<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>02</td>
<td>By the Numbers</td>
</tr>
<tr>
<td>04</td>
<td>Growth</td>
</tr>
<tr>
<td>12</td>
<td>Milestones</td>
</tr>
<tr>
<td>18</td>
<td>Creating Consumer-Centric Experiences</td>
</tr>
<tr>
<td>24</td>
<td>High-Reliability Health Care</td>
</tr>
<tr>
<td>30</td>
<td>In the Community</td>
</tr>
<tr>
<td>38</td>
<td>Life Flight Anniversary</td>
</tr>
<tr>
<td>42</td>
<td>System Profile</td>
</tr>
</tbody>
</table>
**By the Numbers**

- **2.01 million** Patient Encounters
- **MORE THAN 158,000** Inpatient Admissions
- **MORE THAN 879,400** Inpatient Days
- **MORE THAN three hundred** Memorial Hermann Care Delivery Sites
- **154,250** Surgeries
- **MORE THAN 595,500** Emergency Center Visits
- **1.34 million** Diagnostic & Therapeutic Visits
- **MORE THAN 25,000** Babies Delivered
- **109 years** Serving the Community
- **MORE THAN 4,000** Licensed Beds
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- **MORE THAN 4,000** Licensed Beds

**By the Numbers**

- **$4.8 billion** Total Operating Revenue
- **$451 million** Community Benefit Contribution
- **$39.7 million** Foundation Total Dollars Raised
- **6,621** Individual Donors to Memorial Hermann Foundation
- **twenty-five thousand** Employees
- **MORE THAN 75,000** Health Plan Members
- **2,075** Research Studies
- **MORE THAN 5,700** Active Medical Staff
- **221** MHMG Employed Physicians
- **$89 million** Centers for Medicare & Medicaid Shared Savings Program Results

*Numbers reflect data from July 1, 2015, to June 30, 2016.*
INVESTING IN THE FUTURE OF GREATER HOUSTON’S HEALTH

Memorial Hermann – as the largest not-for-profit health system in Southeast Texas serving the fourth-largest and fastest-growing metropolitan area in the United States – understands that there will always be opportunities to strengthen the access residents have to safe, high-quality inpatient and outpatient care.

Strategic growth plans reflect this commitment to meeting the evolving health requirements of the region. The progress made in 2016 on a wide range of construction projects throughout Houston and the surrounding communities serves as further evidence of its dedication to advancing health.

Memorial Hermann continued to grow to new heights, adding critical healthcare resources and making new investments targeted to build the infrastructure necessary today to ensure a healthier population tomorrow.
Memorial Hermann celebrated another year of significant progress in its Breaking New Ground campaign. This is the largest multi-site construction initiative in the history of the Memorial Hermann Health System, with projects located in some of the fastest-growing areas of the region.

**MEMORIAL HERMANN-TEXAS MEDICAL CENTER**

The flagship hospital of the Memorial Hermann Health System is reaching new heights as more than 350 pieces of structural steel are added to the site each month, all part of a $700 million renovation and expansion of the 2.5 million-square-foot facility. A new, 17-floor patient care tower, the Susan and Fayez Sarofim Pavilion, is scheduled to open in early 2020. Along with it will open a new parking and infrastructure building, adding more than 600 parking spaces to the campus. The campus will grow by 1.34 million square feet as part of the project. Sarofim Pavilion will become the new home of Memorial Hermann Life Flight® and an expanded burn center in Houston that has been verified by the American Burn Association. The Pavilion will also provide added capacity, giving the hospital the ability to expand key specialty services as the medical demands of this rapidly growing community grow. The facility will be the cornerstone of Memorial Hermann’s comprehensive 40-acre medical campus in Pearland.

**MEMORIAL HERMANN PEARLAND HOSPITAL**

Memorial Hermann Pearland Hospital opened its doors in 2016. The 250,000-square-foot, state-of-the-art healthcare facility along with a Memorial Hermann Pearland emergency department and adjoining medical office buildings now make up Memorial Hermann’s comprehensive 40-acre medical campus in Pearland. With its 64 beds, Memorial Hermann Pearland ushered in a higher level of quality and safe care for the community, delivering critical expertise in orthopedics and sports medicine, neurology, general surgery, heart and vascular disease, labor and delivery, gastroenterology and urology.

**MEMORIAL HERMANN KATY HOSPITAL**

In the past three years, Memorial Hermann Katy Hospital has invested more than $120 million to provide area residents with broader access to specialty and surgical care. The hospital kicked off 2016 with the opening of a new 230,000-square-foot, six-story patient care tower, significantly increasing the number of surgical suites and patient beds available to the community. The new space allowed Memorial Hermann Katy to expand its diagnostic imaging areas, intensive and intermediate care units, women’s services, sports medicine facilities and endoscopy capabilities. The building also provided added capacity, giving the hospital the ability to expand key specialty services as the medical demands of this rapidly growing community evolve. At final build-out, the tower will add a total of 300 patient beds to the 66-acre campus.

**MEMORIAL HERMANN SUGAR LAND HOSPITAL**

Following 27 months of construction, Memorial Hermann Sugar Land Hospital opened the doors to its new 155,000-square-foot, six-story patient care tower – the centerpiece of a $93 million expansion project on the campus. With the new facility, 60 patient beds were immediately added to support expansions in a range of areas, including the intensive care unit, and a new 16-bed intermediate care unit. Similar to other patient care towers in the Memorial Hermann Health System, the building in Sugar Land also provides expansion capacity. The fifth floor of the tower is currently a shell space that can be quickly converted to 30 additional patient rooms and four operating rooms to accommodate future growth. The tower also includes a foundation and infrastructure to add four additional floors at a later date.

**MEMORIAL HERMANN CYPRESS HOSPITAL**

In 2016, construction continued on the $168 million project to bring Memorial Hermann’s world-class, clinically integrated, patient-centered care to residents of the Cypress area with a new 80-bed, state-of-the-art hospital. Memorial Hermann Cypress Hospital will give area residents access to eight operating rooms, a 16-bed intensive care unit, a neonatal intensive care unit, a cardiac catheterization lab and a Life Flight® helipad. It will also include capacity to expand with additional patient care towers and medical office buildings as the region grows. The facility will be the centerpiece of Memorial Hermann’s 32-acre Cypress campus, which currently includes a medical plaza for primary and specialty physician offices as well as ambulatory services. The hospital opened in spring of 2017.

