Working Together to
CHANGE LIVES
Each of Us has the Potential to be a Catalyst for Positive Change
In the Greater Houston area, too many people are falling through the gaps in our current healthcare system. Children with medically treatable learning disabilities don’t have access to the care they need to stay healthy and focused on their schoolwork so they can succeed in school and life. Uninsured working families are forced to choose between financial ruin and life-saving medical treatments. Children are orphaned because a young mother is lost to a disease that was allowed to escalate beyond control because she didn’t receive the right care in time.

The numbers tell a grim story. Only 53 percent of Texas employers provide health insurance for their employees – seven percentage points below the national average. Our state leads the nation in uninsured residents, and in Harris County alone, more than 31 percent of our population does not have health insurance. These are the people who depend on Houston’s healthcare safety net. As their ranks increase, the safety net is stretching toward the breaking point.

While our state and country search for long-term solutions to the healthcare crisis, our community must come together in the short term to find solutions for our uninsured neighbors. We must find ways to help these people and the millions of others like them get the care they need now.

A multifaceted problem, the healthcare crisis requires multifaceted solutions. By working together, we can fix the existing health system and connect patients to the right care at the right place and at the right cost. Businesses and governments, social agencies and healthcare entities, neighborhoods and communities – it’s everyone’s problem. And everyone benefits when we find solutions that work.

We believe that finding strategies to address the health needs of our fellow Houstonians may be our most important mission to date. In this report we tell the stories of four people and the community-sponsored programs that gave them access to outstanding care, despite being uninsured. With the support of their families and care of their medical teams, they made remarkable recoveries. We’re grateful to them for sharing their stories.

With the commitment of all members of our community, we can make more stories like this happen. We all have a part to play and there is no time to waste. Each of us can make a difference by supporting the types of organizations profiled in this report, by collaborating with leaders of education- and health-based community initiatives and by contacting our legislators and alerting them to the importance of working together to provide care for the uninsured people in our community today.

For more information on how you or your organization can get involved in building a community-based infrastructure to provide care for the uninsured, call 713.448.5983.
In Houston, we are uniquely positioned and equipped to develop viable local healthcare solutions. Right now, there are local programs that are working and are having an impact on the problem. These programs are saving lives and helping us manage healthcare resources more effectively. We need to grow these solutions so we can help even more people.

In 2007, we made solid progress toward a solution to the growing problem of the uninsured in Houston. Through collaborative programs like the Gateway to Care Provider Health Network and the Memorial Hermann Health Centers for Schools, we are removing barriers to healthcare and strengthening our community’s safety net for the uninsured.

But the healthcare crisis continues to cut deeply into the fabric of Houston. In response, Memorial Hermann has taken a greater leadership role in finding solutions by starting new programs that help patients find more appropriate, lower-cost alternatives to care and reduce Houston’s overall healthcare expenditures in the process. In this report, we highlight two of these programs – the Emergency Center Navigator and the Congestive Heart Failure Disease Management Program.

This year, Memorial Hermann also strengthened our commitment to finding innovative ways to serve the uninsured by creating the Memorial Hermann Community Benefit Corporation. This new Memorial Hermann organization has been given a challenging goal: to ensure that all residents of the greater Houston area have access to the care they need. We believe that by working in collaboration with other healthcare providers, government agencies, business leaders and community stakeholders, we can build an infrastructure for the Houston and Harris County region that will ensure a healthy, productive workforce.

We are proud to be a leader in Houston’s efforts to benefit the uninsured. Every individual deserves the chance to maximize his or her full potential for health and wellbeing, regardless of income. Step by step, we are creating a new model in which everyone has access to basic healthcare. Won’t you join us?
Compassion is at the heart of everything we do at Memorial Hermann and is key to delivering on our brand promise of service excellence as we continue our role as a dedicated community partner focused on improving the health and wellbeing of all Houstonians. Challenges facing the city have required that we take an even greater leadership role in this effort. Earlier this year Memorial Hermann announced the establishment of the Community Benefit Corporation, led by CEO Carol Paret.

“Our city is facing a true healthcare crisis,” says Paret. “To address this challenge, Memorial Hermann is expanding our outreach efforts and funding new ways to increase and strengthen the city’s primary care infrastructure, specialty care infrastructure, and the education and outreach to support the effectiveness of each.” The Community Benefit Corporation works in collaboration with other providers, government, business leaders and community stakeholders to implement solutions for the Houston-area healthcare crisis. To fund the Corporation, Memorial Hermann has committed $5 million dollars per year for the next three years.

