.1% in the 'expanded' greater Houston area of 12 counties, our vision is that Memorial Hermann will be a preeminent integrated health system in the U.S. by advancing the health of those we serve.

Summary of Implementation Strategies

Implementation Strategy Design Process

Stakeholders from the 13 hospital facilities in the Memorial Hermann Health System were invited to participate in an Implementation Strategy Kick-Off event hosted by Memorial Hermann's Community Benefit Department and Conduent Healthy Communities Institute (HCI) on May 6, 2019. During this half-day event, participants reviewed Memorial Hermann's CHNA, were introduced to the 2019 MH Implementation Strategy Template and worked in groups to begin drafting their new implementation strategies for their respective hospitals. After the Kick-Off event, each hospital engaged in a series of three bi-weekly technical assistance calls with the Conduent HCI team and representatives from the MH Community Benefit Department to further develop and refine their implementation strategy.

Memorial Hermann Texas Medical Center Implementation Strategy

The implementation strategy outlined below summarizes the strategies and activities that will be taken on by MH TMC to directly address the Four Pillars and focal areas identified in the CHNA process. They include:

- **Pillar 1: Access to Care**
 - Nurse Health Line
 - ER Navigation
 - OneBridge Health Network
- **Pillar 2: Emotional Wellbeing**
 - Mental Health and Substance Abuse
- **Pillar 3: Food as Health**
 - Employ registered dietitians and diabetes educators to promote awareness for diabetes management and prevention
 - Food Insecurity Screening

- Employ stroke coordinators, STEMI coordinators, registered dietitians and institute programs with food and nutritional services
- Pillar 4: Exercise is Medicine
 - Collaborate with Memorial Hermann Health Solutions, UTHealth, and Stroke/STEMI coordinators to implement exercise is medicine culture at Memorial Hermann-TMC campus.

The Action Plan presented below outlines in detail the individual strategies and activities MH TMC 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 Texas Medical Center: Implementation Strategy Action Plan

PILLAR 1: ACCESS TO HEALTHCARE

Goal Statement: From 2019-2021, 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.

Focal Area 1: Access to Health Services

Strategy 1.A: Nurse Health Line

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Provide a 24/7 free resource via the Nurse Health Line that community members (uninsured and insured) within the greater Houston community can call to discuss their health concerns, receive recommendations on the appropriate setting for care, and get connected to appropriate resources.	# of calls from counties comprising the 12-counties that TMC serves (Brazoria, Fort Bend, Harris, Liberty, and Matagorda)	37,496	36,411	41,574	39,342	% Callers satisfied with the NHL % Callers who followed the NHL Advice % Callers who were diverted from the ER	97% report the service as good or excellent. 97% report following the advice of the nurse. 99% report they will use the service again.	98.41% report the service as good or excellent. 95.08% report following the advice of the nurse. 99.46% report they will use the service again.	98% report the service as good or excellent. 98% report following the advice of the nurse. 99% report they will use the service again.
Activity Notes (if necessary):						Outcomes Notes (if necessary):			
Resources:									
<ul style="list-style-type: none"> NHL management and operations (currently funded through DSRIP) 									
Collaboration:									
<ul style="list-style-type: none"> MH Community Benefit Corporation Greater Houston Safety-Net Providers 									

PILLAR 1: ACCESS TO HEALTHCARE

Goal Statement: From 2019-2021, 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.

Focal Area 2: Lack of Health Insurance

Strategy 2:A: ER Navigation

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 2.A.1 Navigating uninsured and Medicaid patients that access the ER for primary care treatable and avoidable issues to a medical home.	# of Encounters	2,547	2,898	3,870	3,776	Decline in ER Visits post ER Navigation Intervention as opposed to pre at 6, 12, and 18-month intervals	6 mo: -66.1%	6 mo: -70%	6 mo: -70.9%
	# of Referrals	2,879	3,441	4,398	4,346		12 mo: -55.7%	12 mo: -62%	12mo: -61.7%
Activity Notes (if necessary):						Outcomes Notes (if necessary):			
Resources: <ul style="list-style-type: none"> • Staff and benefits • IT; operating costs 									
Collaboration: <ul style="list-style-type: none"> • MH Community Benefit Corporation • Greater Houston Safety-Net Providers 									

PILLAR 1: ACCESS TO HEALTHCARE

Goal Statement: From 2019-2021, 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.