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Hermann Emergency Center and adjoining medical office buildings now make up Memorial Hermann’s comprehensive 40-acre medical campus in Pearland. With its 64 beds, Memorial Hermann Pearland ushered in a higher level of quality and safe care for the community, delivering critical expertise in orthopedics and sports medicine, neurology, general surgery, heart and vascular disease, labor and delivery, gastroenterology and urology.

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INCREASING ACCESS TO URGENT AND CONVENIENT CARE, CLOSE TO HOME

Memorial Hermann continued its work to broaden access to convenient and urgent care throughout the suburban communities of the Greater Houston area. A 45,000-square-foot Memorial Hermann Convenient Care Center was opened in Cypress in 2016 and now provides highly coordinated adult and pediatric services through the Memorial Hermann Medical Group as well as specialty physicians, sports medicine and rehabilitation, lab services, and outpatient imaging. Scheduled or walk-in care is provided by physicians affiliated with the Convenient Care Center.

Memorial Hermann recently opened a 45,000-square-foot Memorial Hermann Convenient Care Center in Kingwood. The Convenient Care Center is anchored by Memorial Hermann Northeast and will join the Memorial Hermann Summer Creek Convenient Care Center in serving the Greater Lake Houston area.

Memorial Hermann Medical Group also opened three new Memorial Hermann Urgent Care facilities with locations in Sugar Land, Fulshear and Houston (on Washington Avenue). Staffed with experienced physicians who provide walk-in care for non-threatening health conditions, these facilities further underscore Memorial Hermann’s commitment to providing communities with a wide range of options – all aligned toward the same quality objectives – to access care at all levels, from routine to highly specialized.

In addition to these Urgent Care facilities and Convenient Care Centers, Memorial Hermann also expanded its orthopedic network, opening its fourth Memorial Hermann IRONMAN Sports Medicine Institute on the campus of Memorial Hermann Sugar Land Hospital. The move brings a dynamic array of sports medicine expertise and comprehensive testing and training to competitive and recreational athletes of all ages in one of the fastest-growing areas in Houston.

Memorial Hermann continued its work to broaden access to convenient and urgent care throughout the suburban communities of the Greater Houston area.

STRATEGIC PLANS TO SERVE THE GREATER LAKE HOUSTON COMMUNITY

In a move that solidifies its commitment to the Greater Lake Houston community, Memorial Hermann Health System reached an agreement to purchase the Memorial Hermann Northeast Hospital campus from the Northeast Hospital Authority Board of Trustees. The transaction allows Memorial Hermann to move forward with its strategic plan of constructing a 123,000-square-foot, five-story, state-of-the-art patient care tower, which is expected to open in 2018.

Memorial Hermann The Woodlands continues its journey to achieve Level II trauma verification from the American College of Surgeons.

MEMORIAL HERMANN BROADENS ACCESS TO TRAUMA CARE

The Memorial Hermann Health System underscored its commitment to providing citizens of the Greater Houston area with broader access to its integrated trauma network when two of its facilities – Memorial Hermann Southwest Hospital and Memorial Hermann The Woodlands Hospital – announced that they are pursuing Level II trauma verification from the American College of Surgeons. Establishing these hospitals as Level II centers will help ease the burden on Memorial Hermann’s only Level I trauma center – the busiest trauma center in the nation – and will provide more immediate access to a higher level of care for communities both north and south of the Texas Medical Center.

Memorial Hermann Northeast Hospital has plans to construct a five-story patient care tower.

MEMORIAL HERMANN TEXAS TRAUMA INSTITUTE IS RENAMED TO HONOR DR. JAMES H. “RED” DUKE

In recognition of the late James H. “Red” Duke, Jr., M.D., Memorial Hermann Texas Trauma Institute is renamed Memorial Hermann Red Duke Trauma Institute. A legendary surgeon who became a national leader in trauma care, Dr. Duke was the John B. Holmes Professor of Clinical Sciences at McGovern Medical School at UTHealth. He played an instrumental role in establishing Memorial Hermann Life Flight® in 1976, the first lifesaving air ambulance service in Texas, and served as the medical director of the program for nearly four decades.

The Institute is one of only two Level I trauma centers in the Greater Houston area that treats adult and pediatric patients under one roof. It brings together a world-class team of clinicians, researchers, and educators armed with the latest in research and technology to deliver comprehensive, lifesaving services.
By age 19, Hannah Susman had already accomplished a lot – valedictorian of her senior class, all-state choir, dean’s list at her university – all in spite of a genetic mutation called hypertrophic obstructive cardiomyopathy, which caused her young heart to stop twice and left her needing a heart transplant.

Even when she was hospitalized at Memorial Hermann Heart & Vascular Institute-Texas Medical Center (HVI) awaiting her lifesaving call, Hannah never gave up hope that her best days were still ahead. After several weeks of waiting, Hannah received a new heart in February 2016 during a five-hour surgery at the Institute that would ultimately transform her life. Hannah named her heart “Richard.”

She recovered quickly from the transplant surgery. Within a year, she had already returned to her old, ambitious self, singing again, participating in heart walks and even meeting the family of the stranger who donated his heart, giving Hannah a chance to pursue her dreams for many years to come.

HANNAH’S STORY

Suffering from arthritis, Irene Parisi was in constant pain and found even sleeping difficult to do comfortably. She relied on prescription pills to ease her pain, and when those were not enough, she mixed them with alcohol to numb the pain. When Irene became dependent on pills, she turned to Memorial Hermann Prevention and Recovery Center (PaRC) for help with her addiction and found alternative options for pain relief.

PaRC offered Irene a variety of methods, including yoga, acupuncture, physical therapy and virtual reality videos that provided intervention without medications. Today, she uses a combination of these treatments to manage her arthritis pain. Free from her opioid and alcohol addictions, she has resumed a healthy lifestyle. Irene enjoys being outside, reading and spending time with her four grandchildren.