At the core of the healthcare issue are the escalating numbers of uninsured in Houston – 31 percent of Houston children and adults are without health insurance. Surprisingly, the bulk of the uninsured are working citizens. In fact, 72 percent of the uninsured in Harris County have a family member working full-time but often their jobs do not provide health benefits or they cannot afford the coverage offered. Historically, Memorial Hermann has been a thought leader and active participant in addressing barriers to healthcare access. Our efforts have included initiatives like the Health Centers for Schools Program and the Neighborhood Health Centers.

Established in 1995, the Health Centers for Schools Program offers access to primary medical, mental health, nutritional and dental care services to over 21,000 underserved students at 28 schools. Nearly 90 percent of the children seen at the clinics are on the free/reduced-cost lunch program, a nationally accepted indicator for poverty. Without these centers, these children’s health needs would go unaddressed. Data has shown the significant impact the Health Centers have had in improving health and academic performance. “Before the Lamar Health Center’s existence, students who were sick were often unable to access medical care in a timely manner,” says Terry Neinast, principal of Juan Seguin Elementary School. “Since the clinic has been available to our students and their families we have seen a decrease in the number of absences due to illness.”

The Neighborhood Health Centers are strategically located near two of Houston’s busiest emergency centers and provide care to working families without access to insurance and who do not qualify for other programs. Services include treatment of routine acute problems and preventive care. To date, more than 14,000 unduplicated individuals have been served. The goal is to provide these citizens with a medical home for routine care and prevent these cases from escalating to emergency centers. The first of their kind run by a U.S. hospital system, these not-for-profit Centers are funded through Memorial Hermann with the support of federal appropriations and charge patients fixed amounts to cover operating costs. Thanks to additional funding by the federal government, Memorial Hermann plans to open a third clinic next year.
As part of another Community Benefit Corporation initiative, Memorial Hermann, along with 28 other Houston area hospitals and systems, has been working with Gateway to Care and its Provider Health Network (PHN), to recruit more than 400 physicians to provide care to uninsured patients with incomes below 150 percent of the federal poverty measure. One in every four primary care visits (25 percent) requires a referral to a specialist. The Provider Health Network serves as a bridge, connecting uninsured people to the specialty care they desperately need to get well.

Preventive care is a hallmark feature of the Community Benefit Corporation. As part of our Congestive Heart Failure (CHF) protocols, we help ensure that people with CHF receive the appropriate care by coordinating with hospitals, physicians and clinics that provide affordable treatment and primary care. Through ongoing education about their disease and supportive telephone follow-up, the program empowers CHF patients to make changes in their lives that improve health and prevent disease progression. Not only does implementing CHF protocols for the uninsured deliver an obvious health benefit to patients, it also delivers savings to the community as well. Each avoided CHF hospital admission is estimated to save $7,000.

Currently, more than 52 percent of the patients entering emergency centers are seeking care that could be provided in a community-based clinic. These people arrive at the emergency centers because they don’t understand the health system or how to use it. The Community Benefit Corporation’s Emergency Center Navigator program strategically places a healthcare coordinator within the emergency center to help uninsured patients begin the process of obtaining a medical home as well as provide guidance on navigating through future healthcare concerns. This program could save the System over $400 per patient while improving the quality of care for all patients by reducing emergency center overcrowding. This pilot Emergency Center Navigator program was established at Memorial Hermann Southwest Hospital in January and there are plans to add two additional Navigators within the year.

As part of Memorial Hermann’s Community Benefit strategy, new allocated funds and resources will be used to strengthen and expand these programs in Memorial Hermann’s continued commitment to improve the health of the people of Houston. According to Dan Wolterman, president and CEO of the System, “I want us to be a part of reforming the healthcare system in America and truly get to a model where everybody has access to basic health services. I’m passionate about coming up with solutions. That’s the best part of being the CEO – I can use this as a platform to advocate for change and try to do the right thing for people.”
“It’s miraculous how quickly José has progressed. I don’t know what we’d do without the Health Centers for Schools.”
Eight-year-old José Muñiz was known for his disruptive behavior. At home, he talked back to his mother, refused to do his homework and fought with his older brother. At school, he was easily distracted, talked excessively and left his seat without permission. Today, the second-grader stands out among the 600-plus students at Peter Janowski Elementary School for his musical ability and the dramatic improvement in his grade point average, thanks in part to a school nurse who suspected he had attention-deficit hyperactivity disorder (ADHD) and made an appointment for him at the school-based health center.

Before José was referred to the Burbank Health Center, he was at risk of becoming one of the 44 percent of HISD students who never finish their education. When José was examined by nurse practitioner Shelly Huckaby, F.N.P.C., she ruled out a physical disorder and referred the Muñiz family to clinical social worker Melba Tatum, L.C.S.W., L.C.D.C. Both are staff members at the Burbank Center, one of five school-based health centers funded and operated by Memorial Hermann Healthcare System to provide care for uninsured students in the greater Houston area.