Focal Area 3: Low Income/Underserved

Strategy 3:A: OneBridge Health Network

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 3.A.1 Support OneBridge Health Network to connect uninsured patients, meeting eligibility criteria, including a referral from a PCP, with the specialty care connections they need to get well.	# of physicians onboarded	0 – New Program	104	95	97	# of patients navigated	10	2	4
						# of patients treated by specialists	10	1	7
						\$s of specialty services provided	\$22,802.82	\$235.00	\$131,701.75
Activity Notes (if necessary):						Outcomes Notes (if necessary):			
<p>Resources:</p> <ul style="list-style-type: none"> • OneBridge Health Network support staff and operations • Hospital staff communications/marketing to providers • Providers’ donation of time 									
<p>Collaboration:</p> <ul style="list-style-type: none"> • MH Community Benefit Corporation • Greater Houston Safety-Net Providers 									

PILLAR 2: EMOTIONAL WELLBEING

Goal Statement: From 2019-2021, 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.

Focal Area 1: Mental Health and Substance Abuse

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Memorial Hermann Psychiatric Response Team Memorial Hermann Psychiatric Response Team, a mobile assessment team, works 24/7 across the System and provides behavioral health expertise to all acute care campuses, delivering services to ERs and inpatient units.	# of patients from TMC (Including Children's and Ortho & Spine)	1,111	1,213	805	955	# ED patients referred to outpatient care	501	337	298
	# of patients from Cypress	385	384	610	572		165	395	250
Activity 1.A.2 Memorial Hermann Mental Health Crisis Clinics Memorial Hermann Mental Health Crisis Clinics (MHCCs) are outpatient specialty clinics open to the community, meant to serve individuals in crisis situations or those unable to follow up with other outpatient providers for their behavioral health needs.	# of patients	4,286	3,332	2,554	2,592	# PCP Referrals	566	438	321
Activity 1.A.3	# of patients	213	656	386	229	# Substance abuse	649	386	229

Memorial Hermann Integrated Care Program Memorial Hermann Integrated Care Program (ICP) strives to facilitate systematic coordination of general and behavioral healthcare. This program embeds a Behavioral Health Care Manager (BHCM) into primary and specialty outpatient care practices. Includes depression and substance abuse screenings.						screenings completed	652	330	207
						# Unique patients screened for depression (using either PHQ9, PSC-17, Edinburg tools)			
Activity 1.A.4 Memorial Hermann Psychiatric Response Case Management Memorial Hermann Psychiatric Response Case Management (PRCM) program provides intensive community-based case management services for individuals with chronic mental illness who struggle to maintain stability in the community	# of unique patients	182	206	136	71	% Reduced readmissions	57%	42%	76%
						# of PCP Referrals	165	58	71
						# Complete housing assessments	151	111	71
Activity Notes (if necessary):						Outcomes Notes (if necessary):			
Resources:									
<ul style="list-style-type: none"> Human Resources - Behavioral Health Services Employees Operating Resources – Computers, EMR, and other documentation tools Capital Resources – Offices and other facilities 									
Collaboration:									
<ul style="list-style-type: none"> Collaboration with all the Memorial Hermann Facilities, Leadership, Case Management, Medical staff, Community Service Providers, and other Community Partners 									

PILLAR 3: FOOD AS HEALTH

Goal Statement: From 2019 – 2021, 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.

Focal Area 1: Diabetes

Strategy 1:A: Employ registered dietitians and diabetes educators to promote awareness for diabetes management and prevention

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Newly established Diabetes Support Group at Memorial Hermann Cypress which focuses on nutrition and diabetes management and prevention.	Number of sessions and number of participants	1 x quarter	We held three supports groups as we had to cancel our Q4 Support Group due to COVID-19.	No activity during the pandemic	No activity during the pandemic	<p>Change in Knowledge: Have participants fill out a survey at the end of each session asking them 3 – 5 questions regarding the support group and if the information they obtained will help them change their behavior for a positive effect on their health.</p> <p>Change in Health Status/Behavior: For the</p>	<p>Since we were unable to conduct our post-survey due to COVID, we are unable to gather full results and outcomes.</p> <p>However, we believe that there was an increase in knowledge for the nine attendees that attended the three support groups that we did hold. They felt that the education, material and support we provided to them was meaningful.</p>	No activity during the pandemic	No activity during the pandemic