IRENE’S STROY
The Memorial Hermann Health System maintains a strong commitment to advancing the health of the Greater Houston area by leading the region – and the nation – in delivering high-quality, safe patient care. The milestones Memorial Hermann achieved in 2016 reinforce that dedication, marking another year of award-winning care and noteworthy accomplishments.
REACHING NEW MILESTONES

A HOUSTON FIRST: MEMORIAL HERMANN SUGAR LAND HOSPITAL EARNS 2016 MALCOLM BALDRIGE NATIONAL QUALITY AWARD

Memorial Hermann Sugar Land Hospital is distinguished as a 2016 recipient of the highly coveted Malcom Baldrige National Quality Award – the nation’s highest Presidential honor for performance excellence. This sought-after award has only been given to two other hospitals and 15 other businesses in the state.

Since its inception in 1978, 113 organizations have earned the Baldrige Award. Memorial Hermann Sugar Land joins an elite group of only 21 healthcare organizations that have been honored with the designation for their commitment to excellence in innovation, improvement and visionary leadership.

TIRR MEMORIAL HERMANN EARNS TOP HONORS FROM U.S. NEWS & WORLD REPORT

For the second consecutive year, TIRR Memorial Hermann is ranked the No. 2 rehabilitation hospital in the United States in U.S. News & World Report’s annual Best Hospital rankings. This is the 27th year TIRR Memorial Hermann is featured in the prestigious ranking, which also recognizes Memorial Hermann-Texas Medical Center as the No. 2 overall hospital in Texas. The latter honor is given only to those hospitals that are high performing across multiple areas of care. Specific service lines at Memorial Hermann-TMC appearing in this year’s national rankings include cardiology and heart surgery, gastroenterology and gastrointestinal surgery, gynecology, nephrology, neurology and neurosurgery, and urology. Children’s Memorial Hermann Hospital also earns recognition in listings for nephrology, as well as, neurology and neurosurgery.

MEMORIAL HERMANN IS RECOGNIZED NATIONALLY FOR HIGH-QUALITY STROKE PROGRAMS

The stroke programs of eight Memorial Hermann hospitals earn distinctions from the American Heart Association and American Stroke Association. Memorial Hermann Mischer Neuroscience Institute at the Texas Medical Center earns the Get With The Guidelines®-Stroke Gold Plus award and a place on the Target: Stroke Honor Roll Elite Plus. Together, these comprise the two organizations’ highest honor, which recognizes the achievement of leading outcomes for two or more consecutive years in the seven stroke achievement measures critical to quality care.

The American Heart Association and American Stroke Association also recognize Memorial Hermann Northeast Hospital and Memorial Hermann The Woodlands Hospital with the Gold Plus award and listing among the Target: Stroke Elite to mark 24 consecutive months of quality stroke performance. Memorial Hermann Southeast Hospital, Memorial Hermann Memorial City Medical Center, Memorial Hermann Greater Heights Hospital, Memorial Hermann Katy Hospital, and Memorial Hermann Southwest Hospital earn distinctions from the organizations as well.

MEMORIAL HERMANN IS RECOGNIZED AGAIN AS ONE OF HOUSTON’S BEST PLACES TO WORK

For the 12th consecutive year, the Memorial Hermann Health System is included in the Houston Business Journal’s Best Places to Work listing. Memorial Hermann achieves the No. 5 spot among Houston’s “extra-large” employers and is the highest ranking health system in the city.

HOSPITALS & HEALTH NETWORKS AGAIN NAMES MEMORIAL HERMANN AMONG THE NATION’S “MOST WIRED”

For the 12th consecutive year, the Memorial Hermann Health System is named one of the country’s “Most Wired” in Hospitals & Health Networks’ annual survey of the most technologically sophisticated healthcare organizations. The recognition reinforces Memorial Hermann’s efforts to deploy technologies that improve patient documentation, advance clinical decision support, reinforce evidence-based protocols, reduce the likelihood of medical errors, and rapidly restore access to data in the case of a disaster or outage.

AMERICAN HOSPITAL ASSOCIATION AWARDS MEMORIAL HERMANN FOR ITS COMMITMENT TO QUALITY

In a rare accomplishment for a U.S. health system, Memorial Hermann is nationally recognized with awards in multiple categories by the American Hospital Association (AHA). It is the only Houston health system honored at the 2016 Health Forum/ AHA Leadership Summit.

Memorial Hermann Greater Heights Hospital is recognized as an AHA McKesson Quest for Quality finalist for demonstrating commitment and progress in achieving quality, safety, and effective, efficient, timely, and patient-centered care. Memorial Hermann’s Mobile Dental program earns the AHA NQA Award for its collaborative efforts in improving community health. And Memorial Hermann’s Physician Network and Symptom Management Consultants program receives the AHA’s Citation of Honor as a 2016 Circle of Life Award™ winner for innovations in delivering high-quality palliative and end-of-life care.

SOCIETY OF THORACIC SURGEONS THREE-STAR RATING FOR HEART BYPASS SURGERY

For the second time, the Society of Thoracic Surgeons’ (STS) three-star rating was awarded to Memorial Hermann Heart & Vascular Institute-Memorial City for quality performance in coronary artery bypass graft or heart bypass surgery. The STS comprehensive rating system compares the quality of cardiac surgery among hospitals across the country, placing Memorial Hermann Heart & Vascular Institute-Memorial City in the top 10 percent of Cardiovascular Surgery Programs.
MEMORIAL HERMANN MEMORIAL CITY MEDICAL CENTER NAMED ONE OF 100 GREAT COMMUNITY HOSPITALS FOR 2016

Memorial Hermann Memorial City Medical Center is the only facility in west Houston to be included on Becker’s Hospital Review’s list of 100 Great Community Hospitals for 2016. This is the second time the hospital has earned the honor, which recognizes hospitals for being a vital part of the communities they serve.

QUALITY OUTCOMES AT MEMORIAL HERMANN

Memorial Hermann Heart & Vascular Institute-Texas Medical Center are recognized nationally

Memorial Hermann Heart & Vascular Institute-Texas Medical Center is once again named an accredited STEMI Receiving Center by the American Heart Association and Society of Cardiovascular Patient Care. The Institute is one of about 60 hospitals nationwide to achieve the elite recognition for meeting or exceeding key quality measures when treating people who are experiencing the most severe type of heart attack: ST-elevation myocardial infarction, or STEMI.