“When we suspected ADHD, we involved José’s parents and teacher in a comprehensive psychosocial evaluation,” says Tatum, who has worked with the Health Centers for Schools program for seven years. “As part of the evaluation, teacher and parent ADHD rating scales were completed and scored.”
Based on the psychosocial evaluation, interpretation of the rating scales for ADHD, a medical assessment and her own interview with mother and child, Burbank Health Center pediatrician Danuta Blicharski, M.D., determined that José met the criteria for a diagnosis of ADHD. After discussing treatment options with his parents, Dr. Blicharski started José on a trial of a stimulant medication to enhance his attention span.

“While the medication enhances concentration, kids with ADHD also need a strong structure in the home,” Tatum says. “I work closely with parents and children to help them develop organizational and study skills to improve school performance. I also help parents use effective parenting techniques, including establishing clearly defined boundaries, setting age-appropriate expectations and designing reward systems to reinforce positive behaviors.”

Armed with a therapeutic behavior plan that included strategies for learning and new household rules, the Muñizes worked with their son to help him succeed. Within a month, José’s grades rose between 10 and 15 points, and his confidence improved as well. “He has more patience, more friends and is able to communicate better,” says his mother, Petronila Muñiz. “He can concentrate more on his work and is proud of himself. We are one happy family.”

School-based health centers give students like José the chance to get the healthcare they need without leaving school. This program helped identify and address Jose’s medical issue, which in turn has allowed him to progress academically. With his improved study skills, grades and concentration, José now has a bright educational future.

“It’s miraculous how quickly José has progressed. I don’t know what we’d do without the Health Centers for Schools,” adds Silva. “Many of our kids don’t have Medicaid, and there’s no place for them to go for healthcare. The program gives children a chance they wouldn’t otherwise have.”
José Muñiz is one of more than 21,000 underserved children who benefit from access to primary medical, mental health, nutritional and dental services offered at five school-based health centers funded and operated by Memorial Hermann. The centers serve 28 schools in three Houston-area school districts that enroll students with documented barriers to healthcare. All services are provided free of charge.

Located on campus, the centers provide children with easy, accessible care for illness and injury, general and sports physicals, immunizations, social service counseling and referrals, and nutritional guidance. School-based health centers help keep kids like José healthy and in class, helping them to succeed in school and life.

Memorial Hermann offers treatment and care to students through the following school-based clinics:

- **Jane Long Health Center** • Houston Independent School District
- **Burbank Health Center** • Houston Independent School District
- **WAVE Health Center** • Pasadena Independent School District
- **Lamar Health Center** • Lamar Consolidated Independent School District
- **Hogg Health Center** • Houston Independent School District

**HEALTH CENTERS FOR SCHOOLS COMMUNITY PARTNERS**

- Houston Independent School District
- Lamar Consolidated Independent School District
- Pasadena Independent School District
“She knew we were scared and unsure of what to do because I needed serious care and had no insurance. She told us about Gateway to Care and started the application process for us.”
On a hot June afternoon in 2007, 36-year-old Dickinson resident Cristie Latzer was getting dressed when she collapsed on the floor. Frightened by the violent tremors and muscle spasms of his wife’s grand mal seizure, Scott Latzer held Cristie until she lost consciousness, then called 911. By the time the ambulance arrived, she was awake and unaware of what had happened to her.

A CT scan done in the emergency department at Christus St. John Hospital revealed a large tumor on the left side of Latzer’s brain. “Once the doctors saw the tumor, they wanted an MRI the next day,” she says. “When she saw the results, my neurologist at the hospital, Dr. Marie LeBas, did a great job of explaining my condition and advised us to see a neurosurgeon immediately.”

The earlier a brain tumor diagnosis is made, the greater the chance for a positive clinical outcome, but her family’s income was below 150 percent of poverty and they had no insurance to cover her medical expenses.

Established in 2005, the Gateway to Care Provider Health Network (PHN) is based on Project Access, a national healthcare model that connects people to specialists so they can get the care they need early in their diagnosis. The network of physicians and other service providers offers pro-bono care to a determined number of patients who are pre-screened and deemed eligible. Gateway to Care coordinates all healthcare services, freeing up participating physicians to focus on caring for their patients.
Within two days of their referral to Gateway to Care, the Latzers learned they qualified for assistance and Cristie was referred to John Jones, M.D., a neurosurgeon at Memorial Hermann-Texas Medical Center, who had recently joined PHN.

“Dr. Jones was straightforward with us,” Latzer says. “He explained all the possible side effects of surgery, including what could happen during and after the procedure. At first I was scared, but after visiting with Dr. Jones we felt that there was no one more qualified to do the surgery. You can tell he really cares about his patients and their wellbeing.”