						participants that attend every session in the year, take their A1C at the start of each session OR ask them what their most recent A1C reading was at a doctor's appointment and see if their number changes for the better as the year progresses.			
Activity 1.A.2 Educate general public via social media (Facebook) about management and prevention of diabetes through nutrition. (report from digital team quarterly)	Number of posts Number of views	3,000 views	1-2x/ week system wide; 3,000 views	1-2x/ week system wide	1-2x/ week system wide	Change in knowledge: # of views, shares, expressions, comments	Average unique page views are 3,000 per article posted Additionally, depending how well the social post performs, we pay to promote it to garner even more page views.	1,000 views per article	Average 1,000 views per article
Activity Notes (if necessary):						Outcomes Notes (if necessary):			
Resources:									

1.A.1. Diabetes Support Group

- 2 staff members
- 1 Non-revenue generating exempt staff & 1 revenue generating exempt

1.A.2

- System Marketing

Collaboration:

1.A.1. Diabetes Support Group

- Cy-Fair Houston Chamber of Commerce sends email to all Chamber members advertising the support group sessions

PILLAR 3: FOOD AS HEALTH

Goal Statement: From 2019 – 2021, 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.

Focal Area 2: Food Insecurity

Strategy 2:A: Food Insecurity Screening

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 2.A.1 Screen for food insecurity via ER staff and care managers and connect patients to area Food Banks for SNAP eligibility and food pantry connections.	# of patients screened	96,169	89,855	91,254	87,937	# of SNAP applications completed by Houston Food Bank for Hospital’s service area counties	15,402 (Brazoria, Fort Bend, Harris, Liberty counties)	16,725 (Brazoria, Fort Bend, Harris, Liberty counties)	15,461 (Brazoria, Fort Bend, Harris, Liberty counties)
	# of patients reporting food insecurity	1,268	1,274	1,272	832				
Activity 2.A.2 MH-TMC/Cypress campuses are breast milk donation centers via a partnership with the Austin milk bank. Certified lactation consultants coordinate milk drop-off/storage with donors.	# of ounces donated	34,204 ounces donated	TMC donated 17,967 ounces Cypress donated 17,575 ounces	Program continues. However, have not been able to confirm ounces during the pandemic	TMC: 10,600 ounces in FY22. Cypress: 21,900 ounces donated in FY 22.	# of hospitals receiving breast milk	TMC: 17,967 ounces from TMC in FY20. On a yearly basis, Mother’s Milk Bank in Austin serves over 200 hospitals across the nation. Cypress: 17,576 ounces were donated	Program continues. However, have not been able to confirm ounces during the pandemic	TMC: 10,600 ounces in FY22. Cypress: 21,900 ounces donated in FY 22.

							from Cypress in FY20.		
Activity Notes (if necessary):						Outcomes Notes (if necessary):			
Resources: <ul style="list-style-type: none"> • Staff time to interview and navigate patients • Staff time to compile reports 									
Collaboration: <ul style="list-style-type: none"> • Community Benefit Corporation • Houston Food Bank • Galveston County Food Bank • Austin Milk Bank 									

PILLAR 3: FOOD AS HEALTH

Goal Statement: From 2019 – 2021, 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.

Focal Area 3: Heart Disease/Stroke

Strategy 3:A: Employ stroke coordinators, STEMI coordinators, registered dietitians and institute programs with food and nutritional services.

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 3.A.1 Heart Focused Health Events at Cypress for the general public. (Women’s Health Symposium) (Healthy Habits for a Healthy Heart Event)	# events # of participants	2/year (one women’s symposium in the Fall and one Heart event in the Spring) 40 attendees/ event	We held our 3 rd Annual Women’s Symposium in October 2019 and our 3 rd Annual Healthy Habits for a Healthy Heart event in February. There were 55 attendees at the Women’s Symposium & 70 attendees at our Heart Healthy event.	A virtual Women’s Symposium in October 2020 was held. 30 attendees	No activity due to pandemic	Change in Behavior: Participants fill out a survey at the end of each session asking them 3 – 5 questions regarding the event and if the information they obtained will help them change their behavior for a positive effect on their health.	Attendees for both events overwhelmingly stated in their surveys that the information shared at the events were meaningful, that based off the physician’s speaking and their presentations they would recommend Memorial Hermann to a loved one and that they would attend another one of our events.	Outputs collected; outcomes challenging	No activity due to pandemic
Activity 3.A.2 Educate general public via social media about	Number of posts	1 x quarter	Stroke Social Posts:	Stroke Campaigns: 7k+ landing page views;	Stroke campaigns: 5k+ landing page views,	Change in knowledge: # of views, shares,	Stroke Social Posts:	Stroke: 900+ reactions;	Stroke Campaigns: 1k+