TRUVENT HEALTH ANALYTICS NAMES

MEMORIAL HERMANN MEMORIAL CITY MEDICAL CENTER A 100 TOP HOSPITAL

Memorial Hermann Memorial City Medical Center is named one of the nation’s 100 Top Hospitals™ by Truven Health Analytics®, a leading provider of data-driven analytics and solutions to improve the cost and quality of health care. The award winners are selected for achieving the highest national standards in hospital care and management, and for improving patient outcomes while streamlining expenses.

BABY-FRIENDLY USA RECOGNIZES

MEMORIAL HERMANN

Memorial Hermann The Woodlands Hospital becomes one of only four hospitals in the Greater Houston area designated as a Baby-Friendly® birth facility, joining Children’s Memorial Hermann Hospital on that list. The prestigious, international recognition is given by Baby-Friendly USA, Inc. to hospitals and birthing centers that offer an optimal level of care for breastfeeding mothers and their babies, delivering the information, confidence, and skills needed to successfully initiate and continue breastfeeding.

MEMORIAL HERMANN EARNS RECOGNITION BY AMERICAN COLLEGE OF SURGEONS

The Institute is among Truven Health’s 50 Top Cardiovascular Hospitals

Four Memorial Hermann hospitals are collectively ranked among Truven Health’s 50 Top Cardiovascular Hospitals. This is the seventh time Memorial Hermann Greater Heights Hospital, Memorial Hermann Katy Hospital, Memorial Hermann Northeast Hospital, Memorial Hermann Sugar Land Hospital, Memorial Hermann-Texas Medical Center, and Memorial Hermann The Woodlands Hospital achieve validation from the American College of Surgeons’ National Surgical Quality Improvement Program for their meritorious surgical care.

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Quality Outcomes at Memorial Hermann

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Truven Health Analytics names Memorial Hermann Memorial City Medical Center a 100 top hospital

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Memorial Hermann earns recognition by American College of Surgeons

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In today’s digitally driven society, healthcare delivery can no longer be confined to the traditional settings of hospitals or clinics. Patients who have grown accustomed to on-demand goods and services that can be accessed at their fingertips are now clamoring for the same convenience from their healthcare providers. It is not enough to offer the best treatment at the bedside. Innovative health systems have to look beyond the traditional models of care to find the right solutions that ensure that patients get the care they need when they need it.
Creating Consumer-Centric Experiences

IMPROVING ACCESS TO CARE THROUGH EVERYDAY WELL

Meeting the challenges of the future demands a shift in thinking about value and Memorial Hermann Health System is at the forefront of that movement in care delivery.

Long considered an industry pioneer in providing safe, high-quality patient care, Memorial Hermann recognizes the benefits of empowering patients to best manage their health and wellbeing. That is why the health system initiated development of a transformative new care delivery platform called Everyday Well aimed at advancing the health of the Greater Houston community and optimizing patient care experiences.

Through the program, Memorial Hermann provides a full suite of offerings – both online and brick-and-mortar options – that expand the spectrum of primary care, making it more efficient, effective and convenient for patients to get healthy and stay healthy.

The goal is to establish Everyday Well as a one-stop-shop that consumers across the Greater Houston area can rely on to manage their health and their healthcare, from building a better understanding about their own health conditions, to accessing health plan information, paying and managing their bills, making smarter lifestyle choices, and gaining a better understanding of where and when to seek specialized care.

To support this objective, Memorial Hermann has introduced a number of new services and improvements with an eye to the future of consumer-driven patient care.

• Online scheduling was introduced through ScheduleNow, providing consumers with a sleek and easy way to arrange appointments in primary care and specialty physicians’ offices as well as for mammography services.

• The building blocks for Memorial Hermann Virtual Care were put into place with the goal of eventually, offering patients with Children’s Memorial Hermann Hospital surgical services and occupational medicine clinics the opportunity to manage their health remotely through digital tools. Through Virtual Care, rather than making a trip to the hospital following a child’s surgery, parents can join a web videoconferencing session to follow up with physicians on the child’s postsurgical care from the comfort of their home. Nurse practitioners who staff occupational medicine clinics will be able to interact with physicians through web-based technology when more advanced consultations are required.

• All physical primary care touchpoints, including Memorial Hermann Convenient Care Centers, Memorial Hermann Urgent Cares, and RediClinics, were incorporated into the Everyday Well framework.

• The Everyday Well blog was established to equip consumers with the knowledge they need to take charge of their own health. Readers can access the latest health and wellness tips and research, learn how Memorial Hermann is bringing medical breakthroughs to the bedside, read inspiring patient stories, and understand how Memorial Hermann is working each and every day to make health care smarter for patients and employers.

• A nurse triage line was launched, providing patients with a telephone link to primary and specialty care providers who can provide guidance on questions about when and where to seek appropriate care for their injuries and illnesses.

• Billing was streamlined and simplified as patients’ bills were migrated from paper to electronic statements. The online statements provide more simplified explanations of services, making them easier to understand. And the new billing portal through everydaywell.com now provides patients with greater flexibility, allowing them to pay electronically and establish and manage extended payment plans.

• A paperless appointment check-in process was established in certain primary care physician offices and is currently being rolled out to other locations in the System.
While exercising at the gym one day, Jon Goddard felt a twinge of pain in his neck. Thinking nothing of it, he continued his workout and daily activities until the pain became unbearable. After completing a MRI, Dr. Mark Prasam, an affiliated physician at Memorial Hermann Orthopedic & Spine Hospital, determined that Jon had a bulging disk in his neck that would require surgery. Dr. Prasam recommended a cervical disk replacement rather than a traditional fusion to preserve range of motion and prevent him from having a future cervical spine operation.

With a cervical disk replacement, an artificial disk is inserted to replace the damaged or diseased disk that is pressing on nerves and causing pain. Research has shown that this type of surgery can improve neck and arm pain while maintaining range of motion for the patient. Jon elected to have the surgery. While in postop, he felt an immediate difference. The pain that once radiated down to his shoulder and tricep was gone. Today, his range of motion has fully recovered, and Jon has resumed an active lifestyle of swimming, biking and skiing.