The surgery took place on Tuesday, July 24, 2007. “It was a very good team effort,” says Dr. Jones. “Dr. Raymond Weir, an interventional radiologist, offered his services to perform an embolization to cut off the blood supply to the tumor the day before her surgery. He did such a good job that it cut the time I spent removing the tumor nearly in half. Dr. Aaron Mohanty at The University of Texas Medical Branch at Galveston assisted me during the surgery. We couldn’t have done it without the nurses in surgery, the ICU and, later, on the floor.”

Latzer was back home the following Saturday, a much shorter stay than the anticipated seven to 14 days. “The tumor was located over the part of the brain that controls the motor functions on Cristie’s dominant side,” Dr. Jones explains. “It’s not uncommon for patients with tumors like these to come out of anesthesia partially or totally paralyzed. Usually, they require rehab and the paralysis dissipates over time.”

Gateway to Care had arranged for rehabilitation, but to everyone’s surprise, Latzer didn’t require any therapy. Following her surgery, Latzer was on steroids for two weeks and an anti-seizure medication for six months.

Helping coordinate all of Christie’s healthcare needs and connecting her with the right physicians so quickly after her diagnosis allowed her the best chance for a positive outcome. “Everything went very well,” she says. “Dr. Jones was impressed at how well I responded. I’m so thankful for Gateway to Care – for Sandy, for Dr. Weir, for Dr. Jones.”
Providing 100 percent access to healthcare for the uninsured and underinsured population of the Harris County region is Gateway to Care’s ultimate vision. Working together with more than 170 leaders in healthcare, government and the business community, Gateway to Care is well on the way to reaching its goal.

Established in 2000, the Gateway to Care project began with six member organizations, including Memorial Hermann. The mission was to establish a mechanism for healthcare agencies, coalitions, funding entities and advocacy groups to coordinate common administrative and service delivery activities to provide a seamless healthcare delivery system for the uninsured.

Through the years, Memorial Hermann has taken a leadership role in several Gateway to Care initiatives. Its most recent effort is the Gateway to Care Provider Health Network (PHN), launched in November 2005. It is based on a national model called Project Access that connects people to medical specialists so they can receive the right treatments earlier in their illness. Connecting people to the appropriate specialty care sooner results in improved clinical outcomes for the patients and is less costly to the community in the long run.

**GATEWAY TO CARE PROVIDER HEALTH NETWORK PARTNERS**

| Advanced Diagnostics                      | Harris County Medical Society                      | Mental Health Association                      |
| Arab American Medical Association         | Heart of Montgomery County, Inc.                   | Park Plaza Hospital                              |
| Allergy & Asthma Associates               | Houston Chest Internists                           | Physicians Alliance for Quality                  |
| Blue Cross Blue Shield of Texas           | Houston Medical Forum                              | Physicians at Sugar Creek                        |
| Brown & Associates Medical Lab, LLP       | Home Health Services                               | Prescription Network                             |
| Centers for Mobility                     | Islamic Medical Association                        | River Oaks Hospital                              |
| Chinese American Doctors                  | J&R Medical                                       | St. Joseph Medical Center                       |
| Christus St. Catherine Hospital           | Lab Corp                                          | St. Luke’s Episcopal Hospital-TMC               |
| Christus St. John Hospital                | Legacy Community Health Services                   | Southwest MRI                                    |
| Cypress Fairbanks Medical Center Hospital | MHMRA of Harris County                            | Southwest Nephrology Associates, LLP            |
| Doctors Outpatient Surgicenter            | Memorial Hermann Healthcare System                 | Texas Oral Health Coalition-Houston Region      |
| Greater Houston Injury Center, LLC        | Memorial Hermann HNP                               | Texas Physical Therapy Association               |
| HCA-Gulf Coast                            | Memorial Pathology Consultants                     | The Methodist Hospital                           |
| Harris County Hospital District           |                                                  | The Rose                                         |
“If you just sit around, you start feeling like life has nothing to offer. Taking charge of my health has given me a new sense of meaning and control.”
Near the end of October 2004, 57-year-old Anil Patel was admitted to Memorial Hermann Southwest Hospital with shortness of breath and swelling in his legs. He was diagnosed with congestive heart failure (CHF) complicated by diabetes. Today, at the age of 61, after four years of repeat hospitalizations in Houston and his hometown of Ahmadabad, India, he’s staying in shape and out of the hospital.

Patel moved to the United States in 1992, settling first in Waco, Texas, then relocating to Houston in 1995. By 2002, he was prospering with his own small construction business. Then in early fall 2004, he was injured at a construction site.

“I stepped on some debris,” Patel says. “One of my legs was pierced by a nail and the other was cut by a wire that was attached to the nail.” At home, he treated the wounds with a topical antibiotic but they wouldn’t heal.

By the time he was admitted to Memorial Hermann Southwest, his legs were badly swollen and failing. The swelling resulted from his weakened heart muscle, which could no longer pump enough oxygen-rich blood to his kidneys to allow them to drain his body of fluids effectively.