<p>management and prevention of stroke/heart disease.</p>			<p># of organic posts: 4</p> <ul style="list-style-type: none"> - Avg reach: 10,600 - Cadence: <ul style="list-style-type: none"> o 1 July '19 o 2 May '20 o 1 June '20 - # of paid posts: 6 - Average reach: 54,892 - Cadence <ul style="list-style-type: none"> o 5 ads in May o 1 ad in June <p>Heart Social Posts:</p> <ul style="list-style-type: none"> - # of organic posts: 9 - Avg reach: 9,490 - Cadence <ul style="list-style-type: none"> o 1 in July o 3 in September o 1 in December o 4 in February - # of paid posts: 6 (promoted during several months) - Average reach: 86,147 - Cadence <ul style="list-style-type: none"> o 1 ad in November o 1 ad in January & February o 1 ad in February o 1 ad in March & April o 1 ad in May o 1 ad in June 	<p>300k+ impressions</p> <p>Heart Campaigns: 1k+ landing page views; 300k= impressions</p>	<p>900k+ impressions</p> <p>Heart campaigns: 5k+ landing page views, 600k+ impressions</p>	<p>expressions, comments</p>	<p># of organic posts: 4</p> <ul style="list-style-type: none"> - Avg reach: 10,600 - Cadence: <ul style="list-style-type: none"> o 1 July '19 o 2 May '20 o 1 June '20 - # of paid posts: 6 - Average reach: 54,892 - Cadence <ul style="list-style-type: none"> o 5 ads in May o 1 ad in June <p>Heart Social Posts:</p> <ul style="list-style-type: none"> - # of organic posts: 9 - Avg reach: 9,490 - Cadence <ul style="list-style-type: none"> o 1 in July o 3 in September o 1 in December o 4 in February - # of paid posts: 6 (promoted during several months) - Average reach: 86,147 - Cadence <ul style="list-style-type: none"> o 1 ad in November o 1 ad in January & February o 1 ad in February o 1 ad in March & April o 1 ad in May o 1 ad in June 	<p>50+ comments, 400+ shares</p> <p>Heart: 200+ reactions; 10+ comments; 10+ shares</p>	<p>reactions, 40+ comments, 500+ shares</p> <p>Heart campaigns: 1k+ reactions, 50+ comments, 90+ shares</p>
<p>Activity Notes (if necessary):</p>				<p>Outcomes Notes (if necessary):</p>					

Resources:

Women's Health Symposium

- 10 staff members
- 9 Non-revenue generating exempt staff & 1 revenue generating exempt
- 5 volunteer hours
- 3 physicians

Healthy Habits for a Healthy Heart Event

- 6 staff members
- 5 Non-revenue generating exempt staff & 1 revenue generating exempt
- 5 volunteer hours
- 3 physicians

Collaboration:

- Cy-Fair Houston Chamber of Commerce

PILLAR 4: EXERCISE IS MEDICINE

Goal Statement: From 2019 – 2021, Memorial Hermann will implement initiatives that promote physical activities that promote improved health, social cohesion, and emotional well-being.

Focal Area: Obesity

Strategy 1:A: Collaborate with Memorial Hermann Health Solutions, UTHealth, and Stroke/STEMI coordinators to implement exercise is medicine culture at Memorial Hermann-TMC campus.