JON’S STORY

One evening in December 2015, Leigh Rozelle felt a lump on the outer side of her left breast. During the next six days, Leigh visited her primary care physician, a breast surgeon and finally an oncologist for a series of tests that confirmed the athletic 37-year-old, with no family history of the disease, had breast cancer. Because the cancer was so aggressive, Leigh chose an aggressive plan for treatment that included prehabilitation, a double mastectomy, more therapy, chemotherapy and finally reconstruction surgery.

Leigh credits the team at Memorial Hermann Memorial City Medical Center and TIRR Memorial Hermann Outpatient Rehabilitation-Memorial City with putting together a treatment plan that quickly and effectively stopped the cancer in its tracks. Leigh underwent reconstruction surgery in November 2016 and now just a little more than a year after her diagnosis is free of cancer and feeling stronger every day.

LEIGH’S STORY
High-Reliability Health Care

Memorial Hermann continued its quest in 2016 to achieve high reliability in health care, launching new initiatives aimed at sustaining zero harm in our treatment of every patient, every time.
ACHIEVING HIGH-RELIABILITY HEALTH CARE

The year marked a decade since the health system launched From the Boardroom to the Bedside to achieve a culture of patient safety and five years since embracing high reliability principles.

By further strengthening our efforts to become a high reliability organization, we achieved significant outcomes in some of health care’s most critical quality and safety areas, while reinforcing key systems and processes for ensuring timely, accurate, and efficient care.

REDUCING SEPSIS RATES IN EMERGENCY DEPARTMENTS AND BEYOND

According to the National Center for Health Statistics, sepsis is the leading cause of death in non-coronary care intensive care units. The high mortality rate associated with the condition, coupled with the strong likelihood of severe long-term physical, psychological and cognitive disabilities for those who survive, makes this metric one of the most critical quality indicators for acute care hospitals.

To ensure patients do not suffer the devastating outcomes of this condition – where mortality rates increase by each hour it goes untreated – Memorial Hermann launched a multidisciplinary strategy to update the treatment of sepsis. The goal was to leverage evidence-based strategies for early identification of sepsis and rapid intervention in the Emergency department so sepsis patients received the same time-sensitive treatment more commonly associated with those experiencing a heart attack or stroke.

Today, early recognition protocols begin as soon as patients arrive in emergency centers. Using a specially designed screening tool to identify possible cases, nurses can act quickly to notify physicians when they need to respond urgently and initiate life-saving treatment options. When immediate intervention is required, nurses and others activate a Code Sepsis Team or a Rapid Response Team to deliver care. All treatment of sepsis patients is tracked and analyzed in a dashboard to ensure life-saving treatment options are initiated within an hour of identifying sepsis and to easily pinpoint opportunities for response improvement.

The approach is now being implemented in other units, including critical care and medical and surgical floors, to continue to drive reductions in the incidence of sepsis.

AVOIDING SURGICAL INFECTIONS BY STANDARDIZING AND CENTRALIZING STERILE PROCESSING

According to the Centers for Disease Control, surgical site infections are the most common healthcare-associated infection (HAI), accounting for 31 percent of all HAIs in hospitalized patients. Although industry-wide advancements have led to improved infection prevention strategies, surgical site infections continue to be a significant cause of morbidity, prolonged hospitalizations, and in some cases death.

Recognizing the critical role that instrument care plays in ensuring that postsurgical infection does not occur, Memorial Hermann identified key system-wide opportunities to guarantee consistency in everything from manual wash processes, compliance with manufacturer care instructions, to sterile processing space allocation and chemical use. Plans were implemented in partnership with Human Resources to reduce staff turnover. Policies were instituted to ensure appropriate equipment care and that internal quality metrics were established, along with introducing guidelines for sterile processing areas to clearly delineate the roles and responsibilities of all employees involved in sterile processing.

As a result, Memorial Hermann achieved significant reductions in instrument-related lapses that could potentially lead to harm. It also celebrated a tremendous increase in the number of certified sterile processing technicians. And realized efficiency improvements in a number of sterilization areas, including faster equipment arrival times and greater accuracy in surgical sets, while maintaining compliance with critical processes proven to result in better quality outcomes.

EXPANDING QUALITY CARE BENCHMARKING AND IMPROVEMENTS IN AMBULATORY SERVICES

In most hospitals and health systems, quality improvement efforts are centered on inpatient care, where longer hospital stays and the treatment of acute conditions require a heightened focus on performance. In 2016, Memorial Hermann made significant progress in its strategy to change that by directing the same focus to the ambulatory setting.

A range of measures was introduced, all designed to ensure consistent classification of events, reliable outcome metrics, internal benchmarking, and process evaluations in ambulatory care.

Processes were implemented to prevent wrong patient and wrong exam incidents. Standards were instituted with certain patient populations to help avoid skin tears during mammography exams. Additional steps to screen patients were introduced to make certain they were free of metals before entering the MRI suite. Employee orientation and education programs for outpatient facilities were revised to more closely mirror those of inpatient facilities. Modifications were made to the electronic medical records system to include more detailed documentation of processes to ensure compliance with critical quality and safety standards.

This focused effort on outpatient care has led to a range of consistent improvements, and marks the first step in better alignment across the continuum of care for our patients.
PROVING THAT HIGH RELIABILITY CAN EXIST IN HEALTH CARE
The Memorial Hermann Health System initiated the High Reliability Certified Zero Award for hospitals that go a year or longer without adverse events in federally defined healthcare categories. The award is granted based on results formally certified in monthly reports sent to the Centers for Medicare and Medicaid Services.

Several Memorial Hermann hospitals have gone years without a serious safety event. Many haven’t had a single incident of a stage III or IV pressure ulcer (the most acute of such pressure sores), a catheter-associated urinary tract infection in the intensive care unit, or an iatrogenic pneumothorax in greater than 12 months.

In the five years since the award program began, Memorial Hermann hospitals have earned 208 Certified Zero Awards for avoiding hospital-acquired infections and other conditions causing patient harm over periods of a year or more. Forty-nine awards were given in 2016.