After 10 days of treatment at the hospital, he became concerned about his ability to cover the cost of continued care and flew home to India in search of more affordable treatment. After a brief hospitalization in Ahmadabad, he returned to Houston.
Over the next three years he was in and out of the hospital for an array of disorders associated with diabetes and congestive heart failure. Near the end of February 2008, Sohail Jalal, M.D., fitted Patel with an implantable cardioverter-defibrillator (ICD) to stabilize his irregular heartbeat. Dr. Jalal is an electrophysiologist affiliated with Memorial Hermann Southwest.

During Patel’s stay at the hospital, one of his visitors was patient navigator Tomasa Garcia, who asked if he’d like to enroll in Memorial Hermann’s voluntary Congestive Heart Failure Disease Management Program. When he joined the program on March 4, 2008, Garcia scheduled an initial one-hour, fact-gathering phone appointment with case manager Kathy McLendon, R.N.

During the first of many phone conversations with McLendon, Patel admitted that he was not checking his blood glucose regularly because he couldn’t afford the diabetic supplies. “I explained that he was eligible for Medicare and worked with him to coordinate services through a Medicare provider,” McLendon says. “He made arrangements to get the test strips right away and started monitoring his blood sugar four times daily. He was very enthusiastic about being able to take charge of his health.”

Armed with a new understanding of his condition, Patel now checks his blood pressure regularly, carefully follows a low-sodium diet and calls McLendon frequently with questions about nutrition and exercise. Each time they talk, she mails him more information about his condition.

“Sometimes the material I send relates to our conversation, or if I’ve detected a lack of knowledge in a certain area, I’ll send him related information,” McLendon says. “As with many of our patients, it’s been a matter of connecting him with the resources he needs to stay focused on his health. It’s also just being available to reinforce the lifestyle changes he’s making.”

Patel has not been hospitalized since he enrolled in the CHF Disease Management Program. “I’ve made a lot of changes,” he says. “I watch my sugar intake, and I’ve increased my physical activity and improved my endurance. I tell Kathy not to call me between 2 and 4 in the afternoon, because that’s when I walk.

“I know there’s no cure for CHF, but now I know my disease can be controlled,” says Patel, who lives with his wife, son and daughter-in-law and their two young children. “My life has changed a great deal due to the help I’ve gotten from my wife and the support I’ve received from Kathy. I spend my time in healthy activities around the house and try to keep moving. If you just sit around, you start feeling like life has nothing to offer. Taking charge of my health has given me a new sense of meaning and control.”
Begun in October 2006 at Memorial Hermann Southwest, the Congestive Heart Failure (CHF) Disease Management Program has reduced the financial burden of care for its voluntarily enrolled patients and for the healthcare system. Through ongoing education about their disease and supportive telephone follow-up, the program empowers CHF patients to make changes in their lives that improve health and prevent disease progression.

The program also strengthens healthcare services for patients with CHF by coordinating care with hospitals, physicians and clinics that provide affordable treatment and primary care. Based on the success stories of the 128 patients currently enrolled in Memorial Hermann Southwest’s pilot program, the CHF Disease Management Program has been extended to Memorial Hermann Sugar Land Hospital and will soon be extended to Memorial Hermann Southeast Hospital. All three hospitals serve high populations of CHF patients.

**CONGESTIVE HEART FAILURE DISEASE MANAGEMENT PROGRAM COMMUNITY PARTNERS**

Gateway to Care
Neighborhood Health Centers
“Having access to good care has given me a strong feeling of confidence in the future.”
Artist and metal fabricator Manuel Salinas, age 42, was undergoing diagnosis following a grand mal seizure at Memorial Hermann Southwest Hospital when a CT scan showed bruising in the entire frontal area of Salinas’ brain. When the neurologist on duty inquired about his medical history, Salinas mentioned that he’d sustained a head injury in a 1986 motorcycle accident. Once Salinas was stabilized, the neurologist prescribed an anti-seizure medication to prevent a recurrence and recommended that he have an MRI to rule out a brain tumor.

Salinas was concerned about the cost of his care. “I’ve had my own business since 1999 and don’t have health insurance,” Salinas says. “I was worried about how we were going to pay for the treatment I’d already received and any future imaging tests.”

While still at the hospital, Salinas received a visit from Emergency Center Navigator Miriam Bell, who connects uninsured patients with community resources, including affordable healthcare providers. Bell referred him to Christus Southwest Community Health Clinic for immediate follow-up care and to Epiphany Community Health Outreach Services (ECHOS), a nonprofit outreach ministry of the Episcopal Church of the Epiphany. ECHOS was created to respond to the health and social services needs of uninsured residents of southwest Houston and works with area residents who may not be familiar with how the health system works and how to access care.
ECHOS helped Salinas and his family apply for a Harris County Hospital District Gold Card that would provide them with access to affordable health clinics throughout the city. “Going to ECHOS was like a big door that opened up for us,” Blanca Salinas, Manuel’s wife, told Bell when she followed up on the case near the end of January.