Activities	Process Measures	Baseline	Y1 Actual	Y2 Actual	Y3 Actual	Outcomes	Y1 Actual	Y2 Actual	Y3 Actual
Activity 1.A.1 Identify and plan for wellness initiative to implement exercise is medicine culture at TMC campus for employees, patients, and general public. This will include the creation of a walking path around the campus, markers identifying health habits such as taking the stairs as well as a fun, interactive scavenger hunt that encourages employees, visitors and the general public to go on a self-guided walking tour of the campus. This initiative will include a communications plan to educate staff and visitors. There will be a call to action to contact the wellness program for more	Initiatives planned and/or implemented	0—new program	No walking path implemented. Instead messaging to encourage stairwell usage was put in place in at least 5 stairwells at end of Q4 into FY21.	Created stairwell competition. Take the first step, a marketing across campus digital screens and internal emails to generate healthy habits for both employees and patients/visitors.	Due to lack of resources and bandwidth, we were not able to kick off the walking path or interactive scavenger hunt. The digital signage for “Taking the First Step: continues to display across the hospital	# of contacts coming to wellness program (Year 1) # of people taking stairs or going on self-guided tours (w/ digital check in – QR code on phone) (Long-term vision)	Marketing met with Employee Wellness at TMC to map out a walking track in Q1 (August). Walking track was identified but never implemented because TMC opened a \$700 million renovation building called Sarofim Pavilion in Q2 taking all available resources. Then in Q3 the COVID-19 pandemic hit taking even more resources away. At the end of Q4 TMC did implement ‘healthy living’ stair well signinage to encourage employees and	Created stairwell competition. Take the first step, a marketing across campus digital screens and internal emails to generate healthy habits for both employees and patients/visitors.	Due to lack of resources and bandwidth, we were not able to kick off the walking path or interactive scavenger hunt. The digital signage for “Taking the First Step: continues to display across the hospital

offerings/ information in the communication and signage around campus.							visitors to take the stairs.		
Activity 1.A.2 Mindful Wellness Program: Creating labels that show calorie counts for the meals in the café. Participants earn reward points/credit for eating healthy.	# of planning meetings that TMC attends in Year 1, Year 2, Year 3; Development of communication plan (internal and external)	0—new program	1-2 meetings and emails back and forth on topic.	FY 21 – continued challenge to implement due to ongoing pandemic, supply chain issues and staffing shortages.	FY 22- Continued challenge to implement due to ongoing pandemic, supply chain issues and staffing shortages. Conversations have started to carry this project out beginning in FY 23.	% of overall mindful options chosen	Our food contract with Sodexo expired July 1 and the entire MH system switched to a new food vendor named Morrison. Unfortunately this has been in the middle of the COVID pandemic so the entire system will have an issue reporting on this right for FY20. We will work with new partner Morrison to continue project.	FY 21 – continued challenge to implement due to ongoing pandemic, supply chain issues and staffing shortages.	FY 22- Continued challenge to implement due to ongoing pandemic, supply chain issues and staffing shortages. Conversations have started to carry this project out beginning in FY 23.
Activity 1.A.3 Healthy Outdoor Communities: Community Collaborative to create thriving parks and communities and contribute to integrated programming and resources that promote more active and healthy outdoor lifestyles leading to better mental health, well-being, and	# of planning meetings # of events	0—new program	7 0	12 monthly meetings attended	No additional work completed in year 3	The goal of this new initiative is to provide programmed events and hands on activities to underserved communities in order to encourage, enable and educate children, youth of color and their	Planning year	Identification of schools for gardens in Acres Home	No additional work completed in year 3

<p>resiliency in children and youth of color and their families as well as the community at large. TMC will assist in programming efforts for events that serve the client base in the Greater Third Ward/Macgregor areas.</p>						<p>families to connect with greenspace and nature, benefiting from the physical and mental health benefits of being outdoors.</p>				
<p>Activity Notes (if necessary):</p>							<p>Outcomes Notes (if necessary):</p>			
<p>Resources:</p> <ul style="list-style-type: none"> • Staff • Signage information gathering, design, printing, install costs for both materials and manpower 										
<p>Collaboration:</p> <ul style="list-style-type: none"> • UTHealth • Stroke/STEMI Coordinators • MH Health Solutions/Wellness • Nature and Eclectic Outdoors (NEO); the Houston Parks Board (HPB); the City of Houston Parks and Recreation Department; City of Houston and Harris County Libraries; Harris Health System; Lone Star College; Park Rx America; City of Houston SPARK Parks; applicable schools; and a Community Voice Committee comprised of resident advocates from across Houston’s communities 										