AN EYE TO THE FUTURE: BROADENING OUR WAY OF THINKING ABOUT HIGH RELIABILITY
Assessments of high-reliability concepts in 2016 provided new insight and identified opportunities to further ingrain key tools, behaviors, and techniques. Fourteen measures across three dimensions—leadership, safety culture, and robust process improvement—were evaluated in 2016 to gauge physician and staff understanding of key principles driving the science of high reliability at the hospital level.

The undertaking revealed that achieving high reliability involves far more than just delivering high-quality outcomes in a safe environment. It requires a distinct cultural shift, where high reliability becomes a way of thought—and a way of life—that is reflected in every aspect of hospital operations, from billing to information technology to surgical performance.

With this data, Memorial Hermann launched an initiative that is now underway to further optimize the skill sets of high reliability by providing a framework for performance improvement through Robust Process Improvement (RPI) methodology using tools and insights of The Joint Commission. RPI is a combination reducing variation, eliminating waste and change management that has proven effective in building and sustaining a high-reliability culture.

Setting the Standard for Workplace Safety
The Occupational Safety and Health Administration has set the bar high for workplace safety in a healthcare setting, distinguishing world-class health organizations as those having a recordable injury rate of 3.1 per 100 employees or fewer. In April 2016, the Memorial Hermann Health System joined an elite group, composed of the safest hospitals in the nation, when it achieved a recordable injury rate of 3.0.

This is less than half of the healthcare industry’s national recordable injury rate average of 6.0 injuries per 100 employees—a figure documented by the U.S. Bureau of Labor Statistics that illustrates the hazards inherent in health care. It also reinforces the diligence required to work safely amidst the risk of blood-borne pathogens and bodily fluid exposures, patient handling, needles and sharps, violence and other hazards.

The staff, clinicians, and physicians of all the hospitals and facilities that constitute the Memorial Hermann Health System understand that hazard recognition and safe work practices are ongoing efforts and that everyone shares in the responsibility of ensuring safe conditions and behaviors. Memorial Hermann’s strong commitment to safety has played a critical role in creating and sustaining a high-reliability culture, and this achievement certainly underscores that dedication.

DA N I E L’ S S T O R Y
Daniel Langford was a self-described tough guy who lived as if nothing could touch him until a horrific motorcycle accident left him fighting for his life. An avid member of a local motorcycle club, Daniel’s accident occurred when he took a turn too quickly and swerved into the median, catapulting off his bike and bouncing across the pavement for more than 100 feet. He was not wearing his helmet. The entire right side of his face was crushed, his arm was burned, his neck was broken, and he had suffered a severe traumatic brain injury.

Despite his severe injuries, Daniel not only survived the trauma, but also was able to make a remarkable recovery thanks to the quick action of a Memorial Hermann Life Flight crew and two McGovern Medical School at UTHealth physicians: Dr. Ryan Kitagawa, an affiliated neurosurgeon at Memorial Hermann Mischer Neuroscience Institute at the Texas Medical Center; and Dr. Nagi Demian, an affiliated oral and maxillofacial surgeon at Memorial Hermann-Texas Medical Center. He also credits his progress to his wife, Kari Langford, a Neonatal Intensive Care Unit nurse at Children’s Memorial Hermann Hospital, who stayed by his side throughout the ordeal.

Daniel’s recovery was long and arduous, but he battled past the physical and emotional scars of the incident. He proudly says he is a better man and father to his three young children. He recently completed construction on their home and is building homes for others in his community.
When a healthcare organization becomes a part of the fabric of a community, the impact on overall population health can be tremendous. Healthcare needs can be better anticipated and fulfilled, and a stronger continuum of high-quality care is available to cover the entire journey to better health.
In The Community

STRENGTHENING THE HEALTH OF OUR COMMUNITY

At Memorial Hermann, we thrive by focusing on community support. The attention to community health motivates us to deliver care to every patient as if they were members of our own families. It brings us all closer together behind a common cause. And it strengthens our overarching purpose: advancing health for everyone through every possible aspect of patient care.

MEMORIAL HERMANN MAKES HEALTH HAPPEN FOR THE UNDERSERVED AND UNINSURED

As one of the largest not-for-profit systems in Texas, the Memorial Hermann Health System contributed over $451 million in uncompensated care and community benefits in 2016. We did this because we are committed to being a steward of the community’s health – not only by delivering high-quality services for the adults and children who seek care at a Memorial Hermann facility, but also by providing a range of programs and support through the Memorial Hermann Community Benefit Corporation.

Through Memorial Hermann’s subsidiary, the Memorial Hermann Community Benefit Corporation (MHCBC), Memorial Hermann implements programs and works with other healthcare providers, government agencies, business leaders and community stakeholders to ensure that all residents of the Greater Houston area have access to services needed to improve their quality of life and the overall health of the community. MHCBC’s programs primarily focus on educating the community and improving access to primary medical, dental, and mental health care; providing social service support to underserved populations; promoting the importance of a healthy diet and creating access to nutritious foods; and fostering improved health through exercise.

The mission of MHCBC is to test and measure innovative solutions that advance the health of the community through collaboration with others, as well as the creation of signature, evidence-based ways to improve the communities where people live, work, learn and play.

HEALTH CENTERS CELEBRATES 20 YEARS OF SERVICE

Located in schools and school districts that have students with the highest prevalence of unmet medical and psychosocial needs, Memorial Hermann Health Centers for Schools serve as medical homes for children who are uninsured and/or who are covered by Medicaid, as well as a secondary access point for insured children. The school-based health clinics provide increased healthcare to children who would otherwise not be able to obtain it, keeping children healthier and allowing them to remain in school where they can learn.

The program began in 1996 with two school-based health centers serving three schools. Today, it consists of 10 centers serving 71 schools in five school districts across the region. Additionally, three mobile dental vans rotate among the health center sites. In 2016, the dental program was awarded the American Hospital Association NOVA Award®, a distinction given to health systems that go beyond caring for the ill to help people live healthier, more productive lives.

Located in Aldine, Alief, Houston, Lamar Consolidated and Pasadena Independent School Districts, the school-based clinics have been recognized by the U.S. Departments of Education and Health and Human Services as one of the nation’s best models of successful collaboration between a health system and surrounding school districts.