“I’d tried to apply for the Gold Card before, but the process was complicated,” Salinas himself reports. “ECHOS paved the way for me, and I was approved for a temporary card on the spot.”

When Bell followed up with Salinas again in mid-March, she learned that he was under the care of a general practitioner at Martin Luther King Health Center who scheduled him for an MRI, which revealed fibrous tissue from the motorcycle accident but no tumors or bleeding in the brain. Today, Salinas is doing well.

“Without the Gold Card, I could never have afforded the MRI or my follow-up care,” Salinas says. “Having access to good care has given me a strong feeling of confidence in the future.”

EMERGENCY CENTER NAVIGATORS

Manuel Salinas is one of more than 1,000 patients helped by Memorial Hermann Southwest’s Emergency Center Navigator since the pilot program began in January 2008. When uninsured patients seek care at the hospital’s Emergency Center, the Navigator connects them with lower-cost community healthcare providers who can provide a medical home for future health needs. She follows up with each patient to ensure that they have used the referral and are satisfied with the care they’ve received, averaging three contacts per patient.

By establishing an ongoing relationship with a primary care physician at a city or community clinic, patients stay healthier through preventive care while lowering their overall healthcare expenditures. The Emergency Center Navigator Program will be extended to Memorial Hermann-Texas Medical Center and Memorial Hermann Northeast Hospital during the 2008 fiscal year and, eventually, to other Memorial Hermann hospitals.

FINDING MEDICAL HOMES FOR UNINSURED PATIENTS

EMERGENCY CENTER NAVIGATOR PROGRAM COMMUNITY PARTNERS

Community Clinics
Epiphany Community Health Outreach Services (ECHOS)
Gateway to Care Provider Health Network
In 2007, Memorial Hermann established the Community Benefit Corporation to work in collaboration 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. That same year, Memorial Hermann contributed $132 million for uncompensated cost of care; $62 million to support education for medical professionals, including physicians, nurses, technicians and others; $3.8 million for community benefit programs, including those profiled in this report; and other contributions in support of a variety of community initiatives.

Memorial Hermann collaborated with the American Heart Association in 2006 and 2007 to sponsor the Houston Heart Walk and Go Red for Women, a national campaign urging women to take charge of their heart health. Memorial Hermann also sponsored the 2006 and 2007 Health and Fitness EXPO at the Chevron Houston Marathon. The System annually sponsors the Susan G. Komen Race for the Cure benefiting breast cancer education and research, the MS150 bicycle race from Houston to Austin benefiting the National Multiple Sclerosis Society and the Juvenile Diabetes Research Foundation Walk to Cure Diabetes.

Strong leadership and participation made the 2007 Memorial Hermann United Way Campaign the most successful ever, with contributions exceeding $780,000, an increase from $718,000 in 2006. As a pacesetter for healthcare in the greater Houston area, Memorial Hermann annually leads the industry in contributions.

To provide convenient alternatives to emergency centers for non-urgent care, Memorial Hermann operates two Neighborhood Health Centers staffed by board-certified nurse practitioners and physician assistants. Located in northwest and southwest Houston, the Centers do not accept insurance and provide services for a flat fee of $45.

Finally, Memorial Hermann provided significant financial support to the Children’s Defense Fund, Covenant House, the Community Clinic, the Houston Galveston Area Council, Houston Area Nursing Schools, the John P. McGovern Museum on community health issues, Search, Sheltering Arms, the Texas Medical Center Cambridge Street Bridge Project (improving access to trauma centers during storms), and Medical Missions, which fund physician-led teams in developing countries. In 2007, approximately 31,200 people in 18 different countries were served through 75 Memorial Hermann Medical Mission-sponsored trips.
The American Hospital Association (AHA) recently recognized Memorial Hermann as one of only five healthcare systems in the country – and the only one in Texas – to receive the association’s NOVA Award, for our System’s commitment since 1995 to the Memorial Hermann Health Centers for Schools.

The second-highest hospital award given by the AHA, the NOVA recognizes programs that work collaboratively and effectively to improve community health status. Through the Health Centers for Schools program, Memorial Hermann partners with three local districts – Houston, Pasadena and Lamar Consolidated – to provide healthcare to students who might otherwise not receive it, keeping these children in the classroom where they can learn.

Data shows that without access to basic healthcare, small childhood issues begin to have big consequences. Students can’t concentrate on math with an earache or keep up with class work when they miss multiple school days due to uncontrolled asthma. Schools can’t educate children who aren’t in the classroom or who don’t feel well enough to learn.