The Memorial Hermann Health Centers for Schools program is continually evolving to keep pace with the needs of the community. Complementing Memorial Hermann’s initiative to screen patients for food insecurity and promote physical activity, the school-based health centers have teamed up with several community leaders to create new opportunities for kids to be active, fit and healthy. These unique collaborations include the Houston Food Bank’s Scholarship Pantry at Sharpstown High School, the BUILD Health Challenge food prescription (FVRx) program in North Pasadena, and Project Fit America’s program. In addition to its efforts with community partners, the school-based centers have also implemented signature programming such as the H.A.P.P.Y (Healthy Attitudes Promote Positive Youth) Boot Camp where students with risk factors participate in a one-week camp to exercise, learn about nutrition and build self-esteem; and the Fitness Funatics Summer School Camp where students attending summer school are provided an hour-long class of movement, music, motivation and meditation.

EMBRACING CONNECTIONS

By recognizing and embracing the connections between social conditions and improved health, MHCBC works to prevent the onset of chronic disease through comprehensive and expansive programs and...
initiatives that address access to care, hunger, food insecurity, and exercise.

Through its ER Navigation and COPE (Community Outreach for Personal Empowerment) Program, MHCBC is reducing the use of the Emergency Center for primary care conditions by improving health literacy, providing community-based care coordination and social service support, and connecting patients to medical homes.

The Nurse Health Line is a free, community-wide resource that works to direct patients to primary care settings and away from the ER when appropriate by connecting them to a registered nurse trained to refer them to appropriate resources for their health concerns.

After receiving the Houston Food Bank’s first-ever food insecurity training, Memorial Hermann has implemented the screening in all Memorial Hermann Emergency Centers as well as the Health Centers for Schools and two Neighborhood Health Centers.

As part of the effort to promote exercise as medicine, MHCBC is working with physicians to encourage them to make physical activity a vital sign at their patients’ routine visit. Based on their assessment, physicians then issue an exercise prescription with the dosage of physical activity for health tailored to meet their patients’ needs.

A community health needs assessment was conducted by analyzing secondary data, conducting numerous focus groups with community members, and interviewing key leaders and providers. Through the assessment, MHCBC identified several priorities for future work including fostering healthier lifestyles in the community and expanding access to behavioral health resources as well as health care services overall.

None of this work could be accomplished without collaboration from key community stakeholders and partners. As MHCBC continues to devise innovative ways to foster a healthier community, the organization will continue to partner with the North Pasadena’s BUILD Health Challenge, Children-at-Risk, Cities Changing Diabetes, the Clinton Foundation, Gateway to Care, the Houston Food Bank, U.T. School of Public Health, the YMCA and area safety-net providers.

MEMORIAL HERMANN BROADENS BEHAVIORAL AND MENTAL HEALTH RESOURCES

In 2016, Memorial Hermann Behavioral Health Services opened its third Mental Health Crisis Clinic, expanding access to care for patients experiencing emergent psychiatric situations as well as those unable to follow up with other outpatient providers.

The new clinic is located in Meyerland and makes its services available to anyone with a mental health need – insured or uninsured. It is staffed with a psychiatrist, nurse practitioner, and social worker, as well as other care personnel, who provide nontraditional access to psychiatric care. Its focus is on nighttime crisis coverage, operating Monday through Friday from 10 p.m. to 8 a.m.

With the opening of the Meyerland clinic, Memorial Hermann is now providing residents of Greater Houston with around-the-clock access to mental health services.

The Meyerland facility joins two other Mental Health Crisis Clinics – one located in Humble and another located in Spring Branch – in delivering:

- Psychosocial and medical history assessments
- Emergency medication administration
- Short-term prescriptions
- Referrals to permanent medical homes and outpatient psychiatric treatment
- Social services

Services and operating hours have been strategically established at each of these locations based on data from Memorial Hermann Health System emergency centers as well as useful input from other resources, including law enforcement, personal care homes, and area psychiatric hospitals. With the opening of the Meyerland clinic, Memorial Hermann is now providing residents of Greater Houston with around-the-clock access to mental health services.

BEING A LEADER IN HEALTH MEANS RAISING AWARENESS OF CRITICAL HEALTH CONCERNS

Improving the lives of others is a commitment that runs deep at Memorial Hermann. As a leader in health and wellness for more than 100 years, we recognize that many organizations and associations are doing incredible work to drive awareness of critical health concerns.

We understand the valuable role that supporting the work of these groups can play in building a healthier – and stronger – community. We believe in the transformational impact of education. We are confident that our gifts of time, talent and funds can positively change lives. And we trust in the significant strength we are able to demonstrate in our numbers when we come together as a team to stand behind important civic initiatives.

American Heart Association Heart Walk

The Memorial Hermann Health System was a proud sponsor and the top fundraising company participating in the 2016 American Heart Association Heart Walk. More than 3,000 employees joined forces to raise $276,214 – exceeding the organization’s goal of $250,000. The fundraising event is designed to raise awareness of cardiovascular disease – the No. 1 killer among Americans – and stroke – the No. 5 killer – and support treatment research. With the goal of promoting better health and quality of life in all citizens, the American Heart Association leads the annual Heart Walk in communities throughout the nation, bringing more than a million people together to take a stand against heart disease.

United Way of Greater Houston

For the fifth consecutive year, the Memorial Hermann Health System exceeded its goal of raising $1 million in its annual fundraising campaign for the United Way of Greater Houston. Employees and affiliated physicians pledged gifts, donated PTO hours, and attended campus events in support of the effort. More than $1.3 million went to the nonprofit group as a result of Memorial Hermann’s strong commitment.

BP MS150 Bike Tour

The Memorial Hermann Health System proudly sponsored a team in the BP MS150 Bike Tour for the 18th consecutive year. The two-day cycling trek from Houston to Austin raises funds for those living with multiple sclerosis. Despite weather interruptions that led to the cancelation of the second day of the 2016 tour, a total of 100 Memorial Hermann team members rode from Houston to LaGrange, Texas, and raised more than $82,000 in support of this worthy cause.

14th Annual Run for the Rose

A record number of participants raised more than $600,000 to support the fight against brain cancer at the 14th Annual Run for the Rose. The yearly run began in 2002, created in honor of Marnie Rose, M.D., a first-year pediatric medical resident who tended to patients at Children’s Memorial Hermann Hospital and who was diagnosed with a rare form of brain cancer and later died from complications of the disease. Over the years, Memorial Hermann employees, patients and area residents have rallied to support this annual event sponsored by the Dr. Marnie Rose Foundation. Since its inception, the foundation has donated more than $5.35 million – much of it raised from the Annual Run for the Rose races – to benefit pediatric health initiatives at Children’s Memorial Hermann Hospital, brain cancer research at The University of Texas MD Anderson Cancer Center, and education through the Dr. Marnie Rose Professorship in Pediatric Neurology at McGovern Medical School at UTHealth.

Employees participated in the annual Run for the Rose event in support of the fight against brain cancer.
Born seven weeks early, Darius Sonia suffered an intraventricular hemorrhage in the first few days of life that left him with spasticity in his lower limbs. The stiffness and tightness in his legs caused him to be in therapy from the time he was three months old and hindered his ability to walk as he got older. It wasn’t until Darius was about five years old that his mother, Sarah Sonia, considered selective dorsal rhizotomy, a highly specialized procedure where problematic nerve roots in the spinal cord are severed or destroyed to relieve the symptoms of spasticity.

Dr. Manish Shah, a pediatric surgeon at McGovern Medical School at UTHealth and director of pediatric spasticity and movement disorder surgery at Children’s Memorial Hermann Hospital and Memorial Hermann Mischer Neuroscience Institute at the Texas Medical Center, successfully performed the surgery on Darius. Within a few weeks, Darius, who was unable to walk on his own before, took his first real steps ever in his lifetime. Today, he is an energetic nine-year-old who enjoys basketball and recently took karate classes.

DARIUS’ STORY
Life Flight Anniversary

The skies over Houston changed on August 1, 1976, when two pioneering community leaders – trauma surgeon James “Red” Duke, M.D., and Houston Fire Department Chief Lester “Whitey” Martin – brought emergency patient transport to the air with the founding of Memorial Hermann Life Flight.
Dr. Duke soon became an iconic figure as the champion of a program to transport patients in a fraction of the time it would take by ground ambulance. As the first medical director of Life Flight, he led the effort to establish an operating model for the service as well as critical medical, safety, and communication procedures and protocols.

When the program took flight in 1976, it functioned with only a single helicopter and a handful of staff. Today, Memorial Hermann Life Flight is home to a fleet of six helicopters and 74 crew members. Each helicopter now can carry up to two patients and comes equipped with state-of-the-art tools and technologies to administer emergency medical treatments, including blood transfusion, blood warming, ultrasound diagnostics, video-assisted intubations, and the opening of blocked airways.

From its inception four decades ago to now, Life Flight has been the only hospital-based air ambulance service in Houston, covering the city and its surrounding communities within a 150-mile radius. Crews have completed more than 150,000 missions to date, and the John S. Dunn Helipad – capable of landing four helicopters at one time – is now considered one of the busiest hospital helipads in the nation.

Throughout the years, Life Flight has paved the way in sophisticated, state-of-the-art helicopter emergency medical services with the ability to deliver advanced, prehospital trauma care in the sky. With a focus on bringing the lifesaving capabilities of an emergency center directly to a patient in the field, Life Flight is continuing to pioneer advancements in trauma care throughout the country.

In celebration of Memorial Hermann Life Flight’s momentous 40th anniversary, Memorial Hermann Health System launched the “40 Years of Life Flight, 40 Days of Thanks” initiative. The campaign kicked off with an official proclamation from Houston Mayor Sylvester Turner’s office, declaring August 1, 2016, as Memorial Hermann Life Flight Day.

Over the next 40 days, the Memorial Hermann Life Flight team demonstrated their gratitude to all of those who have supported the growth and development of the program. Team members extended special appreciation to the EMS partners and first responders who are integral in helping Life Flight retrieve Houston’s critically ill and injured patients. Several people throughout the community shared Life Flight stories on social media to celebrate the important service that its crews provide to residents throughout the Greater Houston area. A total of $40,000 in philanthropic support was raised in just 40 days to help fund the nonprofit program’s $3 million annual operating budget.

In 2016, Memorial Hermann-Texas Medical Center opened the exhibition “Our Dr. Duke” in the Rick Smith Gallery, featuring stories, photographs and memorabilia from the legendary trauma surgeon. The exhibition underscores the instrumental role Dr. Duke played in developing the air ambulance program and transforming trauma care, not just for the city of Houston but for the entire country. It also reflects the dedication and commitment of this physician who was known for his extraordinary patient care and his influence in teaching medical students and surgeons.

As the John B. Holmes Professor of Clinical Sciences at The University of Texas Health Science Center at Houston Medical School, Dr. Duke served as the medical director of Memorial Hermann Life Flight for more than four decades. After his passing in 2015, the Memorial Hermann Texas Trauma Institute was renamed the Memorial Hermann Red Duke Trauma Institute in his honor.
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 25,000 employees. The System serves Southeast Texas and the Greater Houston community with more than 300 care delivery sites, including 19* hospitals, the country’s busiest Level I trauma center, an academic medical center affiliated with McGovern Medical School at UTHealth, and numerous specialty programs and services.

Memorial Hermann has been a trusted healthcare resource for more than a century. As Greater Houston’s only full-service, clinically integrated health system, Memorial Hermann continues to identify and meet our region’s healthcare needs.

Among its diverse portfolio is Memorial Hermann Life Flight®, the largest and busiest air ambulance service in the United States. The Memorial Hermann Physician Network, MHMD, is one of the largest, most advanced, and clinically integrated physician organizations in the country. Memorial Hermann Accountable Care Organization operates a care delivery model that generates better outcomes at a lower cost to consumers, and residents of the Greater Houston area have broader access to health insurance through the Memorial Hermann Health Insurance Company.

**OUR VISION**
Memorial Hermann will be a preeminent integrated health system in the U.S. by advancing the health of those we serve.

*Memorial Hermann Health System owns and operates 15 hospitals and has joint ventures with four other hospital facilities.