This program serves as a preventive solution to those problems. The five school-based Health Centers record more than 24,000 visits annually, and operate Monday through Friday all year. With 21,000 children participating at 28 campuses, the Health Centers serve as a medical home to uninsured children and as a secondary access point for insured children, offering free primary care, mental health counseling, health education, dental care and family planning.

Memorial Hermann Health Centers for Schools is based on outcomes data, and the numbers reflect its success. In Fiscal Year 2007, benefits of this Memorial Hermann program included:

• A nearly 70 percent decrease in asthma problems, emergency center visits and hospitalizations
• A 75 percent reduction in cholesterol levels among those in the cholesterol management program
• Improved grade-point averages and self-reported wellbeing – along with fewer suspensions, detentions and days absent – for those receiving mental health counseling

Schools are selected by identifying those with the greatest number of students having unmet medical and psychological needs. Health Centers are immediately accessible to children, don’t require transportation, don’t require parents to miss work or take their children to appointments and don’t present a financial obstacle to families who need care.

Much of the success of the program is attributed to the collaboration among the school-based clinic staff and school nurses, counselors and administrators working to take the extra steps to provide children with the continuum of care the clinic provides.
**HISD Hall of Fame Award**

Memorial Hermann was inducted into the Houston Independent School District (HISD) Hall of Fame for its creation with HISD of the Memorial Hermann Health Centers for Schools Program. This program benefits uninsured children at 28 schools with onsite full-time primary healthcare or mental healthcare, nutritional guidance and dental services. Memorial Hermann is one of 29 companies to be so honored.

The primary goal of the Memorial Hermann program with HISD schools is to bring healthcare to children who otherwise would not obtain it and to keep children in school where they can learn.

“Without access to basic healthcare, small childhood issues begin to have consequences,” says Carol Paret, Community Benefit CEO. “HISD cannot educate children who aren’t in the classroom and who don’t feel well enough to learn. Working together, Memorial Hermann and HISD have been able to change that for these uninsured children.”

**TAPE Award**

The Texas Association of Partners in Education (TAPE) recognized Memorial Hermann with its prestigious Gold Award for Texas Community Partnership for Memorial Hermann’s school-based health centers. TAPE works to strengthen student success through volunteer, community and business/school partnerships that enhance the success of young people in school. This award distinguishes Memorial Hermann as a leader in developing innovative partnerships with schools and community partners.

“We are proud to be honored with the recognition that this award conveys,” says Paret. “And we encourage other community groups to create additional partnerships with schools to benefit even more students.”

The Hall of Fame award is presented to community partners of HISD for services they provide to students. The award recognizes organizations that partner with schools to provide support of districtwide programs, and/or sponsor special events for a minimum of five years, have a districtwide impact and serve as a model for other partnerships. The 2007 Hall of Fame inductees are Devon Energy Corp., Fund for Teachers, Memorial Hermann and Schlumberger.
Each of us has the potential to be a CATALYST for positive CHANGE.

SPECIALTY SERVICES

Through 11 hospitals and numerous specialty facilities, Memorial Hermann offers innovative technology and treatments, clinical excellence and the resources of our university-affiliated teaching hospital in the Texas Medical Center.

Founded more than 100 years ago, Memorial Hermann is known for world-class clinical expertise, patient-centered care, leading-edge technology and innovation. We provide continuous care for the greater Houston community with 11 hospitals, including three Heart & Vascular Institutes, TIRR Memorial Hermann, Children’s Memorial Hermann Hospital and eight suburban acute-care hospitals.

With an outstanding medical staff and more than 19,000 employees, the System operates five comprehensive cancer centers, 21 sports medicine and rehabilitation clinics, 23 easily accessible imaging centers, a chemical dependency treatment center, a Wellness Center, a home health agency, a retirement community and dozens of other specialty and outpatient programs located throughout southeast Texas.

- 9 general acute-care hospitals
- 2 specialty acute-care hospitals (Children’s Memorial Hermann Hospital, TIRR Memorial Hermann)
- 23 imaging centers (4 breast care centers)
- 10 surgery centers
- 12 diagnostic laboratories
- 21 sports medicine and rehabilitation centers
- 1 chemical dependency treatment center
- 21 regional affiliates
- 3 managed acute-care facilities
- 1 retirement/nursing center
- 1 home health agency
- 140,763 admissions
- 586,106 outpatient visits
- 55,813 surgeries
- 377,256 annual emergency visits
- 25,411 annual deliveries
- 3,452 annual Life Flight® air ambulance missions
- 19,012 full-time employees
- 3,514 beds (licensed)
- 4,178 medical staff members
- 26 residency programs
- 46 fellowship programs
- 1,324 physicians-in-training (physicians and fellows)
Our specialty services include:

**Emergency, Trauma and Critical Care** – Memorial Hermann is home to one of only two Level I Trauma Centers in Houston and the only dedicated pediatric trauma service in the city. Neuro, cardiovascular, shock trauma, medical and surgical intensive care units are located at acute-care hospitals throughout the Memorial Hermann System. Memorial Hermann Life Flight air ambulance service offers a full continuum of care, from rescue call to patient discharge.

**Burn Treatment** – The John S. Dunn, Sr. Burn Center is the only comprehensive burn treatment center in Houston.

**Cancer Care** – Memorial Hermann Cancer Centers provide a full continuum of diagnostic and treatment services, including targeted anticancer drugs, intensity-modulated radiation therapy (IMRT), image-guided radiation therapy (IGRT), prostate seed implantation and the MammoSite® Radiation Therapy System.

**Heart & Vascular Institutes** – With 50 percent of Houston’s heart care specialists on active staff at our hospitals, we lead the way in specialty services and innovations in heart care.

**Imaging** – Memorial Hermann Imaging Centers deliver high-quality, customized diagnostic services. We offer the full array of leading-edge technology, from the 3-Tesla MRI to the ultra high-resolution 64-slice CT scanner to the faster, clearer digital mammogram.

**Neurosciences** – Memorial Hermann delivers comprehensive neurological and neurosurgical treatment options to more patients than any other healthcare system in Houston. The cornerstone of our program is the Mischer Neuroscience Institute (MNI). Patients come to MNI for the treatment of rare and common diseases of the brain and spinal cord.
Organ Transplantation – Memorial Hermann was the site of Houston’s first liver transplant in 1985. Thanks to innovative procedures and groundbreaking medical and surgical advances, we remain a leader in transplant medicine, with outcomes that surpass national expected survival rates. Surgeons here performed the first pancreas transplant in Texas.

Orthopedics – We offer the latest minimally invasive hip and knee replacements, ankle replacements and advanced arthroscopy.

Pediatrics – As a full-service dedicated children’s facility, Children’s Memorial Hermann Hospital focuses exclusively on young patients’ needs. A recent facility expansion increased capacity to 240 beds, making ours one of the largest pediatric hospitals in the United States.

Rehabilitation – Named to the U.S. News & World Report list of “America’s Best Hospitals” for 19 consecutive years, TIRR Memorial Hermann has achieved worldwide renown for excellence in rehabilitation research and treatment for catastrophic injuries and illnesses, including traumatic brain injury and stroke, spinal cord injury, amputations, multiple sclerosis, and other neurological diseases and disorders.

Sports Medicine – Memorial Hermann Sports Medicine programs build athletic frontrunners by helping them improve strength, speed, flexibility, coordination, cardiovascular endurance and overall conditioning, as well as providing comprehensive care following injury.
Memorial Hermann Facilities and Programs

**Acute-Care Hospitals**
- Memorial Hermann-Texas Medical Center
- Memorial Hermann Katy Hospital
- Memorial Hermann Memorial City Medical Center
- Memorial Hermann Northeast Hospital
- Memorial Hermann Northwest Hospital
- Memorial Hermann Southeast Hospital
- Memorial Hermann Southwest Hospital
- Memorial Hermann Sugar Land Hospital
- Memorial Hermann The Woodlands Hospital

**Specialty Institutes**
- Memorial Hermann Heart & Vascular Institute-Memorial City
- Memorial Hermann Heart & Vascular Institute-Southwest
- Memorial Hermann Heart & Vascular Institute-Texas Medical Center
- Mischer Neuroscience Institute at Memorial Hermann
- The Sports Medicine Institute

**Specialty Hospitals**
- Children's Memorial Hermann Hospital
- Memorial Hermann Prevention & Recovery Center
- TIRR Memorial Hermann

**Managed Hospitals**
- Huntsville Memorial Hospital
- Memorial Hermann Baptist Beaumont Hospital
- Memorial Hermann Baptist Orange Hospital

**Retirement Living**
- University Place Retirement Community

**Long-Term Nursing Care**
- University Place Nursing Center

**Specialty Facilities**
- Memorial Hermann Counseling Center
- Memorial Hermann Sports Medicine & Rehabilitation Centers
- Memorial Hermann Technical Education Center
- Neighborhood Health Centers
- The Garden Spa

**Other Subsidiaries**
- The Memorial Hermann Foundation
- B. J. and Margaret Bradshaw Wellness Center-Memorial Hermann/HBU
- Memorial Hermann Home Health
- Memorial Hermann Health Network Providers, Inc.
- Memorial Hermann Medical Group

**Web Site**
memorialhermann.org
Working Together to Change Lives
Each of Us has the Potential to be a Catalyst for Positive